Executive Direction and Management

The High Commissioner for Human Rights has a unique role as the chief advocate for human rights in the United Nations system and provides a voice for victims around the world. This role is performed by maintaining continuous dialogue on the Office’s priorities and activities with Member States and numerous stakeholders. The visibility and impact of the High Commissioner’s lead role are ensured through public statements, speeches, opinion articles, country visits, high-level meetings and other key outreach activities. The High Commissioner and her Deputy are supported in their engagement with Member States, the media, civil society and partners in the United Nations system by nine organizational units within Executive Direction and Management (EDM), namely: the Executive Office (EO); the New York Office (NYO); the Policy, Planning, Monitoring and Evaluation Service (PPMES); the Programme Support and Management Services (PSMS); the Donor and External Relations Section (DEXREL); the Communications Section (CS); the Civil Society Section (CSS); the Safety and Security Section (SSS); and the Documents Processing Unit (DPU).

Executive Office

Background

In 2011, the High Commissioner for Human Rights, Navi Pillay, continued her global advocacy for the promotion and protection of all human rights by encouraging concrete partnerships among all stakeholders and building on the Office’s expertise, both at headquarters and in the field.
EXECUTIVE DIRECTION AND MANAGEMENT

The High Commissioner’s advocacy took place in the context of the important transformations occurring around the world, particularly in North Africa and the Middle East and highlighted the need for a human rights-based approach in transitional processes leading to genuine democracy and respect for the rule of law. The High Commissioner acknowledged the instrumental role of social media platforms in bringing about social and democratic change and devoted Human Rights Day 2011 to these new means of communication.

Throughout the year, the High Commissioner continued to advocate for mainstreaming human rights within the United Nations system. The adoption of key policy documents or processes, including the Human Rights Due Diligence Policy, the Joint Policies on Human Rights for Peace Missions and the multi-year workplan of the Human Rights Mainstreaming Mechanism under the United Nations Development Group (UNDG-HRM) were key indicators of success. The visibility of the High Commissioner’s lead role was also maintained through a continuous output of public statements, speeches and opinion articles, as well as field missions and other outreach activities.

Results

National laws, policies and institutions (EA 1)

During the High Commissioner’s mission to Mexico, the President signed a decree which established the basis for implementing a protection mechanism for human rights defenders. Also during the visit, the Mexican Supreme Court ruled that civilian jurisdiction should prevail over military jurisdiction in cases of human rights violations attributed to the military, in compliance with an Inter-American Human Rights Court sentence. The Supreme Court also ruled that Inter-American Court rulings are mandatory for the judiciary. Military courts have subsequently begun to decline jurisdiction in the above-mentioned cases.

The Congress of Uruguay passed a law removing the statute of limitations and other obstacles to the prosecution of human rights violations committed under the military dictatorship. This came about following a visit by the Deputy High Commissioner during which she raised the issue of impunity for past human rights violations and the need to ensure that there are no legislative obstacles to their investigation and sanction.

Responsiveness of the international community (EA 10)

The Security Council requested five briefings by the High Commissioner on the protection of civilians and the situation in Côte d’Ivoire, Libya, the Middle East, Sudan and the Syrian Arab Republic. As a result of these briefings, the human rights aspects of the crises were given prominence in public debates of the highest global forum. The High Commissioner continued to play an active role in the Inter-Agency Standing Committee (IASC). On 13 December 2011, the High Commissioner hosted and delivered the opening address at the IASC Principals meeting in Palais Wilson. At the meeting, the IASC Principals adopted the Transformative Agenda, notable for its focus on empowered leadership, more effective coordination and an operational framework for accountability.

The Human Rights Council established commissions of inquiry to Côte d’Ivoire, Libya and Syria. It also established a fact-finding mission to Syria. The High Commissioner advocated globally for the need to establish commissions of inquiry, investigate allegations, bring to accountability those who are responsible for human rights violations and provide reparations for victims. The High Commissioner supported the commissions of inquiry and fact-finding missions through technical assistance, as well as human and financial resources.
The High Commissioner continued to raise awareness among governmental counterparts and other stakeholders to ensure that economic, social and cultural rights are realized globally, including in countries facing major economic challenges.

The International Criminal Court requested continued cooperation with OHCHR, in a manner consistent with the UN-International Criminal Court Relationship Agreement and OHCHR’s mandate. OHCHR provided information compiled by the Commission of Inquiry on Côte d’Ivoire.

**Human rights mainstreaming within the United Nations (EA 11)**

* The High Commissioner continued to strengthen partnerships with other UN departments and agencies to ensure the integration of a human rights-based approach in the development of policies and programmes.
* The UN adopted the Due Diligence Policy on human rights.

**Global Management Outputs**

**Sharing OHCHR’s strategic direction (GMO 1)**

* For the first time, the Office organized a planning week to design and implement the Office’s strategic direction for 2012.
* The High Commissioner and the Deputy High Commissioner continued to send out all-staff messages on key issues and policies, held all-staff meetings and chaired the Senior Management Team (SMT) meetings.

**Transparent and timely decision-making (GMO 2)**

* The Office continued to use the SMT as the avenue to take and follow up on strategic decisions.

**Leading human rights mainstreaming (GMO 3)**

* The High Commissioner continued to participate in interdepartmental bodies. The Deputy High Commissioner chaired the UNDG-HRM.

**Servicing human rights mechanisms (GMO 4)**

* The High Commissioner continued to support efforts towards a strengthened treaty body system by calling on all stakeholders to make proposals in this regard. As a result, many stakeholder consultations were convened which elaborated different recommendations. Individual submissions from treaty body experts, States and civil society organizations (CSOs) were received in 2011.

* The High Commissioner continued to support the Universal Periodic Review (UPR) process which successfully ended its first cycle. The High Commissioner decided to maximize UPR resources by redistributing them to follow-up measures on UPR recommendations.

**Supporting field operations (GMO 5)**

* The Office maintained substantive support and guidance to human rights components of peace missions.

**Challenges and lessons learned**

The global economic crisis continued to affect OHCHR in 2011; although to a lesser extent than was expected as a result of the strong support that was received for activities in North African countries. Nevertheless, OHCHR was and will continue to be very careful in the use of its resources. In 2011, the Office received US$111.1 million in voluntary contributions, compared with just under US$110 million in 2010. It should be noted, however, that US$9.6 million of the amount received in 2011 was due to the special appeal that was launched by the High Commissioner following the events surrounding the Arab Spring. While the financial situation was not as drastic as anticipated, total expenditures in 2011 amounted to US$128 million, creating a shortfall of more than US$17 million. This was the second time in seven years that OHCHR’s income was lower than its actual spending.

In this context, the need to implement many new mandates established by legislative bodies with existing resources constrains OHCHR’s capacity to provide appropriate responses and servicing while also implementing its existing priorities.
EXECUTIVE DIRECTION AND MANAGEMENT

New York Office

Background

The arrival of the Assistant Secretary-General (ASG) for Human Rights in 2010 enabled OHCHR to be more consistently present in discussions at all levels of United Nations Headquarters in 2011, including at intergovernmental and interdepartmental/inter-agency meetings, to ensure that a human rights perspective is taken into account.

OHCHR’s heightened profile led to an increased number of important exchanges in New York, including an unprecedented number of which were related to Security Council discussions. The engagement of the NYO with the Security Council significantly increased during the past year. The High Commissioner was invited to participate in debates, informal consultations and other meetings of the Security Council 11 times in 2011; representing a ten-fold increase in the number of invitations extended in recent years. While the High Commissioner has regularly participated in thematic debates on issues such as the protection of civilians, the invitations in 2011 were primarily requests to brief the Security Council on country situations in Africa and developments related to the Arab Spring.

In 2011, the NYO became increasingly perceived as a natural partner of other UN departments and agencies. OHCHR’s responses to many UN internal processes ensured that human rights concerns were raised at the highest levels. The increased presence of the NYO, due in part to the arrival of the Assistant Secretary-General for Human Rights, similarly ensured the strengthening of constructive working relations with interdepartmental counterparts on social development, peacekeeping, political, legal and humanitarian affairs. Without the constraints imposed by distance, the consistent high-level engagement of the NYO led to the increased integration of a human rights perspective in decisions by UN policymaking bodies. Responses to specific violations were addressed, including with regard to the rights of women, lesbian, gay, bisexual and transgender (LGBT) persons and in relation to accountability, transitional justice and the rule of law.

Results

National laws, policies and institutions (EA 1)

As a co-lead entity of the Team of Experts on the rule of law and sexual violence in conflict (Security Council resolution 1888), OHCHR participated, in 2011, in the deployment of the Team to Côte d’Ivoire, the Democratic Republic of Congo (DRC), Guinea, Liberia, Sierra Leone and South Sudan to identify gaps and challenges faced by national authorities in responding to sexual violence. As a result of its engagement, the Team developed terms of reference that further clarified how prosecution teams are working on sexual violence issues and identified areas where support might be needed. The Team also developed terms of reference that complemented the UN Mission in Liberia’s efforts in support of the Liberian national police, the Sexual and Gender-Based Violence Unit and Criminal Court E, the special court established to hear cases of rape and other forms of sexual violence in the country. In South Sudan, the Team advised on the draft transitional constitution which resulted in national-level discussions on the need for a constitutional basis for the prevention and response to sexual violence and, more broadly, for the promotion of the principles of equality, non-discrimination, accountability and women’s participation.

The UN Rule of Law Indicators were developed through a partnership between the NYO and DPKO. The indicators seek to assist post-conflict States in assessing the strengths and weaknesses of institutions of criminal justice, particularly in relation to the judicial system, prisons and police. This tool will help Member States to measure change from the perspectives of accountability, transparency and performance. It received the endorsement of the UN Rule of Law Coordination and Resources Group (ROLCRG) as a system-wide guidance tool in May 2011.
Following the outcome of a pre-testing period, the UN Rule of Law Indicators were fully implemented in Haiti and Liberia and helped to identify key areas of reform for the Government, civil society and donors. The indicators were also launched in South Sudan in late 2011.

**State engagement with human rights mechanisms (EA 6)**

- Advice from the NYO on international human rights standards and principles related to women’s human rights and gender led to the completion and submission of reports from Member States to human rights mechanisms.
- The NYO carried out briefings for States Parties, particularly those without representation in Geneva, in order to strengthen their capacities to report. As a result of this engagement, States Parties were better informed and prepared for their engagement with the Committee on the Elimination of Discrimination against Women (CEDAW) regarding compliance, reporting and possibilities for engagement on follow-up.

**Coherence and consistency in the system of human rights mechanisms (EA 9)**

- The original texts of resolutions related to CEDAW and other treaty bodies have been significantly changed by amendments that enable all treaty body chairs to interact with the Third Committee. In addition, advances have been made in the realization of the idea that treaty body resource questions could be consolidated into one functional resolution covering all treaty bodies. This would ensure that resolutions concentrate on substantive concerns and resources are allocated to treaty bodies in a coherent and non-preferential manner. The NYO increased its engagement with the General Assembly in comparison to previous years. For instance, during the 66th session of the General Assembly, the NYO engaged to varying degrees with all six committees of the GA – as opposed to only the Third and Fifth Committees as was previously the case – and also played a more proactive role in the drafting and negotiation of resolutions mentioned above.

**Responsiveness of the international community (EA 10)**

- During 2011, the ASG drew the attention of the international community to critical human rights issues and situations through more than 50 public speeches/interventions before Member States and during over 50 meetings with high-level representatives and numerous others at the working/director-level. The ASG informed Member States about OHCHR positions and concerns. This interaction led to the following notable results:
  - The significant increase in OHCHR’s engagement with the Security Council, as exemplified by the numerous requests for briefings by the High Commissioner;
  - The inclusion of specific language in reports to the Security Council by the Secretary-General on country situations, stressing the need to establish transitional justice mechanisms in accordance with international standards;
  - The inclusion of specific language for the Security Council in resolutions on renewal of peace mission mandates;
  - The Secretary-General raises human rights issues more frequently during missions and in meetings (both private and public) on an almost daily basis. The NYO is now systematically invited to contribute to his missions, speeches and meetings and the ASG has also accompanied the Secretary-General on missions. The Secretary-General’s human rights interventions led Member States to undertake new and concrete commitments on human rights issues. By way of example, upon OHCHR’s insistence, the Secretary-General raised two emblematic disappearance cases and resulted in the first invitation to the UN to conduct independent investigations into the situation.
- In June 2011, the Human Rights Council adopted the first UN resolution specifically focused on violence and discrimination on the grounds of sexual orientation and gender identity (A/HRC/RES/17/19). The adoption of the resolution was largely due to sustained efforts led by the High Commissioner to raise awareness about the susceptibility of LGBT people to a wide range of human rights violations. In addition to issuing public statements and organizing and participating in panel discussions and other meetings, OHCHR produced several widely published newspaper op-eds on the issue, as well as online videos, web-based stories and other public information materials. In a follow up to Human Rights Council resolution 17/19, the Office prepared the UN’s first official report on violence and discrimination based on sexual orientation and gender identity which generated widespread interest among States, the media and civil society.
- A panel discussion organized by the NYO on the issues of migration, racism and discrimination provided a basis for the GA thematic debate on these topics. Many Member States referred to the panel in their statements.
The UN Assistance Mission in Afghanistan and the Government of Afghanistan increasingly focused on the rights of girls and women, transitional justice, prisons and detention centres and the protection of civilians, recalling obligations under international human rights law. OHCHR contributed to these efforts by engaging with the Government through a mission of the ASG to Afghanistan, advocacy in the form of a letter to President Karzai, by informing the international community through an op-ed and engaging with the Security Council.

**Human rights mainstreaming within the United Nations (EA 11)**

OHCHR played a lead role in further strengthening system-wide efforts to integrate human rights in UN operational activities for development. The NYO supported OHCHR as chair of the UNDG-HRM, and in collaboration with the UN Development Operations Coordination Office, provided support in coordinating implementation of its initial activities. OHCHR participated in conducting a UNDG-HRM survey of United Nations Country Teams (UNCTs) to identify needs for human rights mainstreaming support. Over 70 per cent (or 99 UNCTs) submitted responses. The survey results provided critical insights into challenges, opportunities and needs at the country level and illustrated a high level of commitment to respond to the increasing needs of national partners, including in the context of implementing recommendations from the UPR. The results were included in the revised workplan of the UNDG-HRM to ensure country-level impact of envisaged activities. Furthermore, the UNDG-HRM undertook a mapping of mainstreaming policies and collected over 400 tools which were made available on the Human Rights-Based Approach (HRBA) Portal (www.hrbaportal.org). The Portal was re-launched on 10 December on the occasion of Human Rights Day. An inter-agency training package on HRBA was updated and enhanced and a training-of-trainers workshop was organized which expanded the pool of HRBA trainers.

In July 2011, the Human Rights Due Diligence Policy was endorsed by the Secretary-General following a Policy Committee recommendation. It prohibits UN actors from providing support to non-UN security forces when there is a real risk that recipient entities may commit grave violations. The ASG and DPKO co-chaired a Review Group that designed and developed the policy. The NYO also actively contributed to the preparation of several other Policy Committee decisions, including those on Haiti, the Lord’s Resistance Army and Pakistan.

The outcome documents of the United Nations Inter-Agency Security Sector Reform Task Force (IASSRTF) reflect a human rights-based perspective. The NYO contributed to these developments in the area of security sector reform (SSR) through guidance notes on peace processes and SSR, democratic governance of the security sector, national security policies and strategies and gender-sensitive SSR.

The NYO worked with the Project Appraisal Committee of the UN Trust Fund to End Violence against Women to facilitate the systematic inclusion of recommendations of the CEDAW Committee and the Special Rapporteur on violence against women in the application, call and review process of the Trust Fund. The new process that calls for applications now includes a request for specific information to be included on CEDAW implementation in all project documents.

A joint international expert panel organized by OHCHR and UN Women on “Securing Justice for Women in Post-conflict States” fed into the establishment of a Task Force of the Inter-Agency Network on Women and Gender Equality (IANWGE) to focus on women’s access to justice. More specifically, the Task Force was established to enhance coordination among UN entities and strengthen coherence on the rule of the law and women’s access to justice in terms of programming, funding, coherence and coordination. The NYO drafted the terms of reference for the Task Force and will represent OHCHR as a co-leader to, inter alia, ensure the inclusion of a human rights-based approach.

A human rights-based perspective was included in the Secretary-General’s report to the Commission on the Status of Women (CSW) for 2012. The NYO facilitated the participation of the Deputy High Commissioner and the ASG in high-level panel discussions on maternal mortality and violence against women; thereby encouraging the CSW and NY-based entities to view this issue as both a social development concern and a matter of women’s sexual and reproductive rights.

**Global Management Outputs**

**Sharing OHCHR’s strategic direction (GMO 1)**

OHCHR’s strategies and priorities were better aligned and clarified among staff at various levels as a result of participation by staff and visits of the ASG to planning meetings in Geneva, such as the Office’s annual planning and field presences meeting that brought together staff from New York, Geneva and the field. Links with the field presences similarly developed, particularly where
high-level discussions at UN Headquarters were involved.

- Improved communication, collaboration and clarity on workplans in OHCHR’s various locations were fostered between the NYO and Geneva through missions. Emphasis was also placed on the increased use of communications technology, such as video conferencing, to ensure that Geneva colleagues were able to participate in New York meetings. For example, the NYO attended the first meeting of the Working Group on the issue of discrimination against women in law and in practice.

**Leading human rights mainstreaming (GMO 3)**

- The International Year for People of African Descent was officially launched on Human Rights Day on 10 December 2010. Throughout 2011, the NYO carried out a number of outreach activities, including a panel event on ‘Women of African Descent’ and an exhibition. In close collaboration with the Department of Public Information, the NYO launched an exhibit focusing on the theme: “People of African Descent: Recognition, Justice and Development.” These events and activities represented a good opportunity to further raise the profile of this issue, particularly among Member States, civil society organizations and the media. These events also facilitated the formulation of recommendations to address continuing challenges faced by people of African descent as well as best practices to be considered during the High-level thematic meeting on 10 December 2011 which formally closed the International Year for People of African Descent.

- The NYO strengthened its engagement with civil society and the media to raise awareness about and gain support for OHCHR’s work. In addition to ad hoc meetings held with civil society on specific thematic issues or country situations, the NYO introduced quarterly meetings with NGOs to provide briefings on OHCHR’s work and plan activities to advance the human rights agenda. Panel discussions were also held on the issues of migration, racial discrimination, people of African descent and women’s access to justice with the participation of Member States, UN entities and civil society organizations. The NYO gave more than 30 briefings on OHCHR’s work to Government representatives, civil society and academic groups, in addition to participating in events organized by these groups.

**Servicing human rights mechanisms (GMO 4)**

- The NYO organized and serviced meetings of States Parties to human rights treaties with the primary purpose of electing members to their monitoring bodies. The NYO has adopted a systematic approach to these regular events to ensure their efficient servicing and to take full advantage of the opportunities they present to promote the work of the treaty bodies and OHCHR’s related strategic objectives. To this end, and encouraged by the example of the annual Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the NYO is working with interested States Parties to explore the possibility of using this meeting time for thematic discussions on issues relevant to the treaties and the treaty bodies. In 2011, the agenda of the Meeting of States Parties to the International Convention for the Protection of All Persons from Enforced Disappearance included a thematic discussion for the first time. The NYO also organized the first video link with New York-based Permanent Missions of States who are unrepresented in Geneva to enable them to participate in the annual meeting of States Parties to the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD).

- With the assistance of the NYO, 22 special rapporteurs and three independent experts presented their reports to the Third Committee in 2011.

- The NYO organized press conferences in New York for special procedures mandate-holders, generating more than 2,000 references in the media.

**Supporting field operations (GMO 5)**

- The NYO contributed to the elaboration of a guidance note for field presences on the implementation of Security Council resolutions on women, peace and security, as well as the terms of reference of Women Protection Advisers (WPAs). The NYO contributed to providing a clear understanding on the mandate and work of the Team of Experts on the rule of law and sexual violence in conflict, which should enhance knowledge and increase synergies with field presences.

**Website (GMO 7)**

- On Human Rights Day 2011, it was announced that a New York section of OHCHR’s webpage would be launched in early January 2012 to expand outreach on human rights issues in New York.

- A Human Rights Day social media event with the High Commissioner organized in collaboration with the Communications Section in Geneva and the Department of Public Information attracted over 200 participants in New York and the campaign generated 27 million impressions on Twitter alone.
Resources (GMO 8)

The Team of Experts on the rule of law and sexual violence in conflict developed a new joint programme to guide its work for the next three years and mobilize resources for its future work. OHCHR also supported the organization of a High-level Mini-Summit on Sexual Violence in Conflict, convened by the Special Representative of the Secretary-General on sexual violence in conflict and the co-lead entities of the Team of Experts. The Mini-Summit provided a forum to share the achievements and challenges of the mechanisms created by Security Council resolution 1888 and discussed how to strengthen their work going forward. As a result of these efforts, the Team successfully raised US$2,525,102 in contributions from several Member States. This will enable the Team to continue with its activities in the next 12 months.

Challenges and lessons learned

The NYO’s close cooperation with other UN departments and agencies at all levels proved instrumental for achieving consensus on key policies for the advancement of human rights. For instance, the UN Human Rights Due Diligence Policy was developed within an inter-agency framework and is co-chaired by OHCHR and DPKO. The collegial policy development process has made it possible to reflect a variety of perspectives from the outset and resulted in the establishment of a solid and viable policy framework.

Communications Section

Background

The Communications Section produces public information materials, develops communications strategies and undertakes activities to support the achievement of the human rights objectives and thematic priorities of the Office. The Section disseminates its communications products mainly through printed material, the media, the web and social media. The Section uses network relays (OHCHR field presences, the United Nations system, civil society, national human rights institutions, etc.) to extend its outreach to actors at the local and national levels. It also utilizes the outreach capacity of DPI to disseminate information, in particular through UN information centres, broadcast media, the UN website and social media tools.

In 2011, the Arab Spring was a major theme that developed and encompassed economic, social and cultural rights, as well as civil and political rights. OHCHR’s unprecedented and sustained public engagement on issues and developments related to the Arab Spring, including through news releases, video interviews, press briefings, web-based stories, and social media, led to an extraordinary fourfold increase in media coverage over the previous year.

Human Rights Day 2011 (10 December) focused on social media and human rights defenders. The Communications Section developed a year-long awareness-raising campaign on the International Year for People of African Descent (IYPAD), as well as strategy campaigns related to: the 10th anniversary of the Durban Declaration and Programme of Action (DDPA); the 25th anniversary of the UN Declaration on the Right to Development; and shorter campaigns on gender and International Women’s Day, sexual orientation, World Humanitarian Day and the 30th anniversary of the UN Voluntary Fund for Victims of Torture.

There is little doubt that the outstanding feature of the year was the use of major social media platforms as integrated communications tools which resulted in an immediate connection with a wider audience. OHCHR established a presence on Facebook, Twitter and YouTube which enabled the Office to successfully reach out to hundreds of millions of social media users worldwide. These communications platforms are playing an increasingly key role in OHCHR’s efforts to mainstream human rights within and outside the UN system. The symbiotic relationship between social and conventional media has added a degree of value to the Office’s communications that was unimaginable until very recently. OHCHR’s message is now widely available to communities that have had limited access to the most basic information about their rights. Social media platforms have also increased the dissemination of OHCHR’s video productions.

Global Management Outputs

Sharing OHCHR’s strategic direction (GMO 1)

Internal communications are supported by the Communications Section which, through a programme of planned contacts with other parts of the organization, maintains a continual flow of information between substantive divisions and other OHCHR staff based in Geneva, New York and the field. Notification of press releases, media advisories, video features and web-based stories are now distributed to all OHCHR staff around
the world. Staff also received regular updates on the social media startup process and its subsequent success.

**Leading human rights mainstreaming (GMO 3)**

- In collaboration with DEXREL, the Communications Section developed a communications strategy that focused on the 10 years of cooperation between OHCHR and the European Commission. As a result of these collaborative activities, a brochure, a children’s computer game to learn about human rights and videos on field cooperation activities were produced and an event was organized in Brussels to celebrate Human Rights Day.

**Servicing human rights mechanisms (GMO 4)**

- In 2011, the Communications Section established a media officer post to focus on the work of the special procedures. The media officer advised on, edited and issued a total of 432 news releases and media statements which nearly doubled the number produced in 2010. The increased quantity of outputs was matched by the quality of their content, as evidenced by relatively successful media pick-up.

- The Communications Section put special emphasis on promoting the work of special procedures and treaty bodies. Coaching and media training was provided, in particular, for new working groups as well as some treaty bodies. The Communications Section also systematically used Twitter and Facebook to share all meeting summaries and concluding observations of the treaty bodies. The Section’s proactive dissemination of information related to human rights mechanisms through social media platforms ensured the accessibility of their recommendations to a wide range of stakeholders, thereby contributing to their follow-up and implementation.

**Supporting field operations (GMO 5)**

- In 2011, the Communications Section built on the progress achieved at its 2010 Communications Consultation by ensuring consistent contact with field presences. In addition, representatives from the Section’s media, editorial and web units made presentations to all participants during the planning week held in November in Geneva.

- The Communications Section supported field presences in a number of shared campaigns, including the International Year for People of African Descent and in the lead-up to Human Rights Day which culminated in the delivery of a unified and powerful human rights message to a wide audience around the world.

**Website (GMO 7)**

- In 2011, the Section continued to make incremental improvements to the OHCHR website. These efforts included an increase in feature stories and special sections dedicated to communications campaigns. The Section also achieved progress on the upgrade of the website on several fronts:
  - In 2011, a total of 163 web-based feature stories were published on the “How we make
The Arab Spring, that originated in Tunisia in December 2010/January 2011 and quickly spread to numerous countries, presented a substantial challenge to the Section. Specifically, the Communications Section consistently issued timely and relevant news releases, briefings, op-eds, interviews, web-based feature stories and social media outputs in relation to serious upheavals taking place in six countries within the region.

The events of 2011 underscored the importance of prioritizing the Section’s multilingual capacities. The media and general public in the Middle East and North Africa region required OHCHR information in Arabic through traditional broadcast and print platforms as well as on the OHCHR Arabic website. This reasonable expectation was only occasionally met.
The Section’s strategically progressive use of social media in conjunction with conventional media formats has been an outstanding success, yet there are substantial hurdles that must be overcome in the realization of its full potential. Most content is currently only available in English which imposes clear limits on audience reach. Information on the programmes and activities of the Office should ideally be produced in the six official languages of the UN, and particularly in French, one of the UN’s two working languages.

The successful partnership with Lowe and Partners for Human Rights Day in December 2011 demonstrated, among other things, the willingness of private sector organizations to participate in a human rights-based approach to problem solving. The Office is also involved in other projects that represent potential opportunities for commercial partnerships. The specialist expertise and time that is required for the development of these relationships, however, must still be accounted for in the allocation of resources within the Communications Section and DEXREL.

The Section’s assistance to the treaty bodies remains limited, particularly when compared with the more evident assistance provided to the special procedures through the 2010 creation of a dedicated post for special procedures within the Media Unit. A plan to create a similar post for the treaty bodies was agreed to in principle by the Senior Management Team in 2009 but has yet to be implemented.

The use of social media

Social media is playing an increasingly important role in shaping the news agenda, public debates and the way people communicate. To fully utilize this potential, the Communications Section established OHCHR’s presence on Facebook and Twitter in the spring of 2011 and more proactively used its existing Youtube channel. This has enabled the Office to reach millions in a previously untapped audience and improve awareness and understanding of, and support for, OHCHR’s efforts to promote and protect human rights.

- The United Nations Human Rights Facebook page, available at https://www.facebook.com/unitednationshumanrights, and launched in late April 2011, has attracted more than 20,000 “likes” and 10 million views, making it one of the fastest growing pages among UN Facebook pages created in the past two years.
- OHCHR’s Twitter account, UNRightswire (http://twitter.com/unrightswire), has more than 13,000 followers, many of which are key human rights actors from civil society and the media.
- OHCHR also actively participates in the UN social media communications group and collaborates closely with other UN agencies and partners to raise human rights awareness through social media tools.
- The Human Rights Day 2011 social media campaign, including in particular the High Commissioner’s first global social media conversation and the “30 Days and 30 Rights” discussion on the 30 articles of the Universal Declaration of Human Rights, contributed to human rights “going viral” in 2011.
- The Human Rights Day global social media conversation hosted by the High Commissioner was met with enthusiastic responses from a wide range of stakeholders across the globe. On Twitter alone, OHCHR’s messages/tweets were potentially viewed 27 million times (number of impressions, a standard indicator to measure Twitter exposure) and the hashtag #AskRights, which OHCHR specifically created for the conversation, was used six million times within 48 hours of the event.
- The multilingual contents of the Human Rights Day 2011 social media campaign (Weibo in Chinese, Facebook pages in English, French and Spanish) were viewed at least nine million times during the 30-day campaign period.
- Some examples of the impact of OHCHR’s social media work are the following:
  - “Top Politics Tweets,” which algorithmically selects and re-tweets some of the most interesting tweets on politics, urged its 109,284 followers to follow OHCHR’s Twitter account UNRightswire throughout the year.
  - An online travel agency urged its 20,000 followers to honour human rights defenders and celebrate Human Rights Day, using the hashtag #CelebrateRights created by OHCHR.
  - A reputable publisher offered everyone seven days of free access to its database on human rights research to celebrate Human Rights Day, using the hashtag #AskRights created by OHCHR.
  - A number of social media outlets of diplomatic missions and Governments, in addition to many UN agencies, shared OHCHR’s content and advocated for human rights.
  - Best-selling author Paulo Coelho tweeted a question to the High Commissioner and asked his more than 2.7 million Twitter followers to monitor the High Commissioner’s global social media conversation.
Donor and External Relations Section

Background

The Donor and External Relations Section (DEXREL) works to disseminate information and generate broad-based support for the human rights activities of OHCHR among Member States and the wider donor community. The Section is responsible for mobilizing sufficient extrabudgetary resources from Member States and other donors to enable the Office to implement its programme of work. The Section works to raise understanding of, and support for, OHCHR’s programme, objectives, priorities and implementation strategies presented in OHCHR’s Management Plan (OMP). In addition to appealing to existing and potential donors, negotiating and following up on contribution agreements, the Section serves as a focal point for Member States and others seeking information on OHCHR’s funding needs, activities and priorities. This work continued to be extremely challenging in 2011 as a result of the global economic crisis which has directly impacted on OHCHR’s funding situation. At the same time, new mandates and activities increased considerably, particularly due to events in the Arab region.

Global Management Outputs

Sharing OHCHR’s strategic direction (GMO 1)

- The OHCHR Report 2010 on the Office’s work, income and expenditures in 2010 reflected the Strategic Management Plan 2010-2011 and helped increase understanding of the Office’s strategic direction both externally and internally. DEXREL restructured the report and, in collaboration with PPMES, coordinated the Office’s overall input to ensure a focus on results, in line with the Office’s commitment to results-based management. In an online survey to gauge stakeholder satisfaction with the report, 76.5 per cent of respondents stated that they found it either engaging or very engaging; 70.6 per cent found the thematic chapters useful or very useful; and 78.5 per cent found the new format practical or very practical.

Supporting field operations (GMO 5)

- DEXREL continued to support field offices in advocating for additional support for OHCHR’s activities. In 2011, OHCHR participated in Consolidated Appeals and Flash Appeals processes, coordinated by the Office for the Coordination of Humanitarian Affairs, which generated an additional US$740,000.

Resources (GMO 8)

- In 2011, DEXREL raised a total of US$111.1 million in voluntary contributions, representing a slight increase over the 2010 income of US$109.4 million. This income, however, includes US$9.6 million in earmarked funding for activities in North Africa that were generated following the launch of the High Commissioner’s Special Appeal for the region in March 2011. Without this generous support, the income of the Office would have decreased by at least US$8 million, or seven per cent. In light of the global economic crisis, and in spite of OHCHR’s efforts, obtaining increased funding for the activities of the Office will remain a significant challenge.

- In a context of additional activities in an extraordinary year for human rights, OHCHR’s extrabudgetary requirements increased from US$134 million at the beginning of the year to US$147 million by the end of the year. With expenditures amounting to US$128 million, the actual income of the Office was, for the second consecutive year, lower than expenditures by approximately US$19 million. In 2010, this shortfall amounted to US$11.7 million.

- Contributions from Member States remained constant at approximately US$99 million, as was the case in 2010 (US$98.9 million). These contributions represented 89.1 per cent of the income received by the Office in 2011. Some Member States continued to make cuts to their multilateral aid budgets. These losses were partially offset by increased contributions from donors less affected by the financial crisis. In 2011, 72 Member States provided contributions, compared with 64 in 2010. Some Governments pledged funding for the first time in response to the High Commissioner’s appeal to broaden the donor base. Approximately 35 funding agreements were signed, eight of which were multi-year agreements, ensuring some predictability for the work of the Office. In total, 79 institutional donors were registered, compared with 71 in 2010.

- The proportion of unearmarked funding remained relatively stable at 50 per cent of the total, compared to 54 per cent in 2010. This change can be explained by the larger percentage of contributions earmarked for activities in North Africa.

- In 2011, DEXREL reinitiated its efforts to obtain corporate private funding. OHCHR received contributions from one company and it is anticipated that ongoing discussions with other companies and foundations will generate additional funding in 2012.
Challenges and lessons learned

Once again, 2011 turned out to be a challenging year for fundraising. OHCHR has felt the impact of the world economic downturn since 2010 when voluntary contributions decreased for the first time. This is a source of serious concern and must be addressed. Unless contributions increase substantially, OHCHR will be forced to cut programmes. In doing so, its ability to protect the rights of the most vulnerable will be considerably affected. To fully meet its planned objectives in accordance with its thematic priorities, OHCHR will need US$150 million in voluntary income each year.

On a positive note, more than 50 per cent of the contributions were unearmarked in 2011 which enabled flexibility and efficiency in their use and reflected the donor community’s trust and confidence in OHCHR. Maintaining this percentage will be a challenge in a financial environment in which donors are increasingly inclined to earmark and justify their contributions. OHCHR will continue to emphasize that unearmarked contributions are the most effective means for implementing the plans set out in the Office’s Management Plan. As a matter of principle, OHCHR does not take on work that falls outside of its agreed planned programme of work or established priorities.

In 2011, DEXREL partially achieved its goal of securing new donors, resulting in an increase from 64 to 72 Member States providing contributions. Attracting support from other Member States will remain an important priority in 2012 and the section will direct additional attention and resources to that purpose. While almost all countries from the Western Group (27) made a contribution to the Office in 2011, only 9 of the 33 States in the Latin American Group contributed. In the Asian Group, 20 out of 53 members contributed and in the African Group, only 4 of 53 members contributed. In the Eastern European Group, 12 of 23 members contributed. This demonstrates that there is still much to be done to meet the High Commissioner’s objective of ensuring all Member States support her programme with voluntary contributions, even if it is only on a symbolic basis. The Office will work tenaciously towards this objective in 2012.

OHCHR’s participation in UN-wide fundraising efforts remained limited, particularly with regard to the Consolidated Appeals Process. In 2012, special efforts will be devoted to capitalizing on the significant potential of this funding source and the UN humanitarian and pooled funds.

Progress has been achieved in enabling online donations to be made through the OHCHR website. The involvement of the UN Foundation will be of great support in 2012 as it establishes a channel for individuals making online contributions. This arrangement will enable visitors to the OHCHR website to click a “donate” button and provide their credit card details.

Civil Society Section

Background

Every day, in every part of the world, civil society actors, including NGOs, community-based organizations, trade unions, grassroots and social movements, indigenous and minority communities, contribute to the advancement of human rights. The transformative role of civil society in securing dignity and human rights for everyone has been particularly evident in those countries that have been affected by the 2011 Arab Spring. In those countries, as elsewhere, the challenge is creating and sustaining a stable environment that is conducive to promoting and protecting the human rights for all without discrimination.

The Civil Society Section (CSS) of OHCHR works collaboratively with all parts of the Office to build civil society knowledge and skills and promote civil society’s access to and engagement with the United Nations human rights programme. The Section works with field presences to strengthen the capacities of civil society to support human rights promotion and protection systems at the national level and expand and protect civil society space, in law and practice, to carry out their work without interference.

Global Management Outputs

Leading human rights mainstreaming (GMO 3)

To enhance its outreach to discriminated sectors of civil society, CSS has:
- Produced a French language CD-ROM version of OHCHR’s Handbook for Civil Society, with DAISY and Braille software, to facilitate access by persons with visual or print disabilities to the UN human rights programme, including the Human Rights Council and its subsidiary bodies, special procedures and treaty bodies. This complements the English version produced in 2010.
Provided briefings and guidance to NGOs representing discriminated groups (including people of African descent) regarding engagement with the UN human rights programme. CSS supported engagement by NGOs working to combat discrimination, including survivors and activists, with the high-level commemoration of the 10th anniversary of the Durban Declaration and Programme of Action.

Produced a user-friendly practical guide, in English and French, for NGO representatives engaging with the Human Rights Council. This was followed up with a practical guide on the Universal Periodic Review (UPR) to provide guidance for the second cycle.

Extended outreach through diverse social media networks. At the end of 2011, 68 per cent of online survey respondents reported that they had worked to combat discrimination.

The database of civil society actors, established in May 2010, was proactively developed by using social media networks to reach out to new sectors. The database currently comprises more than 2,650 civil society actors in 158 countries.

CSS produced three animated cartoon videos targeting young people (What is a Human Right?; What is the Human Rights Council?; What is a Treaty Body?). The videos are two minutes in length and show women and men, including persons with disabilities, from different geographic regions, in dynamic positions as duty-bearers and rights-holders. The videos were viewed more than 3,000 times within the first week of being posted on YouTube. The videos are in English and include subtitles in all six official UN languages.

CSS produced a leaflet, in all six official UN languages, targeting civil society actors who are not specialists in human rights. The leaflet is available in print and online versions and provides links to online resources and information about CSS services for civil society actors.

Dedicated briefings and consultations with civil society on the review of the Human Rights Council took place in Geneva.

In collaboration with the Human Rights Treaties Division, CSS supported civil society engagement with the process of strengthening the treaty bodies. Dedicated briefings and consultations with civil society took place, inter alia, in Geneva, Pretoria and Seoul.

A survey among civil society end-users was carried out with a view to assessing CSS performance in servicing civil society, and in particular, reviewing the extent to which the CSS implementation of its two-year communications strategy had achieved its objectives in relation to participation, practical knowledge and outreach. Of the civil society respondents to the survey, 97 per cent indicated that working with the UN human rights system was an effective strategy in their work and 75 per cent noted that they regularly engaged with UN human rights mechanisms. Respondents were generally satisfied with CSS’s email updates, briefings,
webpage and the handbook for civil society. There was a high demand, however, for more regular production of services and tools in additional UN languages.

**Supporting field operations (GMO 5)**

- CSS developed a draft strategy template to underpin the outreach efforts undertaken by field presences to civil society which includes information on building skills and knowledge; promoting participation in the UN human rights programme and the development of human rights protection systems at the national level; and protecting civil society space at the national level and in the context of UN human rights mandates and mechanisms.
- CSS provided support to designated civil society focal points in regional offices to enhance OHCHR/civil society dialogue and interaction.
- CSS followed through on a 2010 project designed to assist OHCHR staff in headquarters and the field in their efforts to protect civil society actors. The initial survey was followed by a broad-based consultative process and culminated in an expert workshop to agree on the way forward. At the end of 2011, a draft policy directive was prepared with a view to providing clear guidance and coherence on OHCHR's work in this field. A resource base was initiated for OHCHR staff in order to share resources, experiences and good practices.

**Challenges and lessons learned**

Taking into account the increasingly important role of social movements and online communications and bearing in mind the feedback received from civil society actors in online surveys, CSS developed new audio-visual tools specifically targeting young people. Three short (two minutes in length) animated cartoon videos were produced to make the concept of human rights accessible to a broad-based, non-specialist audience.

**Policy, Planning, Monitoring and Evaluation Service**

**Background**

The Policy, Planning, Monitoring and Evaluation Service (PPMES) works to ensure that the Office of the High Commissioner for Human Rights is a fully results-based organization. It supports all parts of the Office and takes the lead in translating the High Commissioner's strategic vision into concrete priorities and operational plans and procedures. Likewise, it ensures that implementation and results are properly monitored and evaluated and that lessons learned are identified for integration into future planning processes. Through an ongoing analysis of OHCHR’s organizational environment, PPMES helps to identify substantive or internal gaps in OHCHR’s policies, strategic planning and programming and proposes the development of new policy positions or revisions in planning and programming approaches.

During the course of the last biennium, the work of PPMES has significantly contributed to an improvement in the office-wide understanding and support for the application of results-based management (RBM) concepts to human rights work. A substantial investment in capacity-building and a strong commitment from senior management has been instrumental in achieving these advances.

**Sharing OHCHR's strategic direction (GMO 1)**

- During 2011, OHCHR was able to successfully solicit the broad participation of all staff in policy development, strategic planning, performance monitoring, evaluations and reporting. Office-wide understanding of, and buy-in to, OHCHR’s strategic direction significantly improved, as did the use of RBM approaches to programme management. To support this achievement, PPMES led the implementation of the recommendations of the revised strategic planning process which simplified programme planning and increased office-wide coherence. The Service also pursued further development of the OHCHR Performance Monitoring System (PMS), facilitation of office-wide planning and reporting on one set of office-wide results.
- During 2011, all of the recommendations of the OHCHR Organizational Effectiveness Programme’s (OEP) revised planning process were successfully implemented. One noteworthy result of the revision is a significant improvement in the office-wide understanding and ownership of, and support for, the thematic strategies. The Senior Management Team (SMT) decided that while the six thematic priorities for the 2012-2013 biennium would remain unchanged, the related thematic strategies would be modified to improve their conceptual clarity and programmatic value. The revision process involved the participation of a wide cross-section of colleagues from different parts of the Office. PPMES facilitated the process by: initiating the SMT discussion; providing tailored guidelines for the revision of each of the strategies; compiling lessons learned gathered
from the 2010 annual reports; and by organizing and facilitating a series of workshops to ensure coordination and a shared understanding of the task. The revised strategies have been included in the 2012-2013 OHCHR Management Plan (OMP) and formed the basis for the development of the 2012 workplans of OHCHR’s various organizational Units.

The 2010-2011 Global Management Outputs (GMOs) represent the internal results that are necessary for the efficient and effective functioning of the Office and were revised based on the lessons learned and gaps identified during the first phase of their implementation. Some of the existing GMOs were merged while GMOs on gender mainstreaming and efficient management of human and financial resources were added. OHCHR has subsequently reviewed the monitoring framework of the GMOs to make it more relevant and practical. More specifically, OHCHR is working to ensure that the framework serves as an appropriate tool for the assessment of OHCHR’s performance.

The revision of the planning process resulted in the simplification of the programme planning guidelines, making them more accessible and user-friendly. While there is room for improvement, this contributed to a better understanding by staff of the results chain that connects office-wide results to individual workplans. The process was facilitated by PPMES through the revision of planning guidelines, the delivery of workshops and training events, organization of the Programme Budget and Review Board’s (PBRB) process for the approval of programmatic documents and organization of the OHCHR annual planning week.

OHCHR’s first planning week, facilitated by PPMES, provided a platform for coordinated work planning and helped to further advance the collective understanding of, and office-wide participation in, planning for 2012. This event resulted in an increased level of OHCHR coherence in its approach to programme implementation.

By the end of 2011, the performance monitoring system was fully functioning for the field and close to fully functioning for headquarters. The system was tested in 11 countries and used for reporting on results by 15 field presences that had been trained on its use in 2011. Other field presences and entities at headquarters were provided with tailor-made formats and guidelines for focusing their reporting on results. The system currently contains all information related to planning for the current biennium (expected accomplishments, thematic priorities, adopted indicators and defined targets) for all OHCHR field presences.

Tracking the progress achieved in the office-wide implementation of the evaluation recommendations was improved through the preparation of guidelines for the development of management responses and follow-up action plans. In 2011, an office-wide thematic evaluation was conducted by two independent consultants on the “Performance of the Office of the High Commissioner for Human Rights in supporting Human Rights Mechanisms in their follow-up work and States’ capacities to meet their obligations.” The evaluation focused on the successes and challenges faced by OHCHR in supporting the follow-up to the recommendations of human rights mechanisms. A management response and follow-up action plan to track the implementation of accepted recommendations will be prepared in 2012.

The evaluation of the “Efficiency of the implementation of the mandate of the Office of the United Nations High Commissioner for Human Rights,” conducted by the Office of Internal Oversight Services (OIOS) in 2009, acknowledged that all recommendations had been satisfactorily implemented at the end of 2011. The implementation of these recommendations has significantly increased efficiencies within OHCHR and is serving to make OHCHR a more effective office. OHCHR also regularly reported on the implementation of the recommendations stemming from the “Thematic evaluation of gender mainstreaming in the United Nations Secretariat.” At the end of 2011, only one recommendation was pending and is due for implementation by the end of 2012.

OHCHR actively participated in a number of system-wide initiatives, such as the definition of the Secretary-General’s priorities and the Agenda for Change. In this context, PPMES worked to ensure that the various entities in the Office were consulted to suggest office-wide coherent and integrated responses to the initiatives. The recommendations of the Change Management Team have been accepted by the Secretary-General and OHCHR is now working with this Team on implementation.

**Transparent and timely decision-making (GMO 2)**

During the course of 2011, the Senior Management Team, OHCHR’s principal consultative and advisory body, increased the rapidity of its decision-making process and transparency in terms of communicating decisions to all OHCHR staff. The SMT met 29
times in 2011, endorsing a total of eight OHCHR policies, four revised office-wide internal work processes of the OEP and 10 strategic-level papers. In keeping with a work process developed for the rapid approval and dissemination of SMT recommendations, all decisions endorsed by the SMT were approved by the High Commissioner and immediately communicated to staff through the SMT decision-tracking system on OHCHR’s intranet. All issues requiring strategic decisions were included in the SMT forward agenda or slated for inclusion in upcoming discussions. All decisions requiring the attention of the High Commissioner and Deputy High Commissioner were immediately addressed. Their implementation status is similarly monitored through follow-up action plans. In order to improve its functioning and address systemic issues, the SMT also held two retreats during 2011; one on teambuilding focusing on creating a more effective SMT and a second that reviewed OHCHR’s vision for the future (included in the OMP) and considered OHCHR’s survival in the context of the financial crisis.

During 2011, the Office also strengthened its programmatic decision-making process as well as the monitoring of finances and staff recruitment. This was made possible through the merging of the PBRB and the Financial Monitoring Committee which emanated from the planning process review. The merger has enabled senior managers to have a better understanding of OHCHR’s financial situation in order to take informed programmatic decisions.

**Leading human rights mainstreaming (GMO 3)**

- During 2011, the United Nations Evaluation Group (UNEG) Task Force on Human Rights and Gender, co-chaired by OHCHR and UN Women, produced the “Human Rights and Gender Equality in Evaluation: A Practical Handbook.” The handbook will support the mainstreaming of human rights and gender issues in evaluation exercises and is the first publication jointly produced by the nine UN agencies participating in the Task Force. It was launched with a UNICEF-hosted webinar to which 180 participants from around the world connected. The handbook has been translated into Arabic, French and Spanish. The Chinese and Russian translations will be produced in 2012. A dissemination strategy is being implemented.

**Supporting field operations (GMO 5)**

- The adjustment of 17 results frameworks has contributed to the production of more meaningful and realistic programmatic documents by these offices. Results frameworks were adjusted for 13 country/regional offices and four human rights advisers (HRAs). The frameworks are now more results-oriented and
achievable, and in the case of the HRAs, more focused on the specific roles of HRA’s within the United Nations Country Teams (UNCTs). A session at the annual planning week addressed the particular needs and situations of human rights components of peace missions and a common understanding was reached on how to combine the language and logic of RBM with the results-based budgeting still being used by missions.

Skills and competencies (GMO 6)

The capacity to use results-based management has substantially increased during the course of 2011, as evidenced by significant improvements in the quality of the planning and reporting documents submitted, particularly by field presences. PPMES assessed the results frameworks (expected accomplishments (EAs), indicators and targets) of 2012-2013 country/subregional notes on the basis of a standard checklist. In comparison to the 2010-2011 country/subregional notes, the 2012-2013 notes represent a clear and significant step forward in programmatic terms. The investment made in the development of guidelines and capacity-building in previous years, coupled with the experience gained by staff members in applying these guidelines and acquired concepts, has proven fruitful. Almost all field presences are now using the same results framework (EAs and indicators) which will enable OHCHR to aggregate its global results. A total of 74 per cent of field presences are defining their EAs as concrete institutional, behavioural or legislative changes which will improve OHCHR’s accountability and relevance and enable the Office to report on results. By the end of 2011, 15 field presences had used the IT-based performance monitoring system to report for the 2010-2011 biennium and their planning for 2012-2013.

To achieve these changes, PPMES started an RBM capacity-building programme. Eleven training sessions took place in 2011 for the staff of 17 field presences in Africa, Europe, Latin America, North Africa and the Middle East (country offices, regional offices and HRAs). PPMES provided similar training for desk officers in the Field Operations and Technical Cooperation Division. A total of approximately 150 colleagues benefited from the training. PPMES also took advantage of other major office-wide meetings, such as the 2011 Heads of Field Presences Annual Consultations, to provide guidelines, tools and additional discussion with staff on RBM issues.

Resources (GMO 8)

PPMES has provided several briefings to donor countries and regional groups, particularly in relation to its ongoing efforts to develop a culture of results within OHCHR. This has led to an increased awareness and understanding of the OHCHR Strategic Priorities and Results Framework by several donors. The interest of donors in OHCHR’s experience has been evident and the feedback received has been extremely positive. OHCHR has received requests for further information and support, demonstrating that OHCHR’s experience can be considered as a best practice in the area of human rights.

Challenges and lessons learned

The capacity gap on RBM has yet to be fully filled. There are still important differences among field presences in terms of the understanding and application of RBM concepts. Human rights components of peace missions are among those facing more difficulties in their application as these missions do not apply RBM in their programming and the human rights presences have not yet received training. In addition, while there has been a significant improvement in the definition of the EAs and the selection of indicators, most field presences are still facing difficulties in defining their targets.

Ensuring that staff use OHCHR’s planning and monitoring tools in a meaningful and sustained manner remains a challenge. The lessons learned in previous years have shown the value of face-to-face training events. In the previous biennium, PPMES provided written comments to many of the country/subregional notes. The process proved to be time consuming and ineffective. Some of the notes were improved in terms of their results orientation, but too many were revised by a single staff member and therefore could not be considered as knowledge-owned by the entire field presence. In addition, some of the notes did not truly reflect all the work being done by the field presences. In other words, while some of the country/subregional notes may have improved from the RBM perspective, this improvement came at the expense of their programmatic value.

To address these challenges PPMES launched an RBM capacity-building programme. As noted, PPMES staff carried out 11 RBM trainings in 2011, covering a total of 17 field presences. During the training events, the results frameworks were adjusted in a participatory manner to reflect the RBM requirements and the actual work carried out by the respective presences.
Programme Support and Management Services

**Background**

As part of the United Nations Secretariat, OHCHR benefits from the common administrative services provided by the United Nations Office at Geneva (UNOG). Within OHCHR, administrative functions are provided by Programme Support and Management Services (PSMS), with staff handling finance and budget, human resources management, information technology, staff development and general services (travel, logistics, procurement, record-keeping, and sustainable management). For the majority of field offices, OHCHR benefits from the administrative services provided by UNDP.

**Global Management Outputs**

**Sharing OHCHR’s strategic direction (GMO 1)**

- The Staff Development Unit organized various orientation programmes, including induction sessions for new staff members, administrative consultations for colleagues from the field and welcome training for interns. The work of the Office and its strategic priorities were outlined in each of these programmes through formal presentations and interactive learning exercises. (Number of staff trained: 150)

- The OHCHR intranet has undergone major improvements. Following the migration of the intranet to the SharePoint platform, the retrieval of information was facilitated through the addition of a search function and an office-wide calendar. PSMS then undertook an analysis of the type(s) of information published on the intranet, and as part of a continuing effort to keep the intranet up-to-date, consulted with users on their requirements in terms of data structure.

- Continued enhancement of the intranet is part of a wider internal communications policy which recommended that technology be used to facilitate the sharing of information. Other efforts undertaken by PSMS include acquiring specialized video technology for intra-office meetings (between staff members based around the world) and the rollout of an enterprise version of Skype, accompanied by guidelines for its secure use.

**Leading human rights mainstreaming (GMO 3)**

- As part of the Office’s efforts to encourage private sector cooperation, PSMS, with the support of the Office of Legal Affairs, facilitated the pro bono agreement between OHCHR and Lowe and Partners Worldwide Limited (a global advertisement company) to produce the digital platform for OHCHR’s social media campaign to promote Human Rights Day 2011.

- This was part of the general collaboration between PSMS, its clients and other UN offices, through which PSMS reviews and provides advice on administrative and partnership agreements.

**Supporting field operations (GMO 5)**

- PSMS established a dedicated e-mail address (askPSMS@org) where OHCHR staff members can send questions related to administration. Requests are immediately redirected to the relevant PSMS staff member or organizational Unit and are answered within two working days.

- The questions, particularly if they are of general interest, are later posted and archived by subject matter on a special intranet page. The page also features real-time administrative updates and developments.

- PSMS provided logistical support to commissions of inquiry to the Middle East and North Africa region, such as Egypt and Libya. Some of the logistical arrangements for these visits involved close collaboration with the Department of Field Support and UNDP. PSMS colleagues also travelled to the field to extend support to field offices in Burundi, Guinea and Tunisia.

**Skills and competencies (GMO 6)**

- In 2011, the Staff Development Unit organized 59 in-house training activities with more than 1,145 participants from all parts of OHCHR. The need to individually support staff members in their skills development and career management continued to be a special focus. The delivery of training through web conferencing proved to be an effective and cost-efficient means of providing opportunities for learning and skills development. These efforts will be further enhanced during 2012.

- The Staff Development Unit has strengthened peer learning within OHCHR. The “coffee briefings” on substantive human rights issues and knowledge sharing have continued to be extremely popular among OHCHR staff members. More than 39 sessions were held during the year with 715 staff members participating. Most sessions are now available as podcasts for colleagues in the field.

**Resources (GMO 8)**

- **Human Resources**

  OHCHR continues to be a highly mobile office,
with frequent movements of staff within and between Geneva and the field offices, as well as to and from the human rights components of UN peace missions. While this can be enriching for both staff members and the relevant offices, it can also be disruptive. Recruitment for regular appointments and temporary replacements is an ongoing reality in all parts of the Office. PSMS supports recruitment efforts through the pre-screening of candidates and participation in interviews whenever possible. An internal review process resulted in a proposal to create a full-fledged Recruitment Unit that would take on the majority of the recruitment functions and thereby remove some of the workload from the substantive staff of the Divisions and Branches. Budgetary limits, however, prevented the diversion of additional resources for these tasks in the foreseeable future. PSMS will therefore provide as much support as possible to Programme Managers conducting recruitment work, while also continuing to support the administration of staff entitlements for OHCHR’s international professional staff members around the world, as well as for local staff in Geneva.

### Finance and budget

The year 2011 required that OHCHR “do more with less” in terms of its finances and budget. The unprecedented increase in demands on the resources of the Office, including immediate stop-gap funding for three large commissions of inquiry in Côte d’Ivoire, Libya and Syria, as well as efforts related to the Arab Spring, resulted in expenditures of US$128 million in extrabudgetary resources. As the extrabudgetary income for 2011 was US$113 million, the shortfall had to be covered with the reserves of the Office. This situation led to considerable strain on the staff of PSMS to ensure that the funds were available as needed and required an emphasis on prioritization and effectiveness in the use of funds from both extrabudgetary and regular budget sources. The situation is, however, untenable in the longer term and the Office has approached the General Assembly for approval of a more secure means of financing mandated activities on an urgent basis. At the same time, PSMS is continuing to search for innovative ways to ensure that OHCHR gets the best value for its scarce resources.

### Travel

During 2011, PSMS processed 4,205 travel requests, including the complex travel arrangements for the commissions of inquiry to Libya and Syria. This total does not include the multiple amendments made to many of the requests which required similar processing. Based on feedback obtained from users, PSMS revised and improved the internal electronic travel request system which will be launched in early 2012. As part of the Organization’s continued effort to reduce costs, two features were introduced into the system. First, to ensure that the new advance ticket purchase instructions are properly implemented, the system automatically alerts users when their travel request is submitted outside the permitted period. The system also alerts travellers to alternatives to mission travel such as videoconferencing. The latter feature should help to reduce costs and contribute to lower carbon emissions.

### Greening

In response to the Secretary-General’s call to move the United Nations towards climate neutrality and environmental sustainability,
OHCHR developed an Emission Reduction Strategy, which was approved by the High Commissioner in December 2011. The Strategy was prepared by an internal task force and advocates emission reduction and climate awareness through a range of activities such as more effective air and surface travel, reduced energy use and increased staff awareness. The Green Group of staff volunteers joined forces with Green volunteers in other Geneva-based UN organizations to work on a number of initiatives, such as increased use of tap water and the reduction of waste.

**Procurement**

The increase in the low-value procurement delegation from US$2,500 to US$4,000 has led to increased efficiency for procurement activity in Geneva as OHCHR can now directly process more low-value purchase orders. Procurement above US$4,000 continues to be processed through the issuance of requisitions by UNOG.

**Asset Management**

In 2011, PSMS closely liaised with field offices in order to ensure the proper management of assets, provide annual non-expendable equipment reports for more than 35 field presences and facilitate the timely write-off of equipment through the Local Property Survey Board and the Chief of PSMS for assets with a purchase value of less than US$1,500. The initial requirements for the adaptation of the asset management system to comply with the International Public Sector Accounting Standards (IPSAS) have been developed and will begin to be incrementally implemented in 2012.

**Registry**

The Registry continues to receive and allocate official correspondence for headquarters in Geneva. In 2011, the Registry reviewed and digitally registered 8,900 items of official incoming correspondence and processed 29,000 documents and complaints concerning human rights violations. In addition, the Registry attended to 5,100 information desk calls and 50,000 information desk queries and mass petitions concerning human rights violations.

**Records Management**

Following the recruitment of a Records Management Officer in September 2011, PSMS has raised awareness and encouraged improved recordkeeping throughout OHCHR. Work also started on the development of a framework for an OHCHR retention schedule. Other activities undertaken in 2011 included the preparation of new guidelines to increase security and control access to archive storage, collaboration with UNOG to ensure accountability and proper handover of records when separating from OHCHR and the provision of advisory support and assistance to the Field Operations and Technical Cooperation Division with regard to the proper handling of records and transfer of archives both in Geneva and the field.

**Gender**

PSMS has endeavoured to introduce gender considerations within its area of operations. The PSMS gender facilitator has held meetings with all sections in PSMS to either implement or plan for the mainstreaming of gender into administration, including in: human resources management (facilitation of flexible working arrangements and the introduction of gender-sensitive language in vacancy announcements); financial and budget management (reporting on the implementation of gender-responsive budgeting); IT (facilitating “working from home” arrangements); travel (organizing travel for women at safe hours or with infants); and staff development (integrating a gender perspective in training materials).

**Challenges and lessons learned**

In the current climate of economic austerity, the need to secure the highest possible value for money and the efficient use of extrabudgetary and regular budget resources is self-evident. Taking into account the extraordinary political events of 2011, OHCHR has reordered its priorities. In some cases, this has meant putting some strategic priorities on hold, such as the upgrade of the website.

Workplans were considered on the basis of the established thematic priorities and results and the allocation of funds was determined on the basis of the following criteria: (1) relevance of the proposed plans to the defined thematic priorities, expected accomplishments and global management outputs to which the Office has committed itself to contributing; (2) potential effectiveness of the proposed activities in relation to the approved expected accomplishments and global management outputs, based on information gathered through the monitoring and reporting processes; and (3) efficiency in terms of sustainability, absorption capacity, cost-effectiveness and contribution to office-wide coherence (i.e., proposals involving several divisions or duty stations).

On a daily basis, OHCHR has focused on securing the best value for its expenses, such as planning and paying for airline tickets at the earliest opportunity to ensure the lowest fare (advance ticketing rule), and replacing travel with videoconferencing whenever feasible. To save costs, OHCHR, as part of the
Secretariat, participated in negotiated volume-purchasing agreements for larger items such as IT equipment and vehicles. At the field level, OHCHR continued to use local service providers such as UNDP, or where possible, Regional Commissions, to provide administrative support services, thereby avoiding the need to maintain a full-fledged administrative section in each of its field locations. This ensured the best use of donor funds for local service delivery.

The adoption by the United Nations of the International Public Sector Accounting Standards (IPSAS) will fundamentally affect the way PSMS operates. Much time has therefore been devoted to pre-implementation and training activities. Although IPSAS was to be preceded by the integration of all Secretariat management information systems and processes into one system called UMOJA, its implementation has been delayed at the Secretariat level. This means that IPSAS will be implemented at a very basic level until the UMOJA system is fully operational. It also means that OHCHR will need to continue to maintain its own databases for asset tracking and management, contributions and project monitoring and integrated human resources and financial monitoring.

Despite the budgetary climate, OHCHR has continued to grow and office space in Geneva has again become problematic. As a consequence, office space has been reviewed on several occasions to ensure functional working environments and the maximum utilization of space.

The culture of records management and archiving is still relatively new, to the Secretariat in general, and to OHCHR in particular. One of the main challenges to effectively managing records is the lack of a cohesive approach among Divisions for the use and sharing of records. This has resulted in the duplication of records, replication of databases and multiple customized unlinked repositories. Sensitizing OHCHR staff about the importance and benefits of a cohesive approach will no doubt be challenging but staff must recognize that the integration of records management into their daily work will eventually save the Office time and money.

In 2011, an accidental fire destroyed part of the OHCHR-Burundi office building. Luckily, there were no victims and as a result of frantic efforts, most documents were salvaged. The substantive human rights reports and administrative records were, however, mixed up and the records of origin were lost. OHCHR dispatched its Records Management Officer, and with the assistance of local staff members, the records were reorganized in preparation for archiving.

Although everyone appreciates that the nature of OHCHR’s work means that some activities cannot be anticipated, there are many activities that can and should be planned in advance. Early and proper planning will enable PSMS to better service and support the different Sections, Branches and Divisions of OHCHR.

Safety and Security Section

Background

The OHCHR Safety and Security Section (SSS) coordinates the security of OHCHR’s global operations, staff and assets in close coordination with the United Nations Department of Safety and Security (DSS) and in accordance with established security risk management practices. The Section is an integral part of the OHCHR support mechanism to the Human Rights Council activities, such as fact-finding missions and commissions of inquiry. The Section is also responsible for coordinating UN security management system coverage for officials and experts, including representatives of the human rights treaty bodies, working groups, special rapporteurs and commissioners who are travelling on behalf of OHCHR. It further participates in system-wide policymaking forums on security to ensure that human rights are mainstreamed into staff security policies and procedures that are applicable to all UN agencies, funds and programmes. At the operational level, the Section provides technical supervision and assistance on policies, procedures and minimum operating security standards for all staff, field presences and activities. The Senior Security Manager has a well-established and direct liaison arrangement with DSS Headquarters, the field and UN Agency Security Focal Points. OHCHR is a member of the IASMN and its Steering Group which regularly meet under the chairmanship of the Under Secretary-General of DSS to make recommendations on system-wide security policies.

The main tasks of the Section include: conducting risk assessments and establishing, standardizing and implementing security policies, tactics, techniques and procedures; analysing security situations, both globally, and in proposed field situations; the recruitment of security personnel; and managing the global security clearance and travel advisory service.
Global Management Outputs

**Transparent and timely decision-making (GMO 2)**
- The security risk-management strategy for OHCHR is often critical to facilitating programme activities in high-risk conflict zones. The Section works in close coordination with DSS and participates in high-level networking with the High Commissioner, the Deputy High Commissioner, the Under-Secretary-General of DSS and host Government authorities to ensure timely security clearance and support for strategically important field missions.

**Leading human rights mainstreaming (GMO 3)**
- Significant efforts have been made to mainstream human rights in the activities of the DSS through the Section’s participation in the Inter-Agency Security Management Network (IASMN). Human rights aspects have been fully incorporated into the UN policies being developed on Private Security Companies and the Use of Force. The Section also participated in the Project Group for developing a system-wide Security Level System and determining the parameters for “programme criticality” as a basis for progressive levels of risk-taking.

**Servicing human rights mechanisms (GMO 4)**
- Dedicated security support is provided to special rapporteurs and treaty body members during their sensitive missions, as well as to commissions of inquiry, fact-finding, assessment and mapping missions. The applied approach, which is based on the detailed security concepts of operations and security risk assessments and was developed in accordance with the UN security management system, has been very effective in ensuring a safe working environment.

**Supporting field operations (GMO 5)**
- The Section incorporates a range of security information tools within one electronic platform to provide real-time security information and analytical tools, while also helping to ensure security and efficiency in field operations. During 2011, the Security Section continued to emphasize client orientation and the streamlining of its service delivery to staff and field operations. It deployed security officers on missions covering 26 countries in order to conduct security assessment missions and security coordination missions in connection with field operations. Another major achievement was the security management associated with 31 security incidents directly affecting OHCHR staff. In addition, staff were informed about important security matters through staff-wide e-mail messages. An average of three messages were sent per month. To ensure that staff travelling to the field were fully compliant with security policies, the Security Information and Operations Centre (SIOC) of the Security Section processed 2,501 security clearance requests in 2011.

**Challenges and lessons learned**

The security environment for UN personnel has deteriorated in many locations. United Nations employees are frequently exposed to fallout from conflict situations and face increased threats of targeted attacks by extremists, armed groups and disenfranchised elements, in addition to growing criminality and safety issues. Displays of increased hostility towards the United Nations as an institution from extremist organizations, several of which are linked to Al Qaeda, particularly in relation to its humanitarian, development and human rights work, is a disturbing development. In 2010 and the first six months of 2011, 66 UN personnel were killed and 351 UN personnel were injured. Also in 2011, a total of 31 security incidents/situations directly affected OHCHR staff. The security risk management approach of careful balancing “acceptable risk” as opposed to “avoidance of risk” when meeting programmatic objectives remains a major challenge, especially when conducting field operations in high-risk environments.

**Facts and figures**

In 2011, the Safety and Security Section:
- **Directly supported 39 elevated-risk field missions** by deploying security staff from SSS, UNOG Security and DSS.
- **Managed 31 security incidents/events directly affecting OHCHR staff.**
- **Conducted 26 field missions for security assessment, support and compliance.**
- **Supported 2 medical evacuations from the field.**
- **Issued 26 staff-wide messages on security issues.**
- **Issued 178 information bulletins to senior management.**
- **Processed 2,501 travel security clearances.**
Document Processing Unit

Background

The Document Processing Unit (DPU) is part of the Executive Direction and Management Service. DPU is responsible for planning, coordinating and processing all OHCHR documents as mandated by the General Assembly and various UN human rights bodies, in accordance with established guidelines. It manages the efforts of the Office to improve document submission compliance through various means, including the recently established OHCHR Group of Document Focal Points (GDFP), and by coordinating with partner departments in UNOG and headquarters. The Unit is also responsible for coordinating and keeping track of the Office’s annual programme of meetings, including those of the Human Rights Council, its affiliated mechanisms and the human rights treaty bodies.

Global Management Outputs

Servicing human rights mechanisms (GMO 4)

- DPU facilitated the processing of 2,972 documents for consideration by the General Assembly, the Economic and Social Council, the Human Rights Council and its subsidiary entities and the human rights treaty bodies.
- The timely submission rate for documentation to the Human Rights Council (HRC) substantially improved in 2011, increasing from 53 per cent for HRC16 in March, to 56 per cent for HRC17 in June and finally to 78 per cent for HRC18 in September.
- A total of 89 human rights-related official sessions/meetings were held as scheduled, accounting for a total of 625 meeting days. Numerous informal sessions, consultations and other events also took place.

- Measures have been taken to improve the timely submission rate of documents for both the Human Rights Council and the human rights treaty bodies. These measures include the compilation, submission and monitoring of document forecasts and the introduction of a late slotting arrangement between UNOG and the human rights treaty bodies.

Challenges and lessons learned

Despite efforts undertaken by the Office and the improved submission compliance for the documents of the Human Rights Council, the aggregated timely submission rate of all OHCHR documents is estimated at roughly 50 per cent; much lower than the set target. The primary reasons for this situation remain unchanged. For instance, the combination of a high frequency of sessions of the human rights bodies, which provide limited time for document preparation, coupled with the rapidly-changing human rights situations in many parts of the world, has resulted in additional work for the Office and the Human Rights Council. It is anticipated that the introduction of shorter document submission/processing cycles by a number of human rights treaty bodies will lead to a gradual improvement in the overall submission compliance rate.

DPU continues to face an ever-increasing workload in relation to documentation and the calendar of meetings. In addition to its existing work, DPU will be responsible for processing the documents and meeting requests for the newly established Working Group on the Issue of Human Rights and Transnational Corporations and other Business Enterprises, as well as for the other recently established bodies which will begin normal schedules after their initial setup periods. It is envisaged that the increased allocation of resources to the Unit will enable it to deliver the necessary services to the human rights mechanisms.
Research and Right to Development Division

Background

OHCHR provides guidance, advice and applied research, develops learning packages and shares expertise on a wide range of human rights themes with Member States, national human rights institutions (NHRIs), civil society organizations (CSOs), United Nations partners and international human rights bodies and mechanisms. The Research and Right to Development Division (RRDD) is largely responsible for supporting the High Commissioner’s global leadership role in this regard by informing policy positions and advocacy on thematic issues through legal analysis and applied research.

Strongly anchored in the thematic strategies of the Office, RRDD endeavours to: integrate all human rights, including gender dimensions, into the UN system’s activities in relation to development, humanitarian efforts, economic and social affairs, peace and security and rule of law programmes; ensure that the promotion and protection of the right to development is integrated into global partnerships for development; and increase knowledge and understanding of thematic human rights issues through research, analysis, the development of guidance, knowledge resources, methodological tools, capacity-strengthening activities and programmes. The Division also provides support to a number of human rights mechanisms, including: the Special Representative of the Secretary-General (SRSG) on business and human rights and since November 2011, the Working Group on the issue of human rights and transnational corporations; the Independent Expert on international solidarity; the Working Group on the right to development; the High-level Task Force on the implementation of the right to development; the Social Forum; the Expert Mechanism on the Rights of Indigenous Peoples and the follow-up mechanisms established by the Durban Declaration and Programme of Action (DDPA), i.e., the Ad Hoc Committee on the elaboration of complementary standards; the Intergovernmental Working Group on the Effective Implementation of the DDPA; and the Working Group of Experts on People of African Descent.

RRDD is headed by a Director who reports to the High Commissioner through the Deputy High Commissioner. The Division is organized into two Branches and eight Sections. The Development and Economic and Social Issues Branch consists of the Human Rights and Economic and Social Issues Section; the Millennium Development Goals Section; the Right to Development Section; and the Methodology, Education and Training Section. The Rule of Law, Equality and Non-discrimination Branch consists of the Rule of Law and Democracy Section; the Women’s Human Rights and Gender Section; the Indigenous Peoples and Minorities Section; and the Anti-discrimination Section.

Results

National laws, policies and institutions (EA 1)

▶ In June, OHCHR organized a regional roundtable for Central Asia in Kyrgyzstan with the participation of representatives from Governments, non-governmental organizations (NGOs), experts, minorities and their consultative bodies and international organizations. The objective of the roundtable was to enhance the attention paid to minority rights in laws and policies related to decision-making and provide thematic guidance on the implementation of minority rights in Kyrgyzstan and other countries of the region. The participants adopted a concluding statement, reaffirming their commitment to advancing minority rights and minority participation. The roundtable led to increased involvement of OHCHR and its Regional Office in the drafting of a new governmental strategy on inter-ethnic and minority issues and contributed to the ongoing process of reforming minority consultative structures.

▶ OHCHR supported national efforts in a number of countries, including Bolivia, Cameroon, Chile, Colombia, Congo, Guatemala and Mexico, to ensure that normative frameworks concerning indigenous peoples are in line with the UN Declaration on the Rights of Indigenous Peoples and other relevant standards. For example, the inter-agency workshop held in Congo in
November, organized in collaboration with OHCHR’s Regional Office in Yaoundé, brought together Government officials, indigenous representatives and the United Nations Country Team (UNCT) to elaborate on ways to implement the February 2011 national Law on the Promotion and Protection of the Rights of Indigenous Populations.

A number of countries, including Benin, Bolivia, Burkina Faso, Costa Rica, Nigeria and Uruguay developed national action plans against racial discrimination with the technical expertise of, and assistance from, OHCHR.

As a result of a regional workshop in the Russian Federation in September, OHCHR helped enhance the capacity of Governments, national institutions, specialized bodies and civil society to initiate, develop and implement policies and national action plans against racial discrimination, xenophobia and related intolerance. Following the workshop, two countries in the region approached the Office for technical assistance in developing national action plans.

In order to support the work of NHRIs on indigenous peoples, OHCHR partnered with ILO, UNDP, UNICEF and WHO in Bolivia in October 2011 to consult 15 NHRIs in Latin America on their work in this area. Together with the outcomes of earlier consultations in other regions, the results of this meeting will be reflected in an OHCHR guide on indigenous peoples and NHRIs that is being developed in cooperation with the Asia Pacific Forum and the Australian National Human Rights Commission. The guide will be issued in 2012.

OHCHR contributed to increased awareness about the importance of aligning national anti-discrimination legislation with the Convention on the Rights of Persons with Disabilities (CRPD), and assisted States Parties in reviewing national legislation and policies on discrimination against persons with disabilities. With technical assistance and advice from RRDD, the UNIPSIL Human Rights Section supported the Government of Sierra Leone, which ratified the CRPD in October 2010, in the process of elaborating the new Persons with Disabilities Act. The Act was formally enacted in March 2011 and constitutes an important step towards the elimination of discrimination against persons with disabilities and the facilitation of their full participation and inclusion in society.

OHCHR provided technical assistance to requesting Governments, civil society and other national stakeholders seeking to integrate human rights standards and principles in the assessment, formulation and monitored implementation of national development plans, poverty reduction strategies and public budgets. OHCHR developed a training package on human rights in public policies and budget processes intended for an audience of development and human rights practitioners. The package was instrumental in raising awareness and building capacities to assess the degree to which national development policies and programmes contributed to the promotion and protection of human rights at the country level. On the basis of OHCHR’s support, the National Secretariat of Planning and Development of Ecuador developed a national guide on the formulation of public sectoral policies. The guide established a human rights-based approach as a mandatory requirement for all sectors and departments of the Executive. OHCHR is supporting the Government’s efforts to pilot this guide in the water and sanitation sector.

The OHCHR Rule of Law Indicators Project was launched in two countries in 2011 (Haiti and Liberia) and provided national authorities with a new tool to assess achievements and remaining challenges with regard to performance, integrity, transparency and accountability of national criminal justice institutions, including, inter alia, in the equal treatment of members of vulnerable groups and upholding of fair trial standards. The next phase will address the shortcomings and deficits identified through the use of the indicators.

At the regional meeting on HIV and the law for ministers of justice and judges in West and Central Africa, participants adopted a declaration.
of commitment which included recommendations such as strengthening the role of ministries of justice by establishing clear targets on HIV-related legislation and human rights policies and programmes. The meeting was organized by OHCHR and co-sponsored by UNAIDS, UNDP and the African Association of Francophone Jurisdictions.

As a result of a series of trainings and regional launches of the OHCHR Commentary on the Recommended Principles and Guidelines on Human Rights and Human Trafficking, there has been an increased capacity of Government officials and civil society representatives from 44 countries in Central Africa, Central Asia, Europe and the Middle East to evaluate the impact of anti-trafficking policies and measures on human rights and adopt a human rights-based approach to address trafficking in persons. The need to adopt a human rights-based approach to combating trafficking was emphasized in the recommendations of a Regional Consultative Meeting in Qatar that was organized by OHCHR and the UN Human Rights Training and Documentation Centre for South-West Asia and the Arab Region, in partnership with the Qatar Foundation for Combating Human Trafficking. The meeting represented a first step towards implementing the Arab Regional Initiative to build national capacities to combat human trafficking.

The consultative draft constitution prepared by the Independent Federal Constitutional Commission of Somalia was informed by advice from OHCHR relating to the protection of human rights. Through a training-of-trainers exercise in Nairobi, OHCHR and UNDP provided capacity-building support to members of the Independent Federal Constitutional Commission of Somalia and civil society representatives so that they could conduct a human rights audit of the draft constitution in the latter part of 2011.

Ratification (EA 2)

In May 2011, Colombia was the 100th country to ratify the Convention on the Rights of Persons with Disabilities. As of 9 January 2012, 109 States and regional integration organizations are Parties to the Convention and 65 States have ratified its Optional Protocol. In 2011, numerous other States ratified the Convention, including Bahrain, Belize, Cape Verde, Cyprus, Indonesia, Luxembourg, Myanmar, Pakistan, Romania, the former Yugoslav Republic of Macedonia and Togo. OHCHR advocated for ratification in many of these countries through targeted action and the provision of critical legal advice.

Justice and accountability mechanisms (EA 3)

- OHCHR deployed senior international experts to Kosovo, Nepal and Uganda to support national authorities in the development of legal frameworks and programmes to ensure more effective protection for victims and witnesses involved in judicial, quasi- and non-judicial proceedings and accountability for human rights violations. Reports on needs in these countries were shared with national authorities and included recommendations for the development of effective programmes in this area. OHCHR commented on the draft laws on witness protection in Nepal and Uganda which are to be submitted to their respective national assemblies for adoption. OHCHR also provided support for the preparation of a judicial colloquium on victims, witness protection and the administration of justice in Uganda through the creation of a network of institutions with closely linked mandates for the administration of justice, maintenance of law and order and human rights (the Justice, Law and Order Sectors).

- OHCHR organized a seminar on the national law on witness protection programmes in Argentina which helped foster national dialogue on the need to review and improve aspects of witness and victim protection programmes.

- OHCHR’s support to transitional justice processes included assistance for the design and implementation of judicial accountability mechanisms, truth seeking processes, reparations programmes, national consultations and institutional reform in more than 20 countries. For instance, OHCHR provided technical and logistical support to the national authorities of the Democratic Republic of the Congo (DRC), contributing to the holding of several trials which resulted in convictions for human rights violations, including rape.

- OHCHR contributed to the functioning of the Truth, Justice and Reconciliation Commission of Togo by providing logistical, technical, and administrative support. OHCHR also contributed to transitional justice processes by providing advice on the Law on Victims and Restitution of Land in Colombia which was adopted by Parliament in May 2011.

- OHCHR facilitated effective cooperation with the Special Representative of the Secretary-General in Burundi and other relevant UN agencies and played a key role in ensuring that expert advice was provided to national authorities in Burundi so that transitional justice mechanisms could be established in compliance with relevant international human rights standards.
OHCHR completed field research on gender and reparations in Uganda and presented its findings to the Government, donors and civil society, resulting in increased awareness among national stakeholders on international human rights obligations and ensuring reparations for victims of sexual violence.

An induction workshop on transitional justice for the Dialogue, Truth and Reconciliation Commission of Côte d’Ivoire was organized by OHCHR to increase awareness among Commissioners of international standards and good practices.

OHCHR participated in two major conferences related to Tunisian democratic transition and transitional justice which increased awareness among national stakeholders of relevant international human rights standards and good practices.

Access to justice and basic services (EA 4)

OHCHR launched the report of the High-level Panel on Remedies and Reparations for Victims of Sexual Violence in the DRC. The report reflected the perception of victims regarding available remedies and reparations and proposed measures to strengthen relevant reparation programmes and initiatives. The findings of the report led OHCHR to initiate and implement a joint project with UN Women to promote access to reparations for victims of sexual violence in the DRC. Over 150 survivors in Bukavu and Shabunda, together with local organizations and Government representatives, shaped pilot initiatives that will be implemented in 2012.

Participation (EA 5)

In April 2011, OHCHR launched the seventh phase (2011-2012) of the Assisting Communities Together (ACT) Project, a joint OHCHR and UNDP initiative which distributes small grants (up to US$7,000) to CSOs in order to undertake human rights education and training activities. The project has been implemented in 13 countries (Cameroon, Cape Verde, Central African Republic, Ecuador, Iraq, Kosovo, Republic of Moldova, Senegal, the former Yugoslav Republic of Macedonia, Togo, Uganda and Uruguay) and focuses on activities that combat discrimination. In total, OHCHR has supported 28 projects since September 2011, three of which had already been fully implemented by the end of the year. For example, Acción Coordinadora y Reivindicadora del Impedido del Uruguay provided 41 teacher trainees from several pedagogical institutes with theoretical and practical knowledge on the rights of persons with disabilities, accessibility issues, the CRPD and existing national legislation. The project culminated with an outdoor public awareness day in the city of Maldonado, involving civil society, public schools and local authorities.

The first three-week fellowship programme for people of African descent took place in Geneva. A total of 10 Fellows were trained on international human rights standards and mechanisms and gained a greater awareness about human rights issues to help advance human rights in their communities.

OHCHR contributed to developing a common understanding of international standards on the right to adequate housing and the prohibition of forced evictions and facilitated dialogue between various actors through its work with State authorities and CSOs in Georgia, Kyrgyzstan and Tajikistan. In Kyrgyzstan, OHCHR advised on the drafting of the housing code which is currently under review by Parliament. If adopted in its current form, the code could serve as a useful model for the region. OHCHR also supported the work of the Office of the Ombudsman in Serbia in monitoring the implementation of national Roma actions plans aimed at improving the situation of Roma in the areas of housing, health, employment and education.

At the annual session of the Forum on Minority Issues in November, OHCHR organized a side event on empowering minority women to claim their rights. The side event helped to identify good practices from different regions and demonstrated how minorities can effectively advocate for the implementation of their rights.


State engagement with human rights mechanisms (EA 6)

The methodology on human rights indicators developed by OHCHR is increasingly recognized as an important practical tool for enhancing the systematic implementation of, and follow-up to, recommendations from treaty bodies, special procedures and the Universal Periodic Review
An increasing number of Government agencies, national and regional human rights institutions follow the OHCHR methodology for human rights indicators to implement and mainstream human rights. In this context, OHCHR supported work on the development of indicators for civil, cultural, economic, political and social rights in Bolivia, Ecuador, Kenya, Mexico, Nepal, Serbia and the United Kingdom related to follow up to recommendations from human rights mechanisms, national human rights action plans, development plans and/or the strengthening of capacity for human rights implementation.

Civil society engagement with human rights mechanisms (EA 7)

The OHCHR fellowship programme provided in-depth training on human rights mechanisms to nine minority representatives (Arabic and English) and 25 indigenous Fellows (English, French, Spanish and Russian). The training gave the Fellows an opportunity to contribute to the Forum on Minority Issues and the Expert Mechanism on the Rights of Indigenous Peoples. OHCHR also inaugurated the senior fellowship programme which gives experienced minority and indigenous representatives practical experience in the work of OHCHR. Through participation in the drafting of alternative reports to treaty bodies and participation in various regional and international fora, the programmes empowered participants to undertake human rights projects at the country level. For example, a former indigenous Fellow from Northern Kenya set up Samburu Women for Education and Environment Development Organization (SWEEDO), which sponsors the primary and secondary education of girls rescued from planned early marriages and possible female genital mutilation. In addition, trained Fellows submitted reports about their follow-up to and lobbying for the adoption of UPR recommendations by the Governments of their countries.

OHCHR and Minority Rights Group International (MRG) organized human rights training for minority rights advocates in the framework of the implementation of the Global Minority Rights Advocacy programme, which included an extensive online training component on the international human rights system. OHCHR contributed to a training workshop organized by MRG and the UNDP Bratislava Regional Centre for Europe and the Commonwealth of Independent States to strengthen the capacity of civil society to promote and protect minority rights.

International and regional laws and institutions (EA 8)

In June 2011, the Human Rights Council unanimously endorsed the Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework presented by the Special Representative of the Secretary-General on the issue of human rights and transnational corporations and other business enterprises. OHCHR provided active support to the mandate of the Special Representative in preparation of the Guiding Principles which serve as the authoritative global reference point on this issue. Among other languages, the document was translated into Khmer and launched at a public event organized by OHCHR-Cambodia that convened a range of stakeholders, including representatives of Governments, business, civil society and UN partners.

Responsiveness of the international community (EA 10)

In May 2011, OHCHR, UNFPA, UNICEF, UN Women and WHO issued an inter-agency statement on preventing gender-biased sex selection. This statement defines gender-biased sex selection and offers specific recommendations to a variety of stakeholders on addressing gender-biased sex selection. OHCHR coordinated the inter-agency launch of the statement in June 2011 which received wide media coverage.

OHCHR helped to organize a number of plenary and high-level panels before the Human Rights
Council (HRC) on issues such as tolerance and peace and best practices against racism which contributed to drawing the attention of the international community to key human rights challenges.

- In June, OHCHR helped organize the annual full-day discussion on women’s rights at the HRC which focused on prevention of violence against women and conflict-related violence against women. Participants included, inter alia, Michelle Bachelet, Executive Director of UN Women; Margot Wallström, Special Representative of the Secretary-General on Sexual Violence in Conflict; Rashida Manjoo, the Special Rapporteur on violence against women; representatives of the Committee on the Elimination of Discrimination against Women (CEDAW) and civil society. The discussion enabled the analysis of synergies between the Security Council and the HRC and its respective mechanisms to address conflict-related violence against women.

- Two panel discussions were organized by OHCHR at the HRC’s 16th session which resulted in heightened awareness of human rights considerations in the context of terrorism and led to the development of proposals for measures, such as a compilation of good practices to strengthen the human rights of victims. The first panel focused on the issue of human rights in the context of terrorist hostage-taking, with an emphasis on the responsibility of States to promote and protect human rights, strengthening international cooperation to prevent and combat terrorism, and protection of the rights of victims of terrorism. The second panel discussion addressed the issue of the human rights of victims of terrorism and offered an opportunity to exchange information on relevant efforts undertaken at the international, regional and national levels and share good practices with a view to increasing the capacity of States to protect the rights of victims of terrorism and their families.

- OHCHR submitted a compilation of good practices to the HRC which highlighted effective interventions that had applied a human rights-based approach to eliminate preventable maternal mortality and morbidity. The HRC adopted a resolution requesting the High Commissioner to develop technical guidance on the application of a human rights-based approach to the reduction of preventable maternal mortality and morbidity which will be submitted to the Council at its 21st session in September 2012.

- OHCHR contributed to the Secretary-General’s report on the rule of law and transitional justice in conflict and post-conflict societies (S/2011/634) which drew the attention of the Security Council to the importance of making explicit reference to accountability, combating impunity and the
provision of remedies for victims. Recommended actions included, inter alia: continuing to foster accountability for gross violations of human rights and serious violations of international humanitarian law; rejecting any endorsement of amnesties for genocide, war crimes, crimes against humanity or gross violations of human rights and supporting the implementation of transitional justice and rule of law provisions in peace agreements; encouraging increased attention be paid to ensuring the rights of victims to remedies and reparations, in particular the victims of conflict-related sexual and gender-based violence (SGBV); and providing for transitional justice measures when establishing new mandates.

▶ OHCHR promoted strong partnerships with human rights and development actors in the context of achieving the Millennium Development Goals (MDGs) by 2015 and beyond, including States, special procedures, academia and international CSOs. To strengthen such partnerships, OHCHR facilitated and supported various forums and expert consultations to promote coherent and coordinated advocacy on human rights, including quantitative assessment methods for human rights, the MDGs and economic, social and cultural rights.

▶ The informal summary conclusions of a global roundtable on alternatives to the detention of migrants, refugees, asylum-seekers and stateless persons have already been used as an advocacy tool by OHCHR and other actors, including the Special Rapporteur on migrants and the Committee on the Protection of All Migrant Workers and Members of their Families. The roundtable was organized by OHCHR and UNHCR in May 2011 and brought together representatives from States, international organizations, human rights mechanisms, regional human rights bodies, NHRIs and national and international NGOs.

▶ Approximately 40 representatives of States and CSOs attended a side event at the 18th session of the HRC on “Sharing best practices on ratifying the second Optional Protocol to the International Covenant on Civil and Political Rights (ICCPR-OP2), aiming at the abolition of the death penalty.” With the support of OHCHR, the event was organized by the Government of Belgium and the World Coalition against the Death Penalty and discussed national processes to abolish the death penalty in various countries, in particular in Mongolia and Tunisia where the respective Parliaments recently adopted bills aiming to abolish the death penalty and ratify the ICCPR-OP2.

▶ OHCHR added four new translations of the Universal Declaration of Human Rights to the website in 2011, bringing to 382 the total number of translations available online.

▶ In January 2011, OHCHR provided logistical and substantive support to the HRC Open-ended Working Group on the draft United Nations Declaration on Human Rights Education and Training, which produced a draft text that was adopted by the HRC in March 2011 (resolution 16/1) and by the General Assembly in December 2011 (resolution 66/137).

Human rights mainstreaming within the United Nations (EA 11)

▶ In the lead up to 2015, OHCHR is actively participating in UN meetings to ensure that a human rights perspective is reflected in the work of inter-agency mechanisms dealing with the MDGs, including the UN’s Integrated Implementation Framework, the MDGs Acceleration Framework and the integrated advocacy strategy on the MDGs. Notably, OHCHR is participating in the recently established UN System Task Team on the Post-2015 Development Agenda.

▶ The Busan HLF4 Declaration of the Fourth High-level Forum on Aid Effectiveness (Republic of Korea) included important references and forward-looking actions on human rights, decent work, gender equality, environmental sustainability, disability and the role of civil society in promoting a human rights-based approach. In 2011, OHCHR provided substantive support to the work of the United Nations Development Group (UNDG) to promote global awareness and concrete actions on human rights, including in relation to the work of the UNDG Task Team on Aid Effectiveness in the lead up to the High-level Forum.

▶ OHCHR proposed drafting suggestions reflecting international human rights standards to a UNODC project that was mandated by ECOSOC to develop principles and guidelines regarding access to legal aid. As a result, the Intergovernmental Working Group adopted draft principles and guidelines in conformity with international human rights law that will be considered by the United Nations Commission on Crime Prevention and Criminal Justice. The draft principles and guidelines provide extensive guidance to States on how to fulfil their obligations regarding legal aid in the criminal context.
Together with other UN entities, OHCHR actively participated with suggested language and background papers in the development of guidance for the operationalization of Security Council resolutions 1888 and 1960 on conflict-related sexual violence to ensure compliance with human rights standards. Guidance notes now exist on the Monitoring Analysis and Reporting Arrangements (MARA), the Analytical and Conceptual Framing of Conflict-Related Sexual Violence and the terms of reference for Women Protection Advisers (WPAs). Consultations were undertaken with relevant components of peace missions, particularly human rights components in several countries, such as Côte d’Ivoire, the DRC and South Sudan, to identify support needed to implement the mandate on conflict-related sexual violence and steps planned or taken to strengthen their capacity.

The United Nations Indigenous Peoples’ Partnership (UNIPP), a joint initiative of OHCHR, ILO, UNDP, UNFPA and UNICEF, became fully operational in 2011. The objective of the initiative is to ensure the full realization of the UN Declaration on the Rights of Indigenous Peoples through the mobilization of financial cooperation and technical assistance. The Policy Board, which includes representatives of the five UN agencies and indigenous experts, is co-chaired by OHCHR. The Board approved six country programmes (Bolivia, Cameroon, Central African Republic, Congo, Nepal and Nicaragua) and one regional programme (South-East Asia) that will be implemented in 2012 in partnership with indigenous peoples. The programmes seek to advance the rights of indigenous peoples in their countries.

OHCHR convened a regional consultation in Nepal in December 2011 for UNCTs in South Asia on addressing caste-based discrimination. The consultation identified good practices and opportunities for engagement by UNCTs in this area.

Awareness of minority rights standards was enhanced through various publications, including a new booklet on the content of the Declaration on Minorities, which captures the essence of each provision of the Declaration and contains photographs of minorities around the world. OHCHR also produced a new tool on minority issues for UN staff and others entitled “Minority Rights: International Standards and Guidance for Implementation.” It provides guidance on standards and mechanisms pertaining to the protection of minorities as well as a checklist for developing programmes and projects on minorities, including to combat multiple forms of discrimination faced by minority women.

In June 2011, United Nations entities (DESA, ILO, OHCHR, UNDP, UNICEF, and WHO) established the UN Partnership to Promote the Rights of Persons with Disabilities (UNPRPD) to uphold the rights of persons with disabilities in all aspects of society and development. A Multi-Donor Trust Fund was launched by the participating organizations in December 2011 to strengthen the capacity of national stakeholders, particularly Governments and organizations of persons with disabilities, for the effective implementation of the Convention on the Rights of Persons with Disabilities.

OHCHR continued to play a leading role in strengthening system-wide efforts to integrate human rights in UN operational activities for development and chaired and coordinated the work of the UNDG Human Rights Mainstreaming Mechanism (UNDG-HRM). During its initial phase in 2011, the UNDG-HRM undertook a UNCT survey on human rights mainstreaming to which 99 UNCTs responded and provided critical insights into challenges, opportunities and needs at the country level. Respondents also demonstrated a high level of commitment to responding to increasing needs from national partners, including in the context of implementing UPR recommendations. The UNDG-HRM also undertook a mapping of mainstreaming policies and collected over 400 tools which have been made available on the HRBA Portal (www.hrbaportal.org), which was re-launched on 10 December on Human Rights Day. An inter-agency training package on a human rights-based approach to development (HRBA) was updated, and a training-of-trainers workshop was organized to expand the pool of HRBA trainers. In October, the High Commissioner and the UNDG Chair jointly launched the Human Rights Mainstreaming Multi-Donor Trust Fund (MDTF) in New York to solicit support for the full implementation of the UNDG-HRM priorities and enable the UN system to respond coherently and effectively to requests from Member States for capacity-building and technical assistance.

OHCHR continued to support UNCTs on the application of a HRBA in the preparation of the United Nations Development Assistance Framework (UNDAF) and common country programming processes, including by delivering HRBA training workshops in partnership with the UN System Staff College (UNSSC) to UNDAF-rollout countries, including Belize, Djibouti, Equatorial Guinea, Jordan, Lesotho and others.
Togo. OHCHR also contributed to several trainings and induction programmes organized by the UN Development Operations Coordination Office and UNSSC that were targeted at resident coordinators and UNCT leadership. As a result, 170 resident coordinators and Heads of UN agencies were trained in 2011 on human rights leadership and coordination.

- The High-level Task Force on the Global Food Security Crisis (HLTF) advocacy consistently integrated references to the realization of the right to food and adoption of a human rights-based approach as a part of strategies to achieve world food and nutrition security. Through the HLTF, OHCHR actively participated in the development of UN- and International Financial Institution-wide common advocacy messages and positions.

- The United Nations Human Settlement Programme (UN-HABITAT) included human rights as a cross-cutting issue during its organizational restructuring. OHCHR increased its institutional collaboration with UN-HABITAT and its UN Housing Rights Programme. This collaboration resulted in the development and publication of an eviction impact assessment methodology which helps translate relevant international human rights standards into practical tools. OHCHR also contributed to the decision by UN-HABITAT to mainstream human rights into its overall programming.

- The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security, were developed under the auspices of the Committee on World Food Security (CFS). OHCHR provided substantial technical assistance throughout the negotiations, ensuring consistency of the guidelines with existing international human rights standards into practical tools. OHCHR also contributed to the decision by UN-HABITAT to mainstream human rights into its overall programming.

- Through its active participation in the Global Migration Group (GMG), OHCHR has sought to promote and mainstream a human rights-based approach to migration within the UN. As a member of the GMG Troika in the first half of 2011, OHCHR organized a roundtable on combating xenophobia and discrimination against migrants in the context of a GMG Practitioners’ Symposium on “Migration and Youth: Harnessing Opportunities for Development.” OHCHR provided substantive human rights input to a GMG Principals’ Statement on “The Impact of Climate Change on Migration” drafted by the Chair-in-Office of UNESCO in November 2011.

- A joint UN statement was issued to provide clear examples on the application of a human rights-based approach, as well as gender- and age-sensitive recommendations, in relation to the EU Directive on preventing and combating trafficking in human beings and protecting its victims. OHCHR-Brussels actively participated in the elaboration and adoption of the EU Directive in cooperation with the UNCT (OHCHR, ILO, UNHCR, UNICEF, UNODC and UN Women) and the support of the Adviser on Trafficking. A commentary on implementing the Directive has been developed and submitted to the EU in order to assist EU countries with interpreting the Directives in accordance with a human rights-based approach.

- The DPKO/OHCHR/DPA/DFS Policy on Human Rights in UN Peace Operations and Political Missions (September 2011) represents a key achievement in advancing human rights integration in peace mission settings. The document contains all relevant policies and good practices, spells out human rights responsibilities of mission components, such as the military, police and senior mission leaders and provides further relevant operational guidance.

- The DPKO/DFS Framework for Drafting Comprehensive Protection of Civilians (POC) Strategies in UN Peacekeeping Operations (2011) guides missions in the development of sound strategies and contingency planning to prevent and respond to crises and human rights violations. OHCHR provided substantive inputs to the framework, as it did for the DPKO/DFS Early Peacebuilding Strategy and in relation to draft guidance on Child Protection, Corrections and Police.

- The DPKO Training Course for Military Experts on Mission has been made available to peacekeeping training centres in a draft format. This specialized training course is an important tool to further the integration of human rights into the work of military components. The Office provided text, advice and support for the development of the course. OHCHR also updated materials, coordinated and delivered human rights training in courses organized by DPKO for 70 current and potential UN senior mission leaders.

- OHCHR was involved in the design and development of the UN Due Diligence Policy which was endorsed by the Secretary-General in July 2011. The policy prohibits UN actors from providing support to non-UN security forces when there is a real risk that recipient entities may commit grave violations and requires that they intercede when recipient entities commit
OHCHR supported the initial stages of the policy implementation, including by conducting two field missions in Côte d’Ivoire and Haiti (December 2011) and providing appropriate support to human rights field presences. In cooperation with DPKO, OHCHR designed the framework for the preliminary review process that will take place in March 2012.

Guidance materials prepared by partners, including OCHA’s revised Inter-Agency Standing Committee (IASC) Handbook for Resident Coordinators and Humanitarian Coordinators on Emergency Preparedness and Response and UNHCR’s Rapid Protection Assessment Toolkit, integrated human rights considerations that were suggested by OHCHR. The Office also contributed to the design and review of trainings and training materials, including: an OCHA-organized series of regional workshops on using international legal frameworks in humanitarian advocacy; an OCHA-organized workshop on working with partners in humanitarian contexts; the Global Protection Cluster training on protection coordination; and trainings on protection in natural disasters.

At the 10th annual session of the Inter-Agency Network on Women and Gender Equality (IANWGE), a task force was established on women’s access to justice within the context of the IANWGE and the Rule of Law Coordination and Resource Group’s (ROLCRG) process on gender and access to justice. The objective was to enhance coordination among UN entities and strengthen coherence on this issue. OHCHR co-chaired a joint OHCHR-UN Women international expert panel on “Securing Justice for Women in Post Conflict States,” which fed into the creation of the Task Force and drafted its terms of reference. OHCHR is co-leading the Task Force.

OHCHR worked with the Project Appraisal Committee (PAC) of the UN Trust Fund to End Violence against Women to encourage applications related to the implementation of the recommendations of the CEDAW Committee and the Special Rapporteur on violence against women. As a result, there is now a specific reference to these mechanisms in the Call for Proposals, which was issued in November 2011.

OHCHR provided substantial support to the Bureau of the Open-ended Working Group on Ageing for the purpose of strengthening the protection of the human rights of older persons and ensured a strong human rights agenda in the Working Group’s two sessions. (April and August 2011). The mandate of the Open-ended Working Group’s mandate is to consider the existing international framework of the human rights of older persons and identify possible gaps and how best to address them, including by considering, as appropriate, the feasibility of further instruments and measures.

OHCHR continued its advocacy efforts to encourage the adoption of a human rights-based approach to the elimination of maternal mortality and morbidity within the UN system. For instance, the Deputy High Commissioner brought a human rights perspective to a high-level panel discussion on maternal mortality that was moderated by the Executive Director of UN Women and held during the 55th session of the Commission on the Status of Women.

Global Management Outputs

Sharing OHCHR’s strategic direction (GMO 1)

The RRDD led the work on thematic notes during the preparations of the 2012-2013 OMP and took the lead in the revision of four of the six strategies for the coming biennium. Similarly, the RRDD played an important role during the first OHCHR office-wide planning week in October 2011 in focusing the planning around the revised thematic strategies. Its subsequent eight Section-level 2011 workplans and subprogrammes were based on the thematic strategies.

Leading human rights mainstreaming (GMO 3)

OHCHR provided the inputs to the work of the United Nations Development Group (UNDG) in 2011 and ensured the integration of human rights in the following major outputs of various UNGD mechanisms: UNGD Human Rights Mainstreaming Mechanism (UNCT survey, mapping of policies and tools, updating of HRBA training packages, re-launching of HRBA Portal); UNDAF Programming Network (Review of UNDAFs on five programming principles, study on UNCTs engaging in national policy dialogues, 2011-2012 workplan of UNDAF Programming Network); UNDG Working Group on Resident Coordinator system issues (2011 Induction Programme for new Resident Coordinators); UNGD Task Team on aid effectiveness (UNDG advocacy message for the fourth High-level Conference on Aid Effectiveness); and the UNGD-MDG Task Force (UN system integrated MDG advocacy strategy). The inter-agency review of recent UNDAFs, undertaken by the UNDAF Programming Network, determined that the human rights-based approach was the best well-integrated programming principle in the reviewed UNDAFs when compared with other
principles (gender equality, capacity development, results-based management and environmental sustainability).

The distinct features of the conceptual and methodological framework for human rights indicators developed by OHCHR provide concrete guidance to support human rights mainstreaming. A growing number of initiatives and efforts at the national and international levels draw on this framework to develop indicators to improve human rights implementation and measurement at the country level. In response to a growing demand for indicators in human rights mainstreaming efforts, global policy agendas and monitoring systems and in the context of UN programmes such as the Istanbul Programme of Action for Least Developed Countries (LDCs), OHCHR initiated the compilation of world maps for available indicators.

OHCHR adopted an OHCHR Gender Equality Policy and has been chosen to serve as one of the pilots to test the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women coordinated by UN Women.

Servicing human rights mechanisms (GMO 4)

Efforts were stepped up to ensure a more timely submission of documentation to the human rights mechanisms. At the HRC's 16th session in March 2011, the timely submission rate was over 80 per cent.

Over 40 reports mandated by HRC resolutions were prepared and submitted by the Division during 2011. For example, in accordance with HRC resolution 16/28, OHCHR actively engaged in the General Assembly High-level Meeting on AIDS by providing a human rights-based perspective. OHCHR gathered and submitted to the HRC a compilation of effective practices in adopting a human rights-based approach to eliminating preventable maternal mortality and morbidity. Following a request from the HRC, OHCHR also drafted a report on the situation of migrants and asylum-seekers fleeing recent events in North Africa (A/HRC/18/54). RRDD increasingly assisted the HRC in preparing interactive debates and panels. As an example, the Division assisted in the preparation of the third HRC interactive debate on the rights of persons with disabilities in March 2011 and organized the first HRC panel on indigenous peoples' rights in July 2011.

Pursuant to HRC resolution 15/19 of 30 September 2010 on the draft guiding principles on extreme poverty and human rights, OHCHR organized consultations on the report of the Special Rapporteur on extreme poverty, including a seminar in June 2011. The consultations benefited from submissions by Member States and other relevant stakeholders on how to improve the current draft. On the basis of these submissions and the outputs of the seminar, the High Commissioner prepared an analytical compilation report that will be presented at the HRC's 19th session in March 2012. The report will constitute the main basis for the work of the Special Rapporteur on the draft guiding principles on extreme poverty and human rights. A final draft of the revised guiding principles will be submitted to the Council at its 21st session in
September 2012. It is expected that this revised version will allow the Council to take a decision on the way forward with the objective of securing the adoption of the guiding principles by the end of 2012.

RRDD was solicited throughout the year for methodological and thematic support in rapid response work related to the Arab Spring. Methodological and thematic support was provided throughout the year, including to the assessment mission in Tunisia and the several commissions of inquiry and fact-finding missions deployed to Libya and Syria. In addition, lessons learned exercises were carried out to enhance effective responses.

Supporting field operations (GMO 5)

The Division continued to contribute to increased effectiveness in the field by providing key inputs, thematic expertise and advice to OHCHR field and headquarters staff in relation to a wide variety of issues. As reflected in the above-noted results, these issues ranged from economic, social and cultural rights to non-discrimination, including women’s rights and gender integration into transitional justice and witness protection initiatives, human rights monitoring and investigation and human rights education programmes. Additional consultations between RRDD and FOTCD and the field led to enhanced quality and targeted support. For example, an information note on the implementation of Security Council resolutions on women, peace and security was produced to increase awareness among OHCHR field presences regarding the potential impact of these resolutions on OHCHR’s work in the field and highlight good practices to promote their implementation. In addition, two training sessions on legal system-monitoring were conducted for field presences in Liberia and Iraq, providing participants with skills to facilitate their work at the national level, such as when supporting national authorities to comply with international human rights standards in relation to detention, including pre-trial detention, and the right to a fair trial. Moreover, support was provided on human rights monitoring methodology and training to field presences in Afghanistan, the Middle East and North Africa region, Serbia and Thailand. Finally, comments were provided on a toolkit for human rights defenders produced by OHCHR-Nepal.

The Human Rights Case Database (HRDB) was progressively rolled out to three human rights field presences and 57 staff members were trained on its use; bringing to 11 the number of field presences equipped with this tool. The database contributes to standardizing the way in which information pertaining to human rights violations is gathered and recorded within OHCHR. The documentation of cases of human rights violations was improved with the release of a new version of the database, a comprehensive user’s manual (English and French) and the provision of regular support to users. A glossary of human rights and international humanitarian law violations is under development.

RRDD provided extensive human rights education and training support to field presences, including by: commenting on a draft Plan of Action for Human Rights Education at the request of the Paraguay OHCHR Adviser; providing expert advice at the request of the Europe Regional Office on the development of human rights training materials for border guards by the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (FRONTEX); and assisting the UN Training and Documentation Centre in Doha on the development of its overall strategy and specific activities.

OHCHR produced and disseminated 1,000 copies of a kit for OHCHR field offices containing materials on how to address discrimination against people of African descent.

Regional and national capacity-building activities on business and human rights were carried out for OHCHR staff and other stakeholders in three field locations, i.e., Cambodia, Guatemala and Uganda. Approximately 50 OHCHR field staff participated in workshops to enhance OHCHR’s
capacity to address business-related human rights issues in the field and support the effective dissemination and implementation of the United Nations Guiding Principles on Business and Human Rights.

Skills and competencies (GMO 6)

In 2011, staff training was organized to develop substantive human rights knowledge and skills, one of the three pillars of OHCHR’s Learning Strategy approved in 2011. Nearly 20 training courses/workshops and related activities were held for approximately 400 staff on a variety of functions (human rights training, human rights monitoring and investigations, human rights-based approaches to development, integration of human rights in humanitarian action, gender integration) as well as thematic issues related to the priorities of the Office, in areas such as economic, social and cultural rights, disability, business and human rights, human rights-based budgeting and knowledge management. Close to 50 staff members received training in gender integration during the year. A training course for OHCHR staff on Strategies and Skills to Monitor and Protect Economic, Social and Cultural Rights was delivered in 2011 to build on the pilot modules developed and verified in 2010. The course combined substantive OHCHR monitoring methodologies, knowledge and information on economic, social and cultural rights and participatory training methodologies. The course enhanced the capacity of OHCHR staff to monitor violations of economic, social and cultural rights and strengthen the basis for OHCHR to protect and promote all human rights.

Approximately 113 staff members attended courses related to human rights monitoring and investigations that were organized in Kyrgyzstan and Uganda, among other locations. In the area of human rights training methodology, 18 staff from headquarters and the field attended a five-day training course on designing, managing and delivering human rights training and five colleagues attended a two-day workshop on how to effectively evaluate human rights training activities. In October, OHCHR organized the second Geneva-based training on human rights and humanitarian action. Participants included 25 colleagues from field presences, headquarters and the New York Office.

In addition, 57 staff were trained on how to use the Human Rights Case Database and 49 staff attended two-day workshops on the knowledge management toolkit “Share, learn, innovate!” that were organized in collaboration with the International Training Centre (ITC) of the ILO. Other capacity-building trainings included the training of OHCHR gender facilitators (from Geneva) in collaboration with UN ITC/ILO (Turin) on gender integration methodologies. Similar training was delivered to Heads of field presences and gender focal points for the Central African subregion.

Challenges and lessons learned

OHCHR continued to actively contribute to the promotion and protection of human rights worldwide, often in partnership with other UN entities. Given the growing demands for support arising from recent developments, particularly in North Africa and the Middle East, more efforts, resources and further programmes are needed to ensure that OHCHR can meet the challenges of this crucial time for human rights. In light of recent debates at the intergovernmental level, OHCHR must also continue to visibly and effectively advocate for the inclusion of commitments to combat impunity and the promotion and protection of human rights in peace mediations, negotiations and agreements.

National demands for the UN’s support for human rights mainstreaming efforts have increased in both qualitative and quantitative terms in recent years. This presents both opportunities as well as challenges in terms of OHCHR’s capacity and resources to respond. As the UN development system increasingly focuses on supporting national ownership and priorities, human rights mainstreaming efforts need to broaden outreach to national partners in order to increase their awareness and help demystify human rights concepts. Further methodological innovation is called for as mainstreaming moves upstream and into more operational budgetary and national and sectoral planning frameworks. OHCHR, both independently and through the UNDG, has a vital role to play in supporting the UN’s leaders on the ground, including through the planned updating of human

6 The Knowledge Management (KM) toolkit “Share, learn, innovate!” was published and made available online. The toolkit presents 21 methods and 11 technologies to enhance knowledge sharing in OHCHR. The techniques presented are a combination of tools and technologies already in use at OHCHR and innovative tools still in the testing phase. Methods and technologies are presented in a simple and practical manner to promote their use in the broad spectrum of OHCHR activities, from advocacy to planning, training, supporting networks and the involvement of stakeholders. The toolkit was launched in November 2011. In addition to two workshops, dissemination of the toolkit has taken place through a coffee briefing, presentations in induction trainings delivered by the Staff Development Unit and a presentation to the Human Rights Treaties Division.
rights guidance to Resident Coordinators and a strategy to enhance the deployment of human rights advisers to their offices.

OHCHR continued to advocate for the active participation of indigenous peoples in decision-making. The principle of participation was put into practice when the UN Indigenous Peoples’ Partnership (UNIPP) was established. The Policy Board of UNIPP, the main decision-making body of the initiative, includes participating agencies and indigenous experts that are selected on the basis of nominations made by a UN mechanism devoted to indigenous issues. The indigenous experts are full members of the Board, one of whom is a co-chair. Their inclusion has been crucial in building the strategic direction of the initiative and their regional and subject-specific expertise has been instrumental in the development and selection of programmes that can yield concrete results. It also sends a message that the UNIPP is a partnership between UN agencies, indigenous peoples and others concerned; a model that needs to be replicated at the regional and country levels and in the global decision-making processes.

Over the years, OHCHR has incrementally developed comprehensive expertise in the area of transitional justice. It has provided assistance to more than 20 countries in the form of conceptual and analytical human rights support, advice and assistance in the design and implementation of transitional justice processes, as well as capacity-building and partnerships with national and international actors. This expertise is now recognized by States and UN partners. During the Arab Spring, OHCHR’s expertise was predominantly sought by civil society and UN partners, particularly UNDP. The Human Rights Council also recognized the need to highlight the human rights aspects of transition through the recent establishment of a Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence. In addition, the Council addressed requests for assistance to OHCHR, for instance in relation to the Dialogue, Truth and Reconciliation Commission in Côte d’Ivoire.

OHCHR co-chairs the Review Group on the UN Human Rights Due Diligence Policy (HRDDP) with DPKO and has been supporting its implementation since the second half of 2011. The HRDDP sets out principles and measures to mainstream human rights in support provided by United Nations entities to non-UN security forces globally to ensure that such support is consistent with the Organization’s obligations under international law to respect, promote and encourage respect for international humanitarian, human rights and refugee law. The
Policy constitutes a significant step forward in advancing human rights mainstreaming in the security sector. While the underlying norms and principles are the very foundation of the United Nations, it is the first time that a detailed framework and requirements for implementation have been set out.

In the DRC, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) has conditioned support to military operations of the Congolese army on its demonstrated respect for human rights since 2009. In this context, the HRDDP implementation framework has been consolidated with the essential support of the Human Rights Component. The first months of the implementation of the HRDDP highlighted the need to combine normative and operational advice based on a thorough understanding of methodologies and approaches to security sector support by various UN entities. Interaction with UN partners, both at headquarters and in countries such as Côte d’Ivoire, Guinea and Haiti, has shown a growing understanding of how implementation of the Policy can contribute to greater effectiveness and sustainability of UN security support programmes and the broader objectives of peace and stability, in addition to preventing serious violations of human rights. Nevertheless, it is also clear that there is a need for substantial adjustments in the way that many entities engage with national Government counterparts. It is also increasingly evident that successful implementation at the national level requires strong cohesion within the UN system, transparency and an open dialogue with national authorities and partnerships with other actors, such as civil society and relevant donors.

Celebrating the role of women in the Arab Spring

Over the last year, millions of women in the Arab world played a vital role during the uprisings and took to the streets to demand change. They seized the moment of the Arab Spring and voiced their hopes for democracy and participation in society and politics. For many women, the demonstrations represented their first chance to take part in public life. The Awarding of the 2011 Nobel Peace Prize to three women, Liberia’s President Ellen Sirleaf Johnson; Leymah Gbowee, a Liberian activist; and the Yemeni activist Tawakkul Karman, emphasized the important role that women can play in peace processes. Transitional justice processes in the Arab region offer unique opportunities to address violations of women’s human rights and encourage the transformation of traditional and societal norms that promote a subordinate position of women.

The active participation of women in public protests in many parts of the world reflects their strong desire to effect societal change, including through respect for the rule of law and human rights. The gains obtained through change and transformation cannot be consolidated if half of the population does not fully participate in public and political life without fear of violence. Women are entitled to contribute to societal change and transformation, free from threats of violence.

High-level meeting to commemorate the 10th anniversary of the adoption of the Durban Declaration and Programme of Action

The High-level Meeting to commemorate the 10th anniversary of the adoption of the Durban Declaration and Programme of Action took place on 22 September 2011 during the 66th session of the General Assembly. A political declaration entitled “United against racism, racial discrimination, xenophobia and related intolerance,” aimed at mobilizing political will, was adopted by consensus. Through this new document, States acknowledged that countless human beings continue to be victims of racism, racial discrimination, xenophobia and related intolerance and called on the UN system, international and regional organizations and all stakeholders to intensify their efforts to eliminate these scourges.
Human Rights Treaties Division

Background

Functions and role of the Division

The human rights treaty bodies are independent committees that have been established under the international human rights treaties. They are composed of experts that are elected by States Parties, serving in their personal capacity. Treaty bodies monitor the implementation of human rights treaties through a system that allows for the periodic review of reports submitted by States Parties to each treaty. All international core human rights treaties are supplemented by optional protocols or contain optional provisions dealing with the consideration of individual complaints. Treaty bodies issue recommendations to States Parties, consider individual complaints, adopt general comments and conduct inquiries. One Committee undertakes visits to States Parties aimed at preventing torture and other cruel, inhuman or degrading treatment or punishment.

The Human Rights Treaties Division (HRTD) is responsible for implementing Subprogramme 2 of the Secretary-General’s Strategic Framework entitled “Supporting human rights treaty bodies,” developed to enhance the work of the 10 treaty bodies that are mandated to monitor implementation of the core international human rights treaties, including one treaty body mandated to carry out country visits under the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OP-CAT).

The 10 treaty bodies supported in 2011 comprise:

- The Human Rights Committee (HR Committee)
- The Committee on Economic, Social and Cultural Rights (CESCR)
- The Committee on the Elimination of Racial Discrimination (CERD)
- The Committee on the Elimination of Discrimination against Women (CEDAW)
- The Committee against Torture (CAT)
- The Subcommittee on Prevention of Torture (SPT)
- The Committee on the Rights of the Child (CRC)
- The Committee on the Protection of Migrant Workers and Members of their Families (CMW)
- The Committee on the Rights of Persons with Disabilities (CRPD)
- The Committee on Enforced Disappearances (CED)

The Office also advises States Parties and other stakeholders and conducts training on reporting and the implementation of recommendations. The recommendations of the treaty bodies are used in many other areas of the Office’s work, including as background documentation for the Universal Periodic Review (UPR) and to support the work of the special procedures, thematic research undertaken by OHCHR and activities of OHCHR field presences.

The treaty body system is one of the success stories of the United Nations’ efforts to promote and protect human rights. In ratifying the international human rights treaties,7 States Parties undertake legal obligations to periodically and publicly report to these treaty bodies, which in turn assess the degree to which they have implemented the provisions of the treaties. This ongoing dynamic reporting function allows for a participatory process at the national level, which places human rights at the centre of governance. In addition, a number of treaties provide a possibility for individuals and groups to submit complaints about alleged violations of the treaties. The treaty body reporting process and the individual communications procedures include a follow-up function which represents a key element for ensuring the effective protection of all rights-holders everywhere. At the same time, the independence of the treaty bodies guarantees a

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non-selective approach to all human rights, while their legal nature enables them to maintain a measure of distance from the risks of politicization. The accuracy and quality of the recommendations made by the treaty bodies are crucial attributes that must be sustained and enhanced so that treaty body recommendations can be used effectively by stakeholders to promote change at the national level.

In addition to supporting the treaty bodies, the HRTD is responsible for:

- Continuously updating the Universal Human Rights Index (UHRI) (see box below for more information);
- Administering the United Nations Voluntary Fund for Victims of Torture;
- Administering the Special Fund under the OP-CAT;
- Reflecting the outputs of the treaty bodies in the documentation for the UPR;
- Supporting the implementation of the Secretary-General’s Study on Violence against Children;
- Implementing the requests addressed to OHCHR in Human Rights Council resolutions on child rights; and
- Promoting the continued improvement and harmonization of the work of the treaty bodies through the annual meeting of treaty body chairpersons and consistent follow-up with the individual treaty bodies.

**Developments in 2011**

During the past 10 years, the number of treaty bodies supported by OHCHR has increased from five to 10; the annual number of weeks in session has grown from 44 to 71; and the number of experts has expanded from 74 to 172. The tenth committee, the Committee on Enforced Disappearances, was established in 2011. In its preparations to discharge its mandated functions under the Convention, the Committee adopted its provisional rules of procedures at its first session in 2011, and will proceed in future sessions to establish its methods of work.

The Subcommittee on Prevention of Torture saw its membership of experts increase from 10 to 25 in January 2011 which substantially increased its capacity to conduct country missions and other activities. As of 1 January 2011, the membership of the CRPD Committee also increased from 12 to 18 members, following the 80th ratification of the Convention on the Rights of Persons with Disabilities (CRPD). The Committee began receiving reports from States Parties in 2011 and initiated the reporting process through constructive dialogue. The initial reports of Tunisia and Spain were respectively reviewed in April and September of 2011. The Committee also began its consideration of individual communications submitted under the Optional Protocol.

In order to help it deal with a growing backlog of reports to be examined, the CRPD requested additional meeting time from the General Assembly. In December 2011, the Committee was granted one additional week per year. Similarly, the General Assembly granted the CAT and CERD Committees one additional week in 2011-2012 to address their backlogs of reports awaiting review. The Human Rights Committee amended articles 68 to 70 of its rules of procedure to enable the public examination of States Parties in the absence of a report.

**Results**

**State engagement with human rights mechanisms (EA 6)**

- A steady increase in the ratification of, and reporting to, international human rights treaties has been noted since early 2000, due in part to
engagement with the UPR mechanism. In 2011, the treaty bodies received a total of 118 State Party reports, including 10 common core documents.

The treaty bodies adopted concluding observations on approximately 120 State Parties. In addition, the Committees of CAT, CEDAW, CERD and the Human Rights Committee examined and adopted final decisions on 232 communications and issued close to 45 requests for interim measures of protection for alleged victims at risk of irreparable harm. Committee members maintained contact and held meetings with the representatives of more than 10 States Parties concerning measures undertaken in response to findings of violations of CAT, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the International Covenant on Civil and Political Rights (ICCPR).

The human rights treaty bodies held four widely attended informal meetings with States Parties (at which an average of 40 per cent of State Parties were present). The meetings provided an opportunity for States Parties and treaty bodies to discuss recent developments in the work of the treaty bodies, as well as other matters of common interest, in particular related to the improvement and harmonization of their working methods (CED, CERD, CRC and HR Committee). The shared information and knowledge will contribute to more effective follow-up, including through an increased understanding by States Parties of the workings and collaborative nature of the treaty body system.

In 2011, the Subcommittee on Prevention of Torture carried out three country visits to: Ukraine (May 2011); Brazil (September 2011); and Mali (December 2011). During the visits, the SPT met with national authorities and representatives of civil society and conducted visits to a number of police stations, prisons and juvenile detention centres. The SPT visits resulted in recommendations to the authorities regarding effective safeguards against the risk of torture and ill-treatment in places of deprivation of liberty.

Through capacity-building activities, OHCHR contributed to increased reporting by States Parties under the international human rights treaties, particularly CEDAW, the Convention on the Rights of the Child (CRC), and the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD). Support from OHCHR included training requested by States Parties on the common core document and treaty specific guidelines, reporting, individual communications and follow-up to recommendations carried out in: Belize, Burkina Faso, Burundi, Congo, Croatia, Gambia, Honduras, Kyrgyzstan, Mexico, Sao Tomé and Principe, Serbia, South Africa, the former Yugoslav Republic of Macedonia, Turkmenistan and Viet Nam. OHCHR also held: a workshop for countries of the Western Balkans on strengthening the national implementation of recommendations of the treaty bodies, special procedures and UPR (Belgrade, 29 November - 1 December 2011); a seminar on follow-up to CERD concluding observations for representatives of Botswana, Namibia, South Africa, Zambia and Zimbabwe (South Africa, June 2011); and a regional workshop for 17 European countries on follow-up to the recommendations of treaty bodies, special procedures and the UPR (Brussels, March 2011).

At a seminar in Burkina Faso in February 2011, judges, lawyers and other professionals of the administration of justice from six countries in West Africa (Benin, Burkina Faso, Mali, Niger, Senegal and Togo) adopted a declaration in which they committed, inter alia, to: raising awareness about the justiciability of economic, social and cultural rights among peers; encouraging the application of international human rights norms and standards in national jurisdictions; and promoting the inclusion of international human rights standards as well as national, regional, and international jurisprudence on human rights in the curricula of academic institutions and judicial education programmes. Participants also agreed on follow-up actions for each country which would include briefings to and exchanges with judges, lawyers and governmental organizations (NGOs) on the justiciability of economic, social and cultural rights. The seminar was organized by OHCHR.
with support from the Organisation Internationale de la Francophonie.

To improve the engagement and compliance of Governments with mechanisms and standards in relation to armed conflict, violence and security, HRTD provided fora for discussion and debate on relevant protection standards which increased understanding and clarity about the standards and ensuing obligations. In addition to the ongoing attention given to these issues in the context of the regular work of the treaty bodies in reviewing State Party reports, the Division, the Inter-Parliamentary Union (IPU) and the Office of the SRSG on Violence against Children organized a number of expert workshops on children’s rights, including an expert meeting on the legal framework required to prohibit, prevent and respond to all forms of violence against children. A consultation of experts was also organized to prepare the OHCHR report on children working and or living on the street, with the support of Aviva, the Consortium of Street Children and UNICEF. Global research on children with street connections was prepared for the expert consultation, as well as a paper reflecting children’s views. The OHCHR report on children working and or living on the street, with the support of Aviva, the Consortium of Street Children and UNICEF. Global research on children with street connections was prepared for the expert consultation, as well as a paper reflecting children’s views. The OHCHR report on children working and or living on the street was introduced by the High Commissioner during the 19th session of the Human Rights Council in 2012. The report included recommendations to States to strengthen child protection systems and provide specialised support for children in street situations. It also highlighted the need to prevent and prohibit all forms of violence against children; decriminalize survival behaviours, such as begging, loitering, vagrancy and running away; and to develop systemic mechanisms to collect data about children in street situations. The report concluded that the number of children who depend on the streets for their survival and development is not known and fluctuates according to socio-economic, political and cultural conditions, including growing inequalities and patterns of urbanization. It recognized that before reaching the streets, children will have experienced multiple deprivations and violations of their rights. A total of 106 children working and/or living on the street (24 girls and 82 boys aged between five and 18 years of age) were consulted.

Civil society engagement with human rights mechanisms (EA 7)

In principal, engagement of civil society with the treaty bodies is well established. Besides providing information to the treaty bodies on country situations, civil society is also involved in thematic discussions.

- A day of general discussion on sexual violence in conflicts and post-conflict situations was held during the CEDAW Committee’s 49th session in July. More than 300 participants attended from civil society as well as representatives from States, United Nations departments, programmes and specialized agencies. In 2012, a series of regional follow-up consultations will be held to discuss a draft general recommendation on this topic.

- A large number of NGOs participated in the Committee on Migrant Workers days of general discussion on 14 October 2009 (migrant domestic workers) and 19 September 2011 (rights of migrant workers in an irregular situation and members of their families) in addition to approximately 50 participants from civil society, States and United Nations departments, programmes and specialized agencies. Relatively few NGOs, however, provide country-specific information in the form of briefings during the Committee’s sessions. For example, during the 13th and 15th sessions of the CMW, informal lunch briefings were organized by NGOs for Committee members in relation to only one out of three States Parties under consideration. On 30 November 2011, HRTD and SPB, together with the Friedrich Ebert Foundation, organized a side event during the civil society days of the Global Forum on Migration and Development in Geneva. The event, entitled “The Rights of Migrants in an Irregular Situation: Engaging with the UN Human Rights Mechanisms,” provided a discussion forum on the main theme and a platform to promote the full engagement of civil society with human rights mechanisms dealing with the rights of migrants. It focused, inter alia, on the question of how NGOs can engage with and provide input into the work of the
Committee on the Protection of the Rights of All Migrant Workers and Members of their Families and the Special Rapporteur on the human rights of migrants. Increased NGO engagement will become more crucial in the future, particularly in light of the recent adoption by the Committee of an optional procedure for issuing lists of issues prior to reporting and a comprehensive reporting calendar aimed at considering all States Parties to the Convention within a five-year reporting cycle.

International and regional laws and institutions (EA 8)

- On 19 December 2011, the General Assembly adopted the Optional Protocol to the CRC, permitting the Committee to receive and consider individual and inter-State communications and undertake inquiries. OHCHR supported the intergovernmental Working Group that prepared the draft optional protocol, including by sharing information on the existing communications procedures and advising on good practices. When article 77 of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW) and the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights (OP-ICESCR) comes into force, all treaty bodies (except the SPT) will have the possibility of receiving individual communications; representing a significant step forward in improving human rights protection.

- General comments adopted by treaty bodies are meant to provide assistance and clarification to States Parties with regard to treaty provisions. They provide detailed and expert clarity that enhance the understanding of treaty provisions. General comments are therefore authoritative statements that assist States in implementing their treaty obligations:
  - As mentioned above, in 2011, the Committee on the Protection of Migrant Workers and Members of their Families commenced the preparation of General Comment No. 2 on the human rights of migrant workers in an irregular situation and members of their families with a view to improving understanding of the obligations of States Parties under the ICRMW. A first draft will be discussed by the Committee at its 17th session in September 2012.
  - On 7 March 2011, during its 78th session, the CERD Committee held a day of thematic discussion on racial discrimination against people of African descent. At its 79th session in August 2011, the CERD Committee adopted its General Recommendation No. 34 on racial discrimination against people of African descent.
  - In July 2011, the Human Rights Committee adopted General Comment No. 34 on freedom of opinion and expression, providing the most up-to-date understanding of this freedom in light of the Committee’s considerable relevant jurisprudence.
  - At its 56th session in February 2011, the Committee on the Rights of the Child adopted General Comment No. 13 on the right of the child to freedom from all forms of violence. On 30 September 2011, the CRC held a day of general discussion on the rights of children of incarcerated parents.
  - On 22 November 2011, the CAT Committee held a public consultation on its draft general comment on article 14 of the Convention (right to redress and adequate compensation of victims of torture).

- In 2011, OHCHR organized a series of expert workshops on the prohibition of incitement to national, racial or religious hatred, as outlined in the ICCPR. The workshops were held in Bangkok, Nairobi, Santiago de Chile and Vienna and brought together approximately 45 experts from different backgrounds and 150 representatives from States and civil society, as well as UN departments, programmes and specialized agencies, who participated as observers. The experts analysed the respective regional situations and discussed possible legal and non-legal strategic responses to the incitement to hatred. Each of the events generated a wealth of information and a large number of practical suggestions for better implementation of relevant international human rights standards. To take full advantage of these rich results, OHCHR will convene a final expert meeting in the second half of 2012 and will
subsequently produce a report for the consideration of all stakeholders.

In September 2011, an HRTD-commissioned study on treaty body jurisprudence was released. The study constitutes a review of the jurisprudence and findings of the human rights treaty bodies, issued between 1999 and 2009, in light of OHCHR’s thematic priorities. The study resulted in a deeper understanding of how human rights treaty provisions should be applied in practice. It will also enable OHCHR to provide enhanced expert advice to all stakeholders and contribute to the strengthened implementation of human rights obligations of international human rights law. It will also assist treaty bodies to identify gaps in their work.

Coherence among human rights mechanisms (EA 9)

The treaty body strengthening process continued in 2011 and included an informal technical consultation for States Parties, proposals put forward by NGOs, consultations held with academics and UN entities and a meeting in Dublin attended by treaty body chairpersons, experts and observers that resulted in the Dublin Outcome Document. The entire process will culminate in a compilation of the proposals generated since 2009 that will be presented in a coherent framework by the High Commissioner in 2012.

As part of the harmonization process, treaty bodies continued refining the follow-up procedures to its concluding observations and decisions on individual communications and visits. The Human Rights Committee adopted a new format for its follow-up report. The Subcommittee on Prevention of Torture adopted a follow-up procedure regarding visit reports and established working groups to follow up on visits. Furthermore, the Committee on Migrant Workers adopted the “list of issues prior to reporting” procedure, following the practice of CAT and the Human Rights Committee.

The Division provided support to the 23rd annual meeting of chairpersons of the human rights treaty bodies (MC) (30 June and 1 July 2011), and the 12th inter-committee meeting (ICM) (27 to 29 June 2011). The chairpersons considered a consolidated table prepared by the Secretariat at the request of the 11th ICM on the recommendations related to implementation adopted by the ICM since its first session. In this regard, concerns were raised about the low level of implementation of ICM recommendations, especially those pertaining to the harmonization of working methods. In addition, the chairpersons discussed the challenges resulting from limited financial resources and expressed concern that the thematic focus of the MC and the ICM were increasingly overlapping. The meeting agreed that the current format of the ICM should be abolished and that ad hoc thematic working groups will be established at the request of the chairpersons. It is envisaged that the working groups would discuss issues of common interest, including the harmonization of treaty body jurisprudence.

The joint meeting of the 17th meeting between special rapporteurs/representatives, experts and chairpersons of working groups of the special procedures and the chairpersons and members of treaty bodies discussed a compilation of good practices related to cooperation. It adopted a number of joint recommendations, including on mutual follow-up and cross referencing, holding of regular joint meetings and the timely sharing of workplans, as well as joint advocacy for the ratification of treaties.
To improve access to the outputs of the UN human rights mechanisms and increase coherence in implementation, OHCHR continued to manage the Universal Human Rights Index (see box above). In 2011, the process of transferring the technical support of the Index from an external partner to OHCHR was completed, giving OHCHR more flexibility to further develop the Index, including so that it can be used as a follow-up tool to recommendations. The transfer was undertaken to better ensure timely and comprehensive updating to facilitate access to recommendations by interested stakeholders, particularly the implementing actors.

Global Management Outputs

Sharing OHCHR’s strategic direction (GMO 1)

In cooperation with the Human Rights Council and the Special Procedures Division, HRTD took the lead in facilitating a session for headquarters and all field presence staff during the OHCHR annual planning week convened in October 2011 on supporting human rights mechanisms in 2012. During the session, participants discussed how the human rights mechanisms could support the results that field presences are aiming to achieve on the ground. The session also focused on how field presences and other parts of OHCHR could better support the work of the mechanisms to ensure more relevant outputs. Participants considered ways to foster coherence among the different mechanisms, resulting in the development of a joint planning calendar for activities conducted by the human rights mechanisms in 2012. This calendar is currently an internal document. Technological means are being explored to make it publicly available.

HRTD continued to hold regular Division and Section meetings within the Office and information was shared through regular messages from the Director on important developments, particularly the treaty body strengthening process, management issues and senior management decisions. New staff received a welcome package. Information on the treaty body strengthening process was regularly shared across Divisions.

Transparent and timely decision-making (GMO 2)

HRTD established improved coordination mechanisms, such as weekly meetings of treaty body secretaries and regular all staff meetings, to engage in open discussions on matters affecting the Division and the treaty bodies. Staff were regularly informed of strategic discussions and asked to provide input where relevant. HRTD staff members were given the chance to participate in task forces reviewing the feasibility of proposals made by stakeholders during the treaty body strengthening process, providing them with an opportunity to express their thoughts and opinions prior to the 2012 conclusion of the consultative phase of the process.

Servicing human rights mechanisms (GMO 4)

In 2011, HRTD continued to improve its working methods to better support the work of the treaty bodies. Based on the recommendations of a consultant in 2010 and an interdivisional retreat in September 2010, HRTD worked towards more effective joint planning and increased visibility for the calendar of upcoming State Party reviews. HRTD took action to implement all five main recommendations of the consultant through: increased engagement with other Divisions in support of the treaty bodies; enhanced focus on follow-up through the designation of staff members to engage with other Divisions; facilitation of stakeholder consultations on treaty body strengthening; and efforts for greater efficiency in the production of documentation and adherence to page limits for State Party reports.

The Division held a retreat for general service staff to develop ideas on how to improve and harmonize their working methods. Since the retreat, general service staff have met on a regular basis to exchange good practices and develop improved working methodologies.

Since 2010, HRTD has systematically used a number of tools to communicate to a wide range of stakeholders on developments in the treaty body system. The quarterly HRTD Newsletter,
previously an internal OHCHR information tool, is now shared with States, UN partners, national human rights institutions (NHRIs) and civil society organizations (CSOs). Through weekly civil society broadcasts, subscribers are kept abreast of the regular work of the treaty bodies. An internal weekly update is shared with OHCHR staff and all 172 treaty body experts to provide an overview of the treaty body sessions as well as highlights of the Division’s work and other issues that are of relevance to the work of the treaty bodies.

- HRTD launched the updated DVD on treaty bodies “The treaty bodies: Bringing human rights home.” The tool is available in all six of the UN’s official languages. The DVD is a useful tool for OHCHR, UN experts, States and other stakeholders to further facilitate and promote the work of the human rights treaty bodies.

- OHCHR has recently updated the factsheet on the UN human rights treaty body system which will be available in all six of the UN’s official languages in 2012.

- Also in 2011, the Division delivered 40 briefings on treaty bodies, the reporting process and the work of the Division to a wide range of actors, including State Party representatives, civil society organizations, lawyers, academics and students.

### Supporting field operations (GMO 5)

- The HRTD worked to achieve better and more efficient planning with other parts of the Office and especially with field presences. In 2011, HRTD established a joint human rights mechanisms planning calendar for all treaty body sessions in 2012 which provides information on scheduled Member States reports (see above). Also in 2011, HRTD revived a system of regional and thematic focal points who regularly interacted with other parts of the Office to provide treaty body relevant expertise and ensure the integration of a treaty body perspective. The

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### Absolute Prohibition of All Forms of Violence against Children

The Committee on the Rights of the Child adopts General Comment No. 13 on article 19 of the Convention on the Rights of the Child

“No exceptions.” The Committee on the Rights of the Child is unambiguous: However light, all forms of violence against children are preventable and unacceptable. Prevention of all forms of violence is best achieved by securing and promoting children’s rights to respect for their human dignity and physical and psychological integrity. “All other arguments presented here reinforce but do not replace this human rights imperative. Strategies and systems to prevent and respond to violence must therefore adopt a child rights rather than a welfare approach.”

This human rights imperative stands at the heart of article 19 of the Convention on the Rights of the Child. This was confirmed by the Committee on the Rights of the Child in February 2011 when it adopted General Comment No. 13 on the right of the child to freedom from all forms of violence. Under article 19, States Parties have an obligation “to protect the child from all forms of physical and mental violence, injury, abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse.” The objective of the general comment is to guide States Parties in understanding this obligation which requires them to “prohibit, prevent and respond to all forms of physical and mental violence.”

The general comment was drafted against the backdrop of the “alarming” extent and intensity of the phenomenon and the failure to legally prohibit all forms of violence against children. As noted by the Special Representative of the Secretary-General on Violence against Children in her annual report (A/HRC/16/54, 28 February 2011), 29 countries have now introduced a comprehensive legal prohibition on violence against children in all settings. While this indicates that progress has been made since the completion of the 2006 Secretary-General’s Study on Violence against Children – when only 16 countries had such legislation in place – a majority of States still fail to prohibit all forms of violence against children in their domestic legislation. Where this violence exists, enforcement tends to be weak.

The Committee clarifies that article 19 also applies to children without obvious primary or proxy caregivers, such as children in child-headed families, children in street situations and children of migrant parents or unaccompanied children. In such situations, “the State Party is obliged to take responsibility as the de facto caregiver or the one ‘who has the care of the child,’ even if these children are not within the context of physical care settings such as foster homes, group homes or NGO facilities.”

Recognizing that families have the greatest potential to protect children and prevent violence, the general comment stresses that strengthening family life, supporting and working with families with challenges must be a prioritized child protection activity. In this regard, the Committee underlines that much of the violence experienced by children, including sexual abuse, “takes place within a family context and stresses the necessity of intervening in families if children are exposed to violence by family members.”
focal point system proved to be especially effective in OHCHR’s annual planning week in October 2011.

**Skills and competencies (GMO 6)**

- The Harmonization and Capacity-Building Section, in coordination with staff servicing specific treaty bodies, carried out a comprehensive review of the Division’s training tools on treaty bodies. The tools were consolidated with a view to enhanced and harmonized delivery of training to stakeholders.
- All HRTD staff servicing treaty bodies actively used the Universal Human Rights Index to ensure consistency in the work and output of treaty bodies. During 2011, several one-to-one training sessions and briefings were provided to staff on how to add recommendations into the Index. Five presentations on the UHRI were also provided to external audiences, such as representatives of regional organizations, diplomats and special procedures mandate-holders.

**Resources (GMO 8)**

- In 2011, HRTD and DEXREL collaborated to obtain private corporate sector funding for activities. The insurance firm, Aviva, financed activities emanating from Human Rights Council resolution 16/12 on the rights of children working and/or living on the street.

**Challenges and lessons learned**

With the entry into force of the International Convention for the Protection of All Persons from Enforced Disappearance on 23 December 2010, the Committee on Enforced Disappearances was added to the human rights treaty body system. This brings the number of treaty bodies to 10, and the number of experts to 172, placing an ever-increasing strain on, and challenge for, OHCHR to provide adequate and high-quality support to the treaty bodies.

A recent increase in membership of the Subcommittee on Prevention of Torture and the Committee on the Rights of Persons with Disabilities has led to additional resource demands on the Office. Once the Optional Protocols to the CRC and ICESCR enter into force, this strain will become more pronounced.

At present, only one-third of States Parties comply with their reporting obligations in a timely manner. Even with this poor level of compliance, the treaty bodies are faced with serious structural difficulties in addressing the workload. In 2011, an average of 250 reports and 470 individual cases were pending consideration by the treaty bodies.

The High Commissioner-initiated process of reflection on strengthening the treaty body system made clear that the continued expansion of the treaty body system, particularly during times of financial hardship, requires the Office to strike an inevitably precarious balance between recognizing the need for greater harmonization and preserving the unique specificities of treaty bodies, while also ensuring cost efficiencies and a strengthening of the overall impact of the treaty bodies on the ground.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>9</td>
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<tr>
<td>10</td>
</tr>
<tr>
<td>39</td>
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<tr>
<td>Approximately 120</td>
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<tr>
<td>288</td>
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<tr>
<td>Around 15,000</td>
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<tr>
<td>Approximately 7,000</td>
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<tr>
<td>Adopted final decisions on nearly 230 communications</td>
</tr>
<tr>
<td>71</td>
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<td>172</td>
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### Overview of treaties, committees and competences

<table>
<thead>
<tr>
<th>Treaty Body</th>
<th>Number of States Parties</th>
<th>Number of weeks in session annually</th>
<th>Periodicity of obligation to report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committee on Economic, Social and Cultural Rights</td>
<td>160</td>
<td>8</td>
<td>5 years</td>
</tr>
<tr>
<td>Human Rights Committee</td>
<td>167</td>
<td>12</td>
<td>3, 4 or 5 years as per Committee’s decision</td>
</tr>
<tr>
<td>Committee on the Elimination of Racial Discrimination</td>
<td>175</td>
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<td>2 years</td>
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<tr>
<td>Committee on the Elimination of Discrimination against Women</td>
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<td>14</td>
<td>4 years</td>
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<tr>
<td>Committee on the Rights of the Child</td>
<td>193 OP-AC 143 OP-SC 151</td>
<td>12</td>
<td>5 years</td>
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<td>Committee Against Torture</td>
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<tr>
<td>Subcommittee on Prevention of Torture, and Other Cruel, Inhuman or Degrading Treatment or Punishment</td>
<td>61</td>
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<td>Committee on Migrant Workers</td>
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<td>5 years</td>
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<td>Committee on the Rights of Persons with Disabilities</td>
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<td>3</td>
<td>4 years</td>
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<tr>
<td>Committee on Enforced Disappearances</td>
<td>30</td>
<td>2</td>
<td>As per Committee’s decision</td>
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## Functions

### Reviews reports and issues recommendations of States Parties

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<thead>
<tr>
<th>Article(s)</th>
<th>Number of reports examined per year</th>
<th>Number of reports pending examination</th>
<th>Estimated backlog</th>
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<tbody>
<tr>
<td>Articles 16-17</td>
<td>10</td>
<td>44 (over four years)</td>
<td></td>
</tr>
<tr>
<td>Article 40</td>
<td>15</td>
<td>25 (nearly two years)</td>
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<tr>
<td>Article 9</td>
<td>24</td>
<td>16 (less than a year)</td>
<td></td>
</tr>
<tr>
<td>Article 18</td>
<td>24</td>
<td>48 (two years)</td>
<td></td>
</tr>
<tr>
<td>Articles 19-20</td>
<td>14</td>
<td>20 (nearly two years)</td>
<td></td>
</tr>
<tr>
<td>Articles 73-74</td>
<td>4</td>
<td>6 (1½ years)</td>
<td></td>
</tr>
<tr>
<td>Articles 35-36</td>
<td>4</td>
<td>23 (nearly six years)</td>
<td></td>
</tr>
<tr>
<td>Article 29</td>
<td>to be determined</td>
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### Considers individual complaints

<table>
<thead>
<tr>
<th>Article(s)</th>
<th>Number of registered communications pending examination</th>
<th>Average time between registration and final decision on merits</th>
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<td>Optional Protocol</td>
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<td>Optional Protocol</td>
<td>100</td>
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<tr>
<td>Optional Protocol</td>
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</tr>
<tr>
<td>Articles 17-20</td>
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<td>20 (nearly two years)</td>
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### Conducts visits to countries

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<td>Optional Protocol</td>
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<tr>
<td>Articles 11-16</td>
<td>N/A</td>
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<td>Articles 6</td>
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<td>Article 29</td>
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Field Operations and Technical Cooperation Division

Background

As the operational division of OHCHR, the Field Operations and Technical Cooperation Division (FOTCD) supports the work of human rights field presences and leads OHCHR’s dialogue and activities undertaken at the national, regional and subregional levels on human rights issues. Together with the other parts of the Office and in close collaboration with UN partners, Government actors, national human rights institutions (NHRIs) and civil society organizations (CSOs), the Division supports implementation efforts on the ground. The main goals of the Division include strengthening the national human rights protection system, enhancing the implementation of international human rights norms at country level and preventing and reducing human rights violations; all of which are pursued through its headquarters- and field-based activities.

Through OHCHR field presences, the Division specifically seeks to ensure that national authorities and civil society actors have the capacity to address human rights concerns and are well informed about international human rights standards and how to translate these into laws, regulations and policies, ensuring that rights-holders are better protected and empowered. As an example, the Division supports efforts to establish or strengthen justice and accountability mechanisms at the national level, including through enhanced monitoring and investigation and redress of violations of civil, cultural, economic, political and social rights in line with recommendations issued from the international human rights mechanisms.

Through the National Institutions and Regional Mechanisms Section (NIRMS), FOTCD assists in the establishment and/or strengthening of NHRIs in close cooperation with OHCHR’s country and regional offices, human rights components of UN peace missions and human rights advisers (HRAs). NIRMS also leads efforts to strengthen cooperation and dialogue between international and regional human rights mechanisms, including: the African Union (AU); the European Union (EU) and the Council of Europe (CoE); the Organization of American States (OAS); intergovernmental organizations such as the Organization of the Islamic Cooperation (OIC); the Organisation Internationale de la Francophonie (OIF); the League of Arab States (LAS); the Commonwealth of Nations (CW); the Association of Southeast Asian Nations (ASEAN); the Organization for Security and Co-operation in Europe (OSCE); as well as subregional organizations such as the Economic Community of West African States (ECOWAS); and the East African Community (EAC). NIRMS continues to act as the Secretariat of the International Coordinating Committee of National Institutions for the Protection and Promotion of Human Rights (ICC) and services the ICC Sub-Committee on Accreditation in the preparation and holding of its sessions.

The Division acts as the operational arm of OHCHR in its expanding field-level partnerships with development, humanitarian and peace and security actors focused on advancing the promotion and protection of human rights. With relation to the humanitarian arena, OHCHR field presences, with the support of FOTCD’s Peace Mission Support and Rapid Response Section (PMSRRS), integrate human rights standards in the inter-agency humanitarian work in many countries, including by: participating in and providing human rights expertise to Humanitarian Country Teams; leading Protection Clusters in a number of operations (currently Haiti, Nepal, Occupied Palestinian Territory, the Pacific and Timor-Leste); and as members of the Protection Cluster response in many more countries. PMSRRS also provides technical advice for the development and implementation of policies and operational guidance for peacekeeping and special political missions led by the Department of Peacekeeping Operations (DPKO) or the Department of Political Affairs (DPA) to ensure the integration of human rights in their mandates and planning. Furthermore, PMSRRS supports and contributes to short-term missions and commissions of inquiry aimed at ensuring accountability in the aftermath of crises.
FOTCD provides senior United Nations officials from other entities with strategic advice regarding human rights matters when engaging with particular Member States and regional organizations.

**Results**

**National laws, policies and institutions (EA 1)**

- During the mission of the High Commissioner to Mauritania in April 2011, several human rights issues were raised, including the elimination of slavery and the rights of women and children. Following this visit, several recommendations made by the High Commissioner were implemented, such as the decision to criminalize slavery and torture in the Constitution and the liberation of eight women victims of rape. FOTCD supported the visit.

- The Venezuelan draft law and policy on disarmament prepared by the National Commission on Disarmament took on board recommendations from OHCHR to make them compliant with the human rights-based approach to addressing the issue. Their adoption by Congress is pending.

- During the mission of the High Commissioner to Mexico, which included a visit to the state of Oaxaca, a collaboration agreement was signed between the Office and the state of Oaxaca to undertake a joint assessment of the human rights situation which began in 2011. Indigenous peoples participated in this assessment. FOTCD supported the High Commissioner’s mission.

- Following a subregional meeting on a human rights-based approach to budgeting and policy processes, the representatives from the Government of the Central African Republic informed OHCHR that he was able to positively influence the Parliamentary adoption of the 2012 financial law. As a result, more money was allocated to human rights activities in key ministries. The meeting was organized by FOTCD in cooperation with the Regional Office for Central Africa.

- In May 2011, the High Commissioner strongly advocated for the review of Australia’s asylum policies during her mission to the country, which was supported by FOTCD. Following a decision by the High Court, the Government made a decision in November to abandon its intention to pursue the implementation of an agreement with Malaysia regarding refugees and asylum-seekers and requested that more asylum-seekers be released from mandatory detention and placed in the community.

- Following the OHCHR assessment mission deployed to Yemen, which recommended in its report to the Human Rights Council the establishment of a NHRI in compliance with the Paris Principles, the Yemeni Government passed a framework for the implementation of OHCHR’s recommendations, including for the establishment of a national institution. The Parliament is currently discussing adoption of this document.

- Burundi established a National Independent Human Rights Commission in May 2011, compliant with the Paris Principles, following technical advice provided by FOTCD in cooperation with the United Nations Office in Burundi (BNUB) and the Independent Expert on Burundi.

- FOTCD supported the Human Rights Section at the United Nations Mission in the Republic of South Sudan (UNMISS) to provide technical assistance to the South Sudan Human Rights Commission. Through the assistance of a consultant supported by OHCHR, the Commission developed its own complaints and investigation mechanism that has helped to strengthen its monitoring mandate. The Commission also successfully launched the South Sudan Human Rights Forum which now serves as a useful mechanism for the exchange of information and dialogue on human rights concerns between the Government, the UN and international partners.

- FOTCD continued to support the Ombudsman institution in Haiti by dispatching a consultant to
work directly with the Ombudsperson. In addition, the capacity of national institutions was strengthened through legal advice or training provided by FOTCD in 33 countries, including: Afghanistan; Chile; Croatia; Djibouti; Ecuador; Egypt; Ethiopia; Ghana; Ireland; Kenya; Liberia; Malawi; Mongolia; Namibia; Norway; Occupied Palestinian Territory; Oman; Peru; Puntland (Somalia); Qatar; Republic of Moldova; Rwanda; Serbia; Seychelles; Sierra Leone; Slovakia; South Africa; Tanzania; the former Yugoslav Republic of Macedonia; Tunisia; Uganda; Zambia; and Zimbabwe.

A regional workshop was held in Trinidad and Tobago on the establishment of national human rights institutions in the English-speaking Caribbean region and resulted in the adoption of the Port of Spain Declaration. Through the Declaration, national institutions of the region committed to working towards building “A” status institutions in compliance with the Paris Principles. The seminar was organized by FOTCD and the Commonwealth Secretariat with the administrative support of the United Nations Country Team (UNCT) in Trinidad and Tobago.

Ratification (EA 2)

Based on advocacy undertaken by the Office, the Government of Bangladesh ratified the Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. The Parliament of Mongolia decided to ratify the Second Optional Protocol to the International Covenant on Civil and Political Rights (ICCPR) on the abolition of the death penalty. OHCHR had advocated for its ratification for two years.

Justice and accountability mechanisms (EA 3)

During her visit to Uruguay, the Deputy High Commissioner raised the issue of impunity for past human rights violations and emphasized the need to ensure that there are no legislative obstacles to their investigation and sanction. A day after her visit, Congress passed a law removing the statute of limitations and other obstacles to the prosecution of human rights violations committed under the military dictatorship.

A law creating a Truth Commission to investigate human rights abuses was approved by the Government of Brazil. OHCHR’s advocacy efforts through editorials, press releases and discussions with senior Government officials, both from headquarters and the Regional Office for South America, contributed to the establishment of the Commission.

FOTCD continued supporting the work of the Dialogue, Truth and Reconciliation Commission established in Côte d’Ivoire. In this context, a technical mission deployed in August helped to assess the needs of the Commission and improve its compliance with international standards and good practices in dealing with human rights violations.

In Guinea, the Government appointed a pool of judges to investigate crimes perpetrated on 28 September 2009 in Conakry and established a provisional Board to carry out preparatory work for the establishment of a national truth and reconciliation commission. During her visit to the country, the High Commissioner, inter alia, raised the issue of impunity, in particular for these crimes. FOTCD supported the visit.

FOTCD contributed to the completion of the Secretary-General’s Panel of Experts on Sri Lanka and the report by the Panel of Experts which called for an independent international investigation into the serious human rights violations that occurred during the war. The Secretary-General’s Panel was established as a result of the High Commissioner’s efforts to encourage the UN system to call upon the
Government to give the necessary attention to accountability issues.

**Access to justice and basic services (EA 4)**

- In July 2011, a regional workshop for women’s commissions took place in Indonesia. The conference succeeded in opening a dialogue on discriminatory laws, practices and social restrictions justified in the name of religion and culture, as well as creating a network of experts and UN agencies available to liaise with national women’s commissions on this issue. FOTCD supported the organization of the workshop.

**Participation (EA 5)**

- Following the unexpected and unprecedented natural and nuclear disaster in Japan, and with the support of FOTCD, OHCHR’s Regional Representative to the Pacific undertook a mission to Japan to train local civil society actors on the Inter-Agency Standing Committee’s (IASC) guidelines on human rights in disaster response. The guidelines were translated into Japanese so that national non-governmental organizations (NGOs) could use it while responding to the crisis. Approximately 100 NGOs participated in trainings which were conducted in Tokyo and the Iwate (tsunami-affected province). During the trainings, the Bar Council of Japan, one of the key actors in the field, indicated that it would use the guidelines in its policy proposals to the Government on how to respond to the tsunami/nuclear crisis in Japan.

**State engagement with human rights mechanisms (EA 6)**

- OHCHR completed its programme on technical assistance to the Belarusian stakeholders in the preparation and follow-up to the country’s review under the Universal Periodic Review (UPR) process. Over the course of three years, OHCHR conducted numerous series of trainings, information sessions and workshops for Government officials, experts and civil society partners on various aspects of UPR follow-up. The programme provided practical tools and guidance to enable Belarusian partners to efficiently follow up on the implementation of the country’s UPR recommendations.

- In Kenya, thanks to the support provided by OHCHR, a road map for the implementation of the UPR recommendations was prepared by the Ministry of Justice, National Cohesion and Constitutional Affairs.

- The Government of Mongolia made an official request for the assistance of a human rights adviser to follow-up on the implementation of the UPR recommendations. This followed a July training workshop organized by OHCHR on the UPR process for the Mongolian Government and other stakeholders.

**Civil society engagement with human rights mechanisms (EA 7)**

- Written communications were submitted to treaty bodies and special procedures by indigenous peoples’ organizations from Brazil, Palestinian NGOs and civil society organizations from Indonesia. FOTCD provided support to these NGOs, including through briefings and consultations.

- Human rights NGOs in Mongolia set up a network and succeeded in raising the profile of issues related to disabilities and lesbian, gay, bisexual and transgender (LGBT) persons during the UPR and the review of Mongolia’s periodic report under the International Covenant on Civil and Political Rights (ICCPR). OHCHR and the UNCT in Mongolia provided support by organizing two UPR forums.

- Regional and national human rights NGOs in north-east Asia organized a forum to follow up on the UPR recommendations. As an outcome, an NGO network was set up that has initiated discussions on recent developments related to the death penalty in Japan and Mongolia. OHCHR provided support and guidance to the NGO network.

**International and regional laws and institutions (EA 8)**

- FOTCD provided substantive support to the International Coordination Committee of National Human Rights Institutions and its Sub-Committee on Accreditation. FOTCD served as the Secretariat of the Sub-Committee, which held two sessions in May and October and reviewed 27 national institutions for accreditation or reaccreditation.

- The European Group of National Human Rights Institutions established its permanent Secretariat with the support of OHCHR.
As required by Human Rights Council resolution A/HRC/RES/14/5, a questionnaire was sent out to Member States, NHRIs and NGOs and a workshop was convened in Geneva on 20 May 2011 on the role of prevention in the promotion and protection of human rights. The workshop was organized by OHCHR and included two panels comprised of international human rights experts and representatives from Member States, NHRIs and civil society organizations. It also focused on the prevention of torture and other ill-treatment as well as trafficking, migration and discrimination. A report on the findings of the questionnaire and the recommendations of the workshop was submitted to the 18th session of the Council.

Coherence among human rights mechanisms (EA 9)

As a result of two coordination meetings organized by FOTCD and the Inter-American Commission between all universal and regional human rights mechanisms to prevent torture (UN Special Rapporteur on torture, Committee against Torture, Subcommittee on Prevention of Torture and the Rapporteur on the Rights of Persons Deprived of Liberty of the Inter-American Commission), their cooperation and coordination has increased. A joint project to improve follow-up to the recommendations by all mechanisms on torture and ill-treatment has begun.

The African Union and other African human rights bodies adopted the African Strategy on Human Rights for more rationalization and coherence. The previous work undertaken by OHCHR to improve the coordination of UN human rights mechanisms served as a role model in the development of this strategy.

Responsiveness of the international community (EA 10)

FOTCD contributed to the establishment and operationalization of three commissions of inquiry/fact-finding missions and three human rights assessment missions. FOTCD contributed to the establishment and work of the International Commission of Inquiry established by the Human Rights Council to investigate the facts and circumstances surrounding the allegations of serious abuses and violations of human rights committed in Côte d’Ivoire following the presidential election of 28 November 2010. FOTCD also contributed to the establishment and supported the work of the International Commission of Inquiry on Libya. In addition, press releases, High Commissioner’s statements and press briefings on the human rights situation in the Syrian Arab Republic were instrumental in the Human Rights Council’s convening of three special sessions on the country. The first session resulted in the establishment of an OHCHR Fact-Finding Mission on Syria. On the basis of its findings that were presented during a second special session, the Human Rights Council established an independent International Commission of Inquiry on Syria with the mandate to investigate violations of human rights and ensure accountability for those violations. FOTCD also supported the deployment of assessment missions to Egypt, Tunisia and Yemen to evaluate the human rights situation in those countries.

During 2011, the High Commissioner and the Assistant Secretary-General for Human Rights provided eight briefings to the Security Council on the protection of civilians, the situations in Côte d’Ivoire, Libya, South Sudan (South Kordofan) and Syria. FOTCD contributed to these briefings and continued to engage with Member States to ensure that human rights violations in situations of armed conflict, violence and insecurity were on the agenda of relevant UN bodies, including the Human Rights Council, the Security Council and the General Assembly.

OHCHR continues to take steps to raise awareness of human protection gaps in protracted conflicts/contested territories in Europe which are controlled by de facto authorities. In her opening statement to the Human Rights Council in September 2011, the High Commissioner noted that more attention needs to be paid to the situation of human rights in contested territories. The High Commissioner also stressed OHCHR’s need for access to these territories within the framework of the mandates of OHCHR and the Human Rights Council to ensure protection for human rights. During her mission to the Republic of Moldova in November 2011, the High Commissioner visited the Transnistrian region; representing the first visit by a High Commissioner to a protracted conflict territory.

The Security Council adopted a resolution on Western Sahara which, for the first time, included several references to human rights. FOTCD prepared human rights-related input for the Secretary-General’s report on the situation concerning Western Sahara. This input, along with advocacy from OHCHR’s New York Office, contributed to the wording of the resolution.
Human rights mainstreaming within the United Nations (EA 11)

Jamaica’s Common Country Assessment (CCA), Barbados’ United Nations Development Assistance Framework (UNDInUN) and the UN Regional Strategy Framework for the Caribbean Community (CARICOM) each integrate recommendations from human rights bodies and mechanisms in the strategies and programmes of the UN in those countries. OHCHR provided comments in these respective contexts to ensure integration of the recommendations.

Building on the work of OHCHR-Nepal to eliminate caste-based discrimination, FOTCD organized a regional meeting for UNCTs on caste-based discrimination in Kathmandu. The goal of the consultation was to identify opportunities and constraints for UNCTs in terms of work on caste-based discrimination in the region, share good practices and consider follow-up action, including through UN guidance and tools for programming. In the course of the consultation, legal, policy and institutional frameworks that address or further exacerbate caste-based discrimination, as well as the way forward for the various UN actors, were discussed.

The Inter-Agency Standing Committee (IASC) Principals endorsed an accountability framework within which the State has primary responsibility for people affected by emergencies. IASC agencies acknowledged that joint efforts on accountability for the international humanitarian system should not substitute national mechanisms of accountability. OHCHR’s engagement with the multilateral humanitarian response system, and particularly in the process of implementing the transformative agenda of the IASC, contributed to the endorsement.

Human rights were integrated in the development of a number of important new policies and guidelines for peace missions. On 31 August 2011, the Under-Secretaries-General for Peacekeeping, Political Affairs and Field Support, together with the High Commissioner, signed a Joint OHCHR-DPA-DPKO-Department of Field Support (DFS) Policy on Human Rights in United Nations Peace Operations and Political Missions. This policy provides a more coherent approach to human rights across peace operations by:

- capturing current institutional arrangements and good practices on the integration of human rights in peace operations in a single binding document;
- providing operational guidance for its implementation and clarity on roles and responsibilities;
- spelling out the role and scope of activities of the Human Rights Component – including vis-à-vis important emerging issues such as the protection of civilians and sexual violence - and the need for coordination with other components. In another example, OHCHR commented on the DFS/DPKO Guidance Document and Framework for Drafting Comprehensive Protection of Civilians Strategies in UN Peacekeeping Operations. The Guidance Document incorporates human rights throughout the work of peace missions on the protection of civilians. Lastly, in July 2011, the Secretary-General adopted the Human Rights Due Diligence Policy. OHCHR and DPKO led its development. The Policy states that UN support cannot be provided to non-UN security forces.
where there is a risk that recipient entities may commit grave violations. OHCHR is currently engaged with national-level actors to ensure that the Policy is implemented at the field level, notably in the context of conflict and post-conflict situations and that peace missions take the new policy into account in the implementation of their mandates. FOTCD participated in the conceptualization, negotiations with DPKO, DPA and DFS and the drafting of both policies in cooperation with OHCHR’s Research and Right to Development Division.

- OHCHR continued to engage in UN efforts to protect women and children from sexual violence in conflict. OHCHR actively participated in the UN Action network for the development and adoption of the guidance note for the implementation of Security Council resolution 1960 and its monitoring analysis and reporting arrangements. OHCHR agreed to take the lead through its human rights components of peace missions in relation to the monitoring and analysis of conflict-related sexual violence and the identification of perpetrators as requested by the Security Council. Furthermore, OHCHR worked together with DPKO, DPA and the Office of the Special Representative on Sexual Violence in Conflict to draft the terms of reference for women protection advisers (WPAs), which were endorsed in 2011. In order to implement the Security Council mandate on sexual violence in conflict, OHCHR worked together with concerned partners to identify and recruit WPAs to work in peace missions.

- OHCHR continued to mainstream human rights into the policies and operational guidance notes developed by partner departments for peace missions. In particular, the Office provided input into the DPKO early peacebuilding strategy to ensure a human rights-based approach is successfully incorporated in the guidance provided.

- Human rights were operationally integrated in the establishment of two new peace missions in South Sudan (UNMISS) and Libya (UNSMIL). FOTCD supported the integrated planning processes for the missions and participated in the transition planning process for the United Nations mission in Burundi (BNUB). Through its participation in the UNMISS planning process, OHCHR’s efforts resulted in the establishment of a sizeable human rights component in the peacekeeping operation with a strong and robust mandate for the promotion and protection of human rights.

Global Management Outputs

Sharing OHCHR’s strategic direction (GMO 1)
- On 17 May 2011, in the context of humanitarian action, the High Commissioner endorsed an office-wide strategy and four-year action plan for OHCHR’s engagement in humanitarian action. The overall goal of this strategy is to clarify the nature, scope and extent of OHCHR’s engagement in humanitarian action, thereby strengthening its role in mainstreaming human rights in the work of humanitarian partners and enhancing predictability, reliability and effectiveness in the fulfilment of its protection mandate in humanitarian settings. PMSRRS is responsible for leading the implementation of the strategy. A Task Force on Humanitarian Action was established to support the overall goal of the strategy, the implementation of the four-year action plan and the Office’s engagement in humanitarian action. It is chaired by PMSRRS and involves representatives from OHCHR’s Divisions, Branches, Sections and field presences.

- An online portal and extranet site were established by OHCHR’s Americas Section to strengthen the sharing of information and best practices between headquarters and OHCHR field presences in the region.

- At the field level, FOTCD encouraged the organization of subregional meetings of Heads of field presences to discuss the translation of OHCHR strategies at that level.

Transparent and timely decision-making (GMO 2)
- FOTCD continued to implement the recommendations of the OIOS audit of the Division aimed at further promoting transparent and timely decision-making. In particular, FOTCD
has reviewed and revised internal processes to ensure that issues are raised in a timely manner and to enhance the clarity of decision-making authority and accountability.

**Leading human rights mainstreaming (GMO 3)**

- Together with the Inter-American Commission on Human Rights and Interights, OHCHR co-sponsored a side event seminar on the rights of Afro-descendants for States and civil society at an Organization of American States (OAS) meeting held in Washington in March 2011 to raise awareness of the rights of Afro-descendants. A joint event on citizen security was also organized in June with the Inter-American Commission on Human Rights and the Inter-American Human Rights Institute in El Salvador as a side event at the General Assembly of the OAS. The event discussed and disseminated good practices and raised awareness among OAS Member States on the human rights implications of measures to combat crime and insecurity. In collaboration with the Inter-American Commission on Human Rights, a mechanism was set up to coordinate activities of all UN human rights mechanisms relating to torture (Committee against Torture (CAT), the Subcommittee on Prevention of Torture (SPT), the Special Rapporteur on torture) and the Inter-American Commission's Rapporteurship on the same issue. Two meetings were held, in March and November, and work has begun on a report on implementation of recommendations of all mechanisms since 2006. A database of recommendations has been designed.

- The Africa Branch supported the increased engagement of OHCHR in inter-agency meetings relevant to Africa, including in meetings of the Inter-Agency Standing Committee. The Branch also participated in inter-agency assessment missions. In this context, the Chief of Branch participated in an inter-agency mission to Côte d'Ivoire in May 2011 in order to make concrete proposals for UN national-level engagement following the post-electoral crisis.

- OHCHR continued to be an active member of the United Nations Development Group (UNDG) for Asia Pacific, represented by the Regional Office for South-East Asia, and made further progress in relation to human rights mainstreaming. As a result of the advice provided by the Office, a number of UNCTs in the region applied a human rights-based approach to their programming, including in Mongolia, Myanmar, Philippines and Thailand.

**Servicing human rights mechanisms (GMO 4)**

- FOTCD continued to provide support to the Independent Expert on Haiti which allowed him to conduct country visits and issue reports on the human rights situation in Haiti. The Division held regular meetings with the Special Procedures Branch to discuss priorities and strategies and provided information and advice for action on individual cases. FOTCD also supported the mandates of the Independent Experts on Côte d'Ivoire, Somalia and Sudan by accompanying them during their respective country missions undertaken in 2011. In addition, a number of special rapporteurs with country mandates in the Asia region (including on Cambodia, the Democratic People's Republic of Korea, Iran and Myanmar) received support from the Division in gathering information for the preparation of their reports to the Human Rights Council on the situation of human rights in their respective countries of focus which contributed to the issuance of urgent actions and allegation letters.

- FOTCD continued to coordinate and interact with treaty bodies on, inter alia, lists of issues, briefing notes and the drafting of concluding observations on countries considered by the different
committees. The Division also collaborated with the SPT by providing information for missions and, with regard to the Americas, establishing a coordination mechanism between regional and international human rights mechanisms dealing with torture and the human rights of persons deprived of their liberty. NIRMS regularly provided briefing notes on national institutions in countries under review by the treaty bodies or UPR and to special procedures mandate-holders for the preparation of their country visits.

Supporting field operations (GMO 5)

► FOTCD has developed policies for its main types of field presences and has undertaken important steps to systematize its approach to technical cooperation and protection work in the field.

► With the support of FOTCD, the mandates of the field presences in Cambodia, Guatemala and Honduras were renewed. FOTCD also provided support to the Nepal Office in the management of its closure and deployed an assessment mission to Timor-Leste which recommended maintaining an OHCHR presence in the country.

► OHCHR has expanded its field presences in the Europe and Central Asia region by deploying a Human Rights Adviser to the UNCT in Ukraine in December 2011. The Adviser will work closely with UN agencies, the Government and national and international partners in promoting and protecting human rights. The Adviser will focus in particular on assisting Ukrainian stakeholders in the preparation for the second cycle of the UPR and providing capacity-building initiatives for the Ombudsman institution and civil society.

► FOTCD supported the successful transition from a presence within a Peace Mission in Chad (MINURCAT) to a presence built around a Human Rights Adviser with a small support team. It also supported the deployment of a Human Rights Adviser to the UNCT in Madagascar.

► FOTCD supported the implementation of activities undertaken by the 58 field presences through providing advice, assisting with the preparation of reports, elaborating budgets and project documents, fundraising and financial reporting and liaising/following up with administration on financial matters and the recruitment of international staff and consultants. An efficient work flow was maintained through the organization of regional meetings and frequent contact between the Section and the presences.

► In order to help systematize and streamline project management and reporting, the Americas Section organized a meeting held in Colombia for the administrative, programme and IT staff of the field presence, with the participation of headquarters staff. The meeting resulted in a proposal of an office-wide integrated financial management and reporting system that will be piloted in the Americas region. The proposal is being considered by the OHCHR Senior Management Team.

► FOTCD continued to work in partnership with DFS on the rostering and selection of candidates for human rights components of peace missions. In 2011, FOTCD coordinated the evaluation of over 330 applicants to the human rights roster for peace missions. In particular, FOTCD developed the tools to assess the human rights knowledge and competencies of the candidates, corrected written tests and participated in panel interviews. The exercise resulted in 94 applicants being recommended for human rights functions in peace missions.

Skills and competencies (GMO 6)

► To support OHCHR’s humanitarian work, a training course for OHCHR staff on human rights in humanitarian action was conceived and facilitated by the Research and Right to Development Division, with support from FOTCD, and will be held on an annual basis. The 2011 edition took place in October and involved the training of 25 staff members from headquarters and the field.

Website (GMO 7)

► FOTCD continued to contribute to the regular updating of OHCHR’s country-relevant websites.

► In 2011, the Chinese and Russian versions of the OHCHR website were officially launched to ensure a wider dissemination of information about the work of the Office and documents issued by OHCHR and international human rights bodies.
Resources (GMO 8)

- FOTCD supported a number of field presences, including by facilitating coordination with OHCHR's Donor and External Relations Section, in their fundraising efforts at the local level.

With the assistance of the Donor and External Relations Section, FOTCD also provided regular reports to donors on the progress of specific projects.

Forum on citizen security and human rights

One of the main challenges in the Americas is the security of its inhabitants. Many countries in the region have some of the highest rates of violence and crime in the world. In this context, security is conceived of as a situation in which all persons can live free from the threats generated by violence and crime and where the State has the capacity to guarantee and protect human rights and respond effectively when these rights have been violated.

Citizen security, referring to the security of the entire population in a country, must thus be conceived of as a comprehensive public policy that is based on respect for human rights. A human rights perspective requires that the problems of insecurity, crime and violence are addressed from the point of view of the protection of every human person, instead of concentrating on post-facto reactions or measures which focus on control and sanctions as the only means of providing security. A holistic policy that is fundamentally recognized as a measure to protect the population, contributes to building trust between the population and the State, strengthening democratic institutions and the rule of law and, in turn, democratic governance.

On the eve of the 41st General Assembly of the Organization of American States (OAS), OHCHR, the Inter-American Commission on Human Rights (IACHR), the Inter-American Commission on Women and the Inter-American Human Rights Institute organized a forum on citizen security and human rights in the Americas. The objective of the forum was to promote this comprehensive approach, which took into account the diverse contexts and needs of different sectors of the population, particularly women, children and youth, within Member States of the OAS, and built on the foundation established by the Report on Citizen Security and Human Rights issued by the Inter-American Commission on Human Rights, OHCHR and UNICEF.

Experts from States, civil society and international organizations based in the region concurred that citizen security is a human rights issue and public security policies must include a gender focus. The forum, opened by the Chief of the Security Cabinet and Secretary of Strategic Affairs of the Presidency of El Salvador, included a discussion on progress achieved and remaining challenges related to security policies and involved the participation of the Minister of Public Security and Justice of El Salvador, and the Advisor of Uruguay’s Interior Minister and Guatemala’s Commissioner for Police Reform. Experts from civil society and regional and international organizations discussed the particular situation of women, children and youth, and encouraged the adoption of various policies. Forum participants called for the implementation of public policies that do not focus on the security phenomenon as a criminal or police matter, but instead offer a comprehensive response that emphasizes the prevention of violence and crime and targets underlying causes for high rates of violence and criminal behaviour.

In the subsequent Declaration of San Salvador on Citizen Security and Human Rights adopted by the OAS General Assembly, Member States recognized that the concept of security in the hemisphere is multidimensional in scope, and based, inter alia, on democratic values, respect for and promotion and defence of human rights. The Declaration also reaffirmed the centrality of the human person in security policies and emphasized that security measures are necessary for safeguarding the integrity and safety of persons and protecting the enjoyment of all their rights. Member States committed themselves to developing and implementing public policies in the area of public security within the framework of a democratic order, the rule of law and observance of human rights. They further recognized the importance of strengthening their capacity to develop comprehensive, long-term public security policies that include a gender-based perspective and the promotion and protection of human rights, bearing in mind the needs of vulnerable groups and adapting, as necessary, the appropriate legal frameworks, structures, programmes, operating procedures and management mechanisms, with the full participation of the population.
The year 2011 gave rise to significant human rights challenges as well as major opportunities, underlining the indivisibility of human rights and the need for the international community to be decisive, coherent and cohesive in addressing human rights issues.

The human rights causes and consequences of the famine in the Horn of Africa, the developments in North Africa and the Middle East and the armed conflicts in Africa and the Middle East have revealed tremendous challenges. These events demonstrated the critical need for the international community to respond more promptly to ensure the effective protection of people and their rights on the ground and exercise more diligence in preventing situations where violence and human rights violations prevail. Early warning that can accurately forecast events that will have a significant impact on human rights remains a major challenge for OHCHR, particularly where the Office does not have a country-level presence. In such situations, the human rights analysis of reliable information can serve as an early warning tool for early action and, when used by the High Commissioner in her public advocacy efforts, may have a preventive impact. OHCHR has endeavoured to swiftly engage in the face of the crises that erupted in 2011. In particular, the Office responded to developments in North Africa and the Middle East with the full range of tools and resources at its disposal, including through the establishment of new field presences, increased advocacy and dialogue with relevant national and regional counterparts, rapid response deployment and assessment missions and support to pertinent mandates of the Human Rights Council.

Similarly, the numerous lessons learned by the Office in the context of humanitarian crises are being applied by the Division as it strengthens its work in this area. Following the earthquake in Haiti and the unrest in Kyrgyzstan during the last biennium, the Division played an important role in supporting OHCHR’s work as a lead of the Protection Cluster and the human rights Sub-Cluster. In 2011, drawing on its experiences, OHCHR endorsed an office-wide strategy and accompanying four-year action plan for engagement in humanitarian action. The goal of the strategy is to strengthen the role of the Office in mainstreaming human rights into the work of humanitarian partners and enhancing its own protection role in humanitarian settings in a timely, reliable and effective manner. Implementing this strategy will be a priority and challenge for the Division and the Office in the coming biennium.

During 2011, the Office further strengthened its partnerships in both the development and peace and security areas. More specifically, the Office has been working on the implementation of the DPKO/DPA/DFS/OHCHR Policy on Human Rights in United Nations Peace Operations and Political Missions. In the development area, the launching of the United Nations Development Group Human Rights Mainstreaming Mechanism (UNDG-HRM), including its Multi-Donor Trust Fund, provided an important framework for the Office’s future cooperation with development actors. Within this mechanism, the Office will be called upon to take

Rapid Deployment Roster

During 2011, FOTCD selected 130 staff members to be part of the 2011-2012 rapid deployment roster and trained new members on conducting human rights investigations and participating in humanitarian emergency deployments. In 2011, members of the roster participated in 10 missions, including the Human Rights Council-mandated commissions of inquiry on Côte d’Ivoire, Libya and Syria. The Rapid Deployment Roster was crucial in responding to urgent deployment requests in 2011. The Standard Operating Procedure on the use of the roster and the initiation of rapid response deployments, formalized in 2010, was widely used throughout the Office.
the lead in facilitating the deployment of Human Rights Advisers to UNCTs.

A further task ahead for the Division, in cooperation with other parts of the Office, will be providing continued support to the field in the context of implementing a set of policies and documents elaborated at the UN Secretariat level to which the Office contributed its expertise. Among the most significant of these are the OHCHR/DPKO/DPA/DFS Joint Policy on Human Rights Integration in Peace Operations and Special Political Missions, the Human Rights Due Diligence Policy and the guidance note on the implementation of Security Council resolution 1960 on women, peace and security.

Support to the UPR and country-level results

The UPR provides an opportunity to foster national and international dialogue and cooperation to develop and strengthen national systems to promote and protect human rights. In this spirit, FOTCD is contributing to the holistic approach to follow-up to the UPR by promoting and supporting the implementation of the recommendations of all UN human rights mechanisms. The Office has been integrating the recommendations of the UN human rights mechanisms to its programme of work at all levels, in line with its mandate, objectives and priorities.

In countries where it has a field presence, the Office is supporting the participation of State institutions, civil society, UN entities and other actors to UPR proceedings. It is also coordinating or providing support to the efforts by national authorities and institutions to implement the recommendations of UPR and other human rights bodies. In other countries, OHCHR has supported the efforts of Member States through the provision of technical cooperation, either directly or through other actors, including UNCTs. To encourage and support Member States and other stakeholders to engage with the UPR, the Office has organized or co-organized with other entities, including the Council of Europe, the Commonwealth Secretariat and UNDP, a series of international workshops to provide information, guidance, tools and comparative experience.

In 2011, the Office developed its role in providing support for the UPR follow-up. In spite of the magnitude of the task (193 Member States, over 20,000 UPR recommendations, many of which will take years to implement, and the limited resources and operational capacity of the Office), OHCHR has supported more than 133 UPR-related activities at the country and regional level in 51 countries during the past biennium. Some examples of UPR follow-up activities supported by OHCHR at the country level include:

- In Myanmar, the Regional Office for South-East Asia conducted a second training (the first was held in 2010) on international human rights norms and mechanisms, including the UPR, for officials of the Government and the newly established National Human Rights Commission.
- In November 2011, the Office cooperated with UNDP to organize a regional UPR follow-up workshop in the Republic of Moldova for 15 States from the region (Albania, Armenia, Belarus, Croatia, Kazakhstan, Kosovo, Kyrgyzstan, Montenegro, Republic of Moldova, Serbia, Tajikistan, the former Yugoslav Republic of Macedonia, Turkmenistan, Ukraine and Uzbekistan), as well as civil society, national human rights institutions and UN agencies.
- OHCHR facilitated the sharing of practices by organizing regional meetings in Africa (two subregional meetings were jointly organized with the UNDP Regional Centres) and one regional meeting in Europe (with the involvement of the European Union).
- In Cameroon, with the support of the Regional Office for Central Africa, the Government developed and adopted a “Cameroon National Roadmap” to follow-up on human rights recommendations in nine thematic priority areas that had emanated from recommendations issued by UPR, human rights treaty bodies and special procedures.
- In the Pacific region, the Regional Office worked in close consultation with the Governments of Fiji, Tonga and Vanuatu to develop a programme designed to support efforts to implement UPR recommendations that focus on the prevention of violence against women, the prevention of torture and the establishment of national human rights institutions.
- As the second cycle of the UPR will commence in May 2012, 13 States have thus far voluntarily and officially submitted mid-term reports to the Human Rights Council describing the steps they have taken to implement UPR recommendations and other voluntary commitments. These States are: Argentina, Bahrain, Chile, Colombia, Ecuador, France, Japan, Mauritius, Netherlands, Poland, Romania, Switzerland and Ukraine. Other States have publicly released their mid-term and other reports but have not yet officially submitted them to the Human Rights Council, or have reported orally to the Human Rights Council under agenda item 6 on UPR.
Human Rights Council and Special Procedures Division

Background

The Human Rights Council (HRC) is an intergovernmental body comprised of 47 Member States that are responsible for strengthening the promotion and protection of human rights around the globe. It was established by and is a subsidiary body of the General Assembly. The Council meets in Geneva for three regular sessions per year and holds special sessions as needed to address specific human rights issues or situations of concern. It takes action on human rights situations, develops international standards and discusses emerging trends.

Council members are elected by the General Assembly for a three-year period, for a maximum of two consecutive terms. Membership is based on equitable geographical distribution with seats distributed among the regional groups as follows: Group of African States, 13; Group of Asian States, 13; Group of Eastern European States, six; Group of Latin American and Caribbean States, eight; and Group of Western European and other States, seven.

The Universal Periodic Review (UPR) is a process within the Council which involves a review of the human rights records of all 193 UN Member States once every four years. The UPR is a State-driven process that provides the opportunity for each State to develop a national system of consultations and dialogue with civil society and present the actions they have taken to improve the human rights situations in their countries and fulfill their human rights obligations. It is designed to ensure equal treatment for every country undergoing an assessment of their human rights situations and is based on an interactive dialogue in the Council with the State under review. The ultimate aim of the mechanism is to improve the human rights situation in all countries and address human rights violations wherever they occur in cooperation with national actors and with the support of the international community.

Special procedures are mechanisms established by the HRC to address thematic human rights issues and the human rights situations in specific countries. The thematic mandates address concerns in a universal manner and constitute the most flexible and accessible human rights mechanisms of the UN system. Mandate-holders examine, advise and publicly report on human rights situations in specific countries or territories (country mandates) or major human rights issues (thematic mandates) through
active engagement with States, individuals and civil society organizations (CSOs). Special procedures conduct country visits, send communications to States about human rights issues and individual cases, undertake awareness-raising activities, contribute to the development of human rights standards, undertake thematic studies and provide advisory services and outreach to civil society. All special procedures mandate-holders report to the HRC on their findings and recommendations and, when mandated, to the General Assembly.

As established by HRC resolution 5/1, mandate-holders act in their personal capacity and are appointed according to the criteria of expertise, independence, objectivity and impartiality. Individuals are excluded if they hold decision-making positions in Government or any other organization or entity which may give rise to a conflict of interest with the responsibilities inherent in the mandate. As of the end of 2011, there were a total of 45 special procedures mandates (35 thematic mandates and 10 mandates relating to countries and territories).

**OHCHR support**

The Human Rights Council and Special Procedures Division (HRCSPD), as well as other parts of OHCHR, support the Council. The High Commissioner is mandated by the General Assembly to provide substantive support to the principal Charter-based organs in the field of human rights, namely the HRC and its special procedures and other subsidiary mechanisms; its expert advice body, the Advisory Committee; the UPR; and the two working groups established under the Council’s Complaint Procedure (on Communications and Situations). The HRCSPD is composed of an Office of the Director, the Human Rights Council Branch (HRCB) and the Special Procedures Branch (SPB).

The Human Rights Council Branch provides substantive support and advice to the HRC and its subsidiary mechanisms. The Special Procedures Branch and the Research and Right to Development Branch (RRDB) support the other subsidiary mechanisms of the Council, such as the Expert Mechanism on the Rights of Indigenous Peoples, the Forum on Minority Issues and the Social Forum. The Human Rights Council Branch works in close coordination with the Civil Society Section.

The Special Procedures Branch provides dedicated substantive and logistical support to the activities of 31 thematic mandates and the Forum on Minority Issues. The Branch also provides overall support to the system of special procedures, including the Coordination Committee of Special Procedures. The SPB works closely with other parts of OHCHR, in particular the Field Operations and Technical Cooperation Division (FOTCD), which supports country mandates, and the Research and Right to Development Division (RRDD), which supports four thematic mandates.

**Human Rights Council Branch**

During 2011, the Human Rights Council Branch provided substantive support to the Human Rights Council, the Advisory Committee and other subsidiary mechanisms, including the UPR. In addition to the three regular sessions of the Council, the Branch provided substantive support to four special sessions of the Council (two more than in 2010), three pertaining to the situation of human rights in Syria and one on the human rights situation in Libya. It also supported the commissions of inquiry and fact-finding missions established by the Council to ascertain facts and make recommendations in the face of serious human rights violations.

The Branch continued to support a diversity of formats and modalities for the debates in the Council and 2011 saw an increase in the popularity of panel discussions as a format for addressing specific and emerging human rights issues. The number of panel discussions increased from four at its 16th session in February/March 2011 to six at its 18th session in September 2011. Topics for the panels ranged from integrating the human rights of women throughout the United Nations system, human rights and indigenous peoples, the promotion and protection of human rights in peaceful demonstrations, human rights victims of terrorism, human rights and women, best practices against racism and the promotion of a culture of tolerance. At its 19th session in March
2012, the Council will hold a record number of 10 panels and thematic discussions on a variety of issues, including: the protection of freedom of expression on the internet; promotion of the Universal Declaration of Human Rights through sports and the Olympic Ideal; discriminatory laws and practices; and acts of violence against individuals based on their sexual orientation and gender identity.

The year 2011 saw the conclusion of the review of the work and functioning of the Council. The HRCSPD participated in and contributed to a number of informal initiatives convened by the Council President, Member States and observers. This work resulted in the adoption in late February, by the Open-ended Intergovernmental Working Group on the Review of the Work and Functioning of the HRC, of an outcome document which was endorsed by the HRC in March 2011. The Division participated in the informal consultations held by the General Assembly as it conducted its own review on the status of the Council, resulting in the adoption of a resolution on 17 June 2011 that endorsed the Council’s outcome document.

The review process was a valuable opportunity to assess the effectiveness of the Council and its working methods. A Task Force mandated by the review outcome was established to consider improving secretariat services, accessibility for persons with disabilities to the work of the Council and the use of information technology, as well as the participation of HRCB in discussions of the Task Force. An annual high-level panel was established on mainstreaming human rights within the UN system. Greater opportunities for the participation of national human rights institutions (NHRIs) in compliance with the Paris Principles also resulted from the review. The challenge facing the Council in the coming biennium will be its capacity to deal with an increasing workload at each session within its mandated 10 weeks of meeting time per year and undertaking all its activities without a corresponding increase in resources.

On 17 October 2011, the Working Group on the UPR concluded the final session of the first cycle. Although the initial UPR cycle will formally close with the adoption of the outcome documents of the remaining 17 States during the Council’s March 2012 session, it is important to highlight that all 193 Member States have been considered by the Working Group. As a result of this work, for the first time in the UN’s history, the human rights situation has been appraised in every corner of the world. The UPR process has seen 100 per cent participation by States being reviewed, with nearly 80 per cent represented at the ministerial level, revealing the level of importance States have attached to the UPR process. This full participation was the result of the political commitments undertaken by States, as well as substantive support provided by OHCHR.

The second cycle of the UPR, beginning in 2012, will give States and stakeholders an opportunity to take stock of the developments that have taken place since the previous review and examine the progress achieved in the implementation of recommendations.

Special Procedures Branch

During 2011, an unprecedented number of new special procedures mandates were created. By the end of the year, there were a total of 45 mandates. The new thematic mandate-holders that will be appointed in 2012 will explore the promotion of truth, justice, reparations, guarantees of non-recurrence and the promotion of a democratic and equitable international order. A working group on human rights and transnational corporations and other business enterprises was created to replace the Special Representative of the Secretary-General on that issue. The mandate of the Special Rapporteur on the adverse effects of the movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights was extended to cover the implications for human rights of environmentally sound management and disposal of hazardous substances and wastes. New country mandates created during the past year are mandated to address the situations in Côte d’Ivoire, the Islamic Republic of Iran and Syria.

In 2011, special procedures mandate-holders carried out 82 country visits. The number of States which
have issued a standing invitation for visits increased to a total of 90. Special procedures sent 604 communications to States during 2011 regarding concerns related to specific individuals and situations, 75 per cent of which were jointly issued by several mandate-holders. The response rate by States, however, remains low at 35 per cent. Pursuant to the decision of the Coordination Committee of Special Procedures, and in order to improve coherence and follow-up and to streamline documentation and related costs, communications have been consolidated into one report since the HRC’s 18th session. The early warning function of special procedures was demonstrated by their active participation, through their Coordination Committee, in the special sessions of the HRC during 2011.

With the support of SPB, the Coordination Committee acted on behalf of all mandate-holders to participate in the review of the Human Rights Council, encourage the harmonization of working methods of mandate-holders and enhance follow-up to their conclusions and recommendations. The outcome of the review of the HRC, adopted by the General Assembly in its resolution 65/281, urged States to cooperate with and assist special procedures mandate-holders and strongly rejected reprisals against those who cooperate with the United Nations and its representatives in the field of human rights. It further strengthened and enhanced transparency in the selection and appointment of mandate-holders by: providing that national human rights institutions in compliance with the Paris Principles may nominate candidates; requiring all candidates to submit an application for each specific mandate, including a short motivation letter; and requiring the Consultative Group to interview shortlisted candidates.

**Results**

The following results were achieved following key interventions by the HRC and its mechanisms, with the support of OHCHR.

**National laws, policies and institutions (EA 1)**

- In June 2010, the Special Rapporteur on the rights of indigenous peoples issued a public statement outlining principles relating to the duty of States to consult with indigenous peoples. The statement was issued in light of observations of Peru’s Executive Branch on a consultation law that had been recently adopted by the Peruvian Congress and made clear the Executive’s decision not to enact the Law but to instead return it to the Congress for debate. In his statement, the Special Rapporteur highlighted relevant international standards regarding the right of indigenous peoples to consultation, in response to references made in the President’s letter to a previous report of the Special Rapporteur on that subject. After more than a year of stalled negotiations, Peru passed the consultation law on 23 August 2011 in its original draft, without the suggested reforms of the President. This is one of the first laws enshrining this right in the Americas.

- In April 2011, the UK Parliament decided to make permanent the Debt Relief (Developing Countries) Act, which was originally adopted in April 2010 to temporarily restrict the actions of “vulture funds” in the country, thus allowing developing countries enjoying debt relief to devote more resources to the realization of economic, social and cultural rights. The report of the Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights (A/HRC/14/21) was frequently cited in discussions leading to the adoption of this Act.

- In October 2011, the reform of articles 4 and 27 of the Constitution of Mexico to recognize the right to food entered into force. In the context of a country visit in June, the Special Rapporteur on the right to food encouraged the majority of the 31 states of the Mexican Federation to ratify the decision that would guarantee the right to food in the Constitution.

- A few days after the conclusion of the visit of the Special Rapporteur on trafficking to Thailand, the Ministry of Labour and the Ministry of Social Development and Human Security announced that seven Fishery Labour Coordinating Centres would be established. Under this system, the National Fisheries Association would be responsible for assessing demands for labour in the fishing sector and liaise with the Ministry of Labour which would formally recruit workers from neighbouring countries.

- The Special Rapporteur on the human rights of internally displaced persons (IDPs) has actively supported governmental efforts to develop domestic frameworks on internal displacement. In Kenya, for example, the mandate contributed to the development of a draft national IDP policy in 2010 and continued to be actively engaged in 2011, including by participating in national capacity-building fora, and through support for the development of a draft bill on IDPs.

- Following a recommendation of the Special Rapporteur on trafficking in persons at the end of her December 2011 visit to Australia, the Australian Labour Party announced at their 2011 National Conference that it would support the
appointment of an Australian Ambassador for Human Trafficking.

**Ratification (EA 2)**

- During the visit of the Special Rapporteur on the sale of children, child prostitution and child pornography, and due to her encouragement in this regard, Mauritius ratified the Optional Protocol on the sale of children, child prostitution and child pornography on 6 May 2011. The ratification was deposited with the Secretary-General on 14 June 2011.
- On 4 August 2011, the Working Group on discrimination against women in law and in practice sent a letter to the Tunisian Interim Government soliciting information on, inter alia, the intention of the Interim Government to remove the general declaration and reservations to the Convention on the Elimination of Discrimination against Women (CEDAW). In its reply dated 11 September 2011, the Interim Government of Tunisia informed the Working Group about the adoption by the Council of Ministers of draft legislation aimed at the withdrawal of reservations to CEDAW.
- In order to abolish the practice of secret detention and strengthen independent domestic and international monitoring mechanisms in relation to domestic detention facilities in Tunisia, the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism recommended during his follow-up visit to Tunisia in May 2011 that the Government ratify the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OP-CAT). On 29 June 2011, Tunisia acceded to the OP-CAT. In the same month, Tunisia acceded to the First Optional Protocol to the International Covenant on Civil and Political Rights (ICCPR) and the Rome Statute of the International Criminal Court and ratified the International Convention for the Protection of All Persons from Enforced Disappearance (ICPPED).
- Over the course of 2011, the Special Rapporteur on the human rights of IDPs engaged closely with regional organizations in Africa for the promotion, ratification and implementation at the national level of the 2009 African Union Convention for the Protection and Assistance of Internally Displaced Persons (Kampala Convention) – the first legally binding regional instrument specifically focused on the protection and assistance to IDPs. In this context, he participated in numerous regional consultative meetings, workshops and high-level meetings such as the first Economic Community of West African States (ECOWAS) Ministerial Conference on Humanitarian Assistance and Internal Displacement in West Africa from 6-7 July 2011 in Abuja, Nigeria and the Summit of Heads of States of the International Conference for the Great Lakes (14-16 December 2011) in Kampala, Uganda. As of October 2011, the Convention had received 33 signatures and 13 out of the 15 ratifications necessary to bring it into force.

**Justice and accountability mechanisms (EA 3)**

- The Government of Sri Lanka established a Commission of Inquiry on Lessons Learnt and Reconciliation. During 2011, the Special Rapporteur on extrajudicial, summary or arbitrary executions carried out a technical assessment of video footage depicting extrajudicial executions during the 2009 civil war in Sri Lanka. He reached the conclusion that the video was authentic. The conclusions of the Special Rapporteur are reflected in the report of the Commission of Inquiry, which was publicly released in December 2011.

**Access to justice and basic services (EA 4)**

- In the context of the proposed 2012 State budget, the national parliament of Timor-Leste debated the preliminary recommendations of the Special Rapporteur on extreme poverty and human rights at the conclusion of her visit in November and called for increased public expenditure on social services in light of the steady decrease in the percentage of public expenditures in this area, as well as in agriculture. At the time of the visit, the projected 2012 budget had allocated 6.3 per cent to education, less than 3 per cent to health and approximately 1 per cent to agriculture (compared to nearly 50 per cent allocated to infrastructure). The final 2012 budget, as adopted by the Parliament, allocated a nearly 47 per cent increase to health and 35 per cent increase to education.
- Following the visit by the Special Rapporteur on the human right to safe drinking water and sanitation to the United States of America, the community of Seville received notice that it was eligible for two types of grants from the State of California. It had previously been informed that it was ineligible. The grants enable the communities to receive funds through the local Government to improve the quality of water. The community is currently using these funds to implement different solutions to improve its water quality. The Special Rapporteur convened a public hearing with local communities (where minorities comprise the majority) that had
expressed concerns regarding the safety of the drinking water, particularly regarding nitrate contamination.

**Participation (EA 5)**
- During the visit of the Special Rapporteur on the rights of indigenous peoples in April 2011, the Government of Costa Rica announced plans to suspend exploratory work to prepare for the dam construction of the Diquís hydroelectric project affecting indigenous peoples, in particular the Térraba people, and remove project equipment and personnel from the area. This was an important step that had been requested by affected indigenous peoples. During his visit, the Special Rapporteur met with several Government representatives in San Jose, including from the agency responsible for the Diquís hydroelectric project, as well as with representatives of indigenous peoples, the United Nations Country Team (UNCT) and members of the international community. The Special Rapporteur has worked on this case in close coordination with the OHCHR Regional Office for Central America and the UNCT in Costa Rica.

**State engagement with human rights mechanisms (EA 6)**
- In the United States of America, the Yocha Dehe and Cortina tribes negotiated a cultural easement and settlement agreement with the City of Vallejo and the Greater Vallejo Recreation District, California. The cultural easement guarantees that the Yocha Dehe and Cortina tribes will have legal oversight in respect of all activities taking place on the sacred burial grounds of Sogorea Te/Glen Cove. On 10 May 2011, the Special Rapporteur on the rights of indigenous peoples, together with the Special Rapporteur on freedom of religion or belief and the Independent Expert on cultural rights, sent an urgent appeal to the Government of the United States of America regarding the alleged imminent destruction of an indigenous ceremonial and burial site Sogorea Te, located in Glen Cove, in the City of Vallejo, California.
- In September 2011, the Government of the Republic of Slovenia agreed to establish a new water connection to Dobruška vas (Škocjan municipality) allowing a number of Roma families to gain direct access to safe drinking water. The Special Rapporteur on the human right to safe drinking water and sanitation had made specific recommendations to this effect at the conclusion of her visit to Slovenia in May 2010.
- Following dialogue held with indigenous representatives, the Government of Bolivia announced its plan to revise project plans for the construction of a highway through the Isiboro Secure Indigenous Territory and National Park (TIPNIS) so that the highway would not pass through the TIPNIS reserve. On 27 September 2011, the Special Rapporteur on the rights of indigenous peoples issued an urgent warning about the situation of growing social tensions in Bolivia generated by the march of approximately 1,500 indigenous peoples against the construction. The Special Rapporteur called for the initiation of a process of good faith consultation with the indigenous peoples affected in order to find a peaceful solution to this situation and address the underlying problems related to the construction of the road through the TIPNIS reserve.
- There have been various developments in Mexico along the lines of the recommendations put forward by the Special Rapporteur on the independence of judges and lawyers after her visit to the country in October 2010. One specific recommendation was reform of the military justice according to international standards. In this context, the Supreme Court determined that military justice should not be applied to human rights violations. In practice, the military justice has relinquished jurisdiction over some cases relating to human rights.
- In February 2011, the National Parliament of Timor-Leste voted to postpone discussion of the two draft laws on reparations and a follow-up institution (the “Institute of Memory”) to the Commission for Reception, Truth and Reconciliation (CAVR) and the Commission of Truth and Friendship (CTF). The Working Group on Enforced or Involuntary Disappearances, during its mission to the country in February 2011, referred to these draft laws as “important steps in the implementation of the CAVR/CTF recommendations.” It also considered the

proposed establishment of the Institute of Memory as “a major step forward in truth recovery.”

The Government of Finland announced that it had agreed to an interim measure to suspend the slaughter of reindeer while a case on this issue was being considered by the Human Rights Committee. In an urgent appeal of 28 September 2011, the Special Rapporteur on the rights of indigenous peoples expressed concern about the alleged imminent slaughter of reindeer in the Nellim Area of Finland. Land for grazing in Finland is limited and the State regulates the number of reindeer that can graze in a certain area. The Ivalo cooperative in Nellim district, made up of both Sami and non-Sami reindeer herders, planned to force four Sami herders to conduct a slaughter of their reindeer in late September 2011. Over the years, Sami herders had slaughtered fewer reindeer than other herders. The decision of the Ivalo cooperative did not, however, take into account that Sami must maintain larger herds because of their traditional nomadic herding practices. The Human Rights Committee also contacted the Government of Finland regarding this case.

Following visits by the Independent Expert on minority issues in 2010 to Colombia and Viet Nam, these Governments took the opportunity to update the Independent Expert and the Human Rights Council in March 2011 on their activities to promote and protect the rights of minorities. The Government of Colombia highlighted the adoption of legal mechanisms and policy measures since the Independent Expert’s visit to foster dialogue and consultations with Afro-Colombian and other disadvantaged communities as well as new policies for social and economic inclusion, access to land, justice and compensation for victims of violence. The Government of Viet Nam acknowledged the challenges facing minorities and committed to continue working with the Independent Expert in relation to areas such as development, education and health.

Following its country visit to the United States of America in 2009, the Working Group on the use of mercenaries recommended, inter alia, that the Government “carry out prompt and effective investigation of human rights violations committed by private military and security companies and prosecute alleged perpetrators” and “ensure that the United States criminal jurisdiction applies to private military and security companies contracted by the Government to carry out activities abroad.” In 2011, the United States Government reinstated the case against former employees of the private military and security company, Blackwater, who were charged with the killing of civilians in Baghdad in 2007. Draft legislation has been introduced in the United States Congress (the Civilian Extraterritorial Jurisdiction Act (CEJA)), to extend United States criminal jurisdiction to non-Department of Defence contractors working abroad for the United States. If adopted, CEJA will be a positive step toward implementing the recommendations of the Working Group on the use of mercenaries.

During his follow-up visit to Tunisia, the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism observed that the interim Government had implemented or was in the process of implementing some of his recommendations, including to: end the practice of secret detention; open prisons and other facilities for the scrutiny of international, regional and non-governmental organizations (NGOs); and dissolve the Directorate for State Security, an entity previously responsible for activities of torture and arbitrary and secret detention.

In a joint urgent appeal sent to the Government of Afghanistan on 14 January 2011, the Chair-Rapporteur of the Working Group on arbitrary detention, the Special Rapporteur on extrajudicial, summary or arbitrary executions, the Independent Expert on minority issues, the Special Rapporteur on freedom of religion or belief and the Special Rapporteur on torture expressed concern about the detention of two Christian converts. In the first case, it was feared that the suspected person would face the death penalty on charges of apostasy. Although the second case was dismissed, the individual remained in detention. No official response to the communication was received but information received indicates that the two individuals have been released.
In light of concerns expressed by indigenous peoples, the Government of Panama decided not to move forward with proposed amendments to the Law on Mineral Resources. On 15 February 2011, the Special Rapporteur on the rights of indigenous peoples issued an urgent appeal and press release expressing concern about the growing tensions during protests by indigenous peoples in Panama. The protests related to discussions surrounding and approval by the Panamanian National Assembly of Bill No. 277 to amend the Law on Mineral Resources. The demonstrations resulted in clashes with security forces in which several people were injured and arrested. In light of this situation, the Special Rapporteur stressed the importance of initiating, without delay, a good faith dialogue with indigenous peoples in order to find a peaceful solution to this tense situation and address the underlying problems related to the proposed amendments to the Law on Mineral Resources.

During its 20th Anniversary Commemorative Event in Paris on 14 November 2011, the United Nations Working Group on arbitrary detention launched a database aimed at eradicating practices of arbitrary deprivation of liberty. The database is freely and publicly available in English, French and Spanish at www.unwgaddatabase.com and contains over 600 opinions adopted since the 1991 establishment of the Working Group. Users are able to search the Working Group’s materials by theme, legal provisions, States, date of adoption of opinions, etc. The database provides a practical tool for victims, lawyers, and academics in preparing and submitting cases of alleged arbitrary deprivation of liberty to the Working Group.

The number of States which have issued a standing invitation to special procedures steadily increased during 2011 from 78 to a total of 90 States. This indicates the increasing interest of States to engage with special procedures. The number of visits to States increased to 82 in 2011, compared to 67 visits in 2010. Each visit results in a comprehensive set of recommendations for the State to follow up on and allows the State to demonstrate its commitment to international human rights undertakings and improve its overall protection of rights-holders.

In 2011, six States extended standing invitations as a direct result of their review during the first cycle of the UPR (Algeria, India, Japan, Madagascar, Panama and Rwanda). Five country visits were undertaken by the special procedures thematic mandate-holders in 2011 in connection with the UPR. These visits contributed to more effective follow-up to the recommendations of special procedures and the UPR and also led to thematic reports that will be relevant to the UPR second cycle.

In 2011, OHCHR organized four pre-session briefings on the UPR in Djibouti, Spain, Thailand and Tunisia in order to assist countries to prepare for the second cycle review in the Working Group and the plenary of the Human Rights Council. These briefings focused in particular on the modalities for the second cycle of the UPR review while allowing States to discuss the preparation of national reports and the follow-up to UPR recommendations. The briefings were attended by representatives of Governments, NHRIs, UN agencies and other stakeholders. A total of 201 persons, including 89 females, benefited from the briefings.

All 193 Member States have now been considered under the UPR process, which has seen 100 per cent participation by States being reviewed, with nearly 80 per cent represented at the ministerial level, revealing the level of importance States have attached to the process. This full participation was the result of the political commitments undertaken by States, as well as substantive support provided by OHCHR.

Civil society engagement with human rights mechanisms (EA 7)

The visit of the Special Rapporteur on violence against women to the United States of America (24 January - 7 February 2011) generated high levels of cooperation between the mandate-holder and civil society actors. Prior to the visit, a nationwide working group of NGOs and academics was set up to identify and discuss the most relevant issues with regard to violence against women in the country and provide relevant input for the Special Rapporteur’s visit. Specialized thematic briefing papers were produced and presented to the Special Rapporteur and contacts were made with national stakeholders. The partnership created by these civil society actors continued after the Special Rapporteur’s visit and culminated in a working group of NGOs and academics that has continued to coordinate to push for legislative and policy change in the country. A publication compiling the thematic briefing papers prepared for the Special Rapporteur has now been issued to help raise awareness and better address the phenomenon of violence against women in the country.

On 21 October 2011, the Special Procedures Branch organized a high-level panel discussion entitled “Stopping reprisals for cooperating with the UN in the field of human rights – a priority for all” during the General Assembly in New
York. Among the participants were the Secretary-General, the High Commissioner for Human Rights, the Minister for Foreign Affairs of Hungary, the Chair of the Board of the International Service for Human Rights, the Special Rapporteur on human rights defenders and the former Special Rapporteur on extrajudicial, summary or arbitrary executions. As a result of this panel, New York-based stakeholders participating in the General Assembly were sensitized about the issue of alleged reprisals and intimidation against persons who seek to cooperate or have cooperated with the United Nations, its representatives and mechanisms in the field of human rights. This included highlighting the serious consequences of reprisals on the willingness and ability of people to cooperate with the United Nations and the need for the United Nations to report on and appropriately react to threats against human rights defenders. The event increased awareness about this serious concern and the high-level participation confirmed the importance attached to the issue, in particular by the Secretary-General.

Civil society participation in the Human Rights Council was very strong in 2011. Up to 200 NGOs attended the main session of the Council. In close coordination with OHCHR’s Civil Society Unit, the Human Rights Council Branch also facilitated the organization by stakeholders of side events and other meetings for the 2011 sessions of the Council. Furthermore, in order to echo the willingness of the Human Rights Council to give more visibility to and ensure the enhanced participation of stakeholders in the UPR process, the Office more closely involved national human rights institutions and representatives of civil society in the briefings organized in the context of the preparation for the UPR process.

International and regional laws and institutions (EA 8)

The members of the Working Group on the use of mercenaries participated as resource persons in the Open-ended Intergovernmental Working Group (IGWG) held from 23 to 27 May 2011 to consider the possibility of elaborating an international regulatory framework, including, inter alia, the possibility of elaborating a legally binding instrument on the regulation, monitoring and oversight of the activities of private military and security companies, taking into consideration the principles, main elements and draft text as proposed by the Working Group on the use of mercenaries. The Working Group proposed a list of elements that could be included in a convention on private military and security companies and developed a draft text. The first session of the IGWG was attended by representatives from 70 Member States, the African Union, the European Union and various NGOs. The majority of stakeholders agreed on the need for regulation of private military and security companies. Discussions will continue during the second session of the IGWG in 2012.

In 2011, OHCHR organized a series of expert workshops on the prohibition of incitement to national, racial or religious hatred. The Special Rapporteurs on freedom of religion or belief; on the promotion and protection of the right to freedom of opinion and expression; and on contemporary forms of racism, racial discrimination, xenophobia and related intolerance participated and presented four joint submissions. The expert workshops analysed the legislative patterns, judicial practices and national policies on incitement to hatred in Africa, the Americas, Asia-Pacific and Europe. Participants studied ways in which the international prohibition of incitement to hatred has been implemented at the national and regional levels and how this accords with international human rights law. The engagement and participation of the three special rapporteurs contributed to the interpretation of international human rights law and the consolidation of existing international human rights standards relating to the prohibition of incitement to national, racial or religious hatred.

The 2011 report to the General Assembly on solitary confinement of the Special Rapporteur on torture contributes to the discussion of the definition of solitary confinement and prolonged solitary confinement and concludes that depending on the specific reason for its application, conditions, length, effects and other circumstances, solitary confinement can amount to torture or cruel, inhuman or degrading treatment or punishment. The report also highlights a number of general principles and internal and external safeguards to help to guide States to re-evaluate and minimize the use of solitary confinement and, in certain cases, abolish its use.

After an extensive consultation process with multiple stakeholders (including other human rights mechanisms), the Special Rapporteur on the right to food finalized his Guiding Principles on human rights impact assessments of trade and investment agreements and submitted his report to the Human Rights Council for examination in March 2012. UN human rights staff working in the field, including in the OHCHR Regional Office for Asia-Pacific, have begun using the Guiding Principles in their work to advise Governments
engaging in negotiations of bilateral trade agreements.

**Coherence among human rights mechanisms (EA 9)**

- In order to encourage enhanced coherence and consistency of the special procedures, OHCHR has supported the implementation of the decision of the Coordination Committee of the special procedures to issue a single communications report, the first of which was submitted to the 18th session of the HRC in September 2011. The report will be submitted to each session of the HRC and will help streamline documentation, avoid duplication and allow for strengthened and more targeted follow-up.

- Of the 604 communications submitted in 2011, 452 were joint communications from two or more mandate-holders. The percentage of joint communications has increased from 60 – 66 per cent in recent years to 75 per cent in 2011.

- A compilation of best practices of cooperation between special procedures and treaty bodies was prepared by OHCHR for the annual special procedures meeting and the meeting of treaty body chairpersons. The document will be revised and made public in 2012.

**Responsiveness of the international community (EA 10)**

- The Special Rapporteur on racism contributed to awareness-raising and highlighted the challenges faced by victims of racism, racial discrimination, xenophobia and related intolerance, inter alia, through the submission of proactive thematic reports during 2011, including a thematic report to the HRC emphasizing the need for a victim-oriented approach to ensure that actions undertaken respond to the concrete needs of those experiencing racism and racial discrimination. The report was focused on discrimination based on work and descent, including discrimination based on caste and analogous systems of inherited status and racial discrimination against Roma.

- The mandate of the Independent Expert on minority issues helped to expand the understanding of global minority rights issues, notably in the context of the annual Forum on Minority Issues which the mandate is responsible for preparing and guiding. In March 2011, the Independent Expert presented the recommendations of the third annual session of the Forum (December 2010) on the issue of minorities and effective participation in economic life to the Human Rights Council. Several States and other actors described these as valuable resources to help ensure the inclusion and participation of minorities in all areas of economic life. In November 2011, the fourth session of the Forum focused on guaranteeing the rights of minority women and girls and provided a vital opportunity to consider the unique circumstances and challenges facing disadvantaged minority women and girls in every region. Over 400 participants, including more than 70 States from every region and many minority representatives, participated in this dynamic meeting and shared experiences, challenges and good practices.

- In response to the post-election violence and instability of October/November 2010 in Côte d’Ivoire which led to allegations of human rights violations committed by Liberian mercenaries, the Working Group on the use of mercenaries sent allegation letters to Côte d’Ivoire and Liberia to request further information on mercenary activities in Côte d’Ivoire, measures taken to prevent such activities and hold accountable those mercenaries involved in human rights violations. The Working Group noted that there was an increasing concern regarding mercenary activities in West Africa and a growing need to develop a regional approach to this problem. In May 2011, the President of Côte d’Ivoire called for a regional approach, noting that many Liberian mercenaries who were active in Côte d’Ivoire had returned to Liberia before moving on to Sierra Leone and then Guinea. In June 2011, the Secretary-General indicated that he favoured the development of a subregional strategy for addressing the mercenary problem (S/2011/387) and in the same month, ECOWAS called upon its Member States to monitor movements across their borders with a view to arresting perpetrators of crime and preventing mercenary activities (ECOWAS press release No: 104/2011).
The conclusions and recommendations by the Special Rapporteur on the right to health submitted to the General Assembly on the criminalization of sexual and reproductive health (A/66/254) strengthened internal and external advocacy within the UN system and among CSOs. For example, WHO plans to draw from the report in drafting its forthcoming safe abortion guidance. The report contributed to global efforts to improve sexual reproductive health by increasing the integration of human rights standards and principles into legislation, policies and programmes. During the preparation of the report, the Special Rapporteur benefited from the technical expertise of UN entities (WHO, UNFPA and UNAIDS), which resulted in an informal inter-agency consultation on this important and sensitive cross-cutting theme. The final report provides a useful platform for UN entities and CSOs to increase awareness of violations related to the criminalization of sexual and reproductive health and capitalize on the opportunity to advocate for the decriminalization of sexual and reproductive health on the basis of human rights standards and principles.

The 2010 establishment of a new special procedures thematic mandate on the rights to freedom of peaceful assembly and of association and the subsequent appointment in 2011 of the Special Rapporteur was welcomed by States, civil society and academia. Since taking up his functions on 1 May 2011, the Special Rapporteur participated in various conferences and consultations, sent 89 communications to Member States and issued press releases on events in, inter alia, Belarus, China, Egypt, Malaysia and Syria.

The 2011 establishment of the new special procedures thematic mandate on the Promotion of Truth, Justice, Reparation and Guarantees of non-recurrence builds on the UN Basic Principles and Guidelines on the right to a remedy and reparation for victims of gross violations of international human rights law and serious violations of international humanitarian law (2005) and increased awareness about the right to reparation resulting from the recent efforts of other special procedures, including the Special Rapporteurs on violence against women, on torture, on trafficking and on counter-terrorism.

The Commentary to the Declaration on Human Rights Defenders which aims to “enhance States’ understanding of the responsibilities contained in the Declaration and to increase awareness among relevant non-State actors that can contribute to the development of a conducive environment for the work of defenders” was released in July 2011. The Commentary consolidates positions taken by the current and previous mandate-holders in their respective reports. The Commentary is being used by NGOs and human rights defenders and the Euro-Mediterranean Human Rights Network has translated it into Arabic and circulated it among its partner organizations. The OHCHR Office in Guatemala will translate the Commentary into Spanish during the first half of 2012.

The report on the mission of the Special Rapporteur on torture to Jordan was quoted by the European Court of Human Rights in its judgment Othman v. the United Kingdom (17 January 2012) in support of evidence concerning detention conditions and the administration of justice in Jordan. The judgment concluded that the applicant’s deportation would be in violation of article 6 of the European Convention on Human Rights as there was a risk that information obtained by torture of third persons would be admitted into evidence at the applicant’s retrial.

In 2011, the HRC increased its responsiveness with regard to critical human rights situations. It held four special sessions in relation to the situations in Libya and Syria. The HRC established three commissions of inquiry to investigate serious violations of human rights and humanitarian law in the following countries: Côte d’Ivoire, Libya and Syria. The Council also established an OHCHR mission to Syria following the 16th special session on the country on 29 April 2011. A mission from OHCHR to Yemen took place from 28 June - 6 July 2011. At its 18th session in September, the HRC held an interactive dialogue on human rights in Yemen following the presentation of the report of the High Commissioner on OHCHR’s visit to the country. All of the Council’s activities received substantive support from OHCHR. These activities increased the visibility of the Council and expanded its response to critical human rights situations.

The Human Rights Council continued to hold panel discussions throughout the year which addressed the human rights dimensions of poverty and the realization of economic, social and cultural rights. It held panel discussions on the gap between policy and practice in relation to issues such as violence against women and girls, the realization of the right to health of older persons and the way forward in the realization of the right to development. All the panels were supported by OHCHR and provided an opportunity and venue for the international community to focus on and discuss, with experts in the field, new and emerging thematic human rights issues to increase awareness of these issues from a human rights perspective.
In 2011, the HRC Advisory Committee (AC) submitted to the Council the final study on discrimination in the context of the right to food (A/HRC/16/40). In 2011, the AC also submitted to the Council a preliminary study on ways and means to further advance the rights of people working in rural areas, including women, in particular smallholders engaged in the production of food and/or other agricultural products, including as a result of directly working the land, traditional fishing, hunting and herding activities (A/HRC/16/63). OHCHR was asked to collect the views and comments of Member States, relevant United Nations agencies, funds and programmes and all other relevant stakeholders on the above noted topics in order for them to be taken into consideration by the AC in their studies.

Panel discussions held at the HRC in 2011 provided an opportunity and venue for the international community to focus on and discuss, with experts in the field, new and emerging thematic human rights issues to increase awareness of these issues from a human rights perspective. The Council held 13 panel discussions ranging from an interactive panel dialogue on the rights of persons with disabilities, violence against women, the right to health of older persons, the rights of children living or working on the street, as well as a discussion on giving voice to people living with and affected by HIV/AIDS. OHCHR provided substantive support to all the panels.

During the HRC’s 18th session, OHCHR organized a panel discussion on 13 September 2011 on the promotion and protection of human rights in the context of peaceful protests, with the participation of the President of the HRC, the Deputy High Commissioner and the President of the Maldives. The event provided an opportunity to engage in an in-depth collective analysis across international, regional and national human rights mechanisms on the issue of peaceful protests. The panel discussion was hailed as a success by many State delegations, civil society organizations and panellists.

Human rights mainstreaming within the United Nations (EA 11)

The draft United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD) Programme Guidelines on Free, Prior and Informed Consent are being circulated for final comments. UN-REDD is a joint programme of UNDP, UNEP and FAO on reducing emissions from deforestation and forest degradation. The Guidelines describe the measures that should be followed in consultations with indigenous peoples and local communities in the context of UN-REDD programmes in specific countries. In January 2011, the Special Rapporteur on indigenous peoples provided extensive comments on the Guidelines that were substantially reflected in the current draft of the Guidelines.

The Special Rapporteur on indigenous peoples provided guidance to the International Finance Corporation (IFC) and the Private Sector Arm of the World Bank Group during the review of its Performance Standard 7 on indigenous peoples, including by meeting with IFC officials and providing written comments on drafts of the Performance Standard. Many of the Special Rapporteur’s comments were reflected in the revised standards which have now been adopted.

The Special Rapporteur on the right to food provided influential input to the World Trade Organization (WTO) on potential conflicts between international trade rules and the right to food. On 14 December 2011, the WTO Director-General issued a public statement indicating areas of agreement and disagreement with the Special Rapporteur’s views and invited him to formally present his reports to WTO Member States.

The 2011 report of the Special Rapporteur on adequate housing as a component of the right to an adequate standard of living on “Post-conflict and Post-disaster Reconstruction and the Right to Adequate Housing” (A/HRC/16/42) marked the first time that post-disaster and post-conflict housing reconstruction was substantively addressed from a human rights perspective. The Special Rapporteur undertook a working visit to Haiti where the importance of applying a human rights-based approach to housing reconstruction in post-disaster and post-conflict settings was apparent. The Haiti visit consolidated the Special Rapporteur’s work in this area and gained support from international and local actors, particularly in the humanitarian sector, as well as the UN system.

A multi-stakeholder consultation was convened by the Special Rapporteur on safe drinking water and sanitation to address post-2015 monitoring of water and sanitation. The consultation was held in Berlin in May 2011 and brought together representatives of UN entities, the World Bank, USAID, regional development banks and civil society experts, including on water and sanitation. The consultation agreed that the human rights to water and sanitation should inform the selection of global goals, targets and indicators for the post-2015 development agenda which will succeed the Millennium Development Goals.
Goals (MDGs). After the meeting, the Special Rapporteur was invited to join the inter-agency Advisory Board for the global monitoring platform in relation to the water and sanitation MDGs. The Joint Monitoring Programme, which is co-chaired by UNICEF and WHO and includes the key UN agencies involved in the monitoring of MDGs related to water and sanitation, have committed to incorporating human rights standards into the indicators developed for the post-2015 MDG framework.

In 2011, the Special Rapporteur on the human rights of IDPs addressed the issue of natural disasters, often closely related to climate change, through the development of the revised Operational Guidelines on the Protection of Persons in Situations of Natural Disasters. The Guidelines presented to the Human Rights Council in 2011 (A/HRC/16/43/Add.5) have been endorsed by the Inter-Agency Standing Committee (IASC), translated into several languages, widely disseminated and are increasingly used by relevant stakeholders for operational guidance in the field, including as a key reference and training tool for situations relating to natural disasters.

Global Management Outputs

Sharing OHCHR’s strategic direction (GMO 1)

Systemic issues relating to the work of the Division were discussed at various levels within the two Branches, including at weekly management meetings, weekly Section meetings and periodic all-staff Branch meetings. Colleagues from the Division actively participated in and contributed to the process of internally reviewing the OHCHR thematic strategies for 2012.

HRCSPD, in collaboration with OHCHR’s Human Rights Treaties Division, developed an office-wide planning calendar covering activities of all human rights mechanisms (special procedures, treaty bodies and UPR).

Transparent and timely decision-making (GMO 2)

The Chiefs of SPB and HRCB regularly participated in the discussions of OHCHR’s Senior Management Team (SMT) with inputs and comments from Section chiefs and ensured relevant follow-up actions by the respective Branches. The SMT agenda, documents and output were provided to the Chiefs of Section for circulation to staff for comments.

Leading human rights mainstreaming (GMO 3)

SPB staff participated in several task forces focusing on human rights mainstreaming. In particular, SPB substantively contributed to the work of the Task Force on migration to ensure that the findings and recommendations of the special procedures mechanisms are reflected and form an integral part of OHCHR positions on the human rights of migrants and participated in the drafting of the High Commissioner’s statements and reports on migration issues. In addition, SPB staff working with the Task Force developed OHCHR positions on migration issues in the context of the Global Migration Group and other fora dealing with migration issues within the UN system. SPB also ensured that OHCHR positions for the integration of a human rights-based approach to migration are duly shared with mandate-holders to ensure that the activities undertaken by the concerned mandate-holders complement and support the work of OHCHR.

Servicing human rights mechanisms (GMO 4)

Prior to each HRC and General Assembly session, Member States and other stakeholders were briefed by the Division. Substantive support was also provided during the meetings of the Third Committee of the General Assembly. A team of human rights officers travelled to New York to support mandate-holders reporting to the Third Committee.

The HRCB continues to use SMS to send updates twice a day during Council sessions to ensure that all delegations are receiving real time, updated information on the evolving programme of work and any other information requiring their urgent attention. The use of the SMS alert service has been well received by subscribers and has proven to increase operating efficiency. The Office is also using social media tools, including Twitter, Flickr, YouTube and Facebook, the latter of which were added in 2011 as a means to help promote the activities of the Council, enhance its visibility and engage with the public on issues of importance to its work.

On the 25th anniversary of the establishment of the mandate of the Special Rapporteur on freedom of religion or belief, a reference e-book was launched in Geneva compiling observations and recommendations by the four mandate-holders who have served since 1986. In its 25 years of existence, the mandate has identified some worrying trends related to intolerance, discrimination and violence against individuals based on their religion or belief. The e-book, entitled “Rapporteur’s Digest on Freedom of Religion or Belief,” compiles relevant excerpts from thematic and country-specific reports and is arranged according to the five topics of the Rapporteur’s framework for communications. By
making the analytical information publicly available, the Digest is a tool for advocacy, education and research for various stakeholders, including academics, civil society organizations and religious communities. Special procedures mandate-holders were informed of developments in the Human Rights Council, General Assembly, Security Council and other relevant UN bodies in a timely manner through a variety of means, including regular communications with staff supporting the mandates and weekly briefing notes.

SPB conducted an induction programme for newly appointed special procedures mandate-holders with a focus on the political context of the work of special procedures and best practices in working methods. In addition, SPB assisted mandate-holders to interact with key stakeholders including through the annual meeting of mandate-holders.

SPB sought to enhance the coherence of the special procedures system, including through support to the Coordination Committee and the production of materials such as the Visual Directory of Special Procedures Mandate-Holders which is updated regularly and has been made accessible for persons who are visually impaired.

SPB participated in the review of the Human Rights Council in 2011 and is actively implementing the adopted outcome, in particular to enhance transparency in the selection and appointment process of mandate-holders, strengthen engagement with national human rights institutions, maintain information on special procedures in a comprehensive and easily accessible manner and address cases of reprisals against those who cooperate with the UN in the field of human rights.

HRCB took the lead in supporting the review of the Human Rights Council in 2011 and is working closely with the Office of the President of the Council and other stakeholders on follow-up to and implementation of the recommendations emanating from the review.

Supporting field operations (GMO 5)

- SPB supported field operations through its work on communications, country visits and legislative reporting as well as through the participation in workshops, trainings and other events as resource persons and the sharing of information. It also supported field operations with both mandate-specific information and system-wide information on a regular basis.

- HRCB supported field operations by including field offices in regional briefings on the UPR. This allowed them to provide enhanced support and advice to stakeholders on the ground in the preparation of reports for the UPR review.

Skills and competencies (GMO 6)

- HRCB actively supported the development of staff within the Branch, including by temporarily seconding staff to other Divisions, releasing staff for field missions and participating in commissions of inquiry. It encouraged staff to participate in the courses offered by the Staff Development Section and the United Nations Office at Geneva and also supported a number of off-site staff development activities in accordance with the UN programme on the upgrading of substantive skills, including sabbatical leave.
Website (GMO 7)

- HRCSPD worked closely with the Information Management and Technology Section and the Communications Section on the redesign of its web page and the regular updating of its content.

Resources (GMO 8)

- SPB worked with OHCHR’s Donor and External Relations Section and developed a publicly available document which is periodically updated with information on the regular and extrabudgetary resources available for special procedures. SPB briefed key stakeholders, including Member States and mandate-holders, on the situation of financial resources available to the special procedures.

Challenges and lessons learned

Among the positive lessons learned are the increased visibility of special procedures and the work of the Human Rights Council through the UPR and urgent actions of the Council, such as the special sessions.

The Special Procedures Branch continues to provide support to an increasing number of mandates established by the Human Rights Council. The expanding activities of mandate-holders require significant support and the Special Procedures Branch is facing challenges in obtaining necessary financial resources.

The HRC Secretariat faced a serious challenge in providing support to the Consultative Group.

Special procedures in figures

- **82** country visits carried out by special procedures mandate-holders
- **604** communications sent, 452 of which were joint communications submitted by two or more mandate-holders
- **121** reports submitted by mandate-holders to the HRC and **24** to the General Assembly
- **272** public statements issued by mandate-holders
- **90** standing invitations issued by Member States, compared to 78 at the end of 2010. In 2011, 12 countries issued such invitations, including: India, Japan, Lebanon, Madagascar, Marshall Islands, Nauru, Palau, Panama, Papua New Guinea, Rwanda, Thailand and Tunisia

Human Rights Council - Outcome of Sessions held in 2011

16th Session (28 February – 25 March)

The Council adopted resolutions and decisions on:

- Review of the work and functioning of the Human Rights Council;
- Human rights and the environment;
- The United Nations Declaration on Human Rights Education and Training;
- The Social Forum;
- Economic, social and cultural rights, including the right to food, right to safe drinking water, sanitation and traditional values of human kind;
- Human rights in a number of thematic areas, including the right to development, rights of the child, persons with disabilities, enforced and involuntary disappearances;
- The extension of several thematic mandates of special procedures;
- Composition of staff of the Office of the High Commissioner for Human Rights;
- The human rights situation in Côte d’Ivoire, Democratic People’s Republic of Korea, Democratic Republic of the Congo, Islamic Republic of Iran, Myanmar, occupied Syrian Golan and Occupied Palestinian Territory, including East Jerusalem;
- Right of the Palestinian people to self-determination;
- Follow-up to the report of the United Nations fact-finding mission on the Gaza conflict;
- Advisory services and technical assistance for Burundi;
- Strengthening of technical cooperation and consultative services in Guinea;
- Outcomes of the UPR of Andorra, Bulgaria, Croatia, Honduras, Jamaica, Lebanon, Liberia, Malawi, Maldives, Marshall Islands, Mauritania, Micronesia, Mongolia, Panama and the United States of America.
17th Session (30 May – 17 June)

The Council adopted resolutions and decisions on:

- The human rights situation in Belarus and Libya;
- Economic, social and cultural rights, including the right to education, the effects of foreign debt, extreme poverty and human rights, physical and mental health, respect for cultural diversity;
- Human rights, sexual orientation and gender identity;
- Optional Protocol to the Convention on the Rights of the Child;
- The extension of several thematic mandates of special procedures;
- Proclamation of 19 August as the International Day of Remembrance of and Tribute to the Victims of Terrorism;
- Human rights in a number of thematic areas, including the independence of judges and lawyers and right to peace, migrants and asylum-seekers, protection of human rights in the context of peaceful protests;
- Human rights and transnational corporations and other business enterprises;
- Assistance to Côte d’Ivoire, Kyrgyzstan and Somalia in the field of human rights;
- Office of the President;
- Outcomes of the UPR in relation to Australia, Austria, Estonia, Georgia, Mozambique, Myanmar, Namibia, Nauru, Nepal, Niger, Oman, Paraguay, Rwanda, Saint Kitts and Nevis, Saint Lucia and Sao Tomé and Principe.

18th Session (12 September – 30 September)

The Council adopted resolutions and decisions on:

- Economic, social and cultural rights, including in relation to preventable maternal mortality and morbidity, the human right to safe drinking water, minorities and indigenous peoples;
- Human rights in a number of thematic areas, including migrants, climate change, human rights in the administration of justice, terrorist hostage-taking, the use of mercenaries, freedom of expression on the internet, human rights and coercive measures, human rights and racism, prevention, sport and human rights;
- The extension of several thematic mandates of special procedures;
- The right to development;
- Human rights and international solidarity;
- Promotion of a democratic and equitable international order;
- Technical assistance for Burundi, Cambodia, Haiti, South Sudan, Sudan and Yemen;
- The resumption of Libya’s membership;
- Regional arrangements for the promotion and protection of human rights;
- Enhancement of technical cooperation and capacity-building in the field of human rights;
- Outcomes of the UPR in relation to Belgium, Denmark, Greece, Hungary, Latvia, Palau, Papua New Guinea, Saint Vincent and Grenadines, Samoa, Seychelles, Sierra Leone, Singapore, Solomon Islands, Sudan and Suriname.

15th Special Session (25 February)

- The Council adopted a resolution on “Situation of human rights in the Libyan Arab Jamahiriya.”

16th Special Session (29 April)

- The Council adopted a resolution on “The current human rights situation in the Syrian Arab Republic in the context of recent events.”

17th Special Session (22 – 23 August)

- The Council adopted a resolution on the “Situation of human rights in the Syrian Arab Republic.”

18th Special Session (2 December)

- The Council adopted a resolution on “The human rights situation in the Syrian Arab Republic.”
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<tr>
<th>Mandate</th>
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<th>Mandate-holder</th>
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<tr>
<td><strong>Country mandates</strong></td>
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<tr>
<td>Special Rapporteur on the situation of human rights in <strong>Cambodia</strong></td>
<td>1993</td>
<td>Mr. Surya Prasad Subedi (Nepal), since May 2009</td>
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<tr>
<td>Independent Expert on the situation of human rights in <strong>Côte d’Ivoire</strong></td>
<td>2011</td>
<td>Mr. Doudou Diene (Senegal), since November 2011</td>
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<td>Special Rapporteur on the situation of human rights in the <strong>Democratic People’s Republic of Korea</strong></td>
<td>2004</td>
<td>Mr. Marzuki Darusman (Indonesia), since August 2010</td>
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<tr>
<td>Independent Expert on the situation of human rights in <strong>Haiti</strong></td>
<td>1995</td>
<td>Mr. Michel Forst (France), since June 2008</td>
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<td>Special Rapporteur on the situation of human rights in the <strong>Islamic Republic of Iran</strong></td>
<td>2011</td>
<td>Mr. Ahmed Shaheed (Maldives), since August 2011</td>
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<td>Special Rapporteur on the situation of human rights in <strong>Myanmar</strong></td>
<td>1992</td>
<td>Mr. Tomás Ojea Quintana (Argentina), since May 2008</td>
</tr>
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<td>Special Rapporteur on the situation of human rights in the <strong>Palestinian territories occupied since 1967</strong></td>
<td>1993</td>
<td>Mr. Richard Falk (United States of America), since May 2008</td>
</tr>
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<td>Independent Expert on the situation of human rights in <strong>Somalia</strong></td>
<td>1993</td>
<td>Mr. Shamsul Bari (Bangladesh), since May 2008</td>
</tr>
<tr>
<td>Independent Expert on the situation on human rights in the <strong>Sudan</strong></td>
<td>2005 (SR) 2009 (IE)</td>
<td>Mr. Mohamed Chande Othman (Tanzania), since October 2009</td>
</tr>
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<td>Special Rapporteur on the situation of human rights in the <strong>Syrian Arab Republic</strong></td>
<td>2011</td>
<td>To be appointed in March 2012 at the 19th HRC session</td>
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<td><strong>Thematic mandates</strong></td>
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<td>Special Rapporteur on <strong>adequate housing</strong> as a component of the right to an adequate standard of living, and on the right to non-discrimination in this context</td>
<td>2000</td>
<td>Ms. Raquel Rolnik (Brazil), since May 2008</td>
</tr>
<tr>
<td>Working Group of experts on people of <strong>African descent</strong></td>
<td>2002</td>
<td>Ms. Mirjana Najcevska (The former Yugoslav Republic of Macedonia), since November 2008 Ms. Monorama Biswas (Bangladesh), since November 2008 Ms. Mireille Fanon- Mendes-France (France), since May 2011 Ms. Maya Sahli (Algeria), since August 2008 Ms. Verene Shepherd (Jamaica), since April 2010</td>
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<tr>
<td>Working Group on <strong>arbitrary detention</strong></td>
<td>1991</td>
<td>Mr. <strong>El Hadji Malick Sow</strong> (Senegal), Chair-Rapporteur, since May 2008&lt;br&gt;Ms. <strong>Shaheen Sardar Ali</strong> (Pakistan), Vice-Chair, since August 2008&lt;br&gt;Mr. <strong>Vladimir Tochilovsky</strong> (Ukraine), since May 2010&lt;br&gt;Mr. <strong>Mads Andenas</strong> (Norway), since August 2009&lt;br&gt;Mr. <strong>Roberto Garretón</strong> (Chile), since May 2008</td>
</tr>
<tr>
<td>Special Rapporteur on the <strong>sale of children, child prostitution and child pornography</strong></td>
<td>1990</td>
<td>Ms. <strong>Najat Maalla M’jid</strong> (Morocco), since May 2008</td>
</tr>
<tr>
<td>Independent Expert in the field of <strong>cultural rights</strong></td>
<td>2009</td>
<td>Ms. <strong>Farida Shaheed</strong> (Pakistan), since November 2009</td>
</tr>
<tr>
<td>Independent expert on the promotion of a <strong>democratic and equitable international order</strong></td>
<td>2011</td>
<td>To be appointed in March 2012 at the 19th HRC session</td>
</tr>
<tr>
<td>Special Rapporteur on the right to <strong>education</strong></td>
<td>1998</td>
<td>Mr. <strong>Kishore Singh</strong> (India), since August 2010</td>
</tr>
<tr>
<td>Working Group on <strong>enforced or involuntary disappearances</strong></td>
<td>1980</td>
<td>Mr. <strong>Jeremy Sarkin</strong> (South Africa), Chair-Rapporteur, since May 2008&lt;br&gt;Mr. <strong>Ariel Dulitzky</strong> (Argentina/USA), since August 2010&lt;br&gt;Mr. <strong>Olivier de Frouville</strong> (France), since November 2008&lt;br&gt;Ms. <strong>Jasmina Dzumhur</strong> (Bosnia and Herzegovina), since May 2010&lt;br&gt;Mr. <strong>Osman El-Hajje</strong> (Lebanon), since August 2009</td>
</tr>
<tr>
<td>Special Rapporteur on <strong>extrajudicial, summary or arbitrary executions</strong></td>
<td>1982</td>
<td>Mr. <strong>Christof Heyns</strong> (South Africa), since August 2010</td>
</tr>
<tr>
<td>Special Rapporteur on <strong>extreme poverty and human rights</strong></td>
<td>1998</td>
<td>Ms. <strong>María Magdalena Sepúlveda Carmona</strong> (Chile), since May 2008</td>
</tr>
<tr>
<td>Special Rapporteur on the right to <strong>food</strong></td>
<td>2000</td>
<td>Mr. <strong>Olivier De Schutter</strong> (Belgium), since May 2008</td>
</tr>
<tr>
<td>Independent Expert on <strong>foreign debt</strong> and other related international financial obligations of States on the full enjoyment of human rights, particularly economic, social and cultural rights</td>
<td>2000</td>
<td>Mr. <strong>Cephas Lumina</strong> (Zambia), since May 2008</td>
</tr>
<tr>
<td>Special Rapporteur on the rights to freedom of <strong>peaceful assembly and of association</strong></td>
<td>2010</td>
<td>Mr. <strong>Maina Kiai</strong> (Kenya), since May 2011</td>
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<tr>
<td>Special Rapporteur on the promotion and protection of the right to <strong>freedom of opinion and expression</strong></td>
<td>1993</td>
<td>Mr. <strong>Frank William La Rue Lewy</strong> (Guatemala), since August 2008</td>
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<td>Special Rapporteur on <strong>freedom of religion or belief</strong></td>
<td>1986</td>
<td>Mr. <strong>Heiner Bielefeldt</strong> (Germany), since August 2010</td>
</tr>
<tr>
<td>Special Rapporteur on the right of everyone to the enjoyment of the highest attainable standard of physical and mental <strong>health</strong></td>
<td>2002</td>
<td>Mr. <strong>Anand Grover</strong> (India), since August 2008</td>
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<td>Special Rapporteur on the situation of human rights defenders</td>
<td>2000</td>
<td>Ms. Margaret Sekaggya (Uganda), since May 2008</td>
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<tr>
<td>Special Rapporteur on the independence of judges and lawyers</td>
<td>1994</td>
<td>Ms. Gabriela Knaul (Brazil), since June 2009</td>
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<tr>
<td>Special Rapporteur on the situation of human rights and fundamental freedoms of indigenous peoples</td>
<td>2001</td>
<td>Mr. James Anaya (United States of America), since May 2008</td>
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<tr>
<td>Special Rapporteur on the human rights of internally displaced persons</td>
<td>2004</td>
<td>Mr. Chaloka Beyani (Zambia), since November 2010</td>
</tr>
<tr>
<td>Independent Expert on human rights and international solidarity</td>
<td>2005</td>
<td>Ms. Virginia Dandan (Philippines), since 1 August 2011</td>
</tr>
<tr>
<td>Working Group on the use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination</td>
<td>2005</td>
<td>Ms. Faiza Patel (Pakistan), Chair-Rapporteur, since August 2010</td>
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<td>Ms. Patricia Arias (Chile), since August 2011</td>
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<td>Ms. Elzbieta Karska (Poland), since August 2011</td>
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<td>Mr. Antón Katz (South Africa), since August 2011</td>
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<td>Mr. Gabor Rona (USA/Hungary), since August 2011</td>
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<tr>
<td>Special Rapporteur on the human rights of migrants</td>
<td>1999</td>
<td>Mr. François Crépeau (Canada), since August 2011</td>
</tr>
<tr>
<td>Independent Expert on minority issues</td>
<td>2005</td>
<td>Ms. Rita Izsak (Hungary), since August 2011</td>
</tr>
<tr>
<td>Special Rapporteur on the promotion of truth, justice, reparation and guarantees on non-recurrence</td>
<td>2011</td>
<td>To be appointed in March 2012 at the 19th HRC session</td>
</tr>
<tr>
<td>Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance</td>
<td>1993</td>
<td>Mr. Mutuma Ruteere (Kenya), since November 2011</td>
</tr>
<tr>
<td>Special Rapporteur on contemporary forms of slavery, including its causes and consequences</td>
<td>2007</td>
<td>Ms. Gulnara Shahinian (Armenia), since May 2008</td>
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<tr>
<td>Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism</td>
<td>2005</td>
<td>Mr. Ben Emmerson (United Kingdom of Great Britain and Northern Ireland), since August 2011</td>
</tr>
<tr>
<td>Special Rapporteur on torture and other cruel, inhuman or degrading treatment or punishment</td>
<td>1985</td>
<td>Mr. Juan Ernesto Méndez (Argentina), since November 2010</td>
</tr>
<tr>
<td>Special Rapporteur on the human rights obligations related to environmentally sound management and disposal of hazardous substances and waste</td>
<td>1995</td>
<td>Mr. Calin Georgescu (Romania), since August 2010</td>
</tr>
<tr>
<td>Special Rapporteur on trafficking in persons, especially women and children</td>
<td>2004</td>
<td>Ms. Joy Ngozi Ezeilo (Nigeria), since August 2008</td>
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<td>Mandate</td>
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</table>
| Working Group on **transnational corporations and other business enterprises** | 2011        | Mr. Michael K. Addo (Ghana), since November 2011  
Mr. Puvan Selvanathan (Malaysia), since November 2011  
Mr. Pavel Sulyandziga (Russian Federation), since November 2011  
Ms. Alexandra Guaqueta (Colombia/USA), since November 2011  
Ms. Margaret Jungk (USA), since November 2011 |
| Special Rapporteur on **violence against women**, its causes and consequences | 1994        | Ms. Rashida Manjoo (South Africa), since August 2009 |
| Special Rapporteur on the human right to safe drinking **water** and sanitation | 2008        | Ms. Catarina de Albuquerque (Portugal), since November 2009 |
| Working Group on the issue of **discrimination against women** in law and in practice | 2010        | Ms. Kamala Chandrakirana (Indonesia), Chair-Rapporteur, since May 2011  
Ms. Emna Aouij (Tunisia), since May 2011  
Ms. Mercedes Barquet (Mexico), since May 2011  
Ms. Frances Raday (Israel/United Kingdom of Great Britain and Northern Ireland), since May 2011  
Ms. Eleonora Zielinska (Poland), since May 2011 |