Over the last few years, OHCHR has focused on becoming a results-based organization. At the same time, funding shortfalls for three consecutive years required the Office to reassess how it prioritizes and operates.

To ensure a targeted approach to Office management, eight global management outputs (GMOs) have been established to guide the everyday running of the Office. In addition, the internal management mechanisms continue to be reviewed and revised to ensure OHCHR’s strategic direction is well-coordinated; that decisions are made in a timely and transparent manner; and that lessons learned inform efforts to improve their performance.

The following provides an update on management-related issues for 2012, including progress made on results-based management (RBM); case studies on lessons learned; allocation of resources and budget cuts; and results obtained under each of the eight GMOs (table page 109).

Creating a culture of results

The reform agenda of the United Nations aims to achieve system-wide coherence on major policy and operational matters, strengthen accountability and improve the impact of the organization. This agenda is being implemented through a strong focus on results-based management which is a mandatory management strategy for all parts of the UN System, as outlined in GA Resolution 60/257 and 64/259.

Along with other Secretariat departments, OHCHR has been asked to do more with less, deliver on results and demonstrate value for money. This call has been echoed by donors and in various multilateral aid reviews. Meanwhile, the global financial crisis and consequential decrease in resources has resulted in OHCHR’s expenditures exceeding its income over three consecutive years. Investment in delivering results is crucial to supporting the future financial stability of the Office.

OHCHR has been making considerable efforts in recent years to transform itself into a fully results-based organization. These efforts have enhanced the knowledge of the results-based management concept and fostered an office-wide understanding of OHCHR’s strategic direction.

In 2010, OHCHR began the development of an innovative web-based Performance Monitoring System (PMS) aimed at complementing the results framework set out in the OHCHR Management Plan (OMP). Following two years of development, the system has

Facts and Figures

| 17 missions undertaken by the High Commissioner and the Deputy High Commissioner |
| 80 country visits carried out by special procedures mandate-holders |
| 70 new ratifications and accessions in 2012 |
| 467 communications issued to the media, including 148 news releases, media advisories, media statements and press briefing notes relating to the work of the High Commissioner and her Office |
| 15,626 print and electronic articles relating to the High Commissioner or her Office were recorded by the FACTIVA search engine |
| 603 communications sent by special procedures to 127 different countries and territories. 75 per cent of these were issued jointly by two or more mandate-holders. At the end of 2012, the response rate by States to special procedures’ communications remained low at approximately 40 per cent |
| Around 15,000 pages of documentation processed annually (State Party reports, lists of issues, concluding observations, views and decisions) |
| 639 meeting days |
| More than 43,000 followers on Facebook, an increase of 25,000 followers in 2012 |
| Over 40,000 followers on Twitter, an increase of 29,000 new followers in 2012 |
| 34 security incidents/events directly affecting OHCHR staff were effectively managed |
now evolved into an OHCHR planning, monitoring, reporting, knowledge management and financial tool which can provide the evidence needed to make more effective programme implementation decisions.

**Building capacity for results-based management**

The following tailored RBM capacity-building programmes were undertaken:

- Twelve training events on RBM, conducted for 16 field presences (regional offices, country offices and human rights advisers (HRAs)) with a total of 134 participants. These events introduced the concepts of RBM and its application in the context of human rights work. A methodology, which combined RBM theory with its practical application, enabled the field presences to revise their country notes in line with the RBM principles during the training. In addition, three orientation sessions and two half-day workshops were organized at headquarters.

- To further promote and institutionalize the culture of results and build the in-house RBM capacity, a one-week Results-Based Management Network Training was conducted for 17 participants (12 from headquarters and five from field presences – Cambodia, Colombia, East Africa Regional Office, Kosovo and Tunisia). As a follow-up to the training, an OHCHR RBM network was created to keep participants abreast of new developments. Five of these participants have helped facilitate further RBM trainings throughout the year.

- OHCHR staff is continuously being provided with feedback and coaching in order to improve the quality of their planning and reporting submissions and make them more results oriented.

**Planning**

The OHCHR Management Plan 2012-2013 was released in early 2012. It provided, for the first time, global targets for each of the EAs and GMOs for the biennium. Changes were introduced to provide a more integrated and cohesive vision of the Office’s programme on the basis of the thematic strategies and the GMOs and to present OHCHR’s results-based framework in a simplified and more visually accessible manner.

The annual office-wide planning event took place in Geneva in October. Representatives from all field presences, along with staff at headquarters, came together to prepare the 2013 annual work plans and cost plans (AWP/CP). This allowed for an office-wide discussion around key thematic expected accomplishments.
accomplishments and global management outputs of the OMP, in order to assess achievements and discuss steps forward. As the event was combined with the Heads of Field Presences Meeting, planning time was somewhat limited. The format will be revised for future years.

**Monitoring and reporting**

Over the last two years, the Office has recorded substantive improvements in results-based monitoring and reporting. This was achieved through the use of office-wide indicators to define targets at global and national levels; an increased capacity of staff to implement results-based management; and the development and implementation of more user-friendly, results-based tools and guidelines. In particular, OHCHR’s PMS continues to be improved through its increased use by field and headquarters to comply with the target of global use by the end of 2013.

The following developments were recorded in 2012:

- OHCHR systematically tracked its progress towards the achievement of the targets for the 2012-2013 biennium. Two milestone reports, the Mid-Year Review Reports and the End-of-Year Annual Reports, allowed OHCHR to reflect on its results to date, identify challenges ahead and, where necessary, revise strategies and/or objectives. Both reports were used to inform decision-making and future planning.

- A substantive change towards reporting on results at outcome and output levels (instead of on activities) was supported by the issuance of guidelines for monitoring that were tailored to each reporting entity and aimed at focusing reports on end-of-cycle targets. At the end of the year, 33 trained field presences had used the PMS to report online on their progress.

- Reporting on results was also improved through the revision by the Senior Management Team (SMT) of existing Standard Operating Procedures (SOP) for field monthly reporting. The new SOP ensures that monthly reports now include information on progress made towards the achievement of planned results and can be used to facilitate end-of-year reporting. A corresponding module was created in the PMS to allow all field presences to upload their monthly reports online from January 2013.

- The use of the PMS by a majority of OHCHR field presences will enable the Office to produce targeted reports, for example on the use of EAs and indicators or on activity funds allotted to the various thematic priorities to be used as an input for senior management decision-making. At present, all country and regional notes for the biennium 2012-2013 and field annual work plans for 2012 and 2013 are uploaded in the system, in addition to 33 end-of-year reports and monthly reports since January 2013.

- A review of headquarters annual work plan formats resulted in the establishment of a specific module in the PMS that enables better coordination and the creation of synergies between field and headquarters in the planning of field-based results. This eases planning at the global level, for example through the development of a master calendar for human rights mechanisms (HRMs) (including expected reports, mandate-holders’ planned visits, issuance of general observations, etc.) as an additional output of the uploading of HQ annual work plans.

- A new financial monitoring tool in the PMS allows users to easily monitor online their financial expenses against costs planned in their annual work plans.

- A demo system replicating the PMS was created for external users such as representatives of donor countries or UN agencies to navigate PMS and understand its functioning.

All these changes are contributing to a fuller implementation of RBM within OHCHR without creating additional work for staff. On the contrary, the use of the system has been assessed by colleagues at headquarters and in the field to considerably reduce transaction costs and contribute to increased effectiveness.
The quality of the PMS was recognized, inter alia, in a 2012 Joint Investigation Unit (JIU) report on Strategic Planning in the United Nations System (JIU/REP/2012/12): “Among the more complex and interactive systems observed during the review, OHCHR provides an interesting example, having developed an IT-based tool to dynamically manage the information required to reflect the work plan, and interactively monitor and report on its implementation. (...) This performance monitoring system ensures exchange and communication between field offices and headquarters and encourages the sharing of experiences and learning among staff.”

**Evaluation**

A new post was created for evaluation. At a time of budget cuts, this demonstrates the commitment of senior management to evaluation in building a results culture within the Office. In the course of 2012, OHCHR began the revision of its Evaluation Policy to bring it more fully in line with the UN Evaluation Group’s (UNEG) Norms and Standards and initiated research on how to conduct impact evaluations in the area of human rights.

The mainstreaming of human rights into evaluation processes continued to be a priority issue addressed in the context of UNEG, in particular by its Human Rights and Gender Equality Task Force, of which OHCHR is co-chair. After the publication of a Handbook on Integrating Human Rights and Gender Equality into Evaluation, the Task Force focused on the finalization of a comprehensive Guidance Note that will be published in 2013.

Support was also provided for country-based review exercises (for example in relation to the closure of the Osh Office of the Central Asia Regional Office), as well as donor- or OIOS-led evaluations and assessments (i.e., DFID Multilateral Assessment or the OIOS Biennial Study on evaluation).

**Lessons learned in developing RBM**

The investment made in developing guidelines and building capacity, coupled with the experience gained by staff members, proved fruitful. Every department and field office in OHCHR now plans and reports on the basis of a common set of results. Seventy-five per cent of OHCHR’s field presences are defining their EAs as concrete institutional, behavioural or legislative changes. The assessment of end of year reports on progress shows that, overall, colleagues are reporting against their results framework and highlighting the achievement of outputs and EAs. In doing so, colleagues are reflecting on which strategic changes to make when monitoring shows that implementation of projects and programmes is ineffective. By the end of 2012, 33 field presences had used the PMS to report.

The progress made in developing an organizational culture of results was largely achieved through the right combination of factors. This included: 1) policy and senior management leadership; 2) development of tools; 3) capacity-development of staff; 4) development of an evaluation function; and 5) development of a knowledge management component. This process was supported by financial investments to strengthen internal capacity to develop the PMS and deliver office-wide training. The components, however, were not equally developed. There was internal recognition that the evaluation and knowledge management functions need further strengthening. Additional investment was made in the former.
Case studies: Lessons learned from the field

Extending outreach through partnerships in the East Africa Regional Office and the Uganda Office

OHCHR is increasingly implementing programmes and projects together with partners, sharing the cost, administrative burden and other project management-related functions. The lessons learned from these projects are largely positive. Yet joint projects also present challenges as differing administrative procedures between partners can prolong approval and implementation. In many cases, it would be useful for all involved to be familiar with these procedures before entering into agreements in order to prevent delays, reduce administrative burdens and maintain credibility.

As a result of reduced budget allocations, the East Africa Regional Office had limited financial resources to organize a training programme to raise awareness among African civil society organizations on international and regional human rights mechanisms. The limited funds meant that only a few organizations would benefit from this opportunity. By establishing a working partnership with three international organizations (CIVICUS, ISHR and PWESCR), which contributed substantively, financially and administratively, 23 civil society representatives from eight countries participated in the training that took place in Nairobi, Kenya in September 2012. Despite the initial challenges of the different (and at times conflicting) financial and administrative procedures of each partner agency, these obstacles were overcome by regular, open and sustained consultations.

The lesson learned in this instance was the importance of seeking and establishing effective collaborative partnerships through joint financing. It is also worth noting that while securing financial contributions from partners and donors is helpful, it is equally important for OHCHR to have adequate seed funds to contribute to proposed collaborative activities. Seed funds can be critical in attracting partners and leveraging their contributions.

The OHCHR Office in Uganda operated with a reduced annual budget allocation in 2012. To compensate, the Office mobilized resources from a Peacebuilding Fund (PBF) project. The PBF project was integrated into the Office's existing work plan, using human resources from the two field offices in northern Uganda to implement important elements of the activities. Nevertheless, in reviewing its own capacity, the Office realized that with a considerably higher number of activities to be undertaken there was a need for administrative support, coordination as well as technical support.

Due to the small size of the Uganda Office, the original budget of US$2.1 million overwhelmed the capacity of the Office to implement the project. To address this issue, the Office engaged in a partnership with UNDP to take over the implementation of some substantive areas. As the partnership was not part of the original PBF project and OHCHR-Uganda had no prior experience in negotiating such agreements, project implementation was delayed for almost four months.

The lesson learned was the importance of engaging in realistic prior planning that considers not just the opportunities of a potential partnership but also the risks and challenges related to differences in technical, operational, financial and human resource policies and practices of the agencies involved.

Effective monitoring in Guatemala

During a protest held on 4 October 2012, six Mayan protesters from the highland province of Totonicapán were shot dead and over 30 were injured, allegedly by military personnel. The Ministry of External Affairs asked the OHCHR Office in Guatemala to monitor and present a public report on its findings. One week after the incident, the Office presented its report which included recommendations to the authorities on prioritized human rights matters. The Office conducted its monitoring work in close coordination with the Attorney-General's Office and the Ombudsman's Office to share its findings. This led to common results and helped strengthen the work of both institutions. The Office maintained close collaboration with the Ministry of the Interior and the Ministry of Defense in order to discuss its findings and future preventive measures.

The prompt response of the Attorney-General's Office and the collaboration of the military in the judicial investigations resulted in the detention and indictment of nine military personnel, including a colonel, on
The OHCHR Regional Office (RO) in South America supports the development and strengthening of national human rights institutions (NHRI) to ensure sustainable engagement of States in human rights issues and increase the visibility of such issues at the national level.

The RO steadily increased its support to States in the area of institution-building by convening workshops that serve as forums to share experiences and lessons learned from other countries in the region. In November 2012, the RO organized a regional workshop in Uruguay on the establishment of a NHRI in accordance with the Paris Principles, which gathered several NHRI representatives from the region. The purpose of the workshop was to share the experiences of institutions in fulfilling their mandates in compliance with the Paris Principles, for the benefit of the recently designated NHRI in Uruguay in its initial activities and organizational process.

The event in Uruguay was attended by NHRI representatives from Argentina, Chile, Mexico, Peru and Venezuela and was reported to be an extremely useful exercise, which built on practical experience and advice from similar processes. The workshop served as a forum for participants to share, in an open and frank manner, the challenges encountered and lessons learned when undergoing the same institution-building processes. This gave the newly-designated Uruguayan NHRI members a better perspective and practical tools to address and anticipate similar challenges. As a result of the workshop, a cooperation agreement was established between the Uruguayan and recently-established Chilean NHRI which is currently undergoing similar steps.
Several countries in South America have recently adopted or are currently adopting new legislation with regard to the rights of indigenous peoples. One such country is Chile. On 8 August 2012, the Government of Chile presented a draft decree on the regulation of consultation processes with indigenous peoples, calling on the indigenous communities of the country to present observations and comments before the end of the year.

The text of the draft decree was in many ways incompatible with international human rights standards. At the same time, the existing relationship between State authorities and
indigenous communities is marked by general mistrust. Taking this into consideration, as well as the recent forceful occupation of a UN office by indigenous communities, the Regional Office for South America decided that the best way to support the process and avoid its collapse was to involve a more neutral authority, namely the Special Rapporteur on the rights of indigenous peoples. The Office prepared a detailed analysis of the draft decree which it shared with the Special Rapporteur who in turn used it as a basis for the drafting of an official and public report on the draft regulation. This report was shared with the Government and presented through video conference during a meeting, supported by the Office, which gathered approximately 250 indigenous leaders, in Santiago in November.

As a result of this strategy, indigenous leaders benefited from the views and advice of the Special Rapporteur on the draft text and its negotiations and the Government renounced its decision to impose a deadline on indigenous communities for the negotiation of the text. Discussions between governmental authorities and indigenous representatives are continuing on a more equal footing.

Treaty bodies strengthening - an inclusive, transparent and participatory process

The treaty body system is in a critical state and at a crossroads. Only 16 per cent of States Parties report on time; and even with this low compliance rate, four out of nine treaty bodies with a reporting procedure are facing significant and increasing backlogs of reports awaiting consideration. Several have made regular requests to the General Assembly for additional meeting time. To ensure the system remains effective, the High Commissioner called on all stakeholders to embark on a process of reflection on ways to strengthen the treaty body system in 2009. Three years later, in 2012, the process culminated in the High Commissioner’s report on Strengthening the Human Rights Treaty Body System (A/66/860). The outcome of the consultation process will inform the decisions of the General Assembly, especially in relation to the allocation of resources.

This consultative process included States, treaty body experts, NHRIs, civil society, UN partners and academics and resulted in realistic, implementable recommendations that illustrate what the treaty body system could become. This effort succeeded where past efforts have been less fruitful due to the inclusive, participatory, transparent and bottom-up approach that was maintained throughout the process. Most importantly, the process aimed at identifying the necessary resource requirements to adequately support the work of the treaty bodies. In the face of current financial challenges, it also sought to identify cost-saving opportunities. To ensure the process was fully transparent and dynamic, the outcomes of the consultations and all written submissions from States, treaty body members and civil society were posted on a dedicated page on OHCHR’s website. Another important factor was the establishment of the realistic objective of “strengthening” rather than “reforming” the treaty body system within the legal parameters of the treaties.
International commissions of inquiry and fact-finding missions (CoI/FFMs) are increasingly used by the Human Rights Council (HRC), the Secretary-General, the High Commissioner for Human Rights and, to a lesser extent, by the Security Council, as an effective means of responding to situations of violations of international human rights law, international humanitarian law and other international crimes and, in exceptional cases, national crimes. Recent years have seen a particular increase in the number of COIs being established and to date, OHCHR has supported the work of more than 30 such investigative bodies. The establishment in 2005 of the Human Rights Council, which regularly mandates the use of CoI/FFMs to investigate human rights and humanitarian law violations in the context of both regular and special sessions, contributed to this increase.

To enhance the effectiveness of OHCHR’s support, the Office established a standing capacity for CoI/FFM deployment. This includes internal mechanisms and structures, as well as policy, legal, methodology and operational aspects. Lessons learned exercises, in the form of after mission reviews (AMR), are regularly carried out after each CoI/FFM concludes its work, resulting in continuous improvements. In 2012, the Office undertook a more focused review and lessons learned exercise in relation to its role in supporting CoI/FFMs in order to strengthen the functioning and impact of such mechanisms.

Lessons learned include the recognized importance of: the development of more systematic procedures for funding CoI/FFMs; the implementation of fast track procedures for the recruitment of members/staff to avoid losing windows of opportunity resulting from lengthy recruitment processes; the development of internal policies for cooperation with the International Criminal Court (ICC) and national authorities; and follow-up to CoI/FFMs by OHCHR. In particular, the issue of OHCHR’s role in relation to follow-up to CoI/FFM reports has emerged as one deserving greater policy clarity. While OHCHR often has no direct implementation function, there are frequent expectations that OHCHR will engage in some way in follow-up activities after the publication of the CoI/FFM report and lack of action may affect its credibility.
Administration

OHCHR is led by the High Commissioner for Human Rights, with the support of the Deputy High Commissioner, both of whom are based in Geneva, and the Assistant Secretary-General for Human Rights, who is based in New York. Essential operational and functional support is provided at headquarters by four division directors and 10 service/branch chiefs who make up the High Commissioner’s Senior Management Team (SMT).

Appropriate management of the Office’s programme on a day-to-day basis is ensured by the chiefs of 38 sections and units at headquarters in Geneva, three in New York and the Heads of nearly 60 field presences.

Internal policy deliberation and decision-making takes place through two main bodies: the SMT, chaired by the High Commissioner, and the Programme and Budget Review Board, chaired by the Deputy High Commissioner. These two bodies regularly meet to make recommendations to the High Commissioner on office-wide policies, programmes and resource allocation; ensure that policy gaps are filled and operating procedures are developed and updated; and determine that programmes are designed to contribute to office-wide results and that the Office’s resources are utilized efficiently and transparently.

Senior Management Team

OHCHR’s Senior Management Team now meets on a weekly basis. Its work was fine-tuned through revised terms of reference and working methods. All background material and decisions of SMT meetings are posted on the intranet, easily accessible to all staff. In 2012, the SMT was convened 35 times to discuss a wide range of topics, such as management reforms (i.e., the Secretary-General’s Change Plan) or matters of strategic importance to the Office. It made recommendations on 46 strategic issues of office-wide concern. The majority of those issues (22) related to thematic questions, ranging from the rule of law to business and human rights issues and management questions (15) on divergent issues such as flexible working arrangements or change management.

The Programme and Budget Review Board

The Programme and Budget Review Board oversees office-wide planning processes, allocates extrabudgetary resources in line with the OHCHR Management Plan and considers requests for supplementary resources in response to new and emerging needs when necessary.

The PBRB makes its recommendations on the basis of three main criteria:
(a) The relevance of the proposed plans to the defined thematic priorities, expected accomplishments and global management outputs to which the Office has committed itself;
(b) The potential effectiveness of the proposed activities in relation to the same; and
(c) Their potential efficiency in terms of sustainability, absorption capacity and contribution to office-wide coherence and cost-effectiveness.

In 2012, the PBRB met in 21 sessions to consider issues relating to office-wide planning, allocation and re-allocation of human and financial resources and requests for additional resources. The PBRB considered requests relating to:
- Support the Special Rapporteur on housing; mandates of the Working Group on discrimination against women in law and in practice and the Special Rapporteur on violence against women;
- OHCHR’s work in and fundraising for Syria;
- Support to the project on the protection of victims of trafficking with the International Training Centre in Minsk, Belarus;
- Fundraising for the Records and Archives Project;
- Re-establishment of funds for Phase I of the Web Management Plan;

The former Deputy High Commissioner with new staff members.
Strengthening the capacity of the Human Rights Unit of the United Nations Political Office for Somalia (UNPOS);
Follow-up strategy after the closure of the country office in Nepal;
Deployment of HRAs to Malawi and Maldives;
Support to Offices in Colombia, Democratic Republic of the Congo (DRC), Guinea, Mauritania, State of Palestine, Regional Office for the Middle East and the Doha Centre;
Support to the UPR team;
Discussion on the Strategic Framework by the Committee for Programme and Coordination;
Establishment of a country office in Yemen;
Use of funds from the UNDG-HRM multi-donor trust fund;
Upgrade and creation of posts (several requests were not recommended for approval, including in the case of the Human Rights Treaties Division, Special Procedures Branch and the Finance and Budget Section, pending the completion of the functional review);
Proposals contributing to the outreach and institutional capacity of the Office.

With the High Commissioner’s endorsement, PBRB recommendations with resource implications are implemented by the Programme Support and Management Services (PSMS) as part of its regular function as a service provider to OHCHR’s various work units. In 2012, the PBRB delegated the authority to PSMS to make technical adjustments for amounts below US$200,000 relating to payroll technical adjustments and carry-over of unspent earmarked contributions to complete approved project activities. This decision contributed to increasing the PBRB operational efficiency and allowed it to focus on substantive programmatic and financial management discussions.

Change management

In 2012, the Office began implementing the Secretary-General’s Change Plan and other change management initiatives. The Change Plan aims to strengthen the basis for a modern, engaged and efficient Secretariat that is transparent and accountable in its work, responsibly stewards resources to deliver high-quality results and builds confidence in the UN and its ideals.

The Change Plan builds on four key deliverables: (1) enhancing trust and confidence: towards a more stakeholder and client-oriented organizational culture; (2) engaging staff: a global, dynamic, adaptable, meritocratic and physically secure work force; (3) improving working methods: a more open and accountable UN with streamlined procedures; (4) rationalizing structures and functions: optimal locations, common services and expanded partnerships.

In this context, the Office has, inter alia, undertaken the following activities:
Committed a functional review in 2012, which will be concluded in 2013.
Concluded its Organizational Effectiveness Programme that improved its planning, internal communication and recruitment practices. A number of related initiatives will be continued during 2013.
Decided to introduce the Secretary-General’s “three signature rule” in order to streamline work processes.
Tasked the Office’s human resources unit to develop OHCHR guidelines for flexible working arrangements. The guidelines should be as specific and detailed as possible and will be presented to the Senior Management Team in the spring of 2013.
Decided to participate in the Secretary-General’s initiative to create a PaperSmart and digital Secretariat.

Functional Review

In 2012, OHCHR decided to conduct a functional review with the overall goal of improving OHCHR’s organizational efficiency and effectiveness. The first phase, which was conducted with the support of the UN Department for Management and focused on the gathering of data, came to a conclusion in December 2012. The scope of the review primarily focuses on the organization and the functioning of OHCHR headquarters (including New York) while taking into consideration the significant role provided by headquarters in supporting field operations. The process is expected to result in recommendations for rationalizing the scope and distribution of functions across an improved structural configuration in which organizational units collectively and individually perform the necessary functions in the most efficient and sustainable manner.

Greening OHCHR

OHCHR has achieved the goals outlined in the OHCHR Emission Reduction Strategy, which strongly correlate with a number of the Secretary-General’s Change Plan’s initiatives. The Office began
implementing the OHCHR Emission Reduction Strategy in 2012 with the establishment of a cross-

divisional Implementation Task Force. A range of activities, such as more effective travel, reduced
energy use and increased staff awareness, will enable OHCHR to more effectively measure and
reduce its climate footprint.

The Office continues to calculate its carbon footprint in Geneva which is published in the annual UNEP
report, *Moving towards a climate-neutral UN.* OHCHR contributed to the publication of *A Vision
for a Sustainable UN* and continued to participate in the Issue Management Group (IMG) for sustainability
management as well as the United Nations-wide Geneva Green Group.

**Budget cuts and allocation of resources**

For the last three years, OHCHR’s expenditures exceeded its annual income. This budget deficit
was absorbed by the surplus that accumulated during the years in which the Office received more
voluntary contributions than it spent. While those reserves still allow for the absorption of projected
funding shortfalls in this biennium, a situation in which funding is not commensurate with spending is
clearly unsustainable in the long term.

After a long period of growth, OHCHR underwent a budget reduction exercise for the first time in
2012. The ever-increasing demands for support from the Office saw the extrabudgetary cost plan
rise to nearly US$151.5 million against an expected income of US$110 million. In light of this fact, it
became clear that concerted efforts were required to ensure that the remaining surplus would be
sufficient to continue covering a shortfall in income that is not expected to improve in the near future.
Consequently, in the context of the 2012 Mid-Year Review, the PBRB recommended some initial savings
(reducing the total costs for 2012 to US$142 million) and agreed to establish a target for the 2013 cost
plan for ongoing programmes at US$130 million. The PBRB held two retreats, on 25 August and
15 October, in order to agree on the parameters for the budget reduction exercise and clarify questions
and/or proposals made by staff, including during the Heads of Field Presences Meeting.

The initial re-costed budget for 2013 was
US$147 million. To achieve the estimated 12 per
cent reduction necessary to meet the 2013 target of
US$130 million, senior managers, in consultation
with their staff, were requested to identify possible
cuts amounting to 15 per cent of their division’s
initial re-costed resource requirements and indicate
the programmatic consequences of those cuts.

The proposed 15 per cent reduction from each
division was intended to give the PBRB some
flexibility in making recommendations for cuts on
programmatic merit, rather than applying a standard
percentage reduction across all divisions.

The financial shortfall compelled the Office to
question the status quo in terms of distribution of
resources and explore new ways to prepare and
discuss its annual cost plans. In reviewing the
proposals from the divisions from 3 to 5 December,
the PBRB ensured that implementation of the
agreed parameters and reductions were primarily
undertaken in areas where efficiency gains could
be achieved or in areas that were not identified
as priorities for the biennium. For instance, one
division proposed to delay activities related to
areas such as climate change and HIV which had
not been specifically identified as priorities for
the biennium. In addition, when reviewing each
proposal, the PBRB made every effort to limit
the impact of the cuts on the Office’s capacity to
deliver on the results to which it had committed in
the OHCHR Management Plan 2012-2013. Where
cuts would have impacted on OHCHR’s capacity
to undertake strategically important engagement
and commitments, proposals for reductions were
not accepted. For example, a post dealing with
transitional justice which was proposed for abolition
by one of the divisions was retained to ensure
OHCHR could deliver on co-location of the system-
wide Rule of Law Focal Point. As a result of the
exercise, a total of 46 posts were cut.

In addition to these efforts, OHCHR held substantive
discussions on the programmatic value of the
different elements of its cost plan. In the course of
the exercise, the added value of ensuring a close link
between the programmatic discussions on priorities
and the allocation of resources became evident to
the PBRB. The Office was able to combine broader
strategic decisions with section-level creativity in
exploring new ways of implementing activities.
The various reductions demonstrated that although
there is room for efficiency gains in existing
programmes, streamlining has its limits.

The exercise also showed that while the Office
was clearly implementing austerity measures, some
investments were required to support activities to
increase the voluntary contributions to the Office.
An external outreach strategy is currently under
preparation and OHCHR is exploring the potential
of Inter-agency cooperation and securing increased
funding from new sources.
Office-wide cuts

A total of 46 posts were cut, however this did not affect existing staff members. The posts were identified during a prioritization exercise undertaken by each division. In cases where the posts were occupied, staff members were transferred to vacant posts in other parts of the Office. A decision was also taken to review the few OHCHR-funded human rights-related posts in peacekeeping and political missions, as such posts are ordinarily funded by the Department of Field Support (DFS) and the Department of Political Affairs (DPA). The overall reduction in posts will affect the Office’s ability to respond to various issues and provide support to stakeholders. The funding for staff trainings and seminars will be reduced, and staff travel will be limited, particularly between the field and headquarters. Translation of tools and publications into multiple languages will necessarily be kept to a minimum.

The number of non-governmental organizations (NGOs) supported by the Office to attend events at headquarters will also be reduced.

Cuts related to the thematic priorities

Discrimination
As a result of funding cuts, OHCHR’s capacity to contribute to the enactment or implementation of anti-discrimination laws and policies in a number of countries may be hampered. In other countries, the Office will be unable to contribute to ensuring the full participation of marginalized and vulnerable groups or their use of National Protection Mechanisms (NPMs). Although OHCHR is committed to finding alternative ways to engage with civil society actors, the decision to limit the use of grants to those that are considered cost-effective could impede its ability to achieve this objective. For example, the Assisting Communities Together (ACT) grants project will be abolished and the Office’s fellowship programmes will be reduced (indigenous and minorities fellowships).

There will be a freeze on a number of regional gender adviser posts and related activities. The Office’s capacity to provide input to and participate in UN system-wide anti-discrimination processes, such as in the United Nations Indigenous Peoples’ Partnership (UNIPP), will be diminished. OHCHR’s work on HIV-related issues will also be delayed. It should be noted that this was not considered a priority in the Office’s thematic strategy for the biennium as the human rights-based approach to this issue has been adopted by UNAIDS and mainstreamed throughout the UN system.

Impunity and rule of law
OHCHR’s capacity to contribute to the establishment of NHRIs or their compliance with the Paris Principles will be affected in several countries of engagement. Work related to transitional justice issues and the establishment of NPMs under the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OP-CAT) will be reduced and may affect results in some countries.

Poverty and economic, social and cultural rights
Efforts to ensure the application of a human rights-based approach to planning and development processes will be decreased. OHCHR’s capacity to provide pre-deployment briefings to key senior UN officials and training of UN staff will also be limited. In addition, the Office will discontinue activities related to climate change, an area which was not prioritized in the thematic strategy for the biennium.

Migration
Due to funding cuts, OHCHR’s capacity to influence the High-level Dialogue on Migration and Development in 2013 may be negatively affected. Moreover, the Office’s work on achieving human rights-compliant laws and policies relating to migrants and stateless persons in a few countries will likely be reduced.

Violence and insecurity
Work on establishing mechanisms to protect human rights defenders may be weakened in certain countries, as will the Office’s capacity to develop and promote a human rights-based approach to security issues. In terms of

UN system-wide activities, the Office’s efforts to integrate human rights in humanitarian work and peacekeeping operations will be affected, including in relation to support for Protection Clusters, joint policies and training of UN personnel.

Human rights mechanisms
Reporting to the human rights treaty bodies could decrease as a result of OHCHR’s reduced engagement with States Parties and civil society. Plans related to the follow-up platform to the Universal Human Rights Index have been temporarily suspended and several forecasted guides on civil society engagement with the human rights mechanisms will no longer be developed. Coordination with regional mechanisms will also be reduced and the full implementation of the High Commissioner’s report on treaty body strengthening will be affected.

The cuts will impact on OHCHR’s ability to provide overall support to the special procedures system, including, for instance, translations of government responses to communications. The capacity to effectively deal with requests for information and undertake follow-up with governments and other stakeholders will also be reduced. Plans for the development of a comprehensive database on special procedures country visits to enhance efficiency in providing support to mandate-holders have been put on hold due to lack of funding.
Global Management Outputs – Summary of Results 2012

**OHCHR strategic direction is shared and implemented across the Office (GMO 1)**

Continued interaction between all parts of the Office was ensured through all-staff meetings; division, branch and service meetings; and regular messages on key issues related to policy, planning, reporting and financing. Information was also shared through notifications of press releases, articles, social and audio-visual media. In addition, the intranet was reformatted to ensure it is a more collaborative tool which includes streamlined information flows and daily update lists.

The OHCHR Management Plan for the 2012-2013 biennium was launched at the beginning of 2012 (previously called the Strategic Management Plan (SMP)). The OMP provided the first global targets for each of the EAs and GMOs for the biennium.

The annual Planning Week and Heads of Field Presences Meeting were jointly held in October. This event allowed for an office-wide discussion around key thematic EAs and GMOs in order to prepare the 2013 annual work plans and cost plans.

The Human Rights Strategic Framework for 2014-2015, approved in December by the Third Committee of the General Assembly with strong support from Member States, preserves the essence of OHCHR’s mandate and programme.

**Strategic decisions are made in a timely and transparent manner and effectively implemented (GMO 2)**

The SMT now meets on a weekly basis. Its work was further fine-tuned by introducing revised working methods. All background material and decisions of the SMT meetings are posted on the Office’s intranet and are easily accessible to staff. Throughout 2012, the SMT convened 35 times to discuss a wide range of topics, including management and financial issues, and made recommendations on 46 strategic issues.

The Programme and Budget Review Board met in 21 sessions, monitored the financial and human resource situation of the Office, considered proposals relating to the establishment of new field presences and provided support to special procedures, fundraising initiatives and new contributions.

Two important Standard Operating Procedures were finalized in 2012: the SOP on the functions of the geographic desk officers, which clarifies Desk functions; and the SOP on monthly reports from all field presences, which aligns the internal reporting requirements with the existing results-based management and provides updates on existing procedures, thereby ensuring the use of the Performance Monitoring System.
Gender perspective is effectively integrated in all OHCHR policies, programmes and processes (GMO 3)

In August, the High Commissioner adopted a two-year implementation plan of the Gender Equality Policy entitled, the Gender Equality Strategic Plan 2012-2013. This came about after consultations at headquarters with field presences and the UN system as a whole. The Strategic Plan contains 13 expected results with concomitant indicators, targets and actions, covering both the institutional functioning of the Office and substantive work.

Based on the Plan, women’s rights and gender issues were addressed in all areas of work, including in training for staff; annual work plans and cost plans for 2013; recruitment processes; the Office policy on civil society protection; treaty bodies; Human Rights Council; and in statements, speeches and media interactions of the High Commissioner.

Several field presences achieved progress in integrating gender into its programmes and those of the UN Country Teams (UNCTs):

- In Cambodia, OHCHR’s participation in the UN Theme Group on Gender introduced a gender perspective in relation to evictions and resettlement. A study on women’s imprisonment was undertaken with civil society partners and UN-Women.
- The incorporation of gender perspectives in monitoring was strengthened in Mexico. The Office was increasingly attentive to gender issues when collecting facts during interviews of victims of human rights violations. As a result, disaggregated data on the age and sex of victims and their relatives was collected in 110 cases documented by the Office in 2012. This information was been analysed and systematized in the OHCHR Human Rights Cases Database.
- Gender mainstreaming was strengthened in Tunisia through the appointment of a gender focal point and by including a gender-related goal for each staff member’s performance appraisal framework.
- The Regional Office for Eastern Africa appointed a gender focal point who ensured improved gender integration in the work of the Office and provided contributions in the context of African Union (AU) and UN regional Clusters.
- Gender perspectives were better integrated into OHCHR programmes in the Middle East and North Africa (MENA) region following a regional workshop on gender integration for Heads of OHCHR field presences in Doha which equipped participants with concrete tools and methods.
- OHCHR’s office in Guinea improved gender balance by recruiting three female staff members, including one female driver. She is the only female driver within the UN system in Conakry and provides a positive example to other women.

Increased effectiveness in servicing human rights mechanisms (GMO 4)

- Improved servicing of the human rights mechanisms and other UN organs. The number of documents processed for consideration by the General Assembly, the Economic and Social Council, the Human Rights Council and its subsidiary entities, as well as the human rights treaty bodies totalled 3,333. The aggregated timely submission rate for all OHCHR documents increased to 75 per cent in 2012 from 53 per cent in 2011. OHCHR serviced a total of 96 human rights-related official sessions/meetings, accounting for a total of 639 meeting days. Numerous informal sessions, consultations and other events also received support from the Office.
- Improved coordination of activities related to the human rights mechanisms through an updated version of the office-wide planning calendar which was created in 2011. The calendar was used to discuss and plan collaborations for the coming year during the annual OHCHR planning event with field colleagues.
- Efficiency and coherence among human rights mechanisms were ensured through the distribution of quarterly newsletters, weekly updates and updated training materials for treaty body experts, special procedures mandate-holders, Member States, NHRIs, United Nations partners and civil society.
- Effective promotion of and greater accessibility to the work of the human rights mechanisms was ensured through news releases, media advisories, press statements and feature stories, as well as the use of social media.
- Accessibility and transparency of the human rights mechanisms further improved with the installation of dial-in technology in the conference rooms of Palais Wilson. Sessions can now be dialled into from the outside and listened to in all six official UN languages.
- Increased understanding among civil society of different mandates and mechanisms was ensured through more than 40 dedicated briefings.
- A safe working environment was secured for special rapporteurs and members of the treaty bodies during country missions, as well as to the commissions of inquiry, fact-finding, assessment and mapping missions as a result of dedicated security support and security risk assessments that were developed and undertaken in accordance with the UN security management system.

Human Rights Council

- Increased visibility and accessibility of the work of the Human Rights Council through an updated website with access to webcasts of Council proceedings (live or archived). The extranet continues to enable users to locate practical information about past, current and future sessions of the HRC and access documents, statements and correspondence on a host of issues related to the Council’s work. In 2012, the Human Rights Council’s social media presence continued to grow
as evidenced by more than 4,400 ‘likes’ on Facebook and more than 6,000 followers on Twitter. In addition, an Arabic language capacity was added to the Charter-based documents database, enhancing the outreach of the Human Rights Council and the UPR.

- Advancement in the area of business and human rights through support provided to the Working Group on the issue of human rights and transnational corporations and other business enterprises. The Working Group successfully completed the first year of its mandate which included disseminating and implementing the Guiding Principles on Business and Human Rights; establishing its strategy and methods of work; conducting its first country visit (Mongolia, October 2012); and holding the annual Forum on Business and Human Rights (4-5 December 2012).

### Special Procedures

- Increased efficiency of special procedures was achieved through ongoing support from headquarters and the field in organizing and supporting country visits; following up on recommendations; and enhancing visibility through the production of materials such as the Directory of Special Procedures Mandate-Holders and the preparation of information tools, such as the weekly briefing notes and the Annual Facts and Figures. In addition, numerous press releases and web stories were issued throughout the year, relating to country visits, thematic issues, country situations and individual cases of human rights violations. The Office also arranged the annual meeting of mandate-holders in June which enabled them to engage with key stakeholders, including Member States and civil society actors. The annual meeting provides an important occasion to discuss working methods among mandate-holders, exchange experiences and identify best practices. Throughout the year, OHCHR continued to support the Coordination Committee of special procedures mandate-holders in order to strengthen the overall coherence of the system.

- Capacity was strengthened among newly-appointed mandate-holders through the induction programme organized by OHCHR in May. The programme focused on working methods of the special procedures and addressed relations with Member States of the Council and other stakeholders.

- Advocacy efforts undertaken by the Office encouraged the Prime Minister of Chad to write to the Deputy High Commissioner in June to request the opening of an OHCHR country office and invite special procedures mandate-holders to visit the country. Other advocacy efforts led to the visits of three special procedures in 2012 (violence against women, toxic wastes, and water and sanitation) to Kiribati, Marshall Islands, Papua New Guinea, Solomon Islands and Tuvalu.

### Treaty Bodies

- Increased awareness of the challenges faced by the treaty body system, as well as considerable support garnered from the international community through the release of the High Commissioner’s report on the strengthening of the human rights treaty bodies in June which contained proposals aimed at increasing effectiveness in supporting the treaty bodies.

- Treaty body members are satisfied with the support they received from OHCHR as evidenced through the results of a questionnaire which demonstrated that 83.7 per cent of respondents rated the secretariat’s overall support as either satisfactory or very satisfactory. It also demonstrated unanimous satisfaction with the support of the secretariat in terms of accessibility for persons with disabilities. At the same time, respondents sent a clear message (81.6 per cent of respondents) that the treaty body system is in urgent need of additional resources.

- Improved efficiency of the system was ensured through a reform initiated by the Office for the treaty body election process. Starting in early 2013, all treaty body elections will be organized during a two-week period early in the year when the General Assembly is not in session. This will greatly reduce administrative burdens on OHCHR and Member States and allow more time for newly elected members to prepare to assume their duties.

- Improved internal coordination and planning among divisions through increased visibility of the calendar of upcoming State Party reviews and a checklist on how to interact with the treaty bodies.

### Increased effectiveness in supporting field operations (GMO 5)

- Awareness and the capacity of colleagues from the field to implement RBM have increased. During a half-day session at their annual meeting, Heads of field presences exchanged practices and new developments with regard to increased effectiveness in the area of programme management. Colleagues from field presences responded positively to this exchange by requesting training on RBM and/or beginning to use the PMS on their own.

- Awareness was raised among Heads of human rights components (HRCs) in peace missions about the importance of integrating human rights in peace missions and its relevance to peace and security. This came about following a meeting organized by OHCHR in New York in February for Heads of HRCs and their counterparts in DPA, DPKO, DFS, OCHA, PBSO, UN Women and the Executive Office of the Secretary-General (EOSG). The meeting was also attended by the Secretary-General and various Under and Assistant Secretaries-General, as well as Member States and civil society. The four-day meeting addressed the challenges and opportunities for advancing human rights through peace missions and focused on issues such as the protection of civilians in peacekeeping operations, implementation of the Joint Policy on Human Rights in Peace Operations and Political Missions and implementation of the Human Rights Due Diligence Policy
As a result of OHCHR participation, human rights issues formed part of the agenda of several technical assessment missions to peacekeeping and political missions, including to Côte d’Ivoire (February 2012) and Somalia (December 2012).

Over 1,000 applicants to the human rights roster for peace missions were evaluated through OHCHR’s partnership with DFS. Of these, 164 were for United Nations Volunteer positions.

The United Nations Development Group Human Rights Mainstreaming Mechanism (UNDG-HRM) Strategy for the deployment of human rights advisers to UNCTs was operationalized with relevant input provided by OHCHR. The HRA job description was revised in accordance with the new UNGD terms of reference, in addition to administrative procedures to ensure rapid deployment in 2013.

General effectiveness for field operations was secured through:

- Increased capacity to fundraise locally through a revised SOP on staff roles and responsibilities in donor relations.
- Increased capacity to engage with civil society through the production of two more issues in the series of Practical Guides for Civil Society. The new issues focused on the Social Forum of the Human Rights Council and Human Rights Funds, Grants and Fellowships.
- Strengthened capacity of field administrative staff in responding to upcoming changes, notably International Public Sector Accounting Standards (IPSAS) and its implications for service delivery, UMOJA, as well as emerging issues in all other areas of administration, including human resources, logistics, travel and information technology, records management, procurement and logistics which includes asset management, facilities management and greening.
- Strengthened capacity of field presences to establish and maintain information technology infrastructure; records management and the preservation of historical data records; practical arrangements such as lease agreements, procurement and property management.
- Enhanced security procedures following the merging of security information tools into one internal electronic platform to provide real-time security information and analytical tools. In 2012, 61 elevated risk field missions were supported. Security management activities associated with 34 security incidents that directly affected staff were also carried out during the year.

OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme for the biennium (GMO 6)

- Skills and competencies of OHCHR staff members increased through mandatory training, such as the Management Development Programme and Performance Management course; and non-mandatory training, such as the Inter-Agency Standing Committee (IASC)-sponsored Emergency Team Leadership Programme, official United Nations Formatting, Report Writing for Desk Officers, Records Management and Finance. Ten coffee briefings were held on substantive human rights issues with 334 participants. A variety of learning sessions on Performance Management and Development were held for 93 participants, as well as three Orientation Programmes for 50 new staff members which were geared towards implementation of the OHCHR Learning Strategy. Overall, 41 training sessions were organized for 890 participants.

Improved human rights training activities through the development and dissemination of a vast number of human rights education and training materials. The capacity of staff to use these materials increased through the following:

- Designing, managing and delivering human rights training;
- Training evaluation;
- Human rights in humanitarian action;
- Human rights monitoring for staff supporting special procedures;
- Human rights monitoring for staff of the rapid deployment roster;
- Pilot course on monitoring conflict-related sexual violence for human rights officers and other relevant staff of the United Nations Mission in Sudan (UNMISS) in Juba, South Sudan;
- Regional training course on report writing skills organized for human rights officers from selected field presences in Africa, including Entebbe and Uganda;
- Monitoring economic, social and cultural rights;

In addition, staff members, in particular field-based staff, increased their awareness of human rights engagement in the context of electoral processes. This came about following the issuance of a detailed guidance note developed through an office-wide taskforce. OHCHR also developed a comprehensive guidance note which will guide staff at headquarters and in the field to direct and reinforce their engagement on advancing the Responsibility to Protect.
**Improved awareness, understanding of and support to OHCHR’s mission and programme by Member States and other stakeholders (GMO 7)**

Awareness of and understanding by Member States and other stakeholders about OHCHR’s mission and programme was increased in the following ways:

- Fifteen briefings were delivered by the High Commissioner to Member States and NGOs on the human rights situation in the world, work undertaken by the Office to address these challenges and OHCHR’s financial situation.
- Forty briefings on treaty bodies and reporting were organized for State Party representatives, regional organizations and mechanisms, civil society organizations, lawyers, academics and students. OHCHR updated its Fact Sheet on The United Nations Human Rights Treaty System and published the first volume of Selected Decisions of the Committee on the Elimination of Racial Discrimination, covering its jurisprudence from August 1988 to August 2011.
- A two-day orientation programme was organized for 31 delegates from 26 countries working on human rights issues in New York. The programme raised the awareness of the delegates in relation to human rights issues and mechanisms and provided practical information on how to negotiate and draft inputs for relevant United Nations resolutions.
- Email broadcasts for civil society providing human rights news and updates: 305 broadcasts were sent to more than 3,400 subscribers in almost all Member States. The number of subscribers increased by 30 per cent compared with 2011.
- Numerous media and communications outputs were disseminated through a variety of channels, such as print and online media, videos and social media. The results of these efforts were evident in the number of references made to OHCHR in the media and on social networks, requests for interviews from a broad range of news corporations and an increase in followers on our social media platforms.
- A number of campaigns and events were organized to highlight specific issues and draw attention to the work of the Office. Examples included the Human Rights Day 2012 campaign; the 20th anniversary of the UN Minority Rights Declaration; Human Rights Indicators; the Forum on Business and Human Rights; and the launch of the upgraded Universal Human Rights Index Database.
- Numerous videos produced and disseminated through OHCHR’s YouTube channel. Three human rights animated cartoon videos produced in 2011 were nominated for the UN 21 Awards and were among the three finalists in the communications category.
- The website was translated into Arabic and released on 10 December 2012 by the High Commissioner. All extranet sites were redesigned to use a common platform with visual consistency. Seven more extranets were created in 2012 for a total of 50 that are now supported by the Office.
- Over 115,000 printed OHCHR publications were distributed globally in 2012, most notably Fact Sheets, Training and Education Materials, Rule-of-Law tools and the Handbook for Civil Society. Readership feedback was sought via an office-wide survey directed at users, readers and drafters of these materials. Results are forthcoming in 2013.
- OHCHR’s Registry processed 5,670 calls and 175,000 queries and mass petitions concerning human rights violations.

Support to OHCHR’s mission and programme was increased in the following ways:

- A total of US$111.1 million in extrabudgetary contributions were raised to support the work of the Office, the same amount raised in 2011. Maintaining funding at this level is considered a good result in light of the global economic crisis. Overall, 74 institutional donors were registered (68 Member States) and 32 agreements were signed. The proportion of unearmarked funding increased slightly to 53 per cent (compared to 51 per cent in 2011) of the total income received.
- US-based private foundations participated in a high-level meeting in New York in October, chaired by the High Commissioner. Participants discussed synergies and possible areas of cooperation as well as how OHCHR’s field-based NGO partners could benefit from foundation support in light of OHCHR’s budget reductions.
- A partnership with Microsoft, AbilityNet and Middlesex University helped ensure that meetings of the human rights mechanisms are more accessible to people with disabilities.

Awareness and understanding of OHCHR’s mission and programme in the field was increased in the following ways:

- Public interest in human rights grew in Cambodia, as reflected by the number of requests received for human rights materials. OHCHR distributed more than 60,000 copies of its publications and 30 university libraries across the country received human rights reference materials. The Office completed the Khmer translation of the nine international human rights treaties which are now available in hard copy and online, along with key OHCHR publications and general comments.
- OHCHR assisted the Festival Committee to organize and coordinate the 3rd Annual Papua New Guinea Human Rights Film Festival which promoted human rights in a 10-day event. More than 1,500 people attended the Festival and many others listened to the debates that were broadcast on national radio. As a result of the festival, more people became aware of human rights and began to participate in advocacy efforts to address human rights situations.
The human rights campaign *You are a person, you have rights*, designed by OHCHR in Paraguay, elicited significant interest on human rights issues and the work of OHCHR. The campaign was broadcast on television and presented in several workshops facilitated by the Ministry of Education and Culture.

The visibility of the Office in Mexico increased following outreach activities undertaken online and through social networks. Campaigns targeting specific subjects and international UN days were organized. As a result of these and other communication efforts, the number of "likes" of the OHCHR-Mexico Facebook page grew by 40 per cent, visits to the Office's webpage increased by 20 per cent and the number of followers to the Office's Twitter account grew by 35 per cent.

Visibility and recognition of the Office's work increased in Colombia following significant outreach activities undertaken with relevant national, regional and local authorities, as well as embassies in the country. This engagement was reinforced by public discussions, press statements and other information materials produced by the Office.

The visibility of the Office in Tunisia increased as a result of the many events, workshops and meetings carried out in 2012 to explain OHCHR's mission, mandate and programmes. Other activities, such as the commemoration of Human Rights Day, the issuing of press statements and the organization of conferences further contributed to an enhanced understanding of the role of OHCHR. In addition, in early December, the Geneva BBC Correspondent visited Tunisia to prepare a story covering the work of the Office which was posted on BBC's website on 18 December.

Togo's Human Rights Ministry organized a three-day event on human rights with the support of OHCHR. The event provided an opportunity to different Ministries, the National Human Rights Commission, other State institutions, nearly 30 civil society organizations and representatives of the UN system in Togo, including OHCHR, to present information on human rights and their related work.

Increased awareness was noted in the University community in Conakry, Guinea, following awareness-raising activities undertaken by the Office. The community fully participated in celebrations marking Human Rights Day 2012 and five human rights clubs were created in Conakry and two in N’Zérékoré.

Press releases, public reports and advocacy efforts undertaken by the Office in DRC have been highly visible in the international media, thereby raising awareness about and understanding of the OHCHR mission.

International observances were celebrated and marked by the distribution of several thousand copies of relevant international human rights conventions and declarations among representatives of governments and civil society in Cameroon and Congo. These activities helped increase awareness of human rights and as a result, it is now common practice for authorities to make reference to these issues in public speeches.

The Human Rights Section (HRS) in Somalia continued to coordinate activities at the Human Rights Working Group (HRWG) level and within the UN Joint Vision Programme 2 (UNJV 2). One of the best examples of results produced was the joint effort undertaken and funding generated by HRWG members to celebrate Human Rights Day 2012 in Freetown and in the regions.

Support provided to OHCHR's mission and programme in the field increased in the following ways:

- Following advocacy efforts undertaken by the Office, stronger support for OHCHR's mandate in the State of Palestine was evidenced by increased contact between OHCHR and diplomatic representatives and enhanced financial support for the activities of the Office in Palestine.
- The Office in DRC actively briefed diplomatic missions in Kinshasa on a monthly basis on the human rights situation in the country. A number of Member States noted the value of these briefings. As a result, generous donor support has been provided for projects focusing on the fight against impunity.

**Efficient management of human and financial resources (GMO 8)**

In the last quarter of 2012, International Public Sector Accounting Standards (IPSAS) criteria were included in the upgraded OHCHR asset management system. OHCHR senior management and concerned staff members attended mandatory briefings on IPSAS implementation.

A 2012 OHCHR acquisition plan was created for Geneva headquarters to allow for procurement planning across the offices served by the United Nations Office at Geneva (UNOG). OHCHR procurement guidelines were revised and distributed to all staff to promote advance planning of procurement requests and the timely and effective procurement of goods and services.

The PBRB, divisions and branches were kept well-informed of the financial position of the Office through monthly updates.

With SOS International, OHCHR negotiated a medical evacuation scheme for independent experts travelling on field missions for OHCHR. This coverage will ensure that rapid medical assistance can be provided to these experts in emergency situations.

The Business Classification scheme for OHCHR was drafted. This document is the framework for records management strategies to facilitate the organization of electronic and paper records, promote a standardized system of filing and reduce time spent retrieving records.
Work began on the Geneva Compactus to appraise records deposited over the past 10 years. Records of four human rights committees were appraised and approximately 280 linear metres of archival records were recovered and sent to the UNOG Archives.

Collaboration with the Registry, Records and Archives Unit at UNOG yielded money-saving benefits. The UNOG Unit supported OHCHR in the appraisal and transfer of the OHCHR Burundi archives and the recent digitization of and online access to 35 files containing several thousand pages of original and unique materials related to the drafting of the Universal Declaration of Human Rights.

The instruction on advanced ticket purchase, issued by the Under-Secretary-General for Management in April 2011, was incorporated into the revised e-travel system which was launched in 2012. Staff are now alerted and required to provide a justification when a travel request is submitted outside the requisite time frame. While 68 per cent of the total number of tickets purchased in 2010, before the instruction was introduced, was within 14 days of travel, this number was reduced to 55 per cent in 2011 and again to 35 per cent in 2012.

A total of 4,096 travel requests were processed, including at least 1,000 travels by human rights treaty body members and special rapporteurs and the complex travel arrangements for the Commission of Inquiry on Syria.

As a cost saving measure, decisions were made to limit the number of staff participants at external events, organize work group and committee meetings in Geneva and reduce travel between headquarters and the field and the New York Office.

The Office began to implement its Emission Reduction Strategy, which was approved by the High Commissioner in December 2011. The cross-divisional Implementation Task Force continues to advocate for emission reduction and climate awareness through a range of activities, such as more effective travel, reduced energy use and increased staff awareness. Green awareness training was included for the first time in the orientation programme for new staff in 2012 and an introduction to greening was presented to field administrative staff.

Image of the 3rd Annual Papua New Guinea Human Rights Film Festival supported by OHCHR.