



# Management

Youth participants attended the OHCHR training for human rights defenders and peace builders as part of the Peacebuilding Fund project in Diego, Madagascar.  
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This chapter provides an overview of the efforts of UN Human Rights to ensure its decision-making, planning, management and evaluation processes operate at the highest possible standard. It includes highlights of results achieved under the 10 UN Human Rights Organizational Effectiveness Action Plans (OEAPs).

## Accountability and governance framework

### Mandate

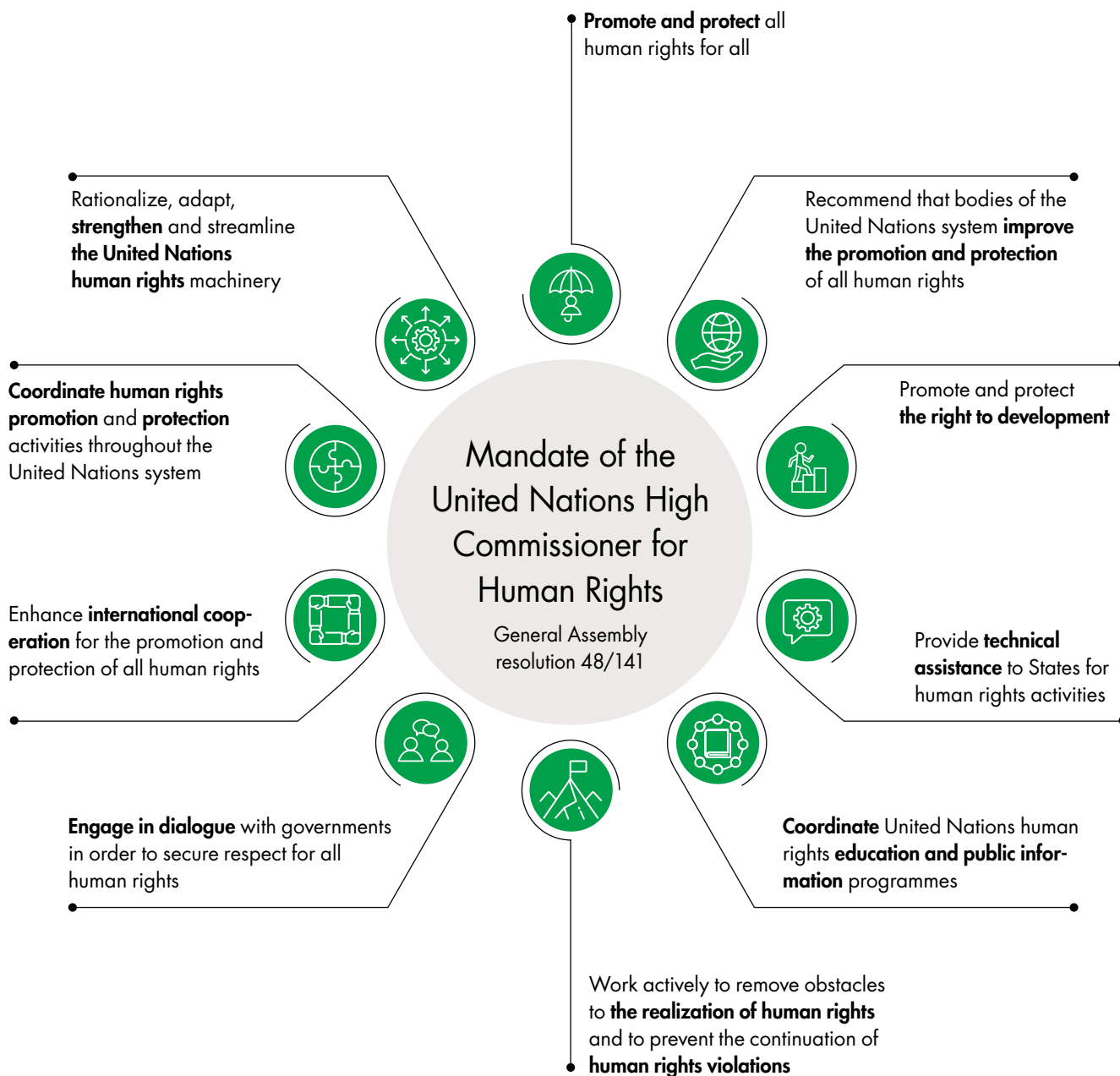
Mandated by General Assembly resolution 48/141, UN Human Rights is a department of the United Nations Secretariat. It does not have its own executive board, but it is directly accountable to the Secretary-General and the General Assembly.

The mandate of UN Human Rights is derived from multiple sources, including General Assembly resolution 48/141, the Charter of the United Nations, the Universal Declaration of Human Rights (UDHR) and subsequent human rights instruments, the Vienna Declaration and Programme of Action of the 1993 World Conference on Human Rights and the 2005 World Summit Outcome Document.

UN Human Rights is mandated to prevent human rights violations, secure respect for all human rights, promote international cooperation to protect human rights, coordinate related activities throughout the United Nations and strengthen and streamline the UN system in the field

of human rights. In addition to these responsibilities, UN Human Rights leads efforts to integrate a human rights-based approach (HRBA) into all work that is carried out by UN entities.

The High Commissioner for Human Rights is the principal human rights official of the United Nations who is appointed by the General Assembly for a fixed term of four years, with the possibility of one renewal for a second term. UN Human Rights is led by the High Commissioner for Human Rights, Michelle Bachelet, with the support of the Deputy High Commissioner, Nada Al-Nashif, and the Assistant Secretary-General for Human Rights, Ilze Brands Kehris, who heads the New York Office.



## Internal decision-making

Office-wide decision-making takes place through the Senior Management Team (SMT), which is chaired by the High Commissioner, and the Programme and Budget Review Board (PBRB), which is chaired by the Deputy High Commissioner. These two bodies meet regularly to make recommendations to the High Commissioner on policies, operating procedures and programme and resource allocations. The Policy Advisory Group (PAG) and the extended Policy Advisory Group (ePAG), which are also chaired by the Deputy High Commissioner, provide additional forums for senior managers to exchange views on policy, organizational change and management.

In 2021, two PAG meetings were held on the fourth cycle of the Universal Periodic Review (UPR). In addition, the 2021 Leadership Dialogue on the Accountability System in the United Nations Secretariat was held at the PAG meeting with all members of the Leadership Team, after which the outcome of the dialogue was communicated to the rest of the Office.

Three ePAG meetings with managers were organized, with a focus on human resources management matters (contract management, performance management, the Welcome Mat for new UN Human Rights staff members) and diversity and

inclusion. Two workshops on inclusive leadership were facilitated by the Senior Diversity and Inclusion Adviser for ePAG managers at headquarters and in the field. These ePAGs were well attended, sometimes reaching over 100 participants, and were facilitated by the newly adopted fully online modality.

The **Senior Management Team** met on seven occasions in 2021, including once as a combined SMT/PBRB meeting to make decisions on policy-related matters. The SMT endorsed the OHCHR Risk Register, the two-year extension of the OHCHR Management Plan (OMP) until 2023, the OHCHR Strategy in the Sahel, the revision of the OHCHR Publications Policy and the recommendations emanating from strategic visioning exercises in relation to the Brussels Office, the Doha Centre and the Organizational Effectiveness Action Plan on Diversity and Inclusion. The annual Strategic Leadership Retreat was cancelled due to the pandemic.

The **Programme and Budget Review Board** held 11 regular meetings during 2021, including one that was jointly held with the SMT, contributing to continued improvements in the internal governance of the office-wide programming, budget and finances. During the year, the PBRB reviewed 54 fundraising and fund

allocation proposals from headquarters and the field, representing a 20 per cent increase over 2020, but lower than the record high number of proposals received in 2018 and 2019. Most submissions were processed by the PBRB Secretariat through electronic reviews to optimize the efficient use of meeting time and enable timely decisions between monthly meetings. The lower number of proposals compared to 2018 and 2019 can be attributed to enhanced efforts to recover costs and proactively include all expected earmarked income at the planning stage to avoid budgetary increases throughout the year.

# Results-based management

## Planning

The OMP combines the High Commissioner's vision for the Office with a strong results-based framework. Its priorities and results are guided by the Secretary-General's Call to Action for Human Rights. It details OHCHR's priorities, expected results and strategies and is a tool to hold itself accountable to the people that it serves, to Member States and the entire UN system.

Although the OHCHR Management Plan usually covers a four-year period, the Office decided to extend the 2018-2021 OMP until 2023. The existing OMP is comprehensive and has proven to be an adaptable framework as UN Human Rights addresses the daunting human rights challenges being faced, including the impacts of the COVID-19 pandemic.

In addition to extending the current OMP, it has been updated to recalibrate, renew and introduce work areas to sharpen UN Human Rights' engagement on immediate opportunities and challenges. The six pillars that underpin global efforts to advance the enjoyment of all human rights by all have been maintained. Building on these pillars, additional shifts were defined for 2022 and 2023, along with specific spotlight populations. While efforts to combat all forms of discrimination will continue, these changes will also enable UN Human Rights to focus on specific groups and further uphold the guiding principle of the 2030 Agenda for Sustainable Development to Leave No One Behind (LNOB).

### The extended OMP and focusing on today's most compelling human rights challenges

In 2022 and 2023, UN Human Rights will give more prominence to the following three areas of work:

- **Inequality:** The global pandemic has led to extraordinary challenges in our world. It has exposed a generation of underinvestment in public health systems, with devastating results for humanity, and has uncovered the many negative human rights impacts that result from growing inequality.
- **The situation of people of African descent:** The discrimination that accompanies inequalities affects all marginalized groups and people of African descent have long borne the harmful consequences of heightened discrimination and violence. Transformative change for racial justice and equality is set out in the High Commissioner's four-point agenda to end systemic racism and human rights violations by law enforcement agencies against Africans and people of African descent.
- **Leveraging data for human rights:** The focus on leveraging data will improve analysis and decision-making along the full spectrum of human rights. This expansion responds to the Secretary-General's vision for the United Nations to be a data-driven organization and to deliver optimal value for people and the planet.

Internally, UN Human Rights will place added emphasis on Diversity and Inclusion, Sustainable Environmental Management and the use of Digital Technologies.

## Evaluation

In 2021, five evaluations were finalized and four were initiated. The UN Free & Equal campaign, the Indigenous and Minorities Fellowships Programme, the Colombia Country Programme, the Ethiopia Country Programme and the Iraq Accountability Project were finalized. Other evaluations are underway, including the Youth and Human Rights Project, the Asia-Pacific Regional Programme, the Democratic Republic of the Congo Country Programme and the Liberia Country Programme.

The reports of the completed evaluations have been uploaded to the evaluation portal of the Intranet. External evaluations were also posted in the evaluation section of the OHCHR website,<sup>2</sup> the evaluation module of the PMS, the UN Evaluation Group portal and the Office of Internal Oversight Services (OIOS) Knowledge Platform. These documents are accompanied by the respective management responses and actions plans for the implementation of their recommendations. The action plans have been submitted to the PBRB and their status will be monitored every six months through the Decision Tracking System.

The implementation of the recommendations emanating from the evaluation of RBM in OHCHR led to the preparation of the Office's Programming Manual. The Manual includes detailed evaluation guidance and the revision of the RBM training package, which now includes an evaluation module. Both tools will be launched in 2022.

Finally, gender and disability issues are being mainstreamed into the evaluations conducted in the Office and contributions have been provided to the reporting processes for the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP) and the UN Disability Inclusion Strategy (UNDIS). OHCHR is the co-convenor of the United Nations Evaluation Group (UNEG) Working Group on gender, disability and human rights. The Working Group develops guidance on the integration of these cross-cutting issues for use in all OHCHR evaluations.

## Risk management

In 2021, the SMT endorsed the OHCHR Risk Register, which identifies the most critical risks for OHCHR and the mitigation measures to reduce and manage these risks. The Register was prepared following an office-wide consultation process with all 16 branches. A total of 16 primary risks were identified for the organization, including four very high risks, four high risks and eight medium risks. During 2021, OHCHR prepared risk treatment and response plans for the four very high and four high levels of risk categories and began implementing the identified risk response measures. OHCHR recently completed an annual review of the Risk Register and will report on progress as a requirement of all departments of the Secretariat.

<sup>2</sup> UN Human Rights, Evaluation in OHCHR, accessed on 3 May 2022, <https://www.ohchr.org/en/about-us/evaluation-ohchr>

# Organizational development

## Organizational effectiveness results

UN Human Rights outlined nine inter-related Organizational Effectiveness Action Plans in the OHCHR Management Plan 2018-2021. During the process of extending the OMP, two more OEAPs were added, namely, the OEAP on Sustainable Environmental Management (SEM) and the OEAP on Digital Technology. An OEAP on Diversity and Inclusion will replace the OEAP on Diversity and Gender, with a focus on addressing racial discrimination and promoting

intersectional approaches to achieve gender equality and respect for diversity.

Organizational effectiveness results are the changes that UN Human Rights commits to achieving in order to improve its programme delivery and operational relevance and efficiency. The results were defined at the output level in the 2021 annual workplans. Reporting entities also report additional results under relevant OEAPs.

### Organizational Effectiveness Action Plans (OEAPs)



### Office-wide contribution to Organizational Effectiveness (OE) results

Approximately 90 per cent of programming entities reported on OE results at the end of the year, demonstrating a high level of office-wide engagement, both in the field and at headquarters.

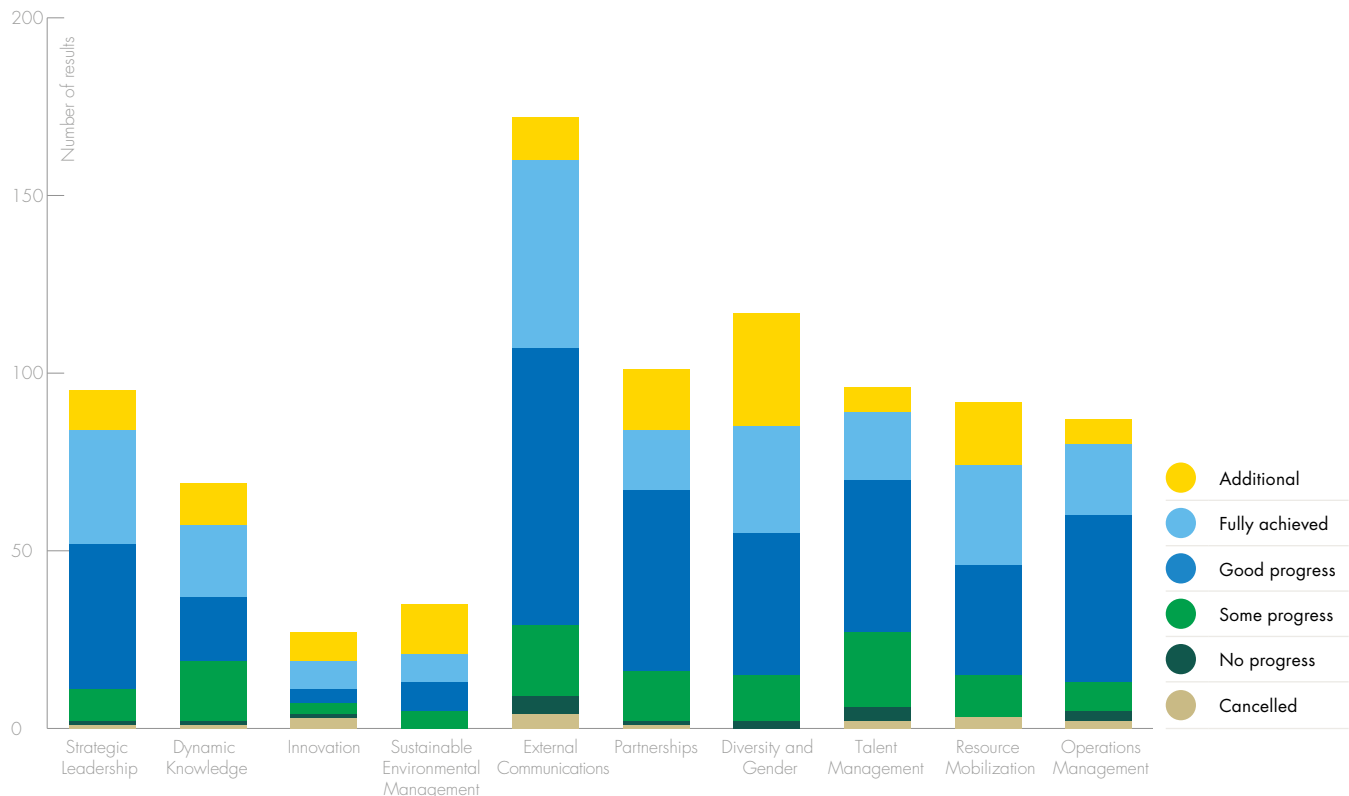
### Level of progress towards OE results

Updates on the outputs planned for 2021 indicated an increase in results where good progress was made. Further, there was a 17 per cent increase in the number of outputs that were fully achieved.

All OE results identified a significant number of outputs that reported good progress (48 per cent in total). Overall progress is clear as 79 per cent of total outputs were rated as having achieved good progress or fully achieved.

In the following pages, we summarize progress made in the implementation of the 10 OEAPs and highlight key achievements from headquarters and the field during the year. More examples can be found on pages 466-476 of the online report.

### Progress reported under each OEAP in 2021







## Strategic Leadership and Direction

### UN Human Rights leadership bodies are making timely, evidence-based strategic decisions in line with results-based management principles.

Despite the continued challenges resulting from the COVID-19 pandemic, steady progress was made to reach the results and targets set out in the OMP. Significant efforts went into providing leadership and operational guidance during the year. Through a comprehensive all staff survey process that began at the end of 2020 and was completed in 2021, UN Human Rights gained a more thorough understanding of its management and operational strengths, weaknesses and gap areas. Following the extension of the OMP, an office-wide consultation process, which included a consultation with Member States, was undertaken to update some of its areas of work. Regular all staff messages, general guidance and guidance related to the COVID-19 operational response were issued. Individual staff safety and security concerns related to COVID-19 were addressed in a timely manner, including arrangements for the return to office. Effective and efficient functioning of the governance bodies and focused discussions on strategic issues took place. All decisions were made available to the staff through the online Decision Tracking System. As noted above, UN Human Rights continued to work on mitigating risks, including through the development of risk treatment and response plans. UN Human Rights' policymaking, programming and evaluation functions continued to be supported through virtual methods of work.

### HIGHLIGHTS OF RESULTS IN 2021

- The extended OMP was conceptualized and developed with a series of deep dives that were organized to recalibrate, renew and introduce areas of work to sharpen engagement on opportunities and challenges.
  - An all staff survey was conducted on management and operations, complementing the Secretary-General's Staff Engagement Survey and the Secretary-General's dialogues. Workshops were conducted with organizational entities to follow up on action areas identified through the survey.
  - Guidance was provided to staff on operational matters through the COVID-19 Crisis Response Team.
  - Continuous functioning of internal governance bodies was made possible through virtual meetings, which enabled increased participation of colleagues in the field.
  - Two strategic vision exercises were undertaken in the context of OHCHR's field deployment strategy to ensure the optimal leveraging of resources and responses to opportunities and challenges.
  - Internal information was shared through weekly updates and a news podcast. An internal OHCHR TV Channel made its debut with various videos and interviews. These actions are part of ongoing efforts to keep staff better informed about ongoing work and provide information in new and alternative ways.
- The programme plan of the 2022 budget report was prepared and presented to Member States.
  - Five evaluations were completed, which included the first evaluation of a campaign (UN Free & Equal campaign). Another four evaluations were initiated.
  - In response to the 2019 RBM evaluation, the RBM manual and training package were developed. These will be launched in 2022.

## Dynamic Knowledge

### **UN Human Rights' knowledge base is strategically used to shape programming, capacity, culture and structure.**

Dynamic knowledge is critical to supporting UN Human Rights' strategic use of its knowledge base to strengthen human rights impacts. The OEAP on Dynamic Knowledge seeks to boost the capacity of UN Human Rights to leverage expertise, good practices and evidence-based knowledge for human rights results. In 2021, UN Human Rights analysed the adjustments it had made in response to the COVID-19 crisis and prioritized the availability of support for and engagement with partners. New methods of work were adopted, promising/good practices continued to be documented, knowledge-exchange with partners was encouraged and knowledge-sharing was strengthened through communities of practice and networks that held focused discussions on various human rights issues, such as the rights of persons with disabilities, human rights and elections and the work of human rights advisers in support of Resident Coordinators (RCs) and UN Country Teams (UNCTs). These efforts enabled UN Human Rights to scale-up successes whenever possible, based on existing knowledge and tools, with a view to sustaining peer-to-peer support, strengthening linkages between work streams and facilitating the effective and efficient use of data, information and knowledge assets.

In 2021, UN Human Rights provided valuable contributions to deal with the COVID-19 crisis and ensure that human rights remained at the centre of its response. Also during the year, UN Human Rights increased and expanded its capacity to conduct its operations online through remote working methods. Various technological platforms were used to host virtual consultations and discussions, exchanges were undertaken on available guidance documents, methodologies and tools, and knowledge-sharing and peer-to-peer support were fostered. UN Human Rights migrated to the un.org domain and added Office 365 to its toolkit, opening up more opportunities to strengthen collaboration and information-sharing across its thematic and geographic presences. This represents an important shift within UN Human Rights as it continues to strengthen its linkages and proximity to the UN Secretariat and the broader UN system.

### **HIGHLIGHTS OF RESULTS IN 2021**

- New knowledge repositories on key human rights issues were created and made available to staff, containing a selection of public and internal OHCHR methodological and policy materials on human rights monitoring, fact-finding and investigations.
- The new OHCHR Welcome Mat was launched, ensuring consistent and standardized onboarding of new staff.
- New knowledge-sharing and collaboration tools, such as Teams, Yammer and SharePoint online, were increasingly used by staff.
- Staff capacities were enhanced to facilitate and contribute to online thematic knowledge-exchange events, including on civic space, the rights of minorities, hate speech, elections and the sharing of good practices by human rights advisers.
- The OHCHR Dynamic Knowledge Team was sustained as an integral member of the UN inter-agency knowledge management community.
- Partnerships with UNICEF, DCO, DPPA/DPO, IOM, UN Women and the World Bank were strengthened regarding the development of a toolkit to assess knowledge use and uptake. The toolkit is expected to be finalized and rolled out in 2022.

## A new platform to welcome new staff and support staff mobility



The new OHCHR Welcome Mat was developed to support new staff who are joining OHCHR and staff who are moving jobs within the Organization. The Welcome Mat was launched in 2021 and ensures consistent and standardized onboarding of new staff, provides entry-level knowledge about the Office and facilitates easy access to resources and platforms to enable them to quickly situate themselves and perform their jobs in an efficient and coherent manner from the start.

The Welcome Mat begins with video welcome messages from the High Commissioner, the Deputy High Commissioner and the ASG. Another video features welcome messages and tips from OHCHR staff around the world. Different characters and an animated video offer an introductory overview of the Intranet-based platform, which includes a resource guide on the United Nations and UN Human Rights. It also highlights several other sources of useful administrative and logistical information, as well as substantive and thematic resources for staff who are joining any of

OHCHR's presences. Other sections focus on "how we do our work" and provide direct and easy access to internal standard operating procedures, guidelines, administrative instructions and policies. New staff will find it easy to locate information on available trainings, including mandatory courses and learning development. The Welcome Mat simulates a "buddy system" to support the arrival and integration of new staff members into OHCHR teams and offers peer-to-peer support for on-the-job learning.

With the Welcome Mat, OHCHR can ensure that joining staff members will receive essential information to quickly understand their new operating environment and have access to the information they need to carry out their work, including networks, communities of practice and knowledge management repositories.



OHCHR's Welcome Mat onboarding platform.  
© OHCHR



**Across UN Human Rights, innovation is encouraged, supported and its results are implemented accordingly.**

This OEAP promotes innovation in OHCHR through an internal system of incentives, namely, an annual innovation challenge and an innovation engine for the generation of ideas.

In 2021, UN Human Rights relaunched its annual innovation challenge with a series of webinars on innovation, internal communications to encourage participation and the release of tools and resources to move beyond the idea phase. A total of 10 proposals were submitted and a shortlist was prepared according to selection criteria. The shortlisted candidates will take part in a pitch event in 2022. A workshop was organized for shortlisted candidates and staff members from the field, in partnership with Impact Hub Geneva, on the application of design thinking methods to problem solving. The workshop employed a hands-on, learning-by-doing approach.

**HIGHLIGHTS OF RESULTS IN 2021**

- The Innovation Engine continued to support the implementation of innovative projects, including on enhanced monitoring of civic space online and the digitization of the Gender Accreditation Programme.
- Following a successful piloting experience, the Ditch UNfair Internships project to bring students from the Global South to Geneva through a University UNV (UUNV) contract was launched and expanded.
- Based on lessons learned from the COVID-19 Tracker that was created in 2020, OHCHR developed a vaccine-focused tracker to increase monitoring, with an emphasis on vulnerable populations.
- As part of the “digital transformation” of the Office, meeting spaces were equipped with state-of-the-art innovative technology to enable online and hybrid meetings. Online evaluations are being conducted.

## From piloting to a full project: Launching of the Ditch UNfair Internships project

The UN Secretariat's Internship Programme does not provide interns with a stipend during their time with the Organization. This perpetuates a lack of diversity in the Organization, as most interns have been nationals from Western European and Others Group (WEOG). A project proposal for "Ditch UNfair Internships" was submitted to OHCHR's Innovation Challenge 2019 as a way to enable students from developing economies to gain entry-level work experience through financial support. The proposal won first place in the Innovation Challenge. With the seed funds, the proposal was brought to life through a UUNV pilot initiative, which provided two selected candidates with a basic stipend, including airfare and health insurance, for the duration of their stay with OHCHR in Geneva. The pilot initiative was scaled-up to a full project in 2021 when 10 UUNVs from the Global South arrived in Geneva to begin their internships. Through the project, OHCHR hopes to pave the way for more candidates from developing economies to gain UN experience, while simultaneously promoting a more diverse and inclusive work environment. A total of US\$225,275 was received for seven UUNVs in relation to five workplans that were identified during the 2022 work planning exercise. This signalled the institutionalization of the project into OHCHR.

Although the UUNVs are assigned to specific sections within OHCHR, they can undertake assignments in other parts of the Office to gain exposure to various types of human rights work. They also benefit from induction sessions, career counselling, on-the-job training and mentorship.

At the same time, staff members who supervise and work with the UUNVs have the opportunity to learn about different legal systems, human rights issues and cultural practices through collegial contact with nationals that are underrepresented in OHCHR's workforce in Geneva.

By bringing youth from the Global South to Geneva, this initiative contributes to diversifying the geographic origins and age of OHCHR staff and enhances the Office's credibility with rights-holders and duty-bearers. Moreover, it fosters a more dynamic and inclusive workplace that thrives on geographic, economic and age-based diversity and demonstrates OHCHR's commitment to the 2030 Agenda for Sustainable Development and the anti-discrimination agenda.

The project was selected as a finalist for the Secretary-General Awards, under the "Diversity and Inclusion" category, out of a total of 120 proposals.

## Sustainable Environmental Management

### **UN Human Rights is set on a path to integrate sustainable environmental management into operations and practices, catalysing efforts to build back better and strengthening partnerships and global standard-setting in this area, especially with regard to the right to a healthy environment and climate change.**

In 2021, UN Human Rights enhanced its social and environmental commitments by beginning to implement its first OEAP on Sustainable Environmental Management (SEM), which was adopted in 2020. The OEAP outlines steps to increase OHCHR's environmental and social sustainability across its operations, including by empowering staff members as effective sustainability actors that do their part to support rights-based action for people and the planet. The OHCHR SEM Working Group (WG), established in 2020 to develop the OEAP, shifted its focus towards implementation by mainstreaming a human rights-based approach (HRBA) to SEM into OHCHR's substantive and operational activities. It also initiated work to develop an environmental management system that is consistent with the UN System Strategy for Sustainability Management 2020-2030.

As in previous years, UN Human Rights reported on the impacts of its operations at headquarters. To increase accuracy, the Office collected and reported specific data, rather than proxy figures, from New York and 10 of its field presences. To enhance the capacities of staff members to promote sustainability in their work, the WG developed an e-learning course on SEM and human rights and organized a series of three webinars on travel, procurement and the OEAP. Key partnerships for sustainability were strengthened, including with 2050Today, UNEP, the Environment Management Group and UN Volunteers.

### **HIGHLIGHTS OF RESULTS IN 2021**

- 2020 carbon emissions (calculated in 2021) amounted to 3307 tCO<sub>2</sub>eq, representing a 50 per cent reduction from 2019.
- Due to continued pandemic restrictions, emissions from air travel amounted to less than 15 per cent of OHCHR's 2019 levels.
- Nearly 180 staff members, including from more than 40 field offices, engaged with the SEM WG as members or focal points.
- An office-wide Sustainability Survey was conducted, collecting more than 600 responses and close to 5,000 comments.
- A Green Fund pilot project was set up to provide field offices with resources to green their operations. During the year, over 30 projects were implemented across 12 countries in four regions and 35 field presences expressed interest in greening their operations.
- An e-learning course on SEM and human rights was designed and piloted and will be launched in 2022.
- To enhance and expand data collection, a training course on environmental data collection was designed and launched.

## Greening UN Human Rights facilities and operations

The Sustainable Environmental Management Group set up a Green Fund pilot project to finance small- to medium-sized initiatives to “green” UN Human Rights facilities and operations. The Green Fund provided an opportunity for all components of the Office to “walk the talk” by supporting sustainable, staff-driven action. The ideation of projects was undertaken through collaborative discussions between headquarters and field offices. Staff from more than 35 OHCHR presences participated in the discussions. A total of 30 projects were implemented in 2021 across 12 countries and four regions. The Fund and the projects it supported increased staff awareness and engagement in sustainability action, reduced the Office’s carbon footprint, improved air quality, increased energy reliability and promoted a more conscious use of natural resources. These efforts also set an example for the communities where the Office operates and contributed to a cleaner, healthier and more sustainable environment. The supported projects included solar panels or supplies for existing solar installations, water filters, plants and fruit trees for gardens, sorting bins, portable solar chargers, sensors for water and energy efficiency and environmental audits to identify potential improvements.



Installation of solar panels at OHCHR in Panama and in Uganda. © OHCHR

## External Communications

### **UN Human Rights' human rights impacts and messages are effectively communicated, helping to position it as a partner of choice for its key stakeholders.**

Through its OEAP on External Communications, UN Human Rights seeks to effectively communicate its impact and messages, helping to cement its position as the standard-bearer of international human rights law and the partner of choice for key stakeholders.

In 2021, a key challenge for UN Human Rights was finding a balance between communicating on the human rights dimensions of the COVID-19 crisis and identifying the best way forward for recovery, while at the same time advancing on targets set out in its OMP. This led UN Human Rights to develop and distribute messages related to the OMP pillars, with a particular focus on discrimination, equality and sustainable development. UN Human Rights also leveraged several partnership opportunities to engage a larger audience in the promotion of the human rights agenda.

### **HIGHLIGHTS OF RESULTS IN 2021**

- Interest in UN Human Rights' social media channels increased, as illustrated by a combined number of 10.5 million followers of the channels of headquarters and field presences, compared to 9.7 million followers in 2020.
- The Stand Up for Migrants campaign, including stories, podcasts, the High Commissioner's video message and a photo essay, amassed over 35,000 views.
- The High Commissioner's report and conference room paper outlining a four-point agenda towards transformative change for racial justice and equality was launched and promoted.
- Progress was made on the web transformation project, with over 5,000 pages reviewed, rewritten and reorganized. Almost 8,000 pages and 50,000 documents were tagged with a new comprehensive taxonomy, in addition to 115,000 pages that are available in Drupal.
- Audiovisual storytelling was further developed with the production of 374 video stories, including campaigns, human interest and feature stories, profiles of human rights defenders (HRDs) and video messages from OHCHR's senior leadership.
- Innovative partnerships were established to reach new audiences, including with #Wethe15, Wikimedia, Cheerity and the World Wide Web Foundation.



## #Wethe15: A global human rights movement for persons with disabilities

UN Human Rights' charter membership with the #Wethe15 disability campaign demonstrates how partnerships between different agencies and NGOs can have a wider global reach.

Persons with disabilities make up 15 per cent of the world's population and #Wethe15 is a global human rights movement focused on changing the narrative around persons with disabilities. The movement is made up of organizations from the fields of sport, human rights, policy, communications, business, arts and entertainment that are uniting to change attitudes and create more opportunities for persons with disabilities.

The decade-long campaign was launched on 19 August 2021. On the same day, the Paralympics in Beijing were opened and Palais Wilson and 125 other iconic landmarks across the globe were lit up with purple lights. The colour purple is increasingly recognized as a symbol of disability. Other participating landmarks included New York's Empire State Building, Auckland's Sky Tower, Tokyo's Skytree and Rainbow Bridge, Geneva's Jet d'Eau, Moscow's Ostankino Tower, Rome's Coliseum, the London Eye and Niagara Falls between Canada and the USA.

It is estimated that coverage of the campaign and campaign assets reached 80 per cent of the global population.



Palais Wilson lit purple on the day of the launch of the campaign on 19 August 2021. © OHCHR

“We plan to build on the Paralympic Games in Beijing, Paris, Milan and Los Angeles, particularly in local communities, to make it clear that upholding and advancing the human rights of persons with disabilities is relevant, doable and necessary – for everyone’s benefit,” said High Commissioner Michelle Bachelet.

Over the next decade, #Wethe15 partner organizations will work with governments, businesses and the public to bring about change for the world’s largest marginalized group.



## Partnerships

### **UN Human Rights has broadened and diversified its institutional partners and maximized the mutually reinforcing human rights benefits of the exchange of expertise, reach and resources.**

The OEAP on Partnerships outlines UN Human Rights' vision for a more coherent and systemized approach to partnership-building at global, regional and country levels. The OEAP lays out its ambitions to mobilize an expanded and diverse partnership portfolio to make human rights a reality for all and to pave the way towards their realization.

Within this framework, and despite the persistent challenges caused by the ongoing impacts of the pandemic, UN Human Rights enhanced multi-stakeholder partnerships to advance the OMP, including its shifts. From climate change to education, and in the context of engaging with the private sector, UN Human Rights joined forces with non-traditional actors to amplify advocacy efforts and rally support for HRDs. Through the direct engagement of the High Commissioner and more systematic engagement with regional organizations, partnerships were established or strengthened to enable for meaningful exchange and discussions on the direction of human rights in the context of COVID-19 recovery and beyond. This contributed to building and strengthening bridges between UN Human Rights and important constituencies, including tech companies, youth, CSOs, the UN system and the philanthropic community.

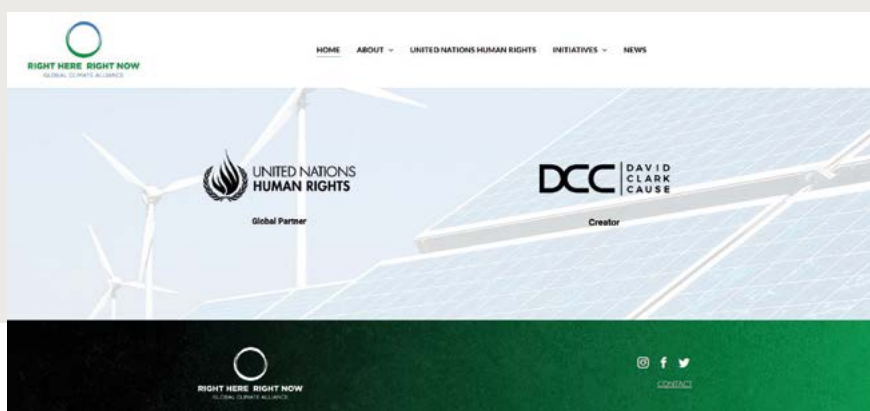
### **HIGHLIGHTS OF RESULTS IN 2021**

- To expand the reach of OHCHR's work under the OMP, multi-stakeholder partnerships were enhanced with: Right Here, Right Now: A Global Climate Alliance focused on human rights; Human Rights of Youth, which works with and for youth in vulnerable situations, including conflict, violence and insecurity; Call for Code: Tech for Good, leading to the participation of over 500,000 changemakers in the call to develop technology to address the climate crisis; and #WikiForHumanRights, resulting in 27 community events and the production of 2,000 articles in more than 30 languages, with a focus on the right to a healthy environment.
- Partnerships were strengthened with key regional actors, such as the African Union and the Joint Research Centre of the European Commission, in relation to human rights data and analysis to inform early warning and prevention mechanisms and with the Inter-American Commission for Human Rights on the implementation of the Joint Action Mechanism to Contribute to the Protection of Human Rights Defenders in the Americas.
- Joint efforts were undertaken with UNOSAT for the provision of satellite imagery and analysis, thereby enabling remote-based monitoring and investigations. The UNOSAT team coordinates ad-hoc satellite imagery requests from OHCHR field presences and headquarters and serves as liaison with the independent investigative bodies.

## Right Here, Right Now: A Global Climate Alliance centred on human rights

In 2021, UN Human Rights became the global partner of the Right Here, Right Now Global Climate Alliance, which was created to tackle climate change as a human rights crisis, as it has been declared to be by leading scientists and human rights advocates, including OHCHR. This initiative is one of the world's largest public-private climate partnership and is committed to working with policymakers, persons affected by climate change, NGOs, foundations, businesses, academics, artists, scientists and climate advocates to fight climate change and preserve our common future.

In 2021, the Right Here, Right Now Global Climate Alliance and UN Human Rights called for the UN Framework Convention on Climate Change Conference in Glasgow (UNFCCC COP26) to scale-up efforts to address the threats of climate change from a human rights perspective. UN Human Rights and the Alliance focused on raising awareness about the risks faced by those most affected by climate change and supported inclusive rights-based climate action for people and the planet and a more sustainable future for all. The Cause Flash campaign that was launched as part of the initiative reached at least 210 million users during UNFCCC COP26 and has generated 650,991,874 conversations to date.



The Global Climate Alliance. © Right Here, Right Now



## Diversity and Gender

### **Respect for diversity, gender equality and inclusion is at the centre of the organizational culture of UN Human Rights and is fully supported by appropriate organizational arrangements.**

The OMP includes a strong commitment towards promoting gender equality and respect for diversity. The Plan has four gender-specific results and women were identified as one of three spotlight populations deserving particular attention in the overall results framework.

The OEAP on Diversity and Gender aims to ensure that respect for diversity, gender equality and inclusion is at the heart of the organizational culture of UN Human Rights. The OHCHR Gender Accreditation Programme, an innovative result of this transformative work, continued to be implemented in 2021. Building on the success of the OEAP on Gender and Diversity, OHCHR adopted a new OEAP on Diversity and Inclusion for 2022-2023 that includes additional indicators on geographical diversity, combating racism and revised indicators on gender and other aspects of diversity.

### **HIGHLIGHTS OF RESULTS IN 2021**

- The OHCHR Gender Accreditation Programme continued to be rolled out in the UN Human Rights Monitoring Mission in Ukraine (HRMMU) and the Country Office in Colombia. Both offices have been accredited with the Programme's highest level of accreditation (level 3). Two new offices (Guatemala and Syria) have been selected for the third round of the Programme, starting in 2022.
- The Fellowship for LGBTI Human Rights Defenders continued to be implemented through the launch of the second round in 2021.
- More than 250 OHCHR staff and external stakeholders completed OHCHR's introductory electronic training course on the human rights of LGBTI persons.
- UN Human Rights' first Disability Rights Strategy, aimed at increasing the Office's performance under the UN Disability Inclusion Strategy (UNDIS), was developed and reviewed by the Senior Management Team, in December.
- In 2021, the percentage of women at the senior management level of P-5 increased from 43 to 46 per cent and at the D-1 level from 36 to 43 per cent.
- The new OEAP on Diversity and Inclusion was adopted.

## Continuing the roll-out of the UN Human Rights Gender Accreditation Programme in Colombia and Ukraine



In 2021, UN Human Rights continued rolling out its Gender Accreditation Programme in the HRMMU and in its Country Office in Colombia. The roll-out of the Programme has been successful and demonstrated visible impacts and progress. Both offices significantly strengthened the integration of women's human rights and a gender perspective throughout all areas of their work and were accredited by an independent evaluator as successfully meeting all of the Programme's indicators and markers.

The Programme was piloted in 2019 at Offices in Cambodia and in the State of Palestine.\* Their implemented changes guided their work on women's rights and gender throughout 2021.



Staff members of OHCHR Offices in Cambodia and the State of Palestine who participated in the Gender Accreditation Programme. © OHCHR

The HRMMU integrated a strong focus on women's human rights and gender into their monitoring, reporting and advocacy work, which is outlined in its report on the *Impact of COVID-19 on human rights in Ukraine (December 2020)* and the *Thirty-second report on the human rights situation in Ukraine (September 2021)*. The Office continued to feature women's human rights and gender equality issues in their communications work, including through impactful campaigns, such as the social media takeover by young Ukrainian women human rights defenders (WHRDs). The HRMMU also provided sustained support to WHRDs in the context of the WHRD Network, which is organized in cooperation with UN Women. The Network facilitates their partnership and joint advocacy, organizing workshops and connecting WHRDs with strategic partners.

The Office in Colombia carried out several capacity-building activities to address the rights of rural women, the protection of WHRDs and the rights of LGBTI persons. Additionally, the Office promoted women's access to justice by delivering technical assistance to women's organizations on drafting reports regarding conflict-related sexual violence (CRSV) for the Colombian Special Jurisdiction for Peace. The Office provided significant support to WHRDs, including by supporting the preparation of a brochure entitled *Colombian national protection routes for human rights defenders*, which includes WHRDs. The Office also incorporated a gender analysis into its monitoring and reporting work, advocacy initiatives and communications. This is reflected in its report *The 2021 National Strike: Lessons learned for the exercise of the right to peaceful protest in Colombia*.



ДЕНЬ З ПРАВОЗАХИСНИЦЕЮ

**ГАННА РОЖКОВА**

захисниця права активістів/-ок,  
правозахисників/-ць, працівників/-ць ЗМІ,  
Асоціація УМДПЛ

Acknowledging women human rights defenders through social media. © OHCHR

\* All references to the State of Palestine should be understood in compliance with General Assembly resolution 67/19.



## Managing our Talent

### **UN Human Rights is actively unleashing the full potential of its staff with focused talent and career management that is accessible to all.**

The investment in staff to unlock their full potential continued alongside the management challenges of the pandemic. Following the separation of human resources business partner services from UNOG, in July, UN Human Rights assumed full responsibility for administering all OHCHR contracted staff at headquarters and in field presences. The recruitment of additional human resources specialists facilitated the provision of uninterrupted services to meet the career lifecycle needs of the UN Human Rights workforce.

The allocation of additional resources supported the transition to faster, transparent, fair and more efficient recruitment processes. In addition, increased management and the oversight of candidate screening and testing assured greater quality control that included the provision of feedback to internal applicants upon request. The Office expedited recruitment and managed 298 job openings for regular appointments and 282 temporary job openings for non-regular appointments. In 2021, there were a total of 79 promotions out of 307 regular appointment selections, including job openings that were generated in 2020, representing an increase of 7.5 per cent over the previous year.

UN Human Rights continued to unlock the value of data in accordance with the Secretary-General's Data Strategy and

priorities for a gender-balanced, diverse and inclusive organization. An increased provision of data and associated analysis on gender parity and geographical representation informed senior leadership, supported workforce planning and fulfilled reporting requirements against prescribed targets and indicators.

### **HIGHLIGHTS OF RESULTS IN 2021**

- Staff recruitment was expedited, oversight was improved and specialists helped to respond to a significant increase in contracting for non-staff personnel and the affiliated workforce.
  - The equal representation of women in all staff categories and at all levels of the workforce was promoted and advanced.
  - Communities of practice were established to improve the client interface and support provided to managers and administration specialists.
  - To support the OHCHR Mental Health and Well-Being Action Plan, OHCHR's chartered psychologist was available to meet the psychological needs of staff. Over 200 team webinars were conducted on stress management, trauma, secondary trauma prevention, and 2,300 individual sessions were undertaken alongside multilingual psychological support.
  - Coaching and learning opportunities were provided to staff and online thematic human rights briefings facilitated.
- A new approach to performance management was implemented. A dedicated Intranet page complemented office-wide presentations and engagement with communities of practice. Individual client support was offered to over 312 staff members and seven group briefings were conducted in English, French and Spanish across offices.

## Resource Mobilization

### **Investment in and support for UN Human Rights has expanded and donors are expressing confidence in the value delivered by these investments.**

UN Human Rights continued to invest in and support the resource mobilization function across the Office, resulting in increased donor confidence in the value of these investments. Despite the challenging context caused by COVID-19, OHCHR successfully met its extrabudgetary target. In fact, voluntary contributions in 2021 reached a new high, totalling US\$227.7 million.

During the year, the Office developed its first Resource Mobilization and Partnerships Strategy (RMPS). The Strategy provides a road map to secure the resources it needs to achieve the strategic outcomes of the expanded OMP, support the priority issues that continue to emerge and address the growing challenges in OHCHR's fields of operation.

The Office continued to invest in resource mobilization staff capacity and competencies to maximize the impact of its resource mobilization efforts. This was facilitated through the deployment of additional capacity to two regional offices to strengthen resource mobilization in the field. Investing in human resources, staff capacities and competencies is essential to ensuring that OHCHR is able to provide the support that is needed at global, regional and country levels.

Information-sharing on donors and contributions across OHCHR was enhanced with the roll-out of a Customer Relationship Management (CRM) platform to selected field offices.

### **HIGHLIGHTS OF RESULTS IN 2021**

- UN Human Rights' 2021 extrabudgetary income increased by more than US\$3.4 million, compared to 2020, reaching a record high of US\$227.7 million.
  - Unearmarked contributions increased by US\$22 million, compared to 2020.
  - US\$20.5 million was received from UN pooled funds, including the UN Peacebuilding Fund.
  - US\$2.3 million was received in support of the digital transformation of UN Human Rights.
  - 92 results-based fundraising proposals, including on specific spotlight populations (youth, women and persons with disabilities), and 226 narrative and financial reports were submitted to donors.
  - The Office signed 120 funding agreements.
  - The number of donors increased from 78 in 2020 to 89 in 2021.
  - Dialogue with donor countries was enhanced through eight consultations and 17 briefings.
- The Office's first Resource Mobilization and Partnerships Strategy was developed and subsequently approved by senior management.
  - Capacity was strengthened in two regional presences by deploying two donor and external relations officers.

## Harnessing digital potential for human rights

UN Human Rights' vision is to be innovative and effective as it promotes and protects all human rights for all. To meet that goal, OHCHR needs to transform how it works to capture the value offered by digital technologies.

The COVID-19 pandemic has accelerated the urgency of the Office's need to digitally transform. In 2021, OHCHR made a concerted effort to harness digital technologies in order to create new and improved ways of delivering services and to apply digital solutions that will enhance the quality, efficiency and effectiveness of its work.

OHCHR took steps to ensure that it built a robust one-office digital approach, with mutually reinforcing platforms that are aligned for long-term digital sustainability. An office-wide concept was developed, with concrete outputs articulating how the Office's digital vision will be realized. The concept was shared with Member States through a virtual briefing led by the Deputy High Commissioner, in June.

Through the concept note that highlighted the added value of the Office's digital transformation as a way to ensure the fulfilment of its mandate to promote and protect human rights, including virtually, an additional US\$2.3 million was secured to support the digital transformation of the Office. There are positive indications that further contributions may be received in 2022.





## Operations Management

**UN Human Rights managers are enabling the most efficient and responsible use of all available resources, supported by the effective deployment of relevant technologies.**

This OEAP aims to facilitate and expedite the implementation of mandates through the effective and efficient use of financial, human and physical resources, aided by the use of pertinent IT tools.

Results to date demonstrate that UN Human Rights has undertaken significant efforts to manage its operations in accordance with modern principles. For instance, the Office completed its first comprehensive Risk Assessment during the reporting period. Moreover, in response to the pandemic, UN Human Rights successfully streamlined its work and implemented remote working. This demonstrated the capacity of the Office to be flexible and responsive in a crisis, in accordance with the principles of Business Continuity that it has promoted for several years. With a renewed focus on field presences to ensure their full compliance with relevant regulations, rules and instructions and to enhance accountability, the Field Administrative Manual was updated. Human Resources worked diligently to ensure that the Office was people-centred and culturally diverse and that human talent was nurtured. Relevant IT tools were purchased and updated, within budgetary limits, and the rules of the Office of Information and Communications Technology on the use of non-standard software and hardware were implemented.

### **HIGHLIGHTS OF RESULTS IN 2021**

- Development of a digital transformation strategy and the adoption of an OEAP on Digital Technology.
- Full implementation of the new Umoja Grants Management Module, enabling greater control and transparency in the processing of grants.
- Efficiencies were optimized through the provision of all human resources services of OHCHR staff by the Human Resources Management Section (HRMS).
- The migration of all email accounts from the @ohchr.org to @un.org tenant was completed in 2021 and new collaborative solutions were adopted along with Office 365, thereby enhancing operational efficiencies.