OHCHR Management Plan
2014-2017

Working for your rights

UNITED NATIONS
HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

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Mission Statement

The mission of the Office of the United Nations High Commissioner for Human Rights (OHCHR) is to work for the promotion and protection of all human rights for all people; to help empower people to realize their rights and to assist those responsible for upholding such rights in ensuring that they are implemented. In carrying out its mission, OHCHR will:

- Give priority to addressing the most pressing human rights violations, both acute and chronic, particularly those that put life in imminent peril.
- Focus attention on those who are at risk and vulnerable on multiple fronts.
- Pay equal attention to the realization of civil, cultural, economic, political and social rights, including the right to development.
- Measure the impact of its work through the substantive benefit that is accrued through it to individuals around the world.

OHCHR, a part of the United Nations Secretariat, is guided in its work by the mandate provided by the General Assembly in resolution 48/141, the Charter of the United Nations, the Universal Declaration of Human Rights and subsequent human rights instruments, the 1993 Vienna Declaration and Programme of Action and the 2005 World Summit Outcome Document.

Operationally, OHCHR works with governments, legislatures, courts, national institutions, civil society, regional and international organizations and the United Nations system to develop and strengthen capacity, particularly at the national level, for the promotion and protection of human rights in accordance with international norms.

Institutionally, OHCHR is committed to strengthening the United Nations human rights programme and providing it with the highest quality support. OHCHR is committed to working closely with its United Nations partners to ensure that human rights form the bedrock of the work of the United Nations.

Vision Statement

To be a strong global leader and principled advocate for the full realization of all the rights and freedoms enshrined in the Universal Declaration of Human Rights.

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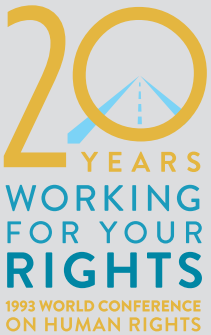
20 years working for your rights



Twenty years ago, an historic document was adopted in Vienna. It clarified the universality, indivisibility and interdependence of human rights and committed all States to the promotion and protection of all human rights – not just civil and political rights, but economic, social and cultural ones too, including the right to development. Among many other milestone achievements, the Vienna Declaration led to the creation of the Office of the High Commissioner for Human Rights and entrusted the High Commissioner with the responsibility of speaking out against discrimination, tyranny and disregard for fundamental values which rob our fellow human beings of their rights to live as equals, in dignity, free from fear and want.

Since then, there have been many advances; indeed, more than people perhaps realize. The fundamental structures for promoting and protecting human rights are largely in place. They include a strong and growing body of international human rights law and standards, as well as institutions to interpret laws, monitor compliance and apply them to existing, new and emerging human rights issues. Today, the conduct of States is more carefully scrutinized than ever before and the expansion of civil society organizations and individual human rights activists over the past 20 years has been truly remarkable. Along with independent national human rights institutions, these organizations form the bedrock of human rights development at the national level. But, it is a matter of deep concern that they are also facing increasing harassment and intimidation in many countries.

The 20 years since Vienna have also seen many setbacks. In many cases, there has been a tragic failure to prevent atrocities and safeguard human rights. Faced with deplorable, large-scale violations, the international community has in many instances been too slow, too divided and too short-sighted in its response to the warnings of human rights defenders and the pleas of victims.

What is crucial is that international human rights laws and standards must now be implemented to make human rights a reality on the ground. All too often, States lack the political will and the capacity to achieve this objective. The Vienna Declaration should be viewed as a blueprint for a magnificent structure that, regrettably, remains only half built.

Women continue to suffer discrimination, violence and persecution. Population shifts fuelled by rising poverty, refugee movements and volatile global economies require us to address and challenge fears of 'the other' as a priority. The exclusion, marginalization and abuse of people on the basis of their perceived race, their indigenous, ethnic or religious background, their colour, gender, caste status, disability, age, health status or sexual orientation, are scourges that the international community must combat.

Conflicts continue to produce horrendous and widespread human rights abuses. Yet authorities are ruthlessly crushing peaceful protests undertaken by people exercising their legitimate rights on an almost daily basis. Strengthening the rule of law and fighting impunity, especially for gross human rights violations, remains a priority.

Economic and financial crises and their consequential responses, increasing competition over natural resources, rising corruption and mismanagement of public resources continue to threaten development and the realization of human rights. In the coming months, it is essential that the international community succeed in establishing a post-2015 development framework that addresses both freedom from fear and freedom from want for all.

In addition to setbacks, complex new challenges have emerged in the 20 years since Vienna. Climate

change and related natural disasters often have a devastating impact on a range of human rights. Global terrorist movements threaten a range of rights, while counter-terror policies also continue to be exploited by some as a smokescreen to attack political opponents. Drones can be used for positive purposes, but armed drones are increasingly fired without due process.

Ongoing vigilance is needed to ensure that new technologies advance rather than violate human rights. Digital technologies, many of which were unimaginable 20 years ago, dramatically improve information sharing and help to magnify the voice of human rights defenders. They can highlight abuses and mobilize support. But we also know that new technologies can be used to facilitate violations of the right to privacy. Mass electronic surveillance and data collection threaten the free functioning of a vibrant civil society.

Regardless of the scale of these changes, our responses to these challenges must be firmly grounded in human rights principles and treaties. Only then will our responses be sustainable in the long term. Existing international human rights law, and international humanitarian law governing the conduct of armed conflict, remain applicable. States must ensure that these standards are implemented and monitored on a regular basis.

Despite 20 years of steady progress, a considerable amount of work remains outstanding as we seek to transform human rights from abstract promises to the practical achievement of genuine equality and dignity for all. OHCHR will continue to work with our partners to seek to prevent human rights abuses. We will speak out against violations. We will continue to ask States to do their part – the biggest part by far – to ensure that the tragic mistakes of the past are not repeated and that the human rights of all are promoted and protected.

We can – and we must – do better. OHCHR's Management Plan 2014-2017 is an important step in this direction. The document before you articulates the Office's priorities for 2014-2017. In charting this course for the future, OHCHR has been guided by the Secretary-General's Strategic Framework for 2014-2015, as well as by the mandates given to the Office by the different intergovernmental bodies of the United Nations. Within this framework, the priorities have been defined through a consultative strategic planning process. We have sought to ensure that our scarce resources are spent on acute human rights issues where we can add value and where we are most likely to make a difference in the lives of peoples.

In addition, the thematic priorities have been defined in a manner which allows OHCHR to work on all

World Conference on Human Rights, Vienna. Post of UN High Commissioner for Human Rights is created

José Ayala-Lasso

Mary Robinson

1993 **1997**

sets of rights, in all countries, as one Office. The six Thematic Strategies built around these priorities constitute the backbone of this document. They are interdependent and should be read as mutually reinforcing documents.

One major change from the previous biennium is our "new" thematic priority: "widening the democratic space." This emphasizes public freedoms, human rights education and the work of human rights defenders and the media. Other pre-existing thematic priorities include: discrimination; the rule of law and impunity; poverty; violence; and continuing efforts to improve international human rights mechanisms. These have been reshaped, based on contextual changes, past experience and lessons learned.

For instance, "human rights in development and in the economic sphere" has a stronger focus on the right to development, the role of the private sector and the rights to land, water and housing. "Early warning and protection of human rights in situations of conflict, violence and insecurity" spans both conflict and non-conflict settings and emphasizes sexual and gender-based violence, security of the person and human rights in humanitarian action. "Migration" has been a thematic priority for the past four years and this has enabled OHCHR to push forward with a human rights approach to this critical issue. We will continue to work on migration issues by ensuring that migrants remain in focus within each of the 2014-2017 strategies.

In order to ensure that this challenging programme is implemented in the most effective and efficient way, my Office is undertaking a diagnostic and analytical examination of the distribution of its core functions within its current structure in order to look for ways to improve the alignment between our work processes and structures.

It has been my privilege to guide the work of OHCHR as it has sought to confront many human rights crises and new threats to the rights and dignity of individuals. This Management Plan is my last as High Commissioner. But the OMP 2014-2017 represents a new opening: it is the Office's first plan that spans four years. I believe that this horizon will enable OHCHR to work for all human rights for all with clear goals and a sense of perspective as it engages with all partners to achieve the set of priority results you will find within.

My best wishes,

Navi Pillay,
United Nations High Commissioner for Human Rights

Sérgio Vieira de Mello

2002

Louise Arbour

2004

Navi Pillay

2008

© EPA/Saul Martinez

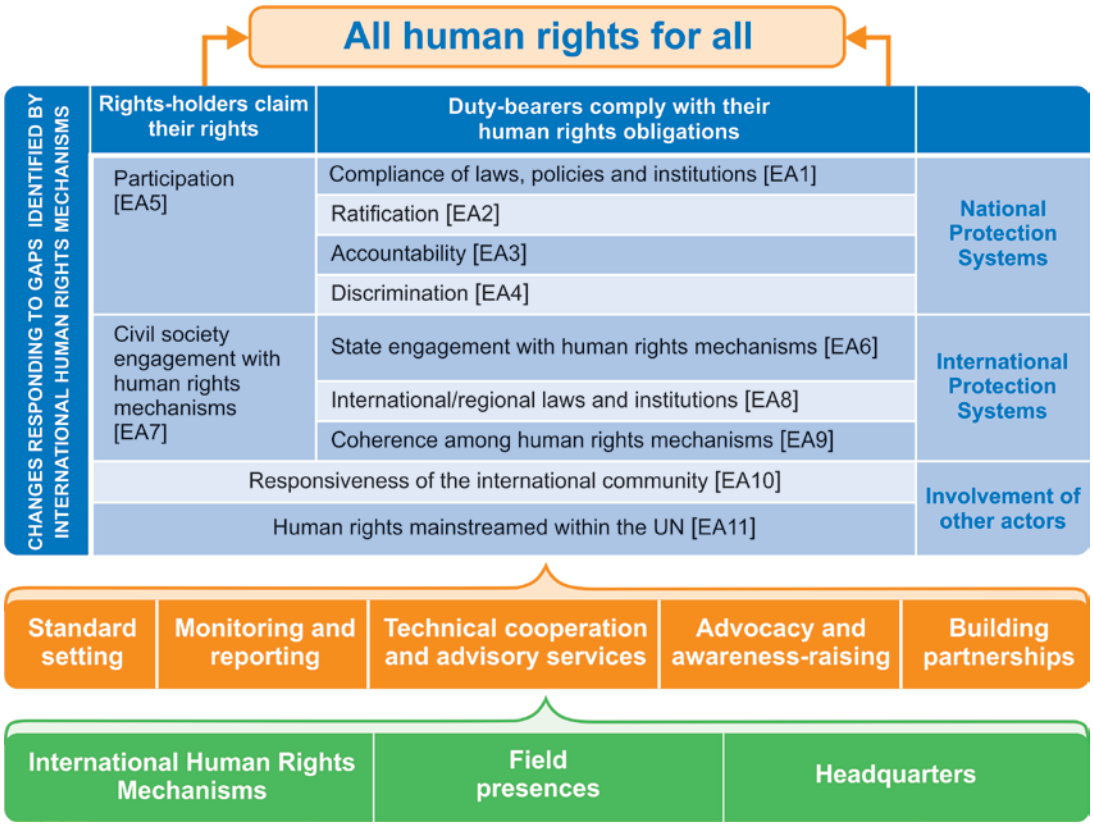
Indigenous peoples attend a meeting with the UN High Commissioner for Human Rights in Totonicapán, Guatemala, during her official visit to the country in 2012.

OHCHR ROLE IN PROMOTING AND PROTECTING HUMAN RIGHTS – Our Theory of Change

The results to which we contribute

Human rights, security and development constitute the three pillars of the United Nations. The Office of the High Commissioner for Human Rights (OHCHR), headed by the High Commissioner for Human Rights, is the leading United Nations entity for human rights. As established by the General Assembly in 1993, the mandate of the Office is "the promotion and protection of all human rights for all" (resolution 48/141). In pursuing this goal, the Human Rights Office assists those responsible for upholding human rights (*duty-bearers*) to fulfil their obligations under international human rights law and seeks to empower people (*rights-holders*) to claim their rights.

OHCHR's theory of change explains the intermediate results that the Office intends to contribute to in the pursuit of its long-term goal – all human rights for all. It articulates the rationale for the selection of those results and describes the Office's overall strategy to achieve them, which includes strategic interventions and the means through which those interventions are undertaken.



Graphic I. OHCHR's theory of change presents the results that the Office pursues at different levels. More specifically, it presents OHCHR's long-term goals and intermediate results, the Office's strategy to bring about those results, that is, the strategic interventions (in orange, see *"How we work"*) and the means through which those interventions are undertaken (in green, see *"Who we are"*).

Eleven expected accomplishments to address recurrent gaps

OHCHR's theory of change is grounded in the United Nations human rights-based approach: it is based on the norms and standards as well as the work of the international human rights mechanisms, pursues changes related to both duty-bearers and rights-holders and includes specific results related to the human rights principles of non-discrimination, participation and accountability.

OHCHR has defined eleven results (*expected accomplishments* [EA]) to which it seeks to contribute on the basis of recurrent gaps that have been identified in the course of its work and by the international human rights mechanisms. The eleven expected accomplishments constitute the backbone of OHCHR's theory of change. The programmatic assumption is that if these results were to be achieved one day, duty-bearers would uphold their human rights obligations and rights-holders would claim their rights, thereby contributing to the improved enjoyment of all rights by all.

The eleven expected accomplishments (our outcome level office-wide results) have been defined in results-based management (RBM) terms. They describe the intended institutional, legislative or behavioural changes in relation to three distinctive areas: national human rights protection systems, the international human rights protection system and the involvement of international actors in human rights work.

In relation to national protection systems, OHCHR seeks to ensure that duty-bearers uphold their human rights obligations by supporting efforts to ensure compliance of national legislation, policies, programmes and institutions with international human rights standards [EA1]; the ratification of international and regional human rights treaties and the review of reservations [EA2]; the functioning and compliance of protection systems and accountability mechanisms to monitor, investigate and redress human rights violations [EA3]; and that compliant national legislation, policies, programmes and institutions is in place to combat discrimination [EA4]. OHCHR also assists rights-holders to claim their rights by supporting efforts to facilitate their use of national protection systems and participation in public processes, especially women and groups subject to discrimination [EA5].

At the international level, OHCHR seeks to ensure that duty-bearers uphold their human rights obligations by supporting the engagement of States with international human rights mechanisms and bodies [EA6]; the development of international and regional human rights laws and institutions [EA8]; and enhanced coherence between the international human rights mechanisms [EA9]. The Office also encourages rights-holders to claim their rights by supporting efforts to facilitate their engagement and use of the international human rights mechanisms.

Finally, OHCHR promotes the active involvement of international actors in human rights issues by encouraging an increased responsiveness of the international community to critical human rights situations and issues [EA10] and the integration of a human rights-based approach into UN policies and programmes [EA11].

OHCHR's eleven expected accomplishments were defined in the 2008-2009 biennium. Having a common and stable set of pursuable results enabled the Office to invest in the development of a monitoring framework. Indicators were defined for each of the eleven expected accomplishments and protocols were drafted to facilitate accurate and consistent monitoring and reporting (see Annex 1). Furthermore, a web-based performance monitoring system was developed to enable evidence-based reporting on the basis of the indicators. In 2010-2011, OHCHR used the first common results framework, including indicators, at the national, regional and global levels.

The operationalization of a common results-based framework, in accordance with RBM principles, to which the whole OHCHR contributes, has increased office-wide coherence. It has also forced the Office to collectively think about what changes it wants to achieve before agreeing on how they will be achieved.

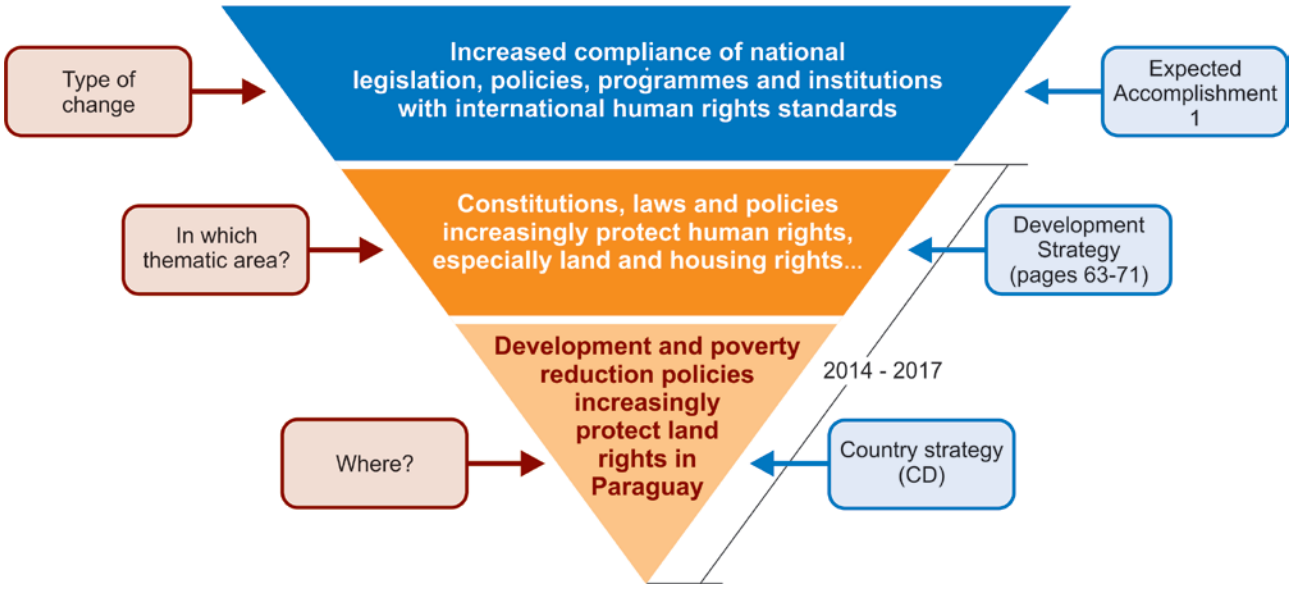
Specific thematic results for accountability

The eleven expected accomplishments are a translation of the OHCHR mandate into programmatic terms. They are broad in scope and do not have particular time limits. During each programming cycle, OHCHR sharpens the focus of the eleven expected accomplishments through the identification of specific thematic priorities (see Thematic Strategies) and when relevant, specific countries (see CD). By identifying more specific expected results for each programming cycle, OHCHR seeks to improve its accountability towards Member States and rights-holders.

OHCHR's theory of change (outlined above and described in graphic 1) is the foundation for the specific theories of change for each of the Thematic Strategies included in this document. The Thematic Strategies outline OHCHR's expected results at the global and country levels for the 2014-2017 thematic priorities. OHCHR has defined its strategy towards those results on the basis of an assessment of the context and using the strategic interventions at its disposal. These may include human rights assessments or monitoring to identify any problem(s); advocacy or awareness-raising activities to bring problems to the attention of duty-bearers and rights-holders; and/or capacity-building and advisory initiatives for collaboration partners to help bridge capacity gaps.

During each of the four years within a specific programming cycle, all parts of OHCHR reflect and decide on how best to contribute to the office-wide thematic results to define their annual workplans. The Programme and Budget Review Board (PBRB), chaired by the Deputy High Commissioner, reviews these workplans in terms of their possible contribution to the outlined results and allocates resources on the basis of lessons learned and other relevant information gathered through the monitoring and evaluation of the programme.

OHCHR's targets for the 2014-2017 programming cycle are included in Annex 1. OHCHR can define global targets because the entire Office, field and headquarters, is now planning and allocating resources towards a common framework of thematic results. The development and use of a web-based performance monitoring system has been instrumental in this regard.



Graphic 2. Sharpening OHCHR results for a specific programming cycle.

UN Secretary-General's Strategic Framework for 2014-2015

OHCHR's Management Plan (OMP) seeks to implement the Human Rights Programme of the Secretary-General's Strategic Framework. The Strategic Framework is structured around subprogrammes that correspond to the different Divisions of the Office and provides general programmatic guidance. By aligning the Office with a common set of results and tying in the various components of OHCHR's mandate, the OMP plays an important role in enhancing the Office's effectiveness in implementing the Strategic Framework, increasing synergies and ensuring the best possible use of available resources. OHCHR will implement the OMP flexibly, including through a mid-term review and the elaboration of its annual workplans, taking into account new or evolving human rights situations, new mandates and decisions of the General Assembly and the Human Rights Council and possible changes made to the Strategic Framework in the upcoming biennium.

"The overarching objective of the United Nations human rights programme is to promote and protect the effective enjoyment by all of all human rights. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141 establishing the post of the United Nations High Commissioner for Human Rights; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policymaking bodies, including, in particular, Assembly resolutions 55/2 on the United Nations Millennium Declaration, 57/300 on strengthening of the United Nations: an agenda for further change, 60/1 on the 2005 World Summit Outcome, 60/251 on the Human Rights Council, and 64/143 on the report of the Human Rights Council. The Office of the United Nations High Commissioner for Human Rights (OHCHR) will also be guided by international humanitarian law, as applicable.

The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. It undertakes to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Millennium Declaration and the 2005 World Summit Outcome, which acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system, providing foundations for collective security and well-being. The United Nations human rights programme has a role in making development equitable, sustainable and responsive to the needs of people and in relation to conflict prevention and resolution.

The programme falls under the leadership of the High Commissioner for Human Rights, entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council. The Office of the United Nations High Commissioner for Human Rights (OHCHR) acts as the central supportive structure for the programme."

Who we are

OHCHR is a department of the UN Secretariat. It is headquartered in Geneva, with a presence in New York and in regional and country offices across five continents. As of December 2013, OHCHR employed 1,108 staff with 48 per cent based in the field, 50 per cent in Geneva and 2 per cent in New York. The Office also supported 884 human rights officers serving in 15 UN peace missions and 18 human rights advisers who were working with United Nations Country Teams (UNCTs) in the field.

OHCHR is funded from the UN regular budget and voluntary contributions received from donors, most of which are Member States. In 2013, the ratio of regular versus voluntary contributions was 44 to 56 per cent.

Regular budget funding for OHCHR has gradually increased since 2005 when leaders attending the World Summit committed to a doubling of the Office's resources over a five-year period. Despite this increase, and the fact that human rights is widely recognized as one of the three pillars of the United Nations, the human rights programme receives just three per cent of the regular budget of the Secretariat. As of 2002, voluntary contributions from donors regularly increased until they peaked at US$ 120 million in 2008. After a dip in funding in 2009 and 2010 due to the global economic downturn, there has been a progressive recovery in financial support, reaching and surpassing 2008 levels. In 2013, contributions reached US$ 121 million.

Headquarters

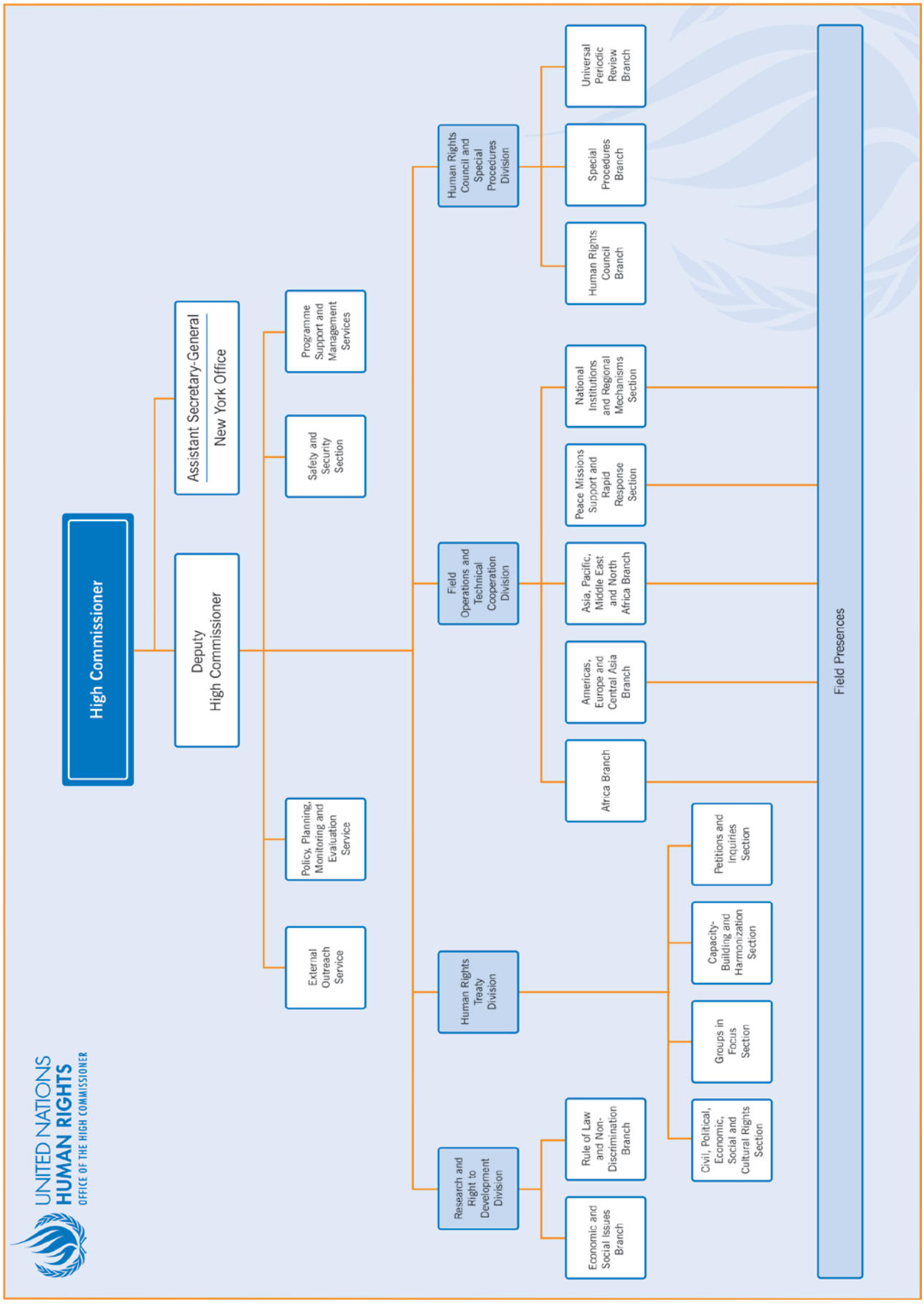
OHCHR Geneva headquarters is organized into four substantive divisions (see organizational chart):

- The Research and Right to Development Division (RRDD) is responsible for thematic research and policy development, human rights mainstreaming across all work areas of the United Nations system, development of tools and learning packages and provision of expertise to a variety of stakeholders on a wide range of human rights themes.
- The Human Rights Treaties Division (HRTD) is responsible for supporting the work of the 10 human rights treaty bodies that are mandated to monitor national-level implementation of international human rights treaties.
- The Field Operations and Technical Cooperation Division (FOTCD) supports the work of human rights field presences and leads OHCHR engagement with countries on human rights issues.
- The Human Rights Council and Special Procedures Division (HRCSPD) provides substantive and organizational support to the Human Rights Council, its Universal Periodic Review (UPR) mechanism, special procedures and other subsidiary bodies.

Dedicated sections of Executive Direction and Management are responsible for core administrative, programming, coordination and outreach functions, including in relation to civil society.

The New York Office (NYO) of OHCHR represents the High Commissioner in New York and works for the effective integration of human rights standards into the work of the New York-based organs and agencies, policy development processes and public information initiatives.

OHCHR Organizational Chart



© OHCHR photo

Human rights officer training the military in Mali.

Field presences

OHCHR field presences fall into two categories: stand-alone presences and collaborative arrangements. The first category comprises those offices under the direct supervision of OHCHR, namely OHCHR country and regional offices. The second category comprises field presences with double reporting lines, such as the human rights components of peacekeeping or special political missions, which report to the Head of Mission and the High Commissioner, and human rights advisers (HRAs) which are based within the office of a UN Resident Coordinator and also report to the High Commissioner. All OHCHR's field presences work with governments, civil society actors, the UN family and other concerned stakeholders.

Country and Stand-alone Offices

OHCHR country and stand-alone offices are established on the basis of a standard agreement between OHCHR and the host government. The mandate of each office is specifically tailored to a country situation and typically includes human rights monitoring, protection, technical cooperation activities, public reporting and the provision of support to States in their engagement with the human rights mechanisms (human rights treaty bodies, special procedures and the Universal Periodic Review). These offices are primarily funded through voluntary contributions.

Regional Offices and Centres

Regional offices are also established on the basis of an agreement with the host government and in consultation with other countries in the region. These offices focus on cross-cutting regional human rights concerns and play an important role in supporting States in their engagement with the human rights mechanisms. The offices and centres work closely with regional and subregional intergovernmental organizations and civil society. Regional offices complement the expertise of OHCHR country offices by providing support on institutional and thematic issues. In addition to the regional offices, OHCHR runs two regional centres that are established in accordance with General Assembly resolutions which outlines a specific mandate. Regional offices and centres are funded by the UN regular budget and voluntary contributions.

Human Rights Components of United Nations Peacekeeping Operations and Special Political Missions

OHCHR supports human rights components of peacekeeping and special political missions by providing strategic and expert advice, technical assistance, operational support and day-to-day backstopping on human rights issues. The Office participates in interdepartmental technical assessment missions directed at the design, establishment and reconfiguration of peace missions. Additionally, OHCHR contributes to the implementation of technical cooperation activities and projects through its voluntary contributions from donors.

In accordance with Security Council resolutions that create the missions, typical functions of a human rights component include:

- Monitoring and reporting on the human rights situation and investigating human rights violations;
- Advocating for peace processes to be inclusive, addressing past human rights violations and promoting and protecting human rights;
- Integrating human rights in legislative and institutional reforms, including the rule of law and security sectors reforms;
- Preventing and redressing violations of human rights and international humanitarian law, with a focus on the protection of civilians;
- Building human rights capacities and institutions; and
- Mainstreaming human rights into all UN programmes and activities.

Human Rights Advisers in United Nations Country Teams

Human rights advisers are deployed at the request of UN Resident Coordinators on behalf of the UNCTs. They support and assist Resident Coordinators, Heads of UN agencies and members of UNCTs to integrate human rights in their programming strategies and operational programmes and to build and strengthen national human rights capacities. Other functions include: advising and providing training to independent national human rights institutions and other stakeholders; advising State actors on the promotion and protection of human rights and other UN standards; building networks with and providing practical support to civil society actors; providing operational support to human rights training and/or national capacity-building activities; promoting engagement with the international human rights mechanisms; and when applicable, advising on integrating human rights in humanitarian response and crisis and post-crisis recovery processes.

Human rights advisers are normally funded through extrabudgetary contributions. In some instances, cost sharing agreements have been concluded with UNDP or UNCTs and other UN entities at the country level. Since 2013, new HRA deployments have been operationalized within the framework of the United Nations Development Group Human Rights Mainstreaming Mechanism (UNDG-HRM), which is co-chaired by OHCHR and funded through a Multi-Donor Trust Fund that was established to support the implementation of the 2012 UNDG strategy for the deployment of new human rights advisers.

© UN Photo/Evan Schneider

Ivan Simonovic, Assistant Secretary-General in OHCHR, briefs the Security Council at its meeting on protection of civilians in armed conflict.

OHCHR around the world

Headquarters

Regional Offices/Centres

Country/Stand-alone Offices

Human rights components of peace missions

Human rights advisers in United Nations Country or Regional Teams

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

** Reference to Palestine should be understood in compliance with United Nations General Assembly resolution 67/19

*** Human rights adviser deployed through the United Nations Development Group - Human Rights Mainstreaming Mechanism (UNDG-HRM)

In 2014, human rights advisers deployment through the UNDG-HRM is agreed for UNCTs in Bangladesh, Dominican Republic, Jamaica, Malawi, Maldives, Nigeria, Sierra Leone, Tanzania, Timor-Leste, Zambia and for UNDG regional teams in Bangkok and Panama.

**** The North Africa Regional Office is temporarily located in Beirut

International Human Rights Mechanisms

OHCHR provides expertise, substantive and technical support to the human rights mechanisms as they undertake the full range of their functions.

The **Human Rights Council (HRC)** is a subsidiary organ of the General Assembly and the principal international intergovernmental body in the field of human rights, comprised of representatives from 47 Member States which are elected by the General Assembly. OHCHR provides substantive and technical support to all areas of its work, including its regular and special sessions, organizational meetings and meetings of its subsidiary bodies. It also organizes and supports stakeholder meetings, special events, discussions and expert panels.

The Office supports the Council's **Universal Periodic Review (UPR)**, the mechanism by which the human rights situation of all 193 Member States of the United Nations is reviewed by their peers. In this regard, OHCHR is entrusted with the preparation of two of the documents that serve as the basis for the reviews and assists the HRC in the drafting of the UPR Working Group reports and the adoption of the UPR recommendations. The Office also organizes training events and briefings to inform States and other stakeholders about the work of the UPR and assists in the preparation of the State reports.

OHCHR provides substantive and technical support to the **special procedures**, the special rapporteurs, independent experts and working groups appointed by the Council to review and monitor thematic or country-specific human rights issues. OHCHR supports the full range of tasks undertaken by experts, including reporting to the Human Rights Council and the General Assembly, conducting visits to States and confidentially transmitting complaints from victims of human rights violations to States. Support is also provided to experts as they fulfil additional tasks mandated by the Council or the Assembly or conduct other activities, such as preparing guidelines or thematic studies that contribute to the interpretation and development of international human rights law, or engaging in advocacy and technical assistance directed at improving human rights enjoyment on the ground.

OHCHR is also responsible for supporting the 10 **human rights treaty bodies**. These bodies are independent committees established under international human rights treaties and are comprised of independent experts, elected by States Parties, who serve in their personal capacities. Treaty bodies monitor the progress achieved and challenges faced by countries in the implementation of their obligations under the international human rights treaties they have acceded to or ratified. The committees meet regularly to review reports from States Parties and issue recommendations. Most also consider individual complaints alleging violations of treaty provisions and their decisions have led to the development of a rich body of jurisprudence on international human rights law. Further, several of the committees have the competence to inquire into grave or systematic violations of the treaty they oversee and one committee undertakes visits to States Parties to prevent torture.

The Office provides technical support to States as they seek to implement the recommendations of these mechanisms.

How we work

OHCHR supports standard setting; monitors and reports on human rights; provides advisory services and implements technical cooperation programmes in collaboration with a range of stakeholders at the national level; and undertakes global and national-level advocacy to promote adoption of and adherence to human rights norms and standards. OHCHR seeks to ensure that these elements complement and reinforce each other in pursuing the realization of its mandate.

OHCHR works with the international human rights mechanisms and bodies in developing and monitoring international human rights standards, while contributing to national efforts to bring about the legislative, institutional and behavioural changes required to implement those standards on the ground. The dynamic interplay between OHCHR's work in assisting the international human rights mechanisms and its work in the field places the organization in a unique position to promote and protect human rights. The human rights expertise accumulated in supporting the international human rights mechanisms enables OHCHR to better assist national stakeholders in translating human rights standards into concrete changes on the ground. The experience acquired through field work in turn helps the Office identify gaps and good practices that enable it to enhance the work of these mechanisms.

Supporting standard setting

In the past 60 years, the United Nations human rights programme has produced a wide-ranging and impressive body of human rights norms and standards. These principles and standards are identified and outlined in the Universal Declaration of Human Rights, in nine international human rights treaties and in three substantive optional protocols. Nevertheless, it is widely recognized that the realization of human rights lags far behind their articulation. As a result, the focus for the future must be on addressing these gaps at the national level rather than establishing new norms. The standard setting work of the human rights mechanisms, however, remains crucial to addressing normative gaps and emerging challenges.

As noted above, OHCHR provides expertise in the form of substantive and technical assistance to the various human rights mechanisms and bodies as they undertake their standard setting functions. OHCHR contributes to the normative work of the Human Rights Council, its Advisory Committee and special procedures. Since its creation in 2006, the Human Rights Council drafted and adopted the International Convention for the Protection of All Persons from Enforced Disappearance; the Declaration on the Rights of Indigenous Peoples and the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights, all of which were subsequently approved by the General Assembly. OHCHR has actively supported each of these developments.

Moreover, OHCHR works closely with the special procedures, which are appointed by the Human Rights Council. Some of the special procedures mandate-holders have developed principles and guidelines which have contributed to the development of international human rights law. For example, the Guiding Principles on Internal Displacement, elaborated by the Representative of the Secretary-General on internally displaced persons and presented to the Human Rights Commission in 1998, are applied by an increasing number of States, United Nations agencies and regional and non-governmental organizations. The Guiding Principles on Business and Human Rights, developed by the Special Representative of the Secretary-General on the issue of human rights

and transnational corporations and other business enterprises and endorsed by the Human Rights Council in 2011, are also highly influential.

Another example of OHCHR's work in supporting the progressive development of international law is the legal research and secretariat assistance it provides to the human rights treaty bodies for the development of general comments/general observations and jurisprudence related to individual complaints. Each treaty body publishes its interpretation of the provisions of its respective human rights treaty in the form of general comments/general observations. In addition, individual complaint mechanisms allow individuals to bring claims to the treaty bodies concerning violations of their rights contained in the relevant treaties. The resulting body of decisions provide guidance to States, civil society and individuals in interpreting the meaning of these treaties.

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OHCHR staff on a monitoring mission to San Marcos, Guatemala.

Monitoring and reporting on human rights

Human rights monitoring is a broad term describing the active collection, verification and use of information to address human rights concerns. It is a key part of OHCHR's work which includes gathering information about incidents, observing events (elections, trials, demonstrations, etc.), visiting sites, such as places of detention and refugee camps, and meeting with government authorities and relevant stakeholders to obtain information and pursue remedies and other immediate follow-up. The Office collects and analyses information on the basis of the international human rights standards, reports on its findings and supports corrective action.

The impartial, accurate, credible and constructive description and analysis of a particular issue measured against relevant international human rights standards provides a solid understanding of the human rights situation. This enables OHCHR to provide targeted advice through technical cooperation programmes that are tailored to the needs of the country.

Information gathered through diverse forms of monitoring is fundamental to the High Commissioner's leadership and advocacy role and is an effective means of highlighting violations and State responsibilities. This involves directing the attention of national authorities and the international community to emerging trends or specific human rights situations that require the development and implementation of appropriate responses.

In addition, OHCHR monitoring serves as an early warning tool to assist national authorities and other relevant actors in taking steps to prevent or mitigate human rights violations. The 2012 report of the Internal Panel Review on United Nations Action in Sri Lanka demonstrated that when responses to situations of conflict, violence and insecurity fail to take into consideration human rights concerns, the protection of the affected people cannot be adequately ensured. As reiterated by the Secretary-General, "[w]e will be vigilant in identifying emerging risks and will ensure that our actions are guided by more effective use of the information that is available to us from UN human rights and humanitarian mechanisms and other entities."

OHCHR contributes to the monitoring of human rights through the gathering of first-hand information from its field presences and through the analysis of global information available at headquarters. In addition, the Office supports the international human rights mechanisms in their monitoring work. Treaty bodies monitor the implementation of international human rights treaties by relevant States Parties and special procedures mandate-holders contribute to the monitoring of human rights through country visits and the active collection of information on situations and issues of concern. In this sense, they can also play a crucial role in monitoring and in early warning of impending human rights crises. Finally, the Universal Periodic Review provides an opportunity to gather and analyse information and examine

the human rights situation in all Member States. Through the regular review of mid-term reports, the implementation of the recommendations can be systematically monitored.

The growing number of international commissions of inquiry, fact-finding and assessment missions, which are primarily mandated by the Security Council and the Human Rights Council and supported by OHCHR, is also indicative of the increased value placed on the collection and impartial analysis of human rights information. In 2013, OHCHR supported three commissions of inquiry, which were mandated by the HRC to Libya, Syria and the Democratic People's Republic of Korea, and two fact-finding missions established by the High Commissioner, to Mali and the Central Africa Republic. The Security Council has been increasingly attentive to human rights issues and has solicited reporting on ongoing monitoring as well as ad-hoc emergency briefings.

Providing technical cooperation and advisory services

Since 1955, the United Nations Technical Cooperation Programme in the Field of Human Rights has been engaged in assisting States, at their request, in the building and strengthening of national capacities that have a direct impact on the observance and ultimate enjoyment of rights and the maintenance of the rule of law. Such cooperation takes the form of human rights needs assessments, expert advisory services, awareness-raising, training workshops and seminars, facilitated dialogue, fellowships and grants and the provision of advocacy and awareness materials and other forms of information and documentation. Projects are formulated and implemented with the broadest possible participation of all relevant stakeholders at the national level, including civil society, national institutions and representatives of parliaments and the courts.

OHCHR considers technical cooperation to be part of its overall strategy to support duty-bearers and rights-holders at the country level to overcome identified gaps in the protection and promotion of human rights. Technical cooperation activities are therefore a complement, not a substitute, for the monitoring and investigative activities of the human rights programme. Meaningful technical cooperation must be based on a comprehensive human rights needs assessment and requires the ongoing monitoring and analysis of each situation to measure progress achieved towards expected changes. Thematic and programme management expertise throughout OHCHR is essential for the success of technical cooperation projects.

OHCHR carries out its technical cooperation programme within the framework of the international human rights instruments and in light of the work of the international human rights mechanisms and the international agreements and commitments reached at various UN development conferences, in particular their human rights aspects. The recommendations formulated by the international human rights mechanisms inform the creation and implementation of projects. Through the UNCT and Common Country Assessment (CCA)/United Nations Development Assistance Framework (UNDAF), OHCHR engages with various members of the UN family to identify the role and added value of the Office in technical cooperation.

The United Nations Technical Cooperation Programme in the Field of Human Rights is funded from the UN's regular budget and the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights. The Voluntary Fund became operational in 1988 and is administered by a Board of Trustees. In 2007, the Human Rights Council established the Voluntary Fund for Financial and Technical Assistance to provide, in conjunction with multilateral funding mechanisms, a source of financial and technical assistance to assist countries implement recommendations emanating from the UPR, based on consultations with and the consent of the country concerned.

Advocating for human rights and increasing human rights awareness

The High Commissioner's advocacy role is central to the fulfilment of the OHCHR mandate. OHCHR leads global human rights efforts and speaks out objectively in the face of human rights violations worldwide. The Office provides a forum for identifying, highlighting and developing responses to today's human rights challenges and acts as the focal point of human rights research, education, public information and advocacy activities in the United Nations system.

The purpose of advocacy is to persuade or produce a particular change in action or behaviour to address individual cases of violations, patterns of violations, structural causes of violations or a general human rights situation. This involves identification of emerging trends in human rights; speaking out on behalf of victims; developing and implementing appropriate responses to violations; documenting and sharing good practices and preparing learning tools; outreach to multiple stakeholders; and facilitating integration of a human rights perspective into the work of the United Nations as a whole.

OHCHR fulfils its advocacy role by maintaining a continuous dialogue with Member States and relevant stakeholders. Public statements, speeches, opinion articles, country visits, high-level meetings and other key outreach activities, including through civil society partnerships, contribute to the visibility of the High Commissioner's leading role on human rights.

The recommendations of the international human rights mechanisms represent authoritative human rights advocacy tools for all actors working on the promotion and protection of human rights. The reviews of State Party reports by the human rights treaty bodies and the Human Rights Council, in the context of the UPR, constitute unique opportunities for human rights advocacy and awareness-raising at the country level. Through their country visits, press statements, direct communications with States and reports to the Human Rights Council and the General Assembly, special procedures mandate-holders play a key role in advocacy and awareness-raising at the national and global levels. Moreover, through their thematic reports, these independent experts are at the forefront of focusing the attention of the international community on chronic or emerging human rights issues.

In recent years, OHCHR has enhanced its communication strategy and extended its outreach through the media, the web and social media platforms to reach a wide range of stakeholders at national, regional and international levels and increase awareness about human rights issues. The Office utilizes the outreach capacity of the Department of Public Information to further disseminate information and achieve its priority results. OHCHR's presence on social networks, such as Google+, Facebook, Twitter and YouTube, plays a crucial role in its efforts to promote and protect human rights.

Building partnerships

To fulfil its comprehensive human rights mandate and optimize its impact, OHCHR works in close partnership with numerous stakeholders at the global, regional, national and local levels, both within and outside the United Nations system. Many of these partnerships are of a strategic or operational nature; involve collaboration between and the pooling of resources of relevant stakeholders with a shared interest in addressing specific human rights needs. Partners include Member States, national human rights institutions, civil society organizations at the international, national and local levels, the private sector, foundations, regional and international organizations, Secretariat departments and UN agencies, funds and programmes. In addition, the Office actively cooperates with the international human rights machinery to find ways of working together more effectively to address global human rights issues.

Member States bear the primary responsibility to protect the rights of people living in their territories. OHCHR engages with State institutions to strengthen their capacities and support their efforts to fulfil their human rights obligations. National human rights institutions are important partners in implementing the Office's strategies. OHCHR also engages with Member States at the international level in the context of the work of intergovernmental bodies in order to increase the responsiveness of the international community to human rights violations.

OHCHR's cooperation with civil society is a key factor in implementing the Office's mandate. An increasing number of civil society actors work for the promotion and protection of human rights and the advancement of human rights work and are instrumental in identifying emerging human rights issues and working to address human rights protection gaps. These actors include non-governmental organizations, human rights defenders, bar associations, student associations, trade unions, universities, bloggers, victim support groups and charities working with discriminated groups.

In view of the increasingly influential role played by corporate actors at both national and international levels, OHCHR is stepping up its efforts to promote more responsible practices by businesses. At the same time, and building on experience gained within the United Nations system, OHCHR is engaging

in more partnerships with the business sector to improve their awareness of human rights dimensions in business activities and to engage in relevant joint activities to demonstrate good practices.

The role of regional human rights courts and commissions cannot be overemphasized. They have long been at the forefront of efforts to define and apply international norms to regional contexts and are in close proximity to rights-holders and duty-bearers. Various regional mechanisms have developed jurisprudence that has contributed invaluable interpretations of regional charters and international human rights standards. While there are disparities between various regional mechanisms, many of these have grown in strength and capacity. With the expansion of its network of regional offices, OHCHR aims to systematize its interaction with partners at the regional level.

OHCHR works closely with United Nations agencies, funds and programmes, as well as with other international organizations, such as the international financial institutions. By working with them in implementing activities, the Office tries to maximize its impact and make efficient use of its financial and human resources. The Office participates in inter-agency networks (i.e., Inter-Agency Standing Committee; Inter-Agency Network on Women and Gender Equality; United Nations Operations and Crisis Centre; Inter-Agency Security Sector Reform Task Force; Inter-Agency Panel on Juvenile Justice), co-leads several thematic inter-agency coordination mechanisms, including on migration; chairs and leads the work of the Working Group on Protecting Human Rights while Countering Terrorism and the UNDG-HRM and co-chairs the UNDG in 2014. At the country level, OHCHR works with its UN partners to support UNCTs and peacekeeping and special political missions in meeting their human rights responsibilities. In this regard, the Office co-chairs the Working Group on the Resident Coordinator System and participates in the UN induction for new Resident Coordinators. Through the 'Rights Up Front' Plan of Action, OHCHR will be a leader in promoting a global consensus among international actors to improve early warning and UN responsiveness to emerging situations involving violations of human rights.

History of the UN Human Rights Programme

The UN human rights programme has grown considerably since it began in the 1940s with a small division based in the Secretariat in New York. The division later moved to Geneva and in the 1980s, was transformed into the Centre for Human Rights. At the World Conference on Human Rights in 1993, Member States agreed to establish a strengthened human rights institution. Later that year, the General Assembly adopted a resolution which established the post and mandate of the United Nations High Commissioner for Human Rights and the Centre for Human Rights became the Office of the High Commissioner for Human Rights. At the 2005 UN World Summit, Heads of State recognized the importance of ensuring the integration of a human rights approach into all aspects of the UN system's work and committed themselves to an expansion of the human rights programme.

The growth in the UN's human rights activities over the years reflects the increasing influence of the international human rights movement which has significantly evolved since the adoption of the Universal Declaration of Human Rights on 10 December 1948. Drafted as "a common standard of achievement for all peoples and nations," the Declaration sets out the basic civil, political, economic, social, and cultural rights that are the entitlements of all human beings. This affirmation of human rights is now widely accepted as the standard to which all governments should adhere. Every year, 10 December is observed worldwide as International Human Rights Day.

As international human rights law developed, including through the adoption of human rights treaties, a number of human rights treaty bodies were established to review State Party compliance and implementation of their human rights obligations. Other human rights bodies, composed of State representatives, were established by the General Assembly based on the Charter. The Commission on Human Rights, for example, was the key intergovernmental body responsible for human rights until 2006 when it was replaced by the Human Rights Council. In addition, both the Commission and the Council created expert mechanisms, including special procedures, to assist in the implementation of human rights obligations on the ground. A new human rights mechanism, the Universal Periodic Review, was created by the General Assembly in 2006.

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A group of Congolese women wave to the representatives of OHCHR that had arrived in Mambassa, eastern Democratic Republic of the Congo, to inaugurate a newly built police station, which is to house a special unit for the protection of women and children.

CHANGING THE LIVES OF PEOPLE – Thematic Priorities

Introduction

At a time of financial crisis, when many States are struggling to fund their own social policies, OHCHR is redoubling its efforts to ensure an effective and efficient use of resources. Through its strategic planning process, OHCHR is sharpening its focus around a set of critical human rights challenges that it is well placed to address given its mandate, its independence and the value added it has garnered through experience and lessons learned. It is in this context that the following areas have been identified as the OHCHR thematic priorities for 2014-2017:

- Strengthening international human rights mechanisms;
- Enhancing equality and countering discrimination;
- Combating impunity and strengthening accountability and the rule of law;
- Integrating human rights in development and the economic sphere;
- Widening the democratic space; and
- Early warning and protection of human rights in situations of conflict, violence and insecurity.

The consultative strategic planning process that led to the identification of these priorities used information to stimulate thinking and decision-making. To maximize upcoming opportunities and confront emerging challenges, OHCHR gathered information from different sources and through different means on global trends and emerging human rights issues. It also drew on lessons learned to better understand its strengths, weaknesses and added value. OHCHR commissioned an academic desk review of forecasting studies; held consultations with Member States and civil society in New York and Geneva; analysed responses to an online questionnaire distributed to OHCHR staff and United Nations human rights experts (special procedures mandate-holders, members of the human rights treaty bodies, and members of the boards of UN human rights-related trust funds); and organized five OHCHR office-wide regional consultations held in Addis Ababa, Bangkok, Belgrade, Guatemala City and Tunis. These consultations benefited from the views of external partners, including academics, government representatives, civil society, regional organizations and UN agencies.

This consultative planning process generated a large amount of information which was analysed and filtered on the basis of i) the relevance of the themes in human rights terms; ii) the likelihood of making a difference; and iii) the Office's possible added value in each respective area. The thematic priorities were subsequently defined in a manner that would allow OHCHR to implement its universal mandate to work on all sets of rights in all types of countries. The six thematic priorities have implications for civil, cultural, economic, political and social rights and are relevant, in one way or another, to countries in different regions at different phases of development across diverse cultures.

The Thematic Strategies developed around each of the six identified thematic priorities are OHCHR's main programmatic documents. They do not provide a comprehensive report on a particular human rights topic, but rather outline OHCHR's intended contributions in the next four years, both at the global and national level, within each of the prioritized themes. Examples of countries of engagement on which the Office expects to have contributed to a particular thematic result by 2017 are listed in text boxes. More information on the country results can be found on the CD which focuses on the implementation of the Thematic Strategies at the national level.

The boundaries between the different Thematic Strategies often merge. As is the case with human rights, the six thematic priorities are indivisible and interdependent and therefore should be seen as mutually reinforcing documents. To illustrate this point, each of the Strategies contains a summary table outlining the results to which OHCHR expects to contribute in a specific area with cross-references to relevant results in the other Strategies. These tables are framed around OHCHR's theory of change and eleven expected accomplishments as described in the first chapter of this document (page 10).

The Thematic Strategies also outline the key strategic interventions planned by OHCHR, at headquarters and in the field, to pursue the intended results. OHCHR's toolbox is rich and its interventions include the provision of capacity-building and advisory services, awareness-raising and advocacy initiatives and human rights monitoring and reporting. Recommendations issued by human rights bodies and mechanisms have informed all of the Thematic Strategies.

By aligning the entire Office behind them and tying in the various components of OHCHR's mandate, the six thematic priorities play an important role in enhancing the Office's effectiveness, increasing synergies and ensuring the best possible use of available resources to implement the human rights section of the United Nations Secretary-General's Strategic Framework. OHCHR will retain flexibility in the implementation of the Thematic Strategies through mid-term review, and the elaboration of its annual workplans, taking into account new or evolving human rights situations, new mandates and decisions of the General Assembly and the Human Rights Council and possible changes made to the Strategic Framework.

This is the first time that OHCHR is articulating its thematic priorities for a four-year period, instead of two. The decision to extend the programming cycle was based on the recognition that human rights results takes time to achieve and that many of the priorities are unlikely to significantly change over a two-year period. It is also the first time that specific focus areas have been defined under each of the thematic priorities to further hone the work of the Office. OHCHR hopes that a four-year focused plan will provide a predictable path for international, regional and national actors to engage with us in pursuing the promotion and protection of all human rights for all.

Mandate-holders of the special procedures of the Human Rights Council meeting in Vienna in June 2013 to commemorate the 20th anniversary of the Vienna Declaration and Programme of Action. In 2013, these experts carried out 79 visits to 66 countries and territories and issued 528 communications to Governments on alleged violations of human rights.

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Strengthening international human rights mechanisms

Relevance of the issue

Since the adoption of the Vienna Declaration and Programme of Action (VDPA) over 20 years ago, the United Nations human rights system has significantly evolved towards meeting its objective: ensuring universal respect for human rights and fundamental freedoms for all. The work of the United Nations human rights mechanisms in monitoring human rights globally and translating universal norms into guidance and practical measures to achieve social justice impacts upon all stakeholders – from rights-holders and victims of human rights violations to States as duty-bearers and other actors, including the private sector. The expansion of UN human rights mechanisms bears testimony to the global recognition of their primary importance. At the same time, this rapid growth has put significant strains on the system and created challenges for their work.

The core international human rights treaties form the cornerstone of all efforts to promote and protect human rights at the national and international levels. The increased ratification of these treaties provides a firm ground for human rights protection. Furthermore, the entry into force of individual complaints procedures related to the treaties has opened new avenues for individuals to pursue remedies and justice for violations of their rights. Nevertheless, ratification rates remain relatively low in regions such as Asia, the Caribbean and the Pacific or in relation to some treaties, such as the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICMW) in Europe. The acceptance rate of the individual communication and inquiry procedures of several treaties remains modest. Moreover, the full implementation of treaties continues to be hindered by reservations made by States Parties regarding key articles, in particular under the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of the Child (CRC).

Human rights treaty bodies play an important role in guiding States and other stakeholders towards the full implementation of the treaties through the monitoring process. Following the growth in the treaty body system over the past several years, there are now 10 human rights treaty bodies. Nine of these treaty bodies monitor implementation of the core international human rights treaties while the tenth treaty body, the Subcommittee on Prevention of Torture, established under the Optional Protocol to the Convention against Torture, monitors places of detention in States Parties to the Optional Protocol. In the past biennium, these treaty bodies reviewed an average of 120 State Party reports each year and adopted a similar number of decisions under the individual complaints procedures. Also during this period, the Subcommittee on the Prevention of Torture conducted 11 country visits, including follow-up and advisory visits. The chronic deficiency of resources faced by the treaty body system and OHCHR as its Secretariat has exacerbated the already unacceptable backlog of reports awaiting consideration and resulted in an excessive waiting time for individuals submitting complaints. Without a coherent, sustainable and periodically reassessed financing system, the work of the treaty bodies and the level of protection they offer will be significantly undermined.

Four years after the High Commissioner launched a consultative process of reflection on strengthening the treaty body system, in April 2014, the General Assembly concluded its intergovernmental process in this regard and adopted a substantial outcome which significantly improves the system.

The establishment of the Human Rights Council in 2006 was a milestone in the reform of the UN human rights system. As the main intergovernmental body dedicated to human rights, the Council addresses crises, country situations and thematic issues and is responsible for the mainstreaming of human rights in the UN system. The Council has continued to improve its practices and find innovative ways to respond to human rights challenges, including by establishing new mandates on commissions of inquiry and fact-finding missions, exchanging views and strengthening institutional links with its subsidiary bodies and mechanisms and ensuring the increased participation of all stakeholders, including civil society and national human rights institutions (NHRIs).

The successful completion of the first four-year cycle of the Universal Periodic Review (UPR), in which all 193 Member States participated, firmly entrenched the notion of the universality, indivisibility, interdependence and interrelatedness of all human rights. The UPR, now in its second cycle, is examining new developments and measures taken at the national level with a strong focus on the implementation of commitments undertaken by States during the first cycle. Significantly, the UPR process has opened new entry points for all national stakeholders to engage in dialogue, review progress and challenges and chart the way forward in the promotion and protection of human rights.

The continuing expansion of the Council's special procedures, which as of December 2013 stands at 51 mandates, including 13 country mandates, is another key element of the strengthened UN human rights framework. In 2013, these mandates carried out 79 visits to 66 countries and territories and issued 528 communications to 117 States and other entities on alleged violations of human rights, 84 per cent of which were issued jointly by two or more mandate-holders. Their thematic work covers a wide range of issues and contributes to the further development of international human rights standards. They also engage in advocacy and provide advice on legislative reform and technical cooperation. The independence and objectivity of special procedures mandate-holders is critical to their credibility and effectiveness. To this end, the selection process has been strengthened to ensure the professionalism of appointees.

Human rights treaty bodies and special procedures provide guidance on implementation and serve as early warning mechanisms for States and the international community. They also constitute an advocacy platform for engagement by national human rights institutions and civil society and provide a strong substantive grounding for the UPR and the mainstreaming of human rights in the work of the United Nations system. The work of the human rights mechanisms demonstrates that the primary challenge for the realization of human rights continues to be closing the implementation gap. More systematic and creative ways are needed to further enhance the quality and coherence of recommendations issued by the UN human rights mechanisms and ensure their dissemination and implementation in all countries.

OHCHR added value

Focus areas

- Improved visibility of and accessibility to the mechanisms
- Coherence and synergies among the mechanisms

The High Commissioner for Human Rights is mandated to support and improve the efficiency and effectiveness of the United Nations machinery in the field of human rights. As the guardian of the international human rights norms, and as a result of its expertise on human rights issues and experience at the national level, OHCHR is well placed to provide support to the human rights mechanisms. In its work with the Human Rights Council, its UPR and special procedures mechanisms, and also the treaty bodies, OHCHR fosters the notion of the universality, indivisibility, interdependence and interrelatedness of all human rights and therefore implements its mandate to promote and protect the full and effective enjoyment by everyone of all of their civil, cultural, economic, political and social rights.

Due to its expertise, OHCHR is in a privileged position to identify the challenges faced by the human rights mechanisms and propose potential solutions. For instance, OHCHR assists the Council to address emerging issues, such as freedom of expression on the internet, human rights and the environment and human rights and corruption. In its work with the Chairs of the human rights treaty bodies and the Coordination Committee of the Special Procedures, the Office shares its accumulated experience to encourage cross-fertilization and cooperation within and between the different human rights mechanisms to improve their working methods, strengthen their coherence and effectiveness and promote comprehensive approaches to the implementation of their recommendations. Furthermore, the Office supported the ongoing intergovernmental process on treaty body strengthening that was launched by the General Assembly and followed the June 2012 report of the High Commissioner which outlined the outcome of three years of extensive consultations.

Through its substantive support to the human rights mechanisms, OHCHR identifies and documents best practices that in turn enable the Office to help States and other stakeholders to better engage with the mechanisms. Information gathered on standing national reporting and coordination mechanisms will, for instance, enable OHCHR to assist States to meet their reporting requirements and follow up on recommendations in a more effective and efficient way.

OHCHR is also well situated to ensure the dissemination and implementation of recommendations issued by the UN human rights mechanisms in all countries. The Office facilitates dialogue and engagement of the UN human rights mechanisms with States, UN entities, national institutions and civil society, including at the Security Council and other intergovernmental fora. Through its New York Office and field presences, OHCHR actively promotes a human rights-based approach and provides States with policy guidance and support for the implementation of the recommendations of the mechanisms. This experience at the national level enables the Office to expertly assist the mechanisms in their normative work through the identification of gaps and best practices.

As the second cycle of the UPR has a strong focus on implementation, OHCHR will intensify coordinated efforts to support holistic approaches to the implementation of recommendations emanating from the UPR and other human rights mechanisms. The Office manages the Council's two Voluntary Funds aimed at facilitating the participation of developing countries in the work of the Council and the UPR. These are the Voluntary Fund for Participation of Developing Countries in the Universal Periodic Review and the Voluntary Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council. OHCHR also manages the Voluntary Fund for Financial and Technical Assistance for the Implementation of the Universal Periodic Review, which was established by the Council to provide, in conjunction with multilateral funding mechanisms, a source of financial and technical assistance to help countries implement recommendations emanating from the UPR.

While States have the primary responsibility for implementing the recommendations from UN human rights mechanisms, other stakeholders can play an important role in this process. For example, national human rights institutions and civil society actors should be encouraged to monitor and follow up on the conclusions and recommendations.

In addition, challenges remain in ensuring the systematic engagement of UN entities and United Nations Country Teams (UNCTs) with the mechanisms and the integration of recommendations into their strategies and programmes. Strengthening partnerships with relevant UN entities, as well as research and academic institutions from both developed and developing countries, is also critical to providing effective and system-wide support to the work of these mechanisms.

The use of new technologies has gradually been promoted in several areas to increase the visibility and accessibility of the UN human rights mechanisms. The Human Rights Council and a number of treaty bodies have introduced webcasting to reach wider audiences at the national level and other measures to provide improved accessibility for persons with disabilities. OHCHR intends to further enhance this approach through a comprehensive social media and public information strategy.

OHCHR expected contribution

Strengthening international human rights mechanisms			
RIGHTS-HOLDERS CLAIM THEIR RIGHTS		**DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS**	
		[EA2]	▶ Increased ratification of international human rights instruments and review of reservations, with a focus on instruments and regions with low ratification rates, including Optional Protocols
[EA7]	▶ Increased number and diversity of rights-holders, and of national human rights institutions and civil society actors acting on their behalf, making use of United Nations and regional human rights mechanisms and bodies	**[EA6]**	▶ Establishment of participatory standing national coordinating bodies on reporting/replying to individual communications and enquiries; and integrated follow-up to recommendations of all human rights mechanisms ▶ Increased compliance and engagement of Member States with international human rights mechanisms
		[EA8]	▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
		[EA9]	▶ Enhanced synergies, complementarity and coherence within and between human rights mechanisms
[EA10]	▶ Early warning functions of human rights mechanisms are enhanced ▶ Increased interventions of the international community to promote and protect civil society actors, including against reprisals		
[EA11]	▶ Enhanced systematic engagement by UNCTs with international human rights mechanisms		

By 2017, OHCHR expects to have contributed to the achievement of the results outlined on the table above. OHCHR will pursue these behavioural, institutional and legislative changes in cooperation with relevant partners and using the different strategic tools at its disposal (see Chapter 1 on OHCHR's Theory of Change). It is expected that if achieved, these results will contribute to strengthening the international human rights mechanisms. To illustrate the interrelated nature of the Thematic Strategies, the table shows all the results to which OHCHR is planning to contribute in this area, including relevant results from other strategies, which can be identified as follows: ▶ Democracy Strategy.

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Theresia Degener, expert member of the Committee on the Rights of Persons with Disabilities, during a session of the Committee.

Ratification [EA2]

Increased ratification of international human rights instruments and review of reservations, with a focus on instruments and regions with low ratification rates, including Optional Protocols

OHCHR intends to contribute to this change by:

- Increasing advocacy for ratification of human rights treaties and withdrawal of treaty reservations, including through the High Commissioner's public statements, press articles and bilateral meetings with governments and by using relevant recommendations of international human rights mechanisms.
- Encouraging ratification of human rights treaties and the withdrawal of treaty reservations by working with State officials, parliaments, line ministries, national human rights institutions, civil society organizations and the media, including through visits by special procedures mandate-holders and in the context of the UPR.
- Providing advice and technical assistance to governments and lawmakers in relation to ratification of those treaties.
- Facilitating accessibility of updated public information materials on the status of ratifications and reservations, as well as on content and significance of the human rights treaties, in all six official UN languages and a variety of accessible formats to ensure their equal access to persons with disabilities.
- Developing advocacy packages, such as fact sheets and handbooks, as well as training materials to support national efforts in this area.

In addition to global efforts to increase ratification and the review of reservations, by 2017, OHCHR expects to have contributed to the ratification of one of the two Covenants or the International Convention on the Elimination of All Forms of Racial Discrimination by Angola, Myanmar, Palestine**, Sao Tomé and Principe, South Sudan and other countries in the Caribbean and the Pacific. In Benin, Cambodia, Djibouti, Ethiopia, Gambia, Liberia, Madagascar, Tanzania and Zimbabwe, OHCHR will encourage the ratification of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families.

In other countries, the emphasis will be on the ratification of the Optional Protocols, as in Burundi, Honduras, Libya, Madagascar, Mali, Mexico and countries in Central America. In Burkina Faso, Cambodia, Cameroon, Gambia and Senegal, OHCHR will support the ratification of the second Optional Protocol to the International Covenant on Civil and Political Rights on the death penalty and in the Central African Republic and the Republic of Moldova of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights.

OHCHR will continue to encourage countries such as Kenya, Libya, Mauritania, Mexico and Tunisia to withdraw their reservations or interpretative declarations to the international human rights treaties.

State engagement with human rights mechanisms [EA6]

Establishment of participatory standing national coordinating bodies on reporting/replying to individual communications and enquiries; and integrated follow-up to recommendations of all human rights mechanisms

OHCHR intends to contribute to this change by:

- Increasing awareness of the importance of participatory standing national coordination bodies for fulfilling reporting obligations, responding to individual communications and enquiries and ensuring integrated follow-up to recommendations from all human rights mechanisms.
- Advocating for the establishment of standing national coordinating bodies, including through the High Commissioner's public reports, statements, press articles and bilateral meetings with governments. Advocating for effective and transparent participation of and cooperation with national human rights institutions and civil society in such bodies.

- Providing information and advice to governments and lawmakers in relation to the establishment of and operating modalities for such bodies and promoting the sharing of experience and good practices among countries.
- Assessing and responding in a timely manner to requests for technical assistance by Member States to enhance their capacity to put in place or strengthen efficient mechanisms.
- Developing information and awareness packages and tools and conducting and sharing a study on good practices in relation to establishing standing national coordination bodies.
- Encouraging resident coordinators, UNCTs and individual UN agencies to provide coordinated support to the establishment and/or strengthening of such bodies as a means of mainstreaming human rights in government programming and policies and ensuring timely responses by States to all human rights mechanisms.

By 2017, OHCHR hopes to have contributed to reinforcing participatory mechanisms for reporting and follow-up in 71 countries of engagement. OHCHR will support efforts to establish or strengthen participatory standing coordination bodies in Angola, Armenia, Azerbaijan, Bahamas, Barbados, Benin, Bolivia, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Colombia, Congo, Costa Rica, Cote d'Ivoire, Djibouti, Dominican Republic, Ecuador, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Georgia, Guatemala, Guinea, Haiti, Honduras, Jamaica, Kenya, Kyrgyzstan, Liberia, Malawi, Mali, Mauritania, Mozambique, Nigeria, Panama, Rwanda, Sao Tomé and Principe, Senegal, Serbia, Sierra Leone, Sudan, Tajikistan, the Former Yugoslav Republic of Macedonia, Togo, Tunisia, Uganda, Ukraine, Zambia, countries in South Asia, the Pacific and Gulf States and Kosovo*. In countries such as Bolivia, Cote d'Ivoire, Mali, Mexico, Timor Leste and Togo, National Human Rights Action Plans will be developed with OHCHR support to implement the recommendations of the human rights mechanisms.

Increased compliance and engagement of Member States with international human rights mechanisms

OHCHR intends to contribute to this change by:

- Encouraging and supporting treaty bodies, special procedures and the Human Rights Council to develop recommendations that are targeted, measurable and prioritized in order to enhance their effective implementation.
- Improving dissemination and access to information relating to the human rights mechanisms by stakeholders at the international and national level and in a variety of accessible formats to enable persons with disabilities to access them on equal terms.
- Developing web-based tools to disseminate decisions and recommendations of human rights mechanisms, such as the Universal Human Rights Index and an enhanced treaty bodies database, which would enable States Parties and other stakeholders to better track the national implementation of recommendations and facilitate timely and quality reporting, as well as other advocacy and communication tools to provide information on the Human Rights Council and its subsidiary bodies and mechanisms, including the UPR and special procedures (mandates, mandate-holders, invitations, country visits, communications and responses).
- Strengthening national capacity for periodic reporting under the core human rights instruments, including by targeting parliaments, line ministries, national human rights institutions, civil society organizations and the media and by providing technical assistance at the request of Member States, and as appropriate, other national stakeholders.
- Facilitating the engagement of the Least Developed Countries and Small Island Developing States with human rights mechanisms through the use of the trust funds.
- Building regional capacity to provide technical assistance to States for reporting to treaty bodies, through training-of-trainers and exchange of experience in partnership with relevant regional human rights mechanisms.
- Making the simplified reporting procedure available to States Parties.
- Encouraging States to issue standing invitations to the special procedures and facilitating their engagement.
- Strengthening partnerships with governments, UN entities and UNCTs, including for the thematic work/country visits undertaken by the special procedures and by promoting joint programmes and approaches and the sharing of best practices.

During the programming cycle, OHCHR intends to contribute to the timely submission of quality reports to the treaty bodies and UPR in Afghanistan, Benin, Bolivia, Burkina Faso, Cambodia, Cape Verde, Central African Republic, Chad, Côte D'Ivoire, Democratic Republic of the Congo, Gambia, Guinea, Haiti, Honduras, Iraq, Jamaica, Malawi, Niger, Nigeria, Senegal, Serbia, Sierra Leone, Somalia, South Sudan, Tunisia, Tanzania, Uganda, Zambia and countries in South America, the Caribbean, South Asia and the Pacific.

Efforts will also be undertaken to ensure that Botswana, Guinea-Bissau, Haiti, Iraq, Jamaica, Malawi, Mali, Mauritius, Namibia, Niger, Sudan, Swaziland, Tanzania, Zambia, Zimbabwe, countries in the Caribbean, the Pacific, and South Asia and Kosovo*, improve their engagement with special procedures, either through the issuing of standing invitations, the acceptance of their requests for visits or the response to their communications.

Civil society engagement with human rights mechanisms [EA7]

Increased number and diversity of rights-holders, and of national human rights institutions and civil society actors acting on their behalf, making use of United Nations and regional human rights mechanisms and bodies

OHCHR intends to contribute to this change by:

- Promoting and facilitating access to the work of UN human rights mechanisms and bodies by national human rights institutions and civil society actors, especially those representing individuals and groups at risk or exposed to discrimination, including migrants.
- Enhancing the accessibility of human rights mechanisms for rights-holders, including persons with disabilities, youth and older persons, by improving physical access to meetings held in Geneva and the use of information and communication technology (webcasting, videoconferencing, webpages, social media etc.).
- Disseminating public information on the human rights mechanisms through the OHCHR webpages, national human rights institutions, international and regional networks and civil society broadcasts (i.e., weekly notes, newsletters) in a variety of formats.
- Strengthening the capacity of national human rights institutions and civil society actors to effectively use human rights mechanisms and bodies, especially in addressing human rights issues prioritized in the other Thematic Strategies.
- Developing training materials, practical tools and resources on how to effectively engage with the mechanisms and specifically targeting rights-holders, civil society and national institutions.
- Organizing regional and cross-regional workshops for national human rights institutions and civil society actors on the work of UN and regional human rights mechanisms and bodies and good practices and lessons learned in engaging with them.
- Taking measures to protect human rights defenders, national human rights institutions and civil society and other actors who are engaging with UN human rights mechanisms and bodies, including through public statements of the High Commissioner, OHCHR representatives, independent experts and mechanisms and follow-up on alleged cases/situations of reprisals.
- Mapping stakeholders' submissions to human rights mechanisms to identify representation gaps as the basis for targeted outreach.
- Implementing the fellowship programmes for staff of national human rights institutions, minorities and indigenous peoples focusing on regions or countries with lower levels of engagement with UN human rights mechanisms and bodies.

By 2017, OHCHR expects to have contributed to an increase in the use of international human rights mechanisms by civil society actors in Angola, Argentina, Benin, Brazil, Brunei Darussalam, Burkina Faso, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, Chile, Comoros, Cote D'Ivoire, Djibouti, Dominican Republic, Ecuador, Equatorial Guinea, Ethiopia, Gabon, the Gambia, Guatemala, Honduras, Kenya, Lao People's Democratic Republic, Lesotho, Malawi, Mauritania, Mexico, Moldova, Myanmar, Mozambique, Namibia, Niger, Paraguay, Peru, Rwanda, Senegal, Seychelles, Singapore, Sri Lanka, Swaziland, FYRM, Timor Leste, Togo, Tunisia, Uganda, Tanzania, Uruguay, Venezuela, Zimbabwe, other countries of the Caribbean, Central America, Central Asia, Europe, North Africa, the Pacific, and South Asia and Kosovo*.

International and regional laws and institutions [EA8]

Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities

OHCHR intends to contribute to this change by:

- Supporting the development of new human rights instruments and standards and the work of human rights mechanisms in this regard, including by assisting with and contributing to the development of general comments and jurisprudence by treaty bodies, as well as the normative work of the Human Rights Council, its Advisory Committee and special procedures.
- Providing advice and support to systematize the integration of a gender perspective in the work of human rights mechanisms.
- Supporting the application and further elaboration of new standards developed by the human rights mechanisms such as: strengthening the protection of the human rights of older persons and supporting the General Assembly's Open-ended Working Group on Ageing; contributing to the enhancement of accountability for business enterprises involved in human rights abuses and the effective implementation of the United Nations Guiding Principles on business and human rights, including by supporting the mandate of the Working Group on human rights and transnational corporations and other business enterprises and the Annual Forum on Business and Human Rights; developing and implementing follow-up initiatives to the Rabat Plan of Action on the prohibition of advocacy of national, racial or religious hatred that constitutes incitement to discrimination, hostility or violence, taking into account the Human Rights Committee General Comment No. 34 and CERD General Recommendation No. 35.
- Cooperating closely with regional human rights systems to strengthen and ensure consistency of international and regional human rights law, in particular through OHCHR biennial workshops on cooperation and annual consultations between UN and regional human rights mechanisms, thematic priorities and implementation of follow-up initiatives.

Coherence among human rights mechanisms [EA9]

Enhanced synergies, complementarity and coherence within and between human rights mechanisms

OHCHR intends to contribute to this change by:

- Supporting the activities of the Chairs of the human rights treaty bodies and the Coordination Committee of the Special Procedures to facilitate coordination within and between treaty bodies and special procedures.
- Strengthening synergies and linkages between human rights mechanisms and also with relevant intergovernmental processes, including by producing and promoting joint communications and thematic issue papers, particularly in areas relevant to the Thematic Priorities.
- Promoting a holistic approach for the implementation of and follow-up to recommendations emanating from international human rights mechanisms, including through the continuous updating and improvement of the Universal Human Rights Index and the treaty body and special procedures databases.
- Ensuring the implementation of the outcome of the treaty body strengthening process and continuing to seek avenues for harmonizing the working methods of treaty bodies with a view to enhancing their coherence, efficiency and effectiveness.
- Implementing the relevant outcomes of the Human Rights Council review in relation to the support provided to the UPR, including by acting as a clearing house and playing a catalytic role in assisting States to implement the UPR recommendations.
- Encouraging joint actions and a coordinated approach among special procedures mandate-holders while concurrently ensuring their independence and integrity.

Responsiveness of the international community [EA10]

Early warning functions of human rights mechanisms are enhanced

OHCHR intends to contribute to this change by:

- Supporting the work of human rights mechanisms (i.e., treaty bodies, special procedures and commissions of inquiry under the Council) in monitoring country/thematic situations.
- Facilitating the engagement of human rights mechanisms with State and other actors in situations of potential, emerging or ongoing human rights crises.
- Enhancing and maintaining existing human rights mechanism databases (treaty body database, special procedures database, UPR index, Human Rights Council complaints procedure database, Universal Human Rights Index) to facilitate the analysis of trends and patterns of human rights crises and provide early warning functions.
- Contributing to inter-agency early warning and crisis response mechanisms at national, regional and international levels, such as the United Nations Operations and Crisis Centre.
- Ensuring the consistent provision of human rights information and analysis to the international community to inform decision-making on possible interventions and options for responses, in accordance with the Secretary-General's 'Rights Up Front' Action Plan.
- Efforts will be undertaken to ensure that the human rights of migrants or migration in general are addressed in the context of Human Rights Council deliberations.

Human rights mainstreaming within the United Nations [EA11]

Enhanced systematic engagement by UNCTs with international human rights mechanisms

OHCHR intends to contribute to this change by:

- Promoting the systematic engagement of UNCTs throughout all stages of the UN human rights mechanisms-related processes, including follow-up to their conclusions and recommendations, in close cooperation with governments, civil society and national human rights institutions.
- Supporting the development of updated inter-agency policy guidance and tools for Resident Coordinators and UNCTs regarding their engagement during all stages of the UN human rights mechanisms-related processes.
- Developing capacity-building tools and undertaking training activities to enhance the quality and effectiveness of this engagement.
- Developing advocacy and communication tools on the UN human rights mechanisms and their respective conclusions and recommendations. Clustering conclusions and recommendations from the mechanisms by country and compiling best follow-up practices for use by the UNCTs.
- Encouraging UNCTs to facilitate the dissemination of information about the UN human rights mechanisms and their respective conclusions and recommendations to stakeholders, the general public and the media.
- Strengthening the capacity of UNCTs to provide technical assistance to relevant stakeholders, such as government authorities, civil society and national human rights institutions, with a view to enhancing the quality and effectiveness of their engagement throughout all stages of the UN human rights mechanisms-related processes.
- Supporting UNCTs to integrate conclusions and recommendations emanating from the UN human rights mechanisms into UN Development Assistance Frameworks (UNDAF), One UN Programmes and agency country programmes and activities in support of national development plans and priorities. Developing evaluation, policy and capacity-building tools for this purpose.

By 2017, OHCHR expects to have contributed to various degrees of integration of the human rights recommendations from the human rights mechanisms in the operations of UNOCI in Côte D'Ivoire and key programmes of the UNCTs in Malawi, Mexico, Republic of Moldova, Russian Federation, Serbia, Ukraine and Zambia. In other countries, the emphasis will be on the mainstreaming of human rights in the UNDAFs, including in Burundi, Guatemala, Madagascar and Sierra Leone, or on the engagement of the UNCTs with the human rights mechanisms in general, as in Paraguay and Tanzania.

The engagement of UNCTs with the international human rights mechanisms is an integral part of the United Nations human rights-based approach to programming, please refer to the Thematic Strategy on "Integrating human rights in development and in the economic sphere" for a complete overview of the results to which OHCHR intends to contribute in this area.

Demonstration against racism in Stockholm, Sweden. The text on placard reads 'United against racism'.

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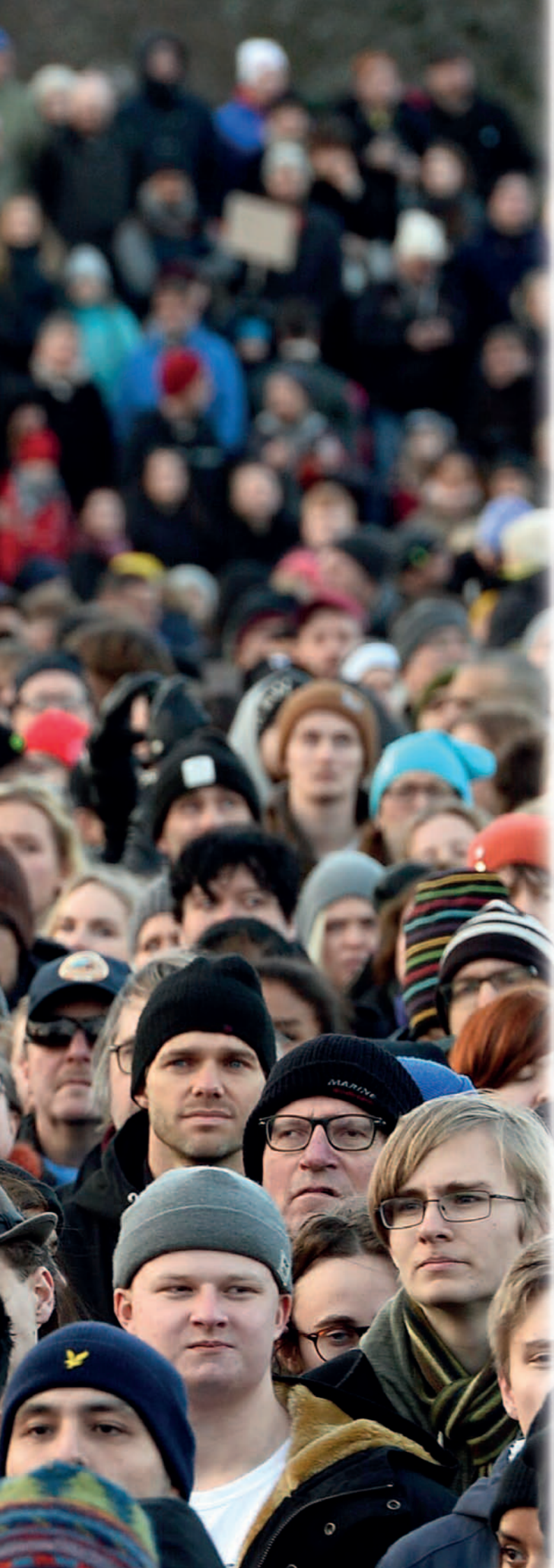

Enhancing equality and countering discrimination

Relevance of the issue

The elimination of all forms of discrimination has been one of the core objectives of the United Nations since its inception. Non-discrimination and equality before the law constitute fundamental principles of international human rights law and are essential elements of human dignity. Indeed, the international human rights framework was built upon and operates in accordance with the fundamental premise of equal respect for all persons and freedom from discrimination on any ground. In far too many countries, however, people continue to be excluded, marginalized, distinguished and restricted in the exercise of their rights based on grounds of race, colour, national, ethnic or social origin, language, sex, religion, political or other opinion, descent, birth, caste, age, disability, health status, migration status, sexual orientation or gender identity. The burden is even greater for those who experience multiple forms of discrimination.

Discrimination is also one of the root causes of conflicts and manifestations of violence, particularly against women and girls, that continue unabated around the world. In times of economic crisis, inequalities can be further accentuated and members of vulnerable and marginalized groups face greater risks, exclusion and barriers in the exercise of their rights. Many of them are exposed to xenophobia that may be fuelled by austerity measures or tightening of immigration laws. At the same time, in recent years, the world has witnessed a formidable quest by people, especially those who are marginalized, to claim their rights.

Despite efforts undertaken at the international and national levels, discriminated groups continue to face intolerance and violence. The existing international legal instruments and standards are not sufficiently

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Kevin-Prince Boateng (left), professional footballer, Patrick Vieira (right), former captain of the French national team and Navi Pillay, UN High Commissioner for Human Rights during a panel discussion on "Racism and Sport."

incorporated into the domestic legal system and national policies and national protection frameworks or mechanisms are not strong enough to counter all forms of discrimination. In fact, national laws, institutions and practices may perpetuate direct or indirect discrimination. In many countries, political transitions have led to positive changes but have also brought about additional risks resulting from social unrest and instability, an erosion of State control and increased violence. This has made the protection of minorities more difficult, especially against incitement to national, racial and religious hatred.[1] In some cases, traditional or cultural beliefs and practices can limit the freedom enjoyed by women, and their participation in political life, as well as the ability of victims of other forms of discrimination to exercise their rights.

[1] Incitement to hatred is used with reference to article 20 of the International Covenant on Civil and Political Rights which reads that: "Any advocacy of national, racial or religious hatred that constitutes incitement to discrimination, hostility or violence shall be prohibited by law." Reference is also made to General Comment No. 34 (Freedom of Opinion and Expression) by the Human Rights Committee and General Recommendation No. 35 (Combating Racist Hate Speech) by the Committee on the Elimination of Racial Discrimination.

OHCHR added value

OHCHR, as the lead UN entity for human rights, has a long history and extensive experience in the anti-discrimination field. It serves as the Secretariat to the UN human rights treaty bodies, which consistently address discrimination in multiple sectors and contexts and have issued both general comments and specific recommendations aimed at preventing discrimination and improving protection measures at the national level.

Combating discrimination is the central focus of three of the treaty bodies, namely the Committee on the Elimination of Racial Discrimination (CERD), the Committee on the Elimination of Discrimination against Women (CEDAW) and the Committee on the Rights of Persons with Disabilities (CRPD). It is also a recurrent theme in the work of other treaty bodies, including the Human Rights Committee, the Committee on Economic, Social and Cultural Rights (CESCR), the Committee on the Rights of the Child (CRC), the Committee on Migrant Workers (CMW) and the Committee against Torture (CAT), each of which has issued recommendations concerning discriminatory restrictions on the exercise of treaty-protected rights. The work of these bodies

has helped to clarify the extent of the obligations of States Parties to protect individuals from discrimination on grounds of race, colour, national, ethnic or social origin, language, sex, religion, political or other opinion, descent, birth, caste, age, disability, health status, migration status, sexual orientation, gender identity or other grounds and areas where awareness about such discrimination has increased in recent years.

The Office also supports special procedures and other subsidiary bodies of the Human Rights Council, including those dealing specifically with discrimination, such as the Working Group of Experts on People of African Descent, the Special Rapporteur (SR) on the rights of migrants, the SR on contemporary forms of racism, the Working Group on the issue of discrimination against women, the SR on the rights of indigenous peoples, the Independent Expert on the enjoyment of all human rights by older persons, the Expert Mechanism on the Rights of Indigenous Peoples, the Forum on Minority Issues and intergovernmental bodies such as the Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action, the Ad Hoc Committee on the Elaboration of Complementary Standards and the Open-ended Working Group on Ageing.

OHCHR has in-house expertise on a wide range of discrimination-related issues and is well placed to address contemporary and emerging issues related to anti-discrimination and equality. It provides a global forum to facilitate dialogue and an exchange of views on a multitude of discrimination concerns and issues.

The Office has accumulated a wealth of experience in supporting States in complying with their international obligations and commitments and following up on the recommendations issued by human rights bodies and mechanisms. These recommendations may include the repeal of discriminatory laws, the adoption, reform and implementation of anti-discrimination laws, public policies, programmes and national action plans (NAPs) or the strengthening of national human rights institutions (NHRIs), specialized equality bodies and civil society actors. OHCHR will continue to support national efforts in these areas on the basis of lessons learned in the course of experience. This experience has shown, for example, that insufficient political will, lack of adequate monitoring and evaluation schemes and procedures or lack or insufficient awareness at the national level have hindered the implementation of NAPs and limited the impact of specialized anti-discrimination and/or equality bodies.

OHCHR is also well placed to raise awareness of the international standards on the elimination of all types of discrimination among discriminated groups and strengthen their capacity to claim their rights, thereby supporting grassroots and community-based efforts to combat discrimination. Nevertheless, national protection mechanisms, including judges and courts, have not been proactive in enforcing these standards in their decisions and rulings. Further, discriminated groups are still not using national protection mechanisms to seek redress for discriminatory practices against them.

In this context, the Office has in some cases developed public information campaigns to address and challenge public attitudes and negative stereotypes contributing to discriminatory practices. OHCHR's engagement on the issue of caste-based discrimination in Nepal demonstrates that when sufficient efforts, a broad network of actors and a ground swell of opinion are mobilized, including through the media, positive change is possible. In Nepal, national legislation criminalizing caste-based discrimination was passed in 2011 under the impetus garnered by the OHCHR Nepal Office which was followed by a 100-day campaign launched by the President of the country to end caste-based discrimination.

Combating discrimination is inherent to the three pillars of the United Nations – peace and security, development and human rights – and requires system-wide, coordinated engagement. It is recognized that system-wide collaboration between the Office and UN agencies, funds and programmes on issues of discrimination should be strengthened. OHCHR is working to increase its role and effectiveness in mainstreaming the principles of equality and non-discrimination throughout the work of the UN system at the global, regional and national levels, including through the implementation of the Secretary-General's Guidance Note on racial discrimination and the protection of minorities.

Enhancing equality and countering discrimination

RIGHTS-HOLDERS CLAIM THEIR RIGHTS		DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS	
[EA5]	▶ National human rights institutions and civil society create and support participatory mechanisms to enhance equality and counter discrimination ▶ Increased and effective use of national protection systems by individuals and groups faced with discrimination	**[EA1]**	▶ Increased use of anti-discrimination and equality standards by judges and prosecutors ▶ State agents and political and faith-based actors increasingly comply with human rights standards related to public freedoms and take measures for the development of an independent and pluralistic civil society ▶ Constitutions, laws and policies increasingly protect human rights, especially land and housing rights and with particular attention to non-discrimination and gender equality, in the context of development and exploitation of natural resources ▶ Legal frameworks, public policies and institutions are in place and functioning to combat sexual and gender-based violence, trafficking and related exploitation
		[EA2]	▶ Increased ratification of international human rights instruments and review of reservations
		[EA4]	▶ Legislation, policies and practices increasingly comply with anti-discrimination and equality standards ▶ Increased number of specialized equality bodies, focal points and NHRIs working on equality and non-discrimination in line with international standards ▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
[EA7]	▶ Increased number and diversity of rights-holders, and of national human rights institutions and civil society actors acting on their behalf, making use of United Nations and regional human rights mechanisms and bodies	**[EA6]**	▶ Increased compliance and engagement of Member States with international human rights mechanisms
		[EA8]	▶ Progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10]	▶ Increased integration of human rights in international and regional processes relevant to migration ▶ Increased responsiveness of the international community in ensuring accountability for gross human rights violations		
[EA11]	▶ Implementation of the Secretary-General's Guidance Notes and Guidelines on Racial Discrimination and Protection of Minorities and the UN Indigenous Peoples' Partnership		

By 2017, OHCHR expects to have contributed to the achievement of the results outlined on the table above. OHCHR will pursue these behavioural, institutional and legislative changes in cooperation with relevant partners and using the different strategic tools at its disposal (see Part I on OHCHR's Theory of Change). It is expected that if achieved, these results will contribute to improving the duty-bearers' compliance with their international human rights obligations and to the rights-holders' ability to claim their rights, and thereby to enhancing equality and countering discrimination. To illustrate the interrelated nature of the Thematic Strategies, the table shows all the results to which OHCHR is planning to contribute in this area, including relevant results from other strategies which can be identified as follows: ▶ Mechanisms Strategy; ▶ Rule of Law Strategy; ▶ Development Strategy; ▶ Democracy Strategy; ▶ Violence Strategy.

Compliances of laws, policies and institutions [EA1]

Increased use of anti-discrimination and equality standards by judges and prosecutors

OHCHR intends to contribute to this change by:

- Supporting capacity-building activities for judges and prosecutors on the application of anti-discrimination and equality standards, including through the organization of seminars to allow for sharing of experiences and the development of a handbook on anti-discrimination standards.
- Undertaking research on gender stereotyping in judicial decision-making and raising awareness about the harmful effects of stereotypes, especially gender stereotypes, among judges and prosecutors.

By the end of 2017, OHCHR expects to have contributed to increasing the use of international law, especially anti-discrimination and equality standards, by judges and prosecutors in court proceedings and decisions in Argentina, Cambodia, Chile, Colombia, Democratic Republic of the Congo, Guatemala, Guinea, Madagascar, Republic of Moldova, Paraguay, Rwanda, Serbia, South Sudan, Timor-Leste, Tanzania and countries of South Asia.

Anti-discrimination laws, policies and institutions [EA4]

Legislation, policies and practices increasingly comply with anti-discrimination and equality standards

OHCHR intends to contribute to this change by:

- Engaging with Member States and civil society to raise awareness on the importance of introducing comprehensive anti-discrimination legislation or legislation to combat discrimination, including equality laws. Where anti-discrimination and equality legislation exists but is not compliant with international standards, the focus will be on advocating for its revision.
- Disseminating good practices in integrating anti-discrimination in legislation policies and practices.
- Supporting the development and implementation of national action plans against racial discrimination and on the protection of minorities.
- Providing technical advice and assistance on the adoption and reform of legislation and policies relating to women's human rights, in line with CEDAW.
- Providing technical advice and assistance on the adoption and reform of legislation and policies relating to racism, racial discrimination, xenophobia and related intolerance, in line with ICERD and other relevant standards.

© OHCHR Photo

Indigenous communities in Cambodia claim their land rights.

- Providing technical assistance and assistance on the adoption and reform of legislation and policies on discrimination against persons with disabilities, in line with CRPD.
- Supporting national efforts to ensure that normative frameworks concerning indigenous peoples and minorities are in line with the UN Declaration on Indigenous Peoples, the UN Minorities Declaration and other relevant standards.

By the end of 2017, OHCHR expects to have contributed to efforts to adopt anti-discrimination laws and policies or regulations in accordance with international standards in Algeria, Burkina Faso, Cape Verde, Egypt, Gambia, Malawi, Republic of Moldova, Morocco, Senegal, South Sudan, Ukraine and Kosovo*.

In certain countries, the focus will be on supporting national laws or policies to protect women and or specific groups against discrimination (i.e., caste discrimination; indigenous peoples; lesbian, gay, bisexual, transgender and intersex (LGBTI) persons; migrants; persons with such disabilities; and racial and religious minorities) such as in Bolivia, Cameroon, Gabon, Iraq, Libya, Mauritania, Mexico, Myanmar, Nigeria, Paraguay, Sierra Leone, Sri Lanka, Tunisia, Uganda and other countries in the Americas, South Asia, the Pacific, the Middle East and the Gulf States. In Europe, with the efforts of OHCHR, it is expected that a comprehensive EU non-discrimination directive aiming to protect individuals from discrimination on the grounds of disability, age, religion and sexual orientation in education, health care, social protection and access to goods and services, including housing, will be adopted, thus providing for its transposition into the legal systems of 28 EU member states. Moreover, OHCHR will support efforts in the region to ensure that Roma inclusion policies comply with the recommendations of international human rights mechanisms, with a particular focus on article 3 of ICERD (prohibition of segregation).

OHCHR will also be contributing to ensure that selected institutions with potential impact on specific groups work in accordance with international standards in countries such as Colombia, Democratic Republic of Congo, Ecuador, Guatemala, Haiti, Honduras, Jamaica, Myanmar and Senegal.

With the support of OHCHR, it is expected that national action plans against racial discrimination will be adopted in Honduras, Mauritania and Niger.

Increased number of specialized equality bodies, focal points and national human rights institutions working on equality and non-discrimination in line with international standards

OHCHR intends to contribute to this change by:

- Providing technical assistance and training programmes to develop or enhance the capacity of existing NHRIs to raise awareness and address issues pertaining to equality and non-discrimination.
- Advocating that specialized equality bodies more effectively address discrimination, particularly on grounds of race, colour, national, ethnic or social origin, language, sex, religion, political or other opinion, descent, birth, caste, age, disability, health status, migration status, sexual orientation and gender identity, as well as incitement to hatred.
- Developing guidance material for specialized equality bodies, focal points and independent NHRIs working on equality and non-discrimination on how to monitor progress and promote the implementation of international norms and standards countering discrimination.

By 2017, OHCHR expects to contribute to ensuring that specialized equality bodies effectively advise discriminated groups and monitor and report on their human rights concerns in Bolivia, Chad and Tanzania.

With the support of OHCHR, NHRIs will have established units or programmes that work on issues related to discrimination in Botswana, Cameroon, Gabon, Republic of the Congo, Russian Federation, Zambia, Zimbabwe and countries of Central America. In countries of South Asia, OHCHR will support networking and the exchange of best practices among existing NHRIs and specialized commissions to combat discrimination.

© UN Photo/UNHCR/Phil Behan

"Women and men they are the same." Tunisia's remote regions react positively to a campaign led by OHCHR to inform and mobilize women of their rights. UN Women and the United Nations Population Fund joined OHCHR in taking the campaign across the country.

Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies

OHCHR intends to contribute to this change by:

- Raising awareness of the importance of integrating groups which are marginalized and facing discrimination in State institutions and decision-making bodies.
- Advocating for the introduction of special measures to ensure representation of underrepresented groups at all levels of State institutions, including the judiciary and decision-making bodies.
- Assisting national actors in collecting and analysing data on the extent of representation of marginalized and discriminated groups in State institutions and decision-making bodies and the causes for under - or non-representation of these groups.

By 2017, OHCHR expects to have contributed to the establishment of internal policies of selected State institutions to promote the enhanced representation of marginalized and discriminated groups in Guatemala (indigenous peoples, particularly indigenous women), Paraguay (indigenous peoples, women, people with disabilities and other discriminated groups) and South Africa. In Guinea-Bissau, the focus will be on increasing women's representation in parliament, governor positions and the judiciary.

Participation [EA5]

National human rights institutions and civil society create and support participatory mechanisms to enhance equality and counter discrimination

OHCHR intends to contribute to this change by:

- Developing the capacities of NHRIs and civil society groups, including organizations working to defend the rights of discriminated and marginalized groups, and providing technical assistance to these groups to enable them to create and support anti-discrimination mechanisms.
- Developing advocacy tools to increase the commitment and awareness of civil society groups regarding diversity and non-discrimination.
- Providing capacity-building for anti-discrimination and equality bodies on the international standards related to discrimination, including the Rabat Plan of Action and the Outcome Document of the Durban Review Conference.
- Supporting national actors in their efforts to collect disaggregated data on discrimination and the collection and sharing of data and good practices regarding anti-discrimination among NGOs, NHRIs and other civil society groups at the national levels.
- Advocating for the development of databases as well as web tools, portals containing data and

© UN photo/UNHCR/P.Moore

Bangladeshi migrant workers wait at the Egyptian-Libyan border in Sallum, Egypt, after fleeing violence in Libya. Migrants, particularly those who are poor, low-skilled and in irregular situations, are often victims of discrimination in the countries of transit like the countries of destination.

good practices regarding anti-discrimination, that are accessible at the national and regional levels.

- Advocating for a diverse representation of the population in national media and providing guidance to media professionals on international human rights standards to foster non-discriminatory reporting.
- Providing training and strengthening capacities of civil society groups, especially groups working on women's human rights, to address the linkages between discrimination, sex and gender-based violence, sexual and reproductive health and rights and other women's human rights issues, including through the development of fact sheets and information materials.

By 2017, OHCHR expects to have contributed to the establishment of a participatory mechanism supported by civil society to counter discrimination in Zambia. In some contexts, the focus will be on certain groups, such as in Botswana (indigenous peoples), Haiti (LGBTI persons), Liberia (women and persons with disabilities), Nigeria (women, children and persons with disabilities), Paraguay (indigenous peoples, women, people with disabilities and LGBTI persons) and Yemen (women, persons with disabilities, migrants and minorities). In other contexts, the focus will be on specific processes, such as the constitutional and law review processes underway in South Sudan.

With the support of OHCHR, NHRIs and equality bodies in countries such as Iraq, Zimbabwe and countries in Europe will undertake concrete measures to address human rights challenges in the non-discrimination field and increase direct participation of rights-holders from groups at risk, including in their own activities.

Increased and effective use of national protection systems by individuals and groups faced with discrimination

OHCHR intends to contribute to this change by:

- Providing technical assistance and capacity-building to empower individuals and groups, including the most marginalized, to use strategic litigation, mediation and other alternative dispute resolution methods to address discrimination.
- Developing capacity-building tools on the use of national protection systems for individuals and groups facing discrimination.
- Supporting national anti-discrimination and equality bodies in processing complaints and requests from individuals and groups alleging discrimination and in following-up on their decisions. Developing guidelines to support them in these efforts.
- Strengthening engagement with national and community-based media to develop public awareness strategies on existing national protection systems which address discrimination.
- Developing channels of communication through national, community-based and web-based media in order to disseminate information on best practices in addressing discrimination.

By 2017, OHCHR expects to have contributed to the increased use of protection systems in Niger, Nigeria, South Sudan and Kosovo*. In Azerbaijan, the focus will be on women and persons with disabilities; in Georgia on ethnic and religious minorities, LGBTI persons, persons with disabilities and women; in Guatemala on indigenous organizations and rural women, especially on issues related to violence against women; in Timor Leste on women, persons with disabilities, members of religious minorities, migrants and LGBTI persons; and in Yemen on women, marginalized groups, persons with disabilities and migrants.

Responsiveness of the international community [EA10]

Increased integration of human rights of migrants in international and regional processes relevant to migration

OHCHR intends to contribute to this change by:

- Engaging in key international, regional and inter-agency processes on migration, including the Global Forum on Migration and Development and the Global Migration Group, to advocate for a focus on the human rights of migrants.
- Advocating and making public interventions on migration and human rights issues, including opinion editorials, press statements and briefings.
- Developing training materials and capacity development modules on migration and human rights for government, civil society and UN actors.
- Supporting the human rights mechanisms in addressing the situation of migrants, including through the increased integration of migration-related human rights concerns in lists of issues, concluding observations and general comments of the human rights treaty bodies; thematic reports, country visits and allegation letters of special procedures mandate-holders; and the Universal Periodic Review (UPR).

Human rights mainstreaming within the United Nations [EA11]

Implementation of the Secretary-General's Guidance Notes and Guidelines on Racial Discrimination and Protection of Minorities and the UN Indigenous Peoples' Partnership

OHCHR intends to contribute to this change by:

- Coordinating the UN Network to support the implementation of the S-G's Guidance Note on Racial Discrimination and Protection of Minorities and related Action Plan.
- Disseminating recommendations of international and regional human rights bodies and supporting their follow-up, with a particular focus on racial discrimination, minorities and indigenous peoples.
- Strengthening the capacity of United Nations Country Teams (UNCTs) on racial discrimination, the protection of minorities and indigenous peoples by exchanging knowledge and good practices, including on mapping tools, through existing knowledge portals, enhancing training tools and delivering capacity-building activities.
- Supporting the participation of minorities and indigenous peoples in UN programmes through the UN Indigenous Peoples' Partnership and other collaborative mechanisms.

By 2017, OHCHR expects to have contributed to the increased implementation of the Secretary-General's Guidance Note on Racial Discrimination and Protection of Minorities by UNCTs in Bolivia, Dominican Republic, Honduras, Jamaica, South Africa, Sri Lanka, the former Yugoslav Republic of Macedonia and countries of North East Asia and South Asia. In South Africa, the emphasis will be on ensuring that the UNCT implements the S-G Guidance Note to support the implementation of the constitutional vision and in Bolivia, OHCHR's efforts will be geared towards the implementation by the UNCT of the "Guidance Note on Indigenous Peoples in Voluntary Isolation and in Initial Contact."

Human rights training of security forces in Uganda. A sound understanding of human rights standards among law enforcement officials is essential for access to justice.

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Combating impunity and strengthening accountability and the rule of law

Relevance of the issue

Recent events around the world have provided stark reminders of how an absence of the rule of law leads to violations of civil, political, economic, social and cultural rights, as well as to oppressive rule and conflict. As a result, Member States came together at a General Assembly high-level meeting in September 2012 and reaffirmed their commitment to the rule of law, as well as the interlinked and mutually reinforcing nature of the rule of law and human rights, by adopting the Declaration on the Rule of Law at the National and International Levels. They further committed themselves to ensuring accountability for international crimes and other gross violations of human rights and supporting the establishment of transitional justice mechanisms.

As stated by the Secretary-General in his report on "peacebuilding in the aftermath of conflict," conflict drivers are often related to chronic impunity and lack of accountability. Combating impunity is essential to the restoration or preservation of the rule of law. Moreover, terrorism continues to fester where conflicts are endemic and where human rights, including economic, social and cultural rights, are not protected and impunity prevails. Law enforcement and criminal justice responses to terrorism in violation of human rights have proved to be counter-productive.

Sustained efforts in many countries are required to build fair and effective administration of justice systems which are based on international norms and standards and uphold the rule of law and protection

of all rights, including economic, social and cultural rights. These systems must be made accessible to all, including women and girls.

According to recent statistics, more than 10.2 million people in the world are deprived of their liberty, and an important number among them are awaiting trial. The conditions of life for these persons, in all regions, remain alarming and their numbers are constantly increasing. Strengthened National Preventive Mechanisms (NPMs) remain an important priority to prevent and punish acts of torture and ill-treatment.

In a series of resolutions beginning in 2007, the General Assembly has called for a global moratorium on the death penalty with a view to its eventual abolition. Approximately 160 out of 193 States have abolished the death penalty or observe a legal or de facto moratorium on its use. Despite this, a number of States maintain the death penalty and several hundreds of executions continue to be carried out each year, including many in violation of provisions under international law, in particular, the obligation to limit the death penalty to the most serious crimes.

OHCHR added value

Focus areas

- Human rights in the administration of justice
- Transitional justice
- Torture, death penalty and deprivation of liberty
- Counter-terrorism and human rights
- Legal and judicial protection of economic, social and cultural rights

Combating impunity and promoting accountability and the rule of law is a challenging area in which sustainable progress requires long-term sustained efforts and resources. Institutional transformation can take at least a generation, even for rapidly-transforming countries. It is also an area in which a large number of actors, including UN actors, are involved. As the independent, authoritative and expert voice on human rights protection within the UN system, OHCHR combats impunity and promotes accountability and the rule of law at the global, regional and national levels. The Office's rule of law activities are based on strong normative grounds.

OHCHR's field presences provide the Office with an essential outreach capacity to advocate for rule of law and accountability issues and to support national stakeholders in the implementation of relevant norms and standards, particularly in relation to the implementation of the recommendations from the various human rights mechanisms. The role of OHCHR as Secretariat of these mechanisms places the Office in a unique position to respond to States' requests for technical assistance and legal advice to implement these recommendations.

Through its pivotal role vis-à-vis the Human Rights Council, its special procedures, and treaty bodies, OHCHR is well-placed to support the further development and implementation of human rights norms and standards. Moreover, the Office has a crucial role to play to ensure that these human rights norms and standards are duly reflected in and form the basis of the rule of law programmes, policies and activities throughout the UN system.

The Office has acquired considerable experience in the development of tools and guidance materials which outline international norms and best practices relevant to the rule of law, impunity and accountability, such as the "rule-of-law tools" series and the Secretary-General's Guidance Note on the United Nations Approach to Transitional Justice, which are disseminated through OHCHR's field presences.

Recognizing that transitional justice strengthens the rule of law and promotes sustainable peace, OHCHR also supports transitional justice processes that are consistent with international law and good practices. In doing so, OHCHR seeks to ensure an inclusive, participatory and victim-centred approach that would safeguard respect for and implementation of victims' rights to an effective remedy. In addition, the Office identifies gaps and responds by providing technical assistance to Member States, civil society and UN partners and engages in global and national advocacy directed at combating impunity. Increased focus should be placed on the implementation of recommendations resulting from transitional justice processes and strengthening of national capacity to investigate and prosecute international crimes.

OHCHR has a comparative advantage in supporting judicial reform efforts to strengthen the capacity of national justice systems to protect human rights. The Office works with States to ensure compliance with human rights standards relevant

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Participants look at an exhibition on torture organized by OHCHR in Papua New Guinea.

to the administration of justice, particularly with regard to due process, fair trial guarantees, and use of the death penalty. OHCHR continues to have an important advocacy role regarding the global abolition of the death penalty and provides technical assistance and advice to retentionist Member States to ensure compliance with international norms and standards.

OHCHR manages direct assistance provided to victims of torture through the Voluntary Fund established by the General Assembly and supports the preventive activities of the Subcommittee on Prevention of Torture as well as the implementation of the recommendations of the Committee against Torture and the Special Rapporteur on torture. Based on the relevant international normative framework and OHCHR's well-established experience in monitoring, reporting, advocacy and technical assistance, the Office has developed tools to assist Member States in combating torture and other forms of ill-treatment and strengthen protection of the rights of persons deprived of their liberty in line with international norms and standards.

OHCHR is well placed, in line with the comprehensive approach set out in the Global Counter-Terrorism Strategy, to assist Member States in their efforts to adopt and implement counter-terrorism policies and strategies that are compliant with their international human rights obligations. The Office serves as the UN system-wide lead in this area, including through its role as chair of the Working Group on Protecting Human Rights while Countering Terrorism of the Counter-Terrorism Implementation Task Force (CTITF). OHCHR also supports the work of the Special Rapporteur on human rights and counter-terrorism, who is also a member of the CTITF. In October 2012, the Working Group launched a project on human rights training and capacity-building for law enforcement officials involved in counter-terrorism-related activities aimed at assisting Member States in making their law enforcement policies and activities consistent with their obligations under international human rights law.

The entry into force of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights reinforces the importance of domestic remedies to deal with violations of these rights. Over the past two years, OHCHR has successfully advocated for the ratification of the Optional Protocol in countries such as Argentina, Bolivia, Ecuador, El Salvador, Spain and Uruguay. OHCHR's expertise, guidance materials and experience have proven to be instrumental in promoting the inclusion of economic, social and cultural rights in the public agenda and mobilizing an array of different actors and stakeholders with a view to affording better legal and judicial protection of these rights.

OHCHR's leadership role in this area has greatly benefited from its partnership with other institutions within the UN system. Such partnerships include, inter alia:

- Participation in the Rule of Law Coordination Resource Group which is led by the Deputy Secretary-General and has recently decided to co-locate staff from different parts of the UN in one office to facilitate the work of the Global Focal Point on Justice, Police and Corrections (established in 2012 by the Secretary-General).
- Partnership agreement with UN Women and the United Nations Development Programme (UNDP) to support comprehensive and coordinated law and justice sector reforms through the UN Global Women's Access to Justice Programme.
- Cooperation with the Department of Peacekeeping Operations (DPKO), UNDP and UN Women on transitional justice-related issues, including through joint projects, such as those in Tunisia and Yemen, and the participation of OHCHR trainers in rule of law trainings for DPKO Judicial Affairs Officers.
- Cooperation with the United Nations Office on Drugs and Crimes (UNODC) on a wide range of matters, including issues relating to the right to legal aid, counter-terrorism, the revision of the Standard Minimum Rules for the Treatment of Prisoners, issues relating to cybercrime and human rights aspects of combating drugs and crime.
- Cooperation with DPKO in the elaboration and implementation of the Rule of Law Indicators Project which seeks to provide national authorities with guidance to assess and identify needs for reform of their criminal justice institutions so that they comply with relevant international standards.
- Active involvement in the Inter-agency Panel on Juvenile Justice (IPJJ) to contribute to the establishment of justice systems that fully respect the rights of the child. The IPJJ is a coordination panel on technical advice and assistance in juvenile justice consisting of 13 UN agencies and NGOs.
- Cooperation with UN partners in the area of human rights and counter-terrorism, in particular through its role as member of the CTITF and as chair of the CTITF Working Group on Protecting Human Rights while Countering Terrorism.

In light of the challenges faced and the large number of actors involved, pursuing a coordinated, coherent and responsive approach to combating impunity and strengthening the rule of law will remain a high priority on the agenda of OHCHR for the coming years.

OHCHR expected contribution

Combating impunity and strengthening accountability and the rule of law

RIGHTS-HOLDERS CLAIM THEIR RIGHTS		DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS	
[EA5]	▶ Increased use of national protection system by rights-holders, especially through strategic litigation on economic, social and cultural rights ▶ Civil society, in particular youth and women, increasingly advocate and claim their rights and protect themselves more effectively from reprisals	**[EA1]**	▶ National justice systems, encompassing customary justice systems, established and functioning in accordance with international human rights norms and standards and increasingly applying them, including economic, social and cultural rights ▶ Increased compliance of national legislation, policies, programmes and institutions with international human rights norms and standards relating to the deprivation of liberty and the prohibition and prevention of torture and ill-treatment ▶ Increased number of States that have abolished the death penalty and/or, pending abolition, increasingly comply with relevant international human rights obligations ▶ Counter-terrorism legal frameworks, policies, strategies and institutions increasingly aligned with international human rights norms and standards ▶ Increased use of anti-discrimination and equality standards by judges and prosecutors ▶ Legal frameworks, public policies and institutions are in place and functioning to combat sexual and gender-based violence, trafficking and related exploitation
		[EA2]	▶ Increased ratification of international human rights instruments and review of reservations
		[EA3]	▶ Transitional justice mechanisms established and increasingly operating in accordance with international human rights norms, standards and good practices ▶ Protection systems and accountability mechanisms are established and functioning in compliance with international human rights norms and standards to monitor, investigate and redress acts of torture and ill-treatment and violations of the rights of persons deprived of their liberty ▶ National mechanisms provide for effective implementation of business and human rights standards by States and the private sector, including remedies for human rights abuses
[EA7]	▶ Increased number and diversity of rights-holders, and of NHRIs and civil society actors acting on their behalf, making use of UN and regional human rights mechanisms and bodies	**[EA6]**	▶ Increased compliance and engagement of Member States with international human rights mechanisms
		[EA8]	▶ Progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10]	▶ Increased responsiveness of the international community in ensuring accountability for gross human rights violations		
[EA11]	▶ Enhanced coherence and effectiveness of the UN in supporting the rule of law and human rights-compliant counter-terrorism policies		

By 2017, OHCHR expects to have contributed to the achievement of the results outlined on the table above. OHCHR will pursue these behavioural, institutional and legislative changes in cooperation with relevant partners and using the different strategic tools at its disposal (see Part I on OHCHR's Theory of Change). It is expected that if achieved, these results will contribute to improving the duty-bearers' compliance with their international human rights obligations and to the rights-holders' ability to claim their rights, and thereby to combating impunity and strengthening accountability and the rule of law. To illustrate the interrelated nature of the Thematic Strategies, the table shows all the results to which OHCHR is planning to contribute in this area, including relevant results from other strategies which can be identified as follows: ▶ Mechanisms Strategy; ▶ Discrimination Strategy; ▶ Development Strategy; ▶ Democracy Strategy; ▶ Violence Strategy.

Compliance of laws, policies and institutions [EA1]

National justice systems, encompassing customary justice systems, established and functioning in accordance with international human rights norms and standards and increasingly applying them, including economic, social and cultural rights

OHCHR intends to contribute to this change by:

- Advocating for national justice systems functioning in accordance with international human rights norms and standards.
- Supporting judicial institution-building and reform efforts, in particular with the view to ensuring their independence, integrity, impartiality and effectiveness.
- Providing advice on the development and reform of normative and policy frameworks in relation to national justice systems.
- Developing guidance materials, tools and training packages for partners and national stakeholders (judges, prosecutors, lawyers, NGOs, civil society police, corrections officers and other security forces, including military forces) on the domestic implementation of international human rights law, including provisions related to women's rights and gender equality.
- Public monitoring and reporting on compliance of national justice systems with international human rights norms and standards, in particular with regard to due process and fair trial; and working with partners, national authorities and civil society to encourage and build their capacity to conduct such monitoring.
- Providing technical support to national authorities and other stakeholders to ensure that military justice systems and informal justice systems comply with international human rights norms and standards, in particular on women's rights and gender equality and developing publications on indigenous justice systems in Latin America and traditional justice systems in Africa to support these efforts.
- Supporting national authorities through technical cooperation in the establishment of victim and witness protection programmes and developing an OHCHR tool to this end.
- Providing advice to national authorities and other stakeholders on the establishment and functioning of national accountability mechanisms, including independent national commissions of inquiry.

By 2017, OHCHR expects to have contributed to increasing the compliance of normative frameworks with international human rights norms and standards in relation to national justice systems in Cambodia, Iraq, Kyrgyzstan, Mauritania, Myanmar, South Sudan, Togo and Yemen. In other countries, the focus will be on increasing the application of human rights norms and standards by judicial institutions, such as in Bolivia, Burundi, Djibouti, Ethiopia, Guatemala, Liberia, Libya, Maldives, Myanmar, Russian Federation, Togo, Tunisia and countries in the South Caucasus. In Uganda, it is expected that with the support of OHCHR, the customary justice system will increase its compliance with human rights standards.

Increased compliance of national legislation, policies, programmes and institutions with international human rights norms and standards relating to the deprivation of liberty and the prohibition and prevention of torture and ill-treatment

OHCHR intends to contribute to this change by:

- Advocating for increased compliance with international norms and standards relating to persons deprived of their liberty, including those pertaining to women and specific groups, such as: migrants; asylum-seekers; refugees; children, including children of incarcerated parents; persons with disabilities; lesbian, gay, bisexual, transgender and intersex (LGBTI) persons; persons on death row; and persons serving life sentences.
- Advocating for the absolute prohibition and prevention of torture and ill-treatment, the ratification and implementation of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) and its Optional Protocol (OP-CAT); the International Covenant on Civil and Political Rights (ICCPR) and its Optional Protocols; the International Convention for the Protection of All Persons from Enforced Disappearance and the acceptance of their respective individual complaint procedures.
- Delivering capacity-building and training activities on the implementation of international norms and standards relating to the protection of all persons deprived of their liberty and the prevention of torture and ill-treatment, in particular, to judges, prosecutors, lawyers, corrections officers, police, other security forces, including military forces, as well as medical and other personnel working in places of deprivation of liberty.

- Providing advisory services and technical cooperation to support national authorities and other stakeholders for the development and reform of normative, policy and institutional frameworks to ensure the protection of all persons deprived of their liberty and prohibit and prevent torture and ill-treatment, including gender-based forms of torture and ill-treatment, and developing a publication on the legal and institutional framework for the protection of all persons deprived of their liberty to support these efforts.
- Assessing and supporting national authorities and other stakeholders in the design of strategies, including through the identification of best practices, to effectively implement relevant recommendations of UN human rights mechanisms.
- Supporting UN-led processes to develop new standards relating to the protection of persons deprived of their liberty, such as the Standard Minimum Rules for the Treatment of Prisoners, and where appropriate, developing training materials.
- Providing in-depth analysis of the underlying and structural causes and/or recurrent issues of concern for persons deprived of their liberty, including: lack of judicial oversight; overuse of detention; excessive length of pre-trail detention; conditions of detention, including overcrowding; death and serious injury in detention; and the protection of groups with distinct needs.

By 2017, OHCHR expects to have contributed to national efforts to ensure that normative, policy and institutional frameworks regulating detention in Afghanistan, Cambodia, Libya, Madagascar, Mauritania, Myanmar, Palestine**, Paraguay, Sudan, Togo and Tunisia increasingly respect, protect and guarantee the rights of persons deprived of their liberty, including their protection from torture and other forms of ill-treatment.

In Kenya, Libya and Mexico it is expected that, with the support of OHCHR, legislation on torture will be improved so as to comply with international human rights norms and standards. In Bolivia, the focus will be on pre-trial detention.

Increased number of States that have abolished the death penalty and/or, pending abolition, increasingly comply with relevant international human rights obligations

OHCHR intends to contribute to this change by:

- Advocating for ratification and implementation of the Second Optional Protocol to the ICCPR, aiming at the abolition of the death penalty.
- Pursuant to relevant General Assembly resolutions, advocating and providing legal and policy advice to States, civil society and other stakeholders with regard to the establishment of a moratorium by States on the use of the death penalty, with a view to its abolition.
- Providing policy advice and technical support to enhance the capacity of national authorities, national human rights institutions (NHRIs), civil society and other stakeholders in States that still use the death penalty to support the application of international human rights norms and standards in death penalty cases and increase their awareness of the key human rights dimensions of the administration of the death penalty, including, for example, with regard to wrongful convictions and discrimination.
- Providing policy advice and technical support to national authorities, NHRIs, civil society and other stakeholders on the implementation of relevant recommendations of the international human rights mechanisms.
- Undertaking analytical studies and reporting on emerging issues related to the use of the death penalty, including on discrimination and deterrence.

In addition to global efforts to abolish the death penalty, by 2017, OHCHR expects to have contributed to a moratorium on the application of the death penalty or pending a moratorium, increased compliance with relevant international human rights obligations in countries such as Iraq, Kenya, Liberia, Libya, Palestine**, Papua New Guinea, Somalia, South Sudan, the United States of America and other countries in Asia and the Americas.

Counter-terrorism legal frameworks, policies, strategies and institutions increasingly aligned with international human rights norms and standards

OHCHR intends to contribute to this change by:

- Promoting human rights and the rule of law as the fundamental basis of national, regional and international counter-terrorism policies and strategies, as per the UN Global Counter-Terrorism Strategy, including through monitoring, advocacy for and reporting on human rights compliance in the counter-terrorism context.
- Raising awareness about the preventive impact of human rights counter-terrorism measures, while enhancing support for measures to address conditions conducive to the spread of terrorism and ensuring respect for human rights and the rule of law as the fundamental basis of the fight against terrorism.
- Enhancing understanding of the complex legal and policy issues related to security and counter-terrorism, such as surveillance and modern communications technologies, through analytical studies and reports with recommendations.
- Providing technical assistance and capacity-building to support the development and implementation of human rights-compliant national legislation, policies and strategies and national criminal justice systems based on human rights and the rule of law as the best means to effectively counter terrorism and ensure accountability.
- Providing policy guidance, practical recommendations and tools to Member States and other stakeholders, including addressing the needs of victims of terrorism and counter-terrorism policies and measures.
- Supporting the role of civil society in the implementation of the UN Global Counter-Terrorism Strategy.

In addition to global efforts to ensure compliance of counter-terrorism measures with international human rights standards, by 2017, OHCHR expects to have contributed to an increased alignment of the specific counter-terrorism legal frameworks, policies, strategies and institutions of countries such as Iraq, Mauritania, the United States of America and Uganda.

Accountability mechanisms [EA3]

Transitional justice mechanisms established and increasingly operating in accordance with international human rights norms, standards and good practices

OHCHR intends to contribute to this change by:

- Advocating for the inclusion of transitional justice issues and accountability for past violations in peace negotiations and agreements.
- Providing support for the design and implementation of truth-seeking processes, national consultations on transitional justice, judicial accountability mechanisms and reparations programmes, including for victims of sexual violence and providing advice on relevant institutional reforms.
- Promoting and strengthening the capacity of NHRIs to participate in accountability and transitional justice processes.
- Providing advice and supporting capacity-building efforts of other stakeholders on transitional justice-related issues, including through the development of guidance materials in areas such as transitional justice and economic, social and cultural rights; reparations for conflict-related sexual violence; strengthening national capacities to investigate and prosecute serious crimes under international law; human rights-compliant vetting processes; and archives.
- Continuing to explore and consolidate expertise on the elements of the right to the truth, challenges faced by transitional justice processes and emerging areas of transitional justice, such as history teaching and memorials.

By 2017, OHCHR expects to have contributed to transitional justice processes in accordance with international human rights standards and good practices in Afghanistan, Burundi, Cambodia, Central African Republic, Chad, Colombia, Cote D'Ivoire, Democratic Republic of the Congo, Egypt, Guinea, Iraq, Kenya, Liberia, Libya, Mali, Mauritania, Myanmar, Sri Lanka, Sudan, Togo, Tunisia, Uganda, Yemen, other countries in Eastern Africa and South Asia and Kosovo*.

In most countries, OHCHR will be supporting the establishment of truth commissions and reparation programmes for victims and national efforts to ensure the prosecution of perpetrators. In others, the focus will also be supporting vetting processes, such as in Afghanistan and Libya, memorialization initiatives to provide symbolic reparation, such as in Burundi or the derogation of amnesty laws, such as in Mauritania.

Protection systems and accountability mechanisms are established and functioning in compliance with international human rights norms and standards to monitor, investigate and redress acts of torture and ill-treatment and violations of the rights of persons deprived of their liberty

OHCHR intends to contribute to this change by:

- Providing technical assistance, including legal advice, to State institutions to ensure prompt and impartial investigations, prosecutions and accountability, in line with international human rights norms and standards, for acts of torture and other forms of ill-treatment, for violations of other rights of persons deprived of their liberty and to guarantee the right of victims to redress and the right to compensation.
- Providing technical assistance and monitoring the establishment and effective functioning of complaints procedures for persons deprived of their liberty, including those addressing allegations of torture and ill-treatment, and of internal oversight mechanisms of places of deprivation of liberty.
- Advocating for and providing advice and assistance to establish and strengthen National Preventive Mechanisms in accordance with the OP-CAT.
- Developing guidance materials and training packages to enhance the capacities of law enforcement personnel, lawyers, judges, medical staff and civil society organizations to protect the rights of persons deprived of their liberty and ensure accountability.
- Monitoring, documenting and reporting through field presence reports and reports to the Human Rights Council on allegations of torture and ill-treatment, as well as human rights violations of persons deprived of their liberty, including those due to lack of judicial oversight; overuse and excessive length of pre-trial detention; inadequate conditions of detention, such as overcrowding and its possible impact on the enjoyment of economic, social and cultural rights, especially the right to health; death and serious injury in detention; and lack of due regard to the distinct needs of women and members of specific groups, such as migrants, asylum-seekers and refugees, children, persons with disabilities, LGBTIs and persons on death row or serving life sentences.
- Advocating for the right to judicial review for all instances of deprivation of liberty, with due attention to administrative detention, as well as promoting full respect for the right to a fair trial.
- Providing assistance to victims of torture and other forms of ill-treatment, including through humanitarian funds, to exercise their right to an effective remedy and full rehabilitation in conformity with international human rights norms and standards.

By 2017, OHCHR expects to have contributed to the establishment of National Preventive Mechanisms in Afghanistan, Bolivia, Cambodia, Kyrgyzstan, Mauritania, Mexico, the Philippines, Togo and Tunisia. In Kazakhstan and Kosovo*, the emphasis will be on ensuring the effective functioning of existing mechanisms. With the support of OHCHR, countries which have not yet ratified the OP-CAT will establish or improve the functioning of an independent mechanism to visit places of detention (Indonesia, Malaysia, Thailand) and prevent and investigate allegations of torture, arbitrary detentions or abuse of detainees (Iraq, Ukraine, Yemen and countries in the Middle East and North Africa). In South Asia, OHCHR will work towards increasing public opposition to torture and ill-treatment.

Participation [EA5]

Increased use of national protection system by rights-holders, especially through strategic litigation on economic, social and cultural rights

OHCHR intends to contribute to this change by:

- Promoting the ratification of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights (OP-ICESCR) and raising awareness of the mutually reinforcing nature of national and international legal and judicial protection of economic, social and cultural rights (ESCR), including before courts. Developing a toolkit to this end.
- Raising awareness and enhancing the capacity of NGOs and lawyers to bring cases relating to ESCR to courts, including through advocacy, training and preparation of relevant materials.
- Compiling and disseminating good practices by national courts on gender-sensitive decisions in ESCR.
- Enhancing the capacity of the judiciary to apply international human rights norms and standards in decisions relating to ESCR, including the ESCR of women and migrants.
- Providing technical assistance to States to ensure that legislation provides for effective remedies to protect ESCR, including by producing national mappings of existing domestic remedies and sharing of good comparative practices in judicial protection of ESCR.

By 2017, OHCHR expects to have contributed to an increase in the number of strategic cases on economic, social and cultural rights brought before the courts in countries such as Mauritania, South Africa, Togo, Tunisia and Uganda.

Responsiveness of the international community [EA10]

Increased responsiveness of the international community in ensuring accountability for gross human rights violations

OHCHR intends to contribute to this change by:

- Strengthening cooperation with the International Criminal Court (ICC) on the basis of the UN-ICC Relationship Agreement approved by the General Assembly.
- Advocating for States to ratify the Rome Statute; supporting civil society efforts to promote ratification and providing technical advice on national implementing legislation.
- Advocating for enhanced accountability through the Security Council, in particular with regard to countries facing critical human rights situations.
- Advocating against the endorsement of amnesties for genocide, war crimes, crimes against humanity or gross human rights violations.
- Supporting the work of human rights mechanisms and bodies and international justice and accountability mechanisms, such as hybrid tribunals, international commissions of inquiry (CoIs) and fact-finding missions (FFMs).
- Identifying, documenting and sharing experiences on the roles and work, good practices and lessons learned of international CoIs and FFMs, in investigating violations of international human rights and humanitarian law.
- Supporting the review of individual communications, urgent appeals and allegation letters issued by special procedures, treaty bodies and the Human Rights Council.
- Advocating for the use by national and international accountability mechanisms of the information and analysis produced by OHCHR, human rights components of peace operations and political missions, international CoIs and FFMs, as well as special procedures.
- Providing policy advice and technical support to Member States and other stakeholders on the implementation of relevant recommendations from UN human rights mechanisms and on increasing awareness of and follow-up by Member States to the findings of UN accountability mechanisms.
- Identifying, documenting and exploring options to address protection gaps in corporate liability for gross human rights abuses.

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Press conference by Ben Emmerson (at table, right, and on screen), Special Rapporteur on the promotion and protection of human rights while countering terrorism and Christof Heyns (at table, left), UN Special Rapporteur on extrajudicial, summary or arbitrary executions at UN Headquarters in New York.

Human rights mainstreaming within United Nations [EA11]

Enhanced coherence and effectiveness of the UN in supporting the rule of law and human rights-compliant counter-terrorism policies

OHCHR intends to contribute to this change by:

- Fostering the integration of human rights in the work of the Rule of Law Coordination and Resource Group and the Global Focal Point for Police, Justice and Corrections, including in the terms of reference and recommendations of assessment missions and monitoring and evaluation frameworks.
- Promoting the further integration of human rights by the Counter-Terrorism Implementation Task Force (CTITF) and its entities throughout their activities in support of the implementation of the UN Global Counter-Terrorism Strategy by Member States.
- As Chair of the CTITF Working Group on Protecting Human Rights while Countering Terrorism:
  - Implementing a global long-term project on training and capacity-building of law enforcement officials on human rights, the rule of law and the prevention of terrorism;
  - Developing practical reference tools to guide national action, provide checklists for national assessment processes and address capacity-building needs; and
  - Supporting efforts to make human rights the fundamental basis for effective, comprehensive national and regional counter-terrorism strategies.
- Enhancing cooperation with UN entities working on counter-terrorism, such as the Counter-Terrorism Committee Executive Directorate and the United Nations Office on Drugs and Crime, with a view to deepening their human rights engagement and promoting human rights policy coherence and compliance.
- Promoting the role of the United Nations system in supporting effective and human rights-compliant criminal justice systems.
- Promoting further efforts by the Security Council to ensure counter-terrorism measures comply with international human rights law, including through further reforms to the UN individual sanctions regime.
- Supporting the exchange of best practices to promote and protect human rights and the rule of law while countering terrorism.

Women and children search for cans to sell in Timor-Leste.

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Integrating human rights in development and in the economic sphere

Relevance of the issue

Recent events, such as the Arab uprisings and the global financial crisis, have clearly reinforced the interdependence of human rights, development and peace and security; the three fundamental pillars of the UN and the cornerstones of its Charter. These events demonstrated that economic growth in the absence of adequate measures to promote inclusive and participatory development is unsustainable. Indeed, an absence of accountability and the rule of law in the economic sphere, inequality, corruption, mismanagement of public resources, austerity measures and conditionalities continue to trigger civil unrest in many parts of the world which in turn undermine the sustainability of long-term development and growth. Early warning signs of impending and imminent conflicts and the collapse of States are rooted in the continuing denial of fundamental rights in the economic, social and cultural spheres. Unless addressed, the underlying causes of gaps in the development and the economic sphere lead to repetitive cycles of violations, shrinking democratic spaces, entrenched discrimination and a blatant disregard for the rule of law.

The financial crisis and increasing competition for ownership and control of natural resources have, in many places, translated into a serious denial of access to employment, education, health, social security, food, housing, water and other basic necessities. They have also resulted in unprecedented flows of migrants and refugees. In such instances, women, children, indigenous peoples, migrants and members of disadvantaged and marginalized groups disproportionately suffer. This is exacerbated by manifestations of discrimination and extremism. Moreover, the crises have often resulted in serious violations of civil and political rights when those

excluded from the national development agendas protest against their long-standing abuse and discrimination. Their call for a fair share of the pie and for dismantling structures of inequality is often met with force by those whose power and status quo are threatened.

These issues point to a misalignment between the scope and impact of economic forces and actors, on the one hand, and the political will and ability of States to meet their human rights obligations by protecting against human rights abuses, on the other. Changing patterns in international foreign investment and the increasingly powerful role of new economic entities present new challenges, including with regard to corporate compliance, accountability and the responsibility to respect human rights.

Policies and programmes relevant to the exploitation of natural resources and to the access and delivery of basic social services and goods, such as health care, education, water, sanitation and housing, are frequently pursued by States without sufficient recognition of their corresponding human rights obligations and responsibilities. Specifically, States often fail to comply with their obligation to formulate development policies on the basis of the active, free and meaningful participation of their populations. Limited awareness among actors regarding the standards applicable to business enterprises further impedes the effective prevention and mitigation of any negative impact on human rights due to business activities. Globalized systems, such as international financial markets and trade, are run without human rights safeguards. Among the factors behind the 2007-2008 food crisis was the speculation in food commodities, triggered by an influx in the international markets of investments fleeing the housing crisis. Sharp hikes in food prices were further exacerbated by export bans adopted by food-exporting countries. The absence of human rights safeguards resulted in serious food insecurity and hunger, particularly in food-importing poor countries.

The world was unprepared to pre-empt or rapidly respond to the negative fallout of the 2008 global financial crisis. Bailouts for financial institutions, often followed by austerity measures, constituted the prevailing policy response to the crisis, a response which was disproportionately felt by marginalized groups and migrants. Austerity measures were implemented with limited political resistance in spite of a growing body of evidence that they threatened both human rights and long-term economic growth. The crisis revealed systemic flaws in the international monetary and financial architecture, including a lack of accountability for regulators and financial institutions.

Since their adoption at the Millennium Summit in 2000, the eight Millennium Development Goals (MDGs) have raised the profile of poverty as an issue of international concern. However, a number of human rights gaps have been identified in both their design and implementation. As such, the MDGs deviated from aspirations and fundamental principles of the 2000 Millennium Declaration, which they were meant to realize. These gaps include lack of thematic balance with a disregard for civil and political rights in areas such as personal security, administration of justice and political participation; poor specification, especially in relation to their qualitative aspects and non-alignment of global goals, targets and indicators with human rights treaty standards; inappropriate adaptation of global goals to national contexts; failure to address discrimination and increasing inequalities; weak accountability for both process and outcomes; and non-participatory processes and disregard for process aspects in general.

In the face of current challenges, the post-2015 development agenda offers a key opportunity to strongly advocate for the broad-based inclusion of human rights principles of transparency, accountability, participation, non-discrimination and human rights policy coherence within the trade, investment, economic, regulatory and development spheres. In an increasingly globalized world, international cooperation must be improved to facilitate compliance with human rights obligations and responsibilities and the effective mobilization of maximum available resources for the realization of human rights.

OHCHR added value

Focus areas

- Right to Development
- Post-2015 development agenda
- Land, water and sanitation and housing rights
- Business and human rights
- Public policies and budget processes
- Social and cultural rights

OHCHR's mandate, its independence, and expertise in applying the human rights standards contained in instruments as the International Bill of Rights, the Declaration on the Right to Development and the Declaration on the Rights of Indigenous Peoples, renders it a uniquely authoritative advocate for the integration of human rights standards and principles in development and economic policies. Most recently, OHCHR has contributed to the development of the first global normative framework on business and human rights, the United Nations Guiding Principles on Business and Human Rights.

While several United Nations agencies and organizations are well equipped to undertake work on economic or development dimensions, it should be emphasized that OHCHR, as the repository of the international human rights norms and standards, is the only UN entity explicitly mandated to provide guidance on human rights and promote their integration in all programmes and policies of the United Nations system. Consequently, the OHCHR is often viewed by its partners as a "conscience-keeper" as the world moves forward with its development and economic agendas. Further, the Office is well-placed to provide a human rights counter-balance to an international discourse which defines "megatrends," such as migration, as anonymous economic phenomena, and instead highlights the human processes and impacts of those phenomena.

Growing recognition of the connections between human rights, economic growth, equality and development has opened the door for OHCHR's participation in policy discussions and triggered increasing demands by Member States and the wider UN system for technical assistance with the integration of human rights in development, poverty reduction and economic strategies. This has become particularly evident during the Universal Periodic Review (UPR) process during which Member States are increasingly accepting recommendations related to these issues.

As a result of OHCHR's work, human rights standards are progressively integrated into global policy documents, national development policies, UN Development Assistance Frameworks (UNDAFs) and international development planning. The Office has a track record of active and strategic engagement in global conferences, General Assembly agendas and inter-agency mechanisms, and has succeeded in significantly changing policies to increase system-wide policy coherence and increased human rights accountability. The Secretary-General's Task Team on the Post-2015 Development Agenda indicated that human rights is one of three fundamental principles on which the agenda must be built. The Office has a major role to play in ensuring that the post-2015 development agenda provides a sustainable, meaningful, universal and balanced framework addressing freedom from fear and freedom from want for all, without discrimination. Human rights have also been firmly integrated in the Rio +20 outcome documents and the General Assembly's Quadrennial Comprehensive Policy Review. Moreover, the landmark Declaration of the second High-level Dialogue on International Migration and Development was firmly human rights-based.

OHCHR is the principal advocate for human rights within the UN system where it chairs and leads the work of the United Nations Development Group's Human Rights Mainstreaming Mechanism and co-leads several thematic inter-agency coordination mechanisms, including on migration. Furthermore, with active contributions from OHCHR, UN entities working in sectors such as food, housing and water, have begun to address responsible governance of global systems. For example, a UN system-wide coordination mechanism (High-Level Task Force on the Global Food Crisis), which includes the World Bank, International Financial Institutions and the World Trade Organization, recognized the role of international trade and markets in the 2008 food crisis and agreed that international trade reforms should contribute to the realization of internationally agreed human rights. As a result, a monitoring and early warning mechanism on food commodities in international markets has been established. The UN human rights mechanisms have played an important role in this achievement by issuing guidance on how to safeguard human rights in the context of international trade and investment agreements.

The periodic and public character of the review of the human rights situation conducted by the human rights mechanisms, which OHCHR supports, allows for timely inputs, follow-up and monitoring, creating a useful avenue for engagement with governments and other development partners. In addition, OHCHR's extensive network of field presences, strongly positions it to advocate for and support the implementation of the guidance and recommendations issued by these mechanisms and to integrate them into national development plans or policies. The Office works with relevant human rights mechanisms to bring together businesses, States, civil society organizations, international organizations and other relevant stakeholders to make meaningful progress toward increased awareness and implementation of human rights standards.

The Office builds on the human rights standards and principles and its accumulated experience to develop policy frameworks, interpretative guidance and capacity-building and training tools for relevant stakeholders. In recent years, OHCHR has developed expert knowledge and materials relevant to development and economic issues, such as: the content and monitoring of economic, social and cultural rights (ESCR), including the scope and content of these rights as they apply to migrants in an irregular situation; the development and use of human rights indicators; human rights-based assessments of the MDG process and of political and economic policies and accountability in the post-2015 development agenda; the corporate responsibility to respect human rights; and human rights-based approaches (HRBA) in development programming and budget processes. The increasing engagement of all UN human rights mechanisms with economic and development issues will build knowledge and capacity for the application of human rights in those areas.

OHCHR has developed considerable experience in highlighting the human rights dimensions and impact of economic activities and policies, including austerity measures, both globally and in specific country settings. In this context, the Office clarifies and increases awareness of the human rights responsibilities of business actors, the human rights implications of national budget planning and implementation and the obligation to devote maximum available resources to the realization of economic, social and cultural rights.

Five years after the onset of the financial crisis, OHCHR is better prepared and well placed to advocate for rights-based reforms related to financial regulation and economic policies and to galvanize political will for meaningful changes that will prevent future crises. A stronger global partnership for development founded on the right to development and greater human rights policy coherence in the economic, trade, investment and financial sectors could have prevented or mitigated the crisis and must be points of emphasis in OHCHR's future work, including with regards to the post-2015 development agenda.

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Consultation with the Wirrárika indigenous population in Mexico. OHCHR promotes and supports the establishment of mechanisms for meaningful consultation and participation of affected groups in development projects and the exploitation of natural resources.

OHCHR expected contribution

Integrating human rights in development and in the economic sphere

RIGHTS-HOLDERS CLAIM THEIR RIGHTS		DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS	
[EA5]	▶ Rights-holders meaningfully participate in the design and monitoring of public policies, budgets and development projects particularly affecting their human rights, especially their rights to food, housing, water and sanitation, and their access to natural resources such as land ▶ Civil society, in particular youth and women, increasingly advocate for and claim their rights; and protect themselves more effectively from reprisals ▶ Increased use of national protection system by rights-holders, especially through strategic litigation on economic, social and cultural rights	**[EA1]**	▶ Constitutions, laws and policies increasingly protect human rights, especially land and housing rights and with particular attention to non-discrimination and gender equality, in the context of development and exploitation of natural resources ▶ Increased use of anti-discrimination and equality standards by judges and prosecutors
		[EA2]	▶ Increased ratification of international human rights instruments and review of reservations
		[EA3]	▶ National mechanisms provide for effective implementation of business and human rights standards by States and the private sector, including remedies for human rights abuses ▶ Mechanisms and initiatives are adopted to increase human rights protection in contexts of conflict, violence and insecurity
		[EA4]	▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
[EA7]	▶ Increased number and diversity of rights-holders, and of NHRIs and civil society actors acting on their behalf, making use of UN and regional human rights mechanisms and bodies	**[EA6]**	▶ Increased compliance and engagement of Member States with international human rights mechanisms
		[EA8]	▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10]	▶ Human rights are integrated in the formulation of and follow-up to the post-2015 development agenda ▶ Global, regional, and national actors increasingly integrate international human rights principles and standards, including the right to development, in their development, finance, trade and investment policies		
[EA11]	▶ Human rights standards and principles are integrated into UN development frameworks and the work of UN agencies, particularly on housing, water, sanitation and land ▶ The protection of human rights is an integral part of the international community's preparedness, response and recovery efforts in the context of humanitarian crises and is effectively integrated in the mandates, policies and actions of United Nations peacekeeping operations and special political missions		

By 2017, OHCHR expects to have contributed to the achievement of the results outlined on the table above. OHCHR will pursue these behavioural, institutional and legislative changes in cooperation with relevant partners and using the different strategic tools at its disposal (see Part I on OHCHR's Theory of Change). It is expected that if achieved, these results will contribute to improving the duty-bearers' compliance with their international human rights obligations and to the rights-holders' ability to claim their rights, and thereby to integrating human rights in development and in the economic sphere. To illustrate the interrelated nature of the Thematic Strategies, the table shows all the results to which OHCHR is planning to contribute in this area, including relevant results from other strategies which can be identified as follows: ▶ Mechanisms Strategy; ▶ Discrimination Strategy; ▶ Rule of Law Strategy; ▶ Democracy Strategy; ▶ Violence Strategy.

Compliance of laws, policies and institutions [EA1]

Constitutions, laws and policies increasingly protect human rights, especially land and housing rights and with particular attention to non-discrimination and gender equality, in the context of development and exploitation of natural resources

OHCHR intends to contribute to this change by:

- Promoting and supporting the implementation of national laws establishing adequate protection against forced evictions and displacements and mechanisms for meaningful consultation and participation of affected groups in development projects and the exploitation of natural resources through legal assessment, policy advice and capacity-building.
- Providing technical assistance to increase recognition of land rights, particularly for women and indigenous peoples.
- Promoting and providing technical assistance for the design and monitoring of policies and regulations that protect human rights from harm and provide adequate remedies in cases of violation by businesses involved in development projects, including in the context of the exploitation of natural resources.
- Enhancing the awareness and capacities of stakeholders regarding the promotion and protection of the human rights of all migrants in the context of development projects and business activities.

By 2017, OHCHR expects to have meaningfully contributed to the integration of human rights standards and principles into national development plans, public policies and/or budgets in Bolivia, Cameroon, Congo, Ecuador, Equatorial Guinea, Gabon, Sudan, Togo, Tunisia, Uganda and countries in Asia and the Middle East.

In Africa (Kenya, Madagascar, Mauritania and South Sudan), OHCHR will make special efforts to ensure the incorporation of human rights standards into legal and policy frameworks for the exploitation of natural resources, particularly extractive industries. In Asia, the focus will be on land and housing rights (Cambodia, Myanmar and countries of South and East Asia) and in Latin America (Bolivia, Chile, Guatemala, Mexico and Peru) on supporting the adoption or implementation of legislation on the rights to consultation of indigenous groups in development projects.

Accountability mechanisms [EA3]

National mechanisms provide for effective implementation of business and human rights standards by States and the private sector, including remedies for human rights abuses

OHCHR intends to contribute to this change by:

- Promoting legal accountability for business enterprises and the financial sector, including through advocacy at the highest levels.
- Strengthening the capacity of the judiciary and other State actors, such as national human rights institutions (NHRIs), to protect against business-related human rights abuses and provide access to effective remedies through applicable policies, legislation and adjudication, including in relation to trade and investment, exploitation of natural resources and land management.
- Developing training and information packages for State actors on key regulatory and policy measures necessary to ensure the effective implementation of their duty to protect against business-related human rights abuses.
- Supporting civil society organizations that monitor business-related human rights issues and work on business and human rights, including in the context of exploitation of natural resources and land management.
- Developing training and advocacy tools for civil society organizations, lawyers and judges to strengthen their capacity to adjudicate on business-related human rights cases.
- Strengthening the capacity of corporate actors to effectively meet their responsibilities under the UN Guiding Principles on business and human rights, including through the provision of interpretive guidance, the development of tools for consultations and outreach and the compilation and promotion of good practice examples, particularly in the context of exploitation of natural resources and land management.
- Training and support for national human rights institutions to increase their expertise and capability in promoting the implementation of the UN Guiding Principles on business and human rights at the national level.
- Mainstreaming the issue of business and human rights within the UN system to promote effective and consistent support to all relevant actors. Developing tools for training and advocacy for UN Country Teams (UNCTs) on the application of the UN Guiding Principles on business and

human rights and related frameworks, such as the Principles for Responsible Contracting.
- Advising special procedures mandate-holders, in particular the Working Group on the issue of human rights and transnational corporations and other business enterprises, in their engagement with all relevant stakeholders on business and human rights, including through substantive support to the Annual Forum and regional forums on business and human rights.
- Undertaking an expert study on ensuring a coherent and consistent global response to corporate liability for gross human rights abuses and following up on its recommendations.

By 2017, OHCHR expects to have meaningfully contributed to the establishment of mechanisms to protect against human rights abuses and provide effective remedies in the context of business operations in Colombia, Ethiopia, Guatemala, Liberia, Mozambique, Papua New Guinea, Tunisia and other countries of Asia. In many of these countries, the focus will be on land and/or labour rights.

Participation [EA5]

Rights-holders meaningfully participate in the design and monitoring of public policies, budgets and development projects particularly affecting their human rights, especially their rights to food, housing, water and sanitation, and their access to natural resources such as land

OHCHR intends to contribute to this change by:
- Promoting and supporting the participation of rights-holders in the design and monitoring of public policies, budgets and development projects, including austerity measures.
- Developing guidance tools on meaningful participation for various State authorities when dealing with issues related to food, land, water, sanitation and housing.
- Providing technical assistance to rights-holders, State authorities and other stakeholders to facilitate the free, active and meaningful participation of rights-holders in all stages of development and economic policy processes, especially those relating to food, land, water, sanitation and housing issues.
- Facilitating dialogue on development projects and programmes affecting human rights and access to natural resources among governments, the private sector, civil society, indigenous peoples and other affected groups.
- Developing specific indicators to monitor human rights and participation in development projects and processes related to food, land, water, sanitation and housing.

By 2017, OHCHR expects to have contributed to increasing the meaningful participation of stakeholders in the design and monitoring of public policies, budgets and development projects in Bolivia, Cambodia, Cameroon, Central African Republic, Colombia, Democratic Republic of the Congo, Ecuador, Equatorial Guinea, Fiji, Gabon, Guatemala, Guinea Bissau, Liberia, Madagascar, Mauritania, Mozambique, Papua New Guinea, Palestine**, Paraguay, Congo, Sierra Leone, South Africa, Sudan, Togo, Tunisia, Vanuatu, Zambia, countries in Europe and Central America.

In certain countries, the Office will focus on facilitating the participation of specific groups, such as indigenous peoples in Bolivia, Colombia, Guatemala and countries in Central America or excluded ethnic groups such as Roma and travellers in Europe; while in others the emphasis will be on specific policy development areas, such as exploitation of natural resources and land and housing rights in Cambodia and countries in the Pacific.

Responsiveness of the international community [EA10]

Human rights are integrated in the formulation of and follow-up to the post-2015 development agenda

OHCHR intends to contribute to this change by:
- Continuing engagement with Member States and civil society actors to coordinate advocacy efforts and raise awareness of the importance of human rights and gender considerations in the post-2015 development agenda discussions and follow-up.
- Continuing engagement with different intergovernmental and inter-agency processes, inter alia, the UN Technical Support Team, the Open Working Group on Sustainable Development Goals and the United Nations Development Group (UNDG) to ensure the effective inclusion of human rights in the post-2015 development agenda, particularly in relation to equality, non-discrimination and accountability.

- Developing a measurement framework on inequality and governance to develop goals, targets and indicators, including on civil and political rights.
- Developing a human rights strategy to support the implementation of the post-2015 development agenda framework, particularly in relation to equality, non-discrimination and accountability, including through the development of updated HRBA and gender integration tools and capacity development modules.
- Providing Member States with technical support and advice on integrating human rights in policy responses to the post-2015 agenda framework.
- Supporting the integration of human rights in relevant UN policies and programmes, including through the compilation and mapping of national activities, good practices and engagement with international human rights mechanisms in the context of the post-2015 agenda framework.
- Advocating for a strengthened global partnership for development founded on the individual and collective human rights responsibilities of States and other relevant actors, including with regards to the right to development.

Global, regional and national actors increasingly integrate international human rights principles and standards, including the right to development, in their development, finance, trade and investment policies

OHCHR intends to contribute to this change by:

- Supporting the integration of human rights into policy responses of the international community to global, regional and national crises and challenges.
- Providing expert guidance for calculated interventions in relevant international and regional fora to promote awareness, knowledge-sharing and good practices with regards to human rights, development, finance, trade and investment policies.
- Mainstreaming the right to development in global partnerships between Member States, national development agencies, businesses and international development, financial and trade institutions.
- Strengthening cooperation with the World Bank, the International Monetary Fund, the World Trade Organization, regional development banks and other relevant actors to promote the integration of human rights into their policies and programmes.
- Promoting the adoption of social protection floors, including through collaboration with States, UN agencies, the World Bank, special procedures, treaty bodies, NHRIs and human rights and development groups.
- Advocating for the mobilization of maximum available resources to promote the progressive realization of all human rights, including through the employment of innovative forms of financing for development and the promotion of a human rights-based approach to fiscal policy and development assistance.
- Supporting knowledge-sharing and exchange of good practices on the integration of human rights in trade and investment agreements, financial regulation and development planning amongst relevant actors.
- Developing publications to support advocacy in the areas of human rights, development, finance, trade and investment and training tools and guidelines for integrating human rights in economic policies and financial regulation.
- Promoting human rights accountability and monitoring, including through guidance on human rights impact assessments to protect against and provide remedies for any negative human rights impacts of development, finance, trade and investment policies and business activities with particular regard to gender considerations.
- Promoting the use of OHCHR's indicators framework to strengthen the human rights-based approach to development policies and programmes (i.e., Common Country Assessments/UNDAFs and the post-2015 development agenda), human rights budgeting and business.
- Development of publications and guidance tools related to employing human rights indicators in development processes and impact assessments, as well as regional/world maps of globally available human rights indicators.

Human rights mainstreaming within the United Nations [EA11]

Human rights standards and principles are integrated into UN development frameworks and the work of UN agencies, particularly on housing, water, sanitation and land

OHCHR intends to contribute to this change by:

- Leading efforts to implement all follow-up to recommendations of the Secretary-General's Internal Review Panel on United Nations Action in Sri Lanka, including through the development of guidance tools to strengthen human rights leadership and advocacy.
- Strengthening human rights integration in policies and development activities of the UN system through leadership of the UNDG Human Rights Mainstreaming Mechanism (UNDG-HRM) and the development of guidance tools for the UNDG-HRM and other relevant inter-agency coordination mechanisms.
- Collaborating with other UN agencies, programmes and funds, particularly UN Women, to ensure that gender issues and women's human rights are part of UN system development activities.
- Supporting the integration of human rights standards and principles in the work of the UN in the areas of governance and anti-corruption.
- Working to integrate all human rights principles and standards, including the right to development and gender considerations, in UN policies guidelines and training tools related to development programming, through inputs to the work of all relevant inter-agency coordination mechanisms.
- Working with UNCTs to promote the application of the human rights-based approach and the integration of gender considerations in UN programming processes, including through the development of technical tools for deployed human rights advisers.

By 2017, OHCHR expects to have contributed to the increased integration of human rights standards and gender considerations into UN development programmes in Central African Republic, Chad, Liberia, Malawi, Myanmar, Palestine**, Rwanda, Sierra Leone, South Sudan, Timor-Leste, Togo, Uganda, Zambia and countries of North Asia and South Asia.

With the support of OHCHR, human rights standards and principles will be integrated into the UN Common Country Programmes of Argentina, Benin, Botswana, Brazil, Burkina Faso, Cape Verde, Chile, Ecuador, Gambia, Haiti, Iraq, Jamaica, Kenya, Malawi, Peru, Senegal, Serbia, South Africa, Swaziland, the Former Yugoslav Republic of Macedonia, Timor-Leste, Tunisia, Tanzania, Uruguay, Venezuela, Yemen, Zambia and Zimbabwe, as well as in the UN Common Development Plan of Kosovo*.

She has something to say! A student raises her hand at a public school in Taliko Neighbourhood, Bamako. Education and human rights education is central to nurturing democratic spaces and contributing to an enabling environment.

© UN Photo/Marco Dormino

Widening the democratic space

Relevance of the issue

Transparent and participative societies based on dialogue, pluralism and tolerance can exist only where State and non-State actors respect the exercise of rights, including freedom of opinion and expression, peaceful assembly and association and participation in public life. The exercise of these freedoms is fundamental to fostering dialogue, upholding the rule of law and democracy through participation and creating a safe and enabling environment within which an independent and robust civil society[1] can help build and maintain an effective human rights protection system. In many countries, independent State mechanisms have been established to promote and protect human rights as a key element of this participative system. Human rights education is also central to nurturing democratic spaces and contributing to an enabling environment through preventative strategies. In States in transition, where democratic space is nascent or limited, the protection of these freedoms is a test of political will and capacity for change.

In recent years, political changes resulting from popular protests in several countries, particularly in the Middle East and North Africa, have led to the opening of democratic spaces, including through an unprecedented use of social media as a mobilizing tool. However, those spaces are often disputed and in some cases, public freedoms are threatened by both State and non-State actors, with increasingly polarized economic, political, social and religious dynamics. These developments undermine meaningful transitions that should be anchored to the rule of law and fundamentally, the enjoyment of human rights, peace, stability and social justice.

Trends to restrict public liberties and curtail the role of civil society actors have been identified around

[1] As identified in the *Handbook for civil society: Working with the United Nations human rights programme*, and consistent with OHCHR documents and policies, civil society actors are individuals who voluntarily engage in forms of public participation and action around shared interests, purposes and values that are compatible with the goals of the United Nations.

the world, particularly in the context of electoral processes or in reaction to protests against austerity measures, corruption and social injustice. Moreover, in a number of countries, governments continue to use security policies, including counter-terrorism strategies, as a pretext to restrict public freedoms and the role of civil society.

In such contexts, human rights defenders, such as media workers and activists, are often the primary targets of threats and attacks by authorities and increasingly, by non-State actors, including those linked to the private sector. Women defenders are targeted when they are perceived to challenge socio-cultural norms, traditions, perceptions and stereotypes related to the role and status of women in society. In all regions, incitement to hatred[2] and discrimination, stigmatizing opponents or specific groups, are more evident in political speeches and are being trivialized and amplified through the media and use of communication technologies.

Rather than engaging in dialogue to address the root concerns of protestors, some governments are adopting measures to restrict public freedoms and resorting to violent repression of any forms of protest or criticism. The power and role of the military is frequently used and abused to curtail democratic spaces. These practices are likely to continue.

In other countries, the increased trend towards combining politics and religion and/or traditional values has led to restrictions on public freedoms, exacerbating intolerance, incitement to hatred and violence, and thereby endangering pluralism and dialogue. In those contexts, women are often exposed to multiple forms of discrimination and targeting.

New technologies offer a variety of opportunities for media workers, activists and institutions to expand democratic spaces. But, they also carry with them additional human rights challenges. Measures

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Equality March, LGBTI pride festival in Moldova, 2013.

to control these technologies, and those who use them, are rapidly developing, including measures of mass surveillance, leading to concerns for the right to privacy and the need to protect individuals who reveal human rights violations, such as whistle-blowers.

Althought if the number of national human rights institutions (NHRIs) has grown from a mere handful 20 years ago to more than 100, the lack of independence prevents some of them from effectively fulfilling their mandates. NHRIs must be independent, equipped with sufficient resources and the competence to promote and protect the full spectrum of rights, in accordance with the Paris Principles. Victims of human rights violations often face serious financial and other difficulties in seeking access to justice. NHRIs, which in principle are much easier to access, can play an important role in receiving and considering individual complaints related to human rights violations.

Despite the creation of more mechanisms and mandates to protect civil society actors, in recent years they have been subjected to acts of intimidation and reprisals as a consequence of their cooperation with the UN, its representatives and its mechanisms in the field of human rights. As the Secretary-General stated in his report on peacebuilding in the aftermath of conflict, "[r]eprisals and intimidation against individuals cooperating with the United Nations are unacceptable [..] We must take action at every level to strengthen the voices of democracy."

[2] "Incitement to hatred" is used with reference to article 20 of the International Covenant on Civil and Political Rights ("Any advocacy of national, racial or religious hatred that constitutes incitement to discrimination, hostility or violence shall be prohibited by law"). Reference is also made to General Comment No. 34 (Freedom of Opinion and Expression) by the Human Rights Committee and General Recommendation No. 35 (Combating Racist Hate Speech) by the Committee on the Elimination of Racial Discrimination.

OHCHR added value

Focus areas

- Protecting public freedoms (freedoms of opinion, expression, assembly, association; prohibition of incitement to hatred)
- Protection of media freedoms, including protection of journalists
- Protection of human rights defenders, with a focus on women
- Human rights education, particularly youth

Most international human rights instruments include provisions that are directly relevant to the protection of public freedoms and most refer to the principles of non-discrimination and participation in political, economic and cultural life. In particular, the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights provide for the rights to freedom of opinion and expression, peaceful assembly and association, conscience, religion and belief, as well as participation in political life. The International Covenant on Economic, Social and Cultural Rights provides for the right to form or participate in a trade union and in cultural life. The Convention on the Elimination of All Forms of Discrimination against Women specifically provides for the right of women to participate in political, economic and cultural life. The International Convention on the Elimination of All Forms of Racial Discrimination prohibits all forms of discrimination on the grounds of race, color or ethnic origin. The Convention on the Rights of Persons with Disabilities also guarantees the rights to freedom of opinion and expression; access to information; and participation in public, political and cultural life. Other relevant human rights instruments include: the Declaration on Human Rights Defenders; the Declaration on Human Rights Education and Training; and the Declaration on the Elimination of All Forms of Intolerance and Discrimination Based on Religion or Belief.

Several UN actors working in this area include UNESCO, on freedom of expression and education; UNDP, on participation of civil society; and the ILO, on freedom of association. But, the Office of the High Commissioner for Human Rights is the only UN entity with a comprehensive mandate in this field. It represents the leading, authoritative, global voice that promotes and protects these rights, including those related to public freedoms and human rights education.

OHCHR has built global credibility as a principled advocate, which speaks out against all forms of human rights violations wherever they take place, based on international human rights norms and standards. OHCHR is a voice, sometimes the only voice, for those who un able to speak out. One of the Office's major achievements in the past 20 years has been its work to support civil society and help them build their capacity. In many countries, OHCHR's promotion of the role of civil society, particularly human rights defenders, has been instrumental to their recognition and greater acceptance by authorities and, in some cases, by society at large. OHCHR's advocacy and technical advice have also contributed to the adoption of legislation for the protection of public freedoms and civil society organizations. This work has assisted the establishment and strengthening of protection mechanisms, particularly for human rights defenders and journalists, examples include Colombia, Guatemala and Mexico. In countries recently undergoing transitions, the Office has worked to ensure broad participation in fundamental processes such as constitution-making, legislative reforms and development strategies. OHCHR has seen increasing requests for higher expectations regarding OHCHR's engagement to support civil society, particularly human rights defenders. There have also been numerous requests for advisory services and advocacy on relevant legislation, notably in the context of political transitions and where public freedoms have been curtailed.

In addition, OHCHR has extensive experience in advocating and providing technical advice and training for the development of State institutions, including the judiciary, NHRIs, parliaments, and ministries; and for human rights education programmes.

The Office has played a key role in fostering cooperation between NHRIs at the regional and global level. Its role as Secretariat of the International Coordinating Committee of NHRIs and its Sub-Committee on Accreditation is of central importance, since only "A" status NHRIs benefit from speaking and participatory rights in the Human Rights Council. OHCHR assists NHRIs in setting up and building capacity, while also partnering with them in implementing the Office's strategies at the country level. In a sense, NHRIs are OHCHR's clients and partners at the same time.

Specific attention has also been devoted to the role of law enforcement personnel in the context of

demonstrations, with a view to ensuring ethical and lawful crowd control which fully respects relevant international human rights norms and standards.

The practical monitoring expertise OHCHR has gained over many years in a wide variety of contexts renders it an authoritative organization to objectively raise human rights concerns, including in polarized situations. Its independent and universal mandate also makes OHCHR a credible convener and facilitator of dialogue. At the country level, OHCHR generally works with a broad range of stakeholders, including diverse civil society actors (human rights defenders, lawyers, journalists and media activists, trade unions, religious leaders,faith-based organizations, academics, etc.) as well as local communities and has used its convening role to facilitate sustained, long-term dialogue and promote interinstitutional and intersectorial dialogue and exchanges on human rights issues.

OHCHR supports the international human rights mechanisms, including treaty bodies and the special procedures of the Human Rights Council. This work specifically focuses on promoting and protecting the rights to freedom of opinion and expression; on the rights to freedom of peaceful assembly and of association; on the right to freedom of religion and belief; and on the situation of human rights defenders. The Office is also responsible for producing the Secretary-General's annual report to the Human Rights Council on reprisals against persons cooperating with United Nations human rights mechanisms. By raising human right awareness, holding duty-bearers to account and providing guidance for the promotion and protection of human rights, the international human rights mechanisms play an important role in widening the democratic space. In addition, the High Commissioner has been entrusted with a specific mandate on human rights education in the context of the World Programme for Human Rights Education (2005-ongoing). Over the years, OHCHR has contributed to the increased and improved engagement of civil society actors from around the world with international human rights mechanisms, which has led to the recognition of their role and value at the international level.

OHCHR has considerable experience and expertise in this area, which has been central to its work since its inception. OHCHR's policy on the protection of civil society actors, adopted in 2012, synthesized a range of protection interventions and provided guidance for the work of the Office in this area. For the next four years, OHCHR intends to capitalize on this experience with more concerted action, in particular through: increased and more visible advisory services, monitoring, reporting and advocacy; the collection and dissemination of good practices and lessons learned; and the strengthening of OHCHR's convening role to facilitate dialogue between State actors, civil society, the international community and the UN system.

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Mexican poet Javier Sicilia, who leads the Movement for the Peace with Justice and Dignity, demonstrates along with several social organizations in Mexico City, demanding more security to human rights defenders.

OHCHR expected contribution

Widening the democratic space

RIGHTS-HOLDERS CLAIM THEIR RIGHTS		DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS	
[EA5]	▶ Increased participation of rights-holders, including women and discriminated groups, in public life at the national and local levels ▶ Civil society, in particular youth and women, increasingly advocate and claim their rights; and protect themselves more effectively from reprisals ▶ Rights-holders meaningfully participate in the design and monitoring of public policies, budgets and development projects particularly affecting their human rights, especially their rights to food, housing, water and sanitation, and their access to natural resources such as land ▶ Increased use of national protection system by rights-holders, especially through strategic litigation on economic, social and cultural rights	**[EA1]**	▶ Constitutions, laws, administrative measures and policies respect, protect and guarantee freedom of opinion and expression, including prohibition of incitement to hatred, peaceful assembly, association, conscience, religion and belief ▶ State agents and political and faith-based actors increasingly comply with human rights standards related to public freedoms and take measures for the development of an independent and pluralistic civil society ▶ Effective human rights education programmes, particularly for youth, established or strengthened ▶ National human rights institutions established and effectively functioning in accordance with the Paris Principles and other relevant international standards and recommendations
		[EA3]	▶ Effective protection mechanisms and measures for civil society actors, including at-risk human rights defenders and media actors established and strengthened
		[EA4]	▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
[EA7]	▶ Increased number and diversity of rights-holders, and of NHRIs and civil society actors acting on their behalf, making use of UN and regional human rights mechanisms and bodies	**[EA6]**	▶ Increased compliance and engagement of Member States with international human rights mechanisms
		[EA8]	▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10]	▶ Increased interventions of the international community to promote and protect civil society actors, including against reprisals ▶ Increased responsiveness of the international community to potential, emerging or existing human rights crisis situations, with human rights protection as an integral element of this response		

By 2017, OHCHR expects to have contributed to the achievement of the results outlined on the table above. OHCHR will pursue these behavioural, institutional and legislative changes in cooperation with relevant partners and using the different strategic tools at its disposal (see Part I on OHCHR's Theory of Change). It is expected that if achieved, these results will contribute to improving the duty-bearers' compliance with their international human rights obligations and to the rights-holders' ability to claim their rights and thereby to widening the democratic space. To illustrate the inter related nature of the Thematic Strategies, the table shows the results to which OHCHR is planning to contribute in this area, including relevant results from other strategies, which can be identified as follows:
▶ Mechanisms Strategy; ▶ Discrimination Strategy; ▶ Rule of Law Strategy; ▶ Development Strategy; ▶ Violence Strategy.

Compliance of laws, policies and institutions [EA1]

Constitutions, laws, administrative measures and policies respect, protect and guarantee freedom of opinion and expression, including prohibition of incitement to hatred, peaceful assembly, association, conscience, religion and belief

OHCHR intends to contribute to this change by:

- Providing legal analysis and advice to and advocating with Member States and other stakeholders in order to bring into compliance with international human rights standards, draft legislation or existing laws, administrative measures and other policies related to freedoms of opinion and expression, including prohibition of incitement to hatred, peaceful assembly, association, conscience, religion and belief and participation in public life.
- Developing tools (relevant standards, jurisprudence, good practices, lessons learned) to guide the work of legislators, human rights practitioners and other stakeholders on legislation on public freedoms and/or affecting civil society, including laws regulating freedom of assembly and NGOs, counter-terrorism legislation or legislation on public morals.
- Supporting the interventions of human rights mechanisms in relation to draft and existing legislation and policies and follow-up to their recommendations and views in this area.
- Using the voice of the High Commissioner and special procedures as advocacy tools, including through diverse communication channels, such as media statements, interviews, letters, open letters, web stories and campaigns.
- Monitoring and reporting on processes of drafting, adopting or amending legislation, administrative measures and other policies and their compliance with international human rights standards through reports from field presences, rapid deployment missions and the High Commissioner.

By the end of 2017, OHCHR expects to have contributed to the increased compliance with international human rights standards related to the development or strengthening of a legal framework for public participation in Algeria, Cameroon, Egypt, Equatorial Guinea, Gabon, Honduras, Kazakhstan, Kenya, Morocco, South Sudan, Tunisia and Uganda.

In Bolivia, Guinea, Mexico and Tanzania the focus will be on legislation protecting the freedom of opinion and expression and the right to information. In Cambodia, Myanmar and Somalia, OHCHR will support national efforts to improve compliance of media legislation or to adopt codes of conduct for the media, such as in Madagascar. OHCHR will work towards the adoption of legislation or procedures protecting the right to peaceful assembly in Guinea, Myanmar and Togo; and of legislation on hate speech in Sri Lanka. In other cases, the Office will support the work of relevant institutions, such as the Independent Audio-visual Regulatory Body in Tunisia or the National Institute for Indigenous People in Paraguay.

In addition, by the end of the programming cycle, OHCHR expects to have contributed to legislation in Burundi, Cambodia, Democratic Republic of the Congo, Libya, Mauritania and Myanmar that enables the work of civil society and/or protects human rights defenders.

State agents and political and faith-based actors increasingly comply with human rights standards related to public freedoms and take measures for the development of an independent and pluralistic civil society

OHCHR intends to contribute to this change by:

- Advocating for independent, diverse and pluralistic civil societies through different communication channels (i.e., media statements, interviews, letters, open letters, web stories and campaigns).
- Acknowledging duty-bearers' expressions of public support for the role of civil society actors and the legitimacy of their work and any measures taken to counter stigmatization, criminalization or de-legitimization of civil society.
- Awareness-raising among State agents, including the military and law enforcement agents, as well as political and religious actors, on public freedoms, particularly freedom of expression and the use of new forms of communication and information technologies and the human rights challenges posed by related surveillance measures. Monitoring

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Leaders from four religions, Muslim, Hindu, Buddhist and Christian, march together in Yangon, Myanmar, to mark the 25th anniversary of the "8888 Uprising". The demonstrations which took place in 1988 were aimed at the one-party state regime.

and reporting on their behaviour in this field, including instances of reprisals.
- Promoting the implementation of relevant recommendations and views of human rights mechanisms addressed to State agents, political and religious actors.
- Building the capacity of different actors to monitor public freedoms, including through the development of guidance tools (i.e., the revised OHCHR's Manual on human rights monitoring; checklists and indicators).
- Advising on good practices in areas such as: access to and use of information and information technologies, including radio, television and the internet; transparent, accessible, non-discriminatory, expeditious and inexpensive registration procedures for civil society organizations; and collaborative practices between civil society actors and government in promoting and protecting human rights.
- Advocating for the denunciation, investigation, prosecution, sanction and reparation of instances of violations of standards on public freedoms, including by supporting the use of complaint procedures of the UN human rights mechanisms.
- Sensitizing religious actors and encouraging them to advocate for tolerance and dialogue.

Effective human rights education programmes, particularly for youth, established or strengthened

With regard to youth, the focus will be on formal education, i.e., primary, secondary, higher education and vocational training.

OHCHR intends to contribute to this change by:
- Facilitating the provision of or providing technical assistance to State institutions in the area of human rights education (HRE).
- Developing overall national strategies on HRE in formal education (stock-taking/needs assessment, prioritization, elaboration, implementation and monitoring).
- Integrating HRE into education and other relevant policies, legislation and regulations.
- Adopting relevant policy implementation measures, such as establishing coordination mechanisms and allocating adequate resources, including the development or strengthening of HRE resource centres.
- Promoting the development of human rights-based learning environments.
- Developing effective learning and teaching processes (methodologies, research) and

tools (curricula, textbooks and other materials, including online tools).
- Assisting pre-service and in-service human rights training of teachers, professors and other education personnel.
- Developing public information campaigns targeting youth.
- Supporting UN human rights mechanisms in monitoring human rights education, including special procedures (in particular the Special Rapporteur on the right to education), relevant treaty bodies (in particular the Committee on the Rights of the Child and the Committee on Economic, Social and Cultural Rights) and the Universal Periodic Review (UPR).
- Advocating for effective human rights education programming and support for the HRE work of civil society and a safe and enabling environment in the context of the specific human rights education mandate of the High Commissioner, the World Programme for human rights education and the newly adopted UN Declaration on HRE and Training.
- Developing and delivering human rights education programmes and training activities, which incorporate a gender perspective and focus on youth leaders, young trainers and marginalized and specific groups, including through joint programmes.
- Supporting educators with effective human rights education methodologies and with information on relevant resources.
- Supporting human rights education networking and information-sharing among human rights education actors, in particular between governments and civil society, including on HRE good practices with regard to materials, institutions and programmes.
- Strengthening partnerships and joint human rights education programming with relevant parts of the UN system (in particular UNESCO and UNICEF), including within United Nations Country Teams (UNCTs) at the national level, as well as with other intergovernmental (international and regional) organizations, such as the Council of Europe.
- Developing and strengthening partnerships with key civil society organizations delivering human rights education, in particular youth organizations/movements, and supporting their peer human rights education work.

By the end of 2017, OHCHR plans to have meaningfully contributed to the development of human rights education policies, programmes or plans in Armenia, Azerbaijan, Colombia, Georgia, Kenya, Mauritania, Timor-Leste and Togo. In countries such as Honduras, Niger, South Sudan and the Gulf States, the focus will be on the inclusion of human rights education in the curricula of formal education at all levels. In Niger, OHCHR will focus on primary and secondary education, in Cambodia on secondary education and in Cambodia, Kenya, Madagascar and the Russian Federation on higher education.

National human rights institutions established and effectively functioning in accordance with the Paris Principles and other relevant international standards and recommendations

OHCHR intends to contribute to this change by:
- Providing legal analysis and advice to governments and other stakeholders in order to bring draft legislation or existing laws in line with the Paris Principles and other relevant international standards and recommendations.
- Promoting the implementation of NHRI-related recommendations of UN human rights mechanisms.
- Supporting NHRIs' interaction with the international human rights system, including treaty bodies, special procedures, the Human Rights Council and its UPR and relevant New York-based UN bodies and meetings.
- Developing guidance tools and convening trainings and workshops on relevant standards, jurisprudence, good practices and lessons learned for NHRIs, legislators, executive bodies, civil society actors, UNCTs and other stakeholders working with NHRIs.
- Supporting regular evaluations of NHRI compliance with the Paris Principles and other related standards and recommendations, in particular through rigorous and fair accreditation and re-accreditation procedures by providing secretariat support to the International Coordinating Committee (ICC) and its Bureau.
- Supporting regional and subregional networks on NHRIs and facilitating partnerships between NHRIs and UNCTs.
- Supporting NHRIs' interaction with the judiciary, parliaments, NGOs and their participation in accountability and transitional justice processes, prevention of torture and other relevant thematic issues.

In this programming cycle, OHCHR expects to contribute to the establishment of NHRIs in countries where they do not currently exist, including Botswana, Cape Verde, Guinea, Guinea-Bissau, Liberia, Saudi Arabia, Somalia, United Arab Emirates and Yemen.

Contributing to independent and effective institutions operating in accordance with the Paris Principles and the general observations of the ICC Sub-Committee on Accreditation will continue to be the priority of OHCHR in Afghanistan, Algeria, Angola, Bahamas, Bahrain, Barbados, Benin, Burkina Faso, Burundi, Colombia, Comoros, Côte D'Ivoire, Democratic Republic of the Congo, Egypt, Fiji, Gambia, Guatemala, Haiti, Honduras, Iraq, Jamaica, Kuwait, Lebanon, Libya, Madagascar, Maldives, Morocco, Mozambique, Myanmar, Nauru, Niger, Oman, Pakistan, Palau, Papua New Guinea, Samoa, Senegal, Solomon Islands, South Sudan, Sri Lanka, Timor-Leste, Tonga, Tunisia, Uganda, Vanuatu and Zimbabwe.

Accountability mechanisms [EA3]

Effective protection mechanisms and measures for civil society actors, including at-risk human rights defenders and media actors established and strengthened

OHCHR intends to contribute to this change by:

- Supporting and advising on the establishment and strengthening of accessible and effective mechanisms and measures for the protection of civil society actors at risk, including early warning mechanisms, risk assessments and rapid response capacities.
- Compiling and disseminating good practices and lessons learned on effective mechanisms for the protection of civil society actors at risk.
- Supporting the establishment or strengthening of State institutions and oversight mechanisms (judiciary, public prosecutors, NHRIs and law enforcement institutions), as well as relevant civil society actors (bar and lawyers' associations, legal aid centres, media workers and activists, trades unions) for the monitoring and handling of complaints relating to human rights violations and the effective protection of civil society actors at risk.
- Advocating for protection mechanisms to be human rights compliant (shelters, rather than de facto detention centres for victim/witness protection programmes; catering to the specific needs of women, persons with disabilities and minorities).
- Facilitating and advocating for access to protection measures by civil society actors, including by using the convening role of OHCHR and facilitating relations between key protection actors - State agents and programmes with a protection function, NHRIs, relevant regional and UN mechanisms, NGOs specialized in protection work, the diplomatic community and civil society actors in need of protection.

By the end of 2017, OHCHR expects to have contributed to the strengthening of mechanisms and measures to protect civil society actors at risk, including human rights defenders and journalists in Cambodia, Colombia, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Guatemala, Honduras, Mexico, Zimbabwe and countries in Southeast Asia.

Participation [EA5]

Increased participation of rights-holders, including women and discriminated groups, in public life at the national and local levels

OHCHR intends to contribute to this change by:

- Developing resources, collecting and exchanging good practices and providing expertise to build the capacity of a broad range of civil society actors, including women, migrants and groups discriminated against or marginalized, to participate in and follow-up on the development and implementation of critical public processes at national and local levels.
- Advocating for and supporting the development or strengthening of modalities for broad and meaningful participation of rights-holders in all aspects of public life in accordance with international standards.
- Monitoring and reporting on the participation of rights-holders in critical legislative, political and economic decision-making processes that affect them with an emphasis on the participation of women, migrants and groups discriminated against.
- Holding consultations and meetings with national and local authorities and State institutions to ensure participation in public life and decision-making processes.

- Advocating for and facilitating dialogue between civil society actors, NHRIs, national and local authorities and State institutions, as well as among various civil society actors.
- Engaging with international and regional actors to advocate for and support inclusive, meaningful and sustainable participation of civil society actors in all aspects of public life as a part of a human rights-based approach to programming.

By the end of 2017, OHCHR expects to have contributed to improving the level of participation in political life in Benin, Djibouti, Ethiopia, Kyrgyzstan, Senegal and Sudan. In certain countries, the focus will be on the participation of women (Mauritania and Togo); women and youth (Guinea and Yemen) and/or discriminated groups, such as women, indigenous peoples and peoples with disabilities in Paraguay or indigenous peoples and Afro-descendants in countries of Central America.

Civil society, in particular youth and women, increasingly advocate and claim their rights; and protect themselves more effectively from reprisals

OHCHR intends to contribute to this change by:

- Increasing OHCHR use of social media to sensitize and raise public awareness about human rights, particularly among youth.
- Facilitating cooperation and networking among human rights education actors, in particular between government and civil society actors.
- Providing grants to grassroots and local civil society organizations for human rights education and training activities through the Assisting Communities Together (ACT) Project.
- Strengthening partnerships and supporting key organizations working on the protection of civil society actors by, inter alia, supporting public messaging, undertaking joint activities, providing training opportunities, giving recognition to their work and facilitating the establishment and strengthening of networks.
- Enabling access to protection measures by facilitating contacts between key protection actors and civil society actors in need of protection, including through the online compilation of relevant organizations and resources (handbooks, training activities) with a particular focus on the specific needs of women defenders.
- Compiling and sharing good practices and lessons learned on the protection of civil society actors, with an emphasis on the experiences and challenges of women defenders, prepared through the organization of regional events.
- Exploring the possible establishment of a fellowship programme for human rights defenders at risk, particularly women defenders.
- Developing internal protocols on OHCHR's protection role, including in areas such as reprisals and conducting risk assessments.
- Supporting emblematic litigation cases involving civil society actors, including those concerning whistle-blowers and abuses committed by the business sector.
- Enhancing implementation of related recommendations and views of the human rights treaty bodies and special procedures.
- Updating the fact sheet on the right to defend human rights and developing guidance and briefing materials on reprisals, civil society space and the role of the international community and the UN.
- Advocating for rights-holders' free access to media outlets, such as social media platforms, including for human rights defenders and other civil society actors at risk.

With support from OHCHR, it is anticipated that by the end of 2017, civil society and particularly youth and women, will be making better use of human rights standards and protection systems to advocate for their rights, including their right to take part in public life in Argentina, Bolivia, Cameroon, Chile, Equatorial Guinea, Gabon, Guatemala, Guinea-Bissau, Libya, Myanmar, Peru, Sierra Leone, Swaziland, Tajikistan, Timor Leste, Uganda, Zimbabwe, countries in Southeast Asia, countries covered by the UN Human Rights Training and Documentation Centre in Doha and Kosovo*.

Responsiveness of the international community [EA10]

Increased interventions of the international community to promote and protect civil society actors, including against reprisals

OHCHR intends to contribute to this result by:

- Advising on and advocating for interventions by the international community and the UN system to support and protect civil society actors at risk, including whistle-blowers disclosing information on human rights violations (i.e., issuing public statements in support of civil society under threat; visiting civil society actors in detention in relation to human rights activities; facilitating temporary shelter in third countries; awareness-raising about the risks and challenges faced by civil society amongst UN system agencies and programmes and available mechanisms (i.e., the Secretary-General, the Secretary-General's Network on Racial Discrimination and Protection of Minorities, Resident Coordinators, UNCTs and human rights mechanisms), including through the dissemination of existing and new information materials on the topic, such as on reprisals.
- Monitoring and reporting, including through OHCHR's database(s) and in conjunction with other organizations, on the situation of civil society actors at risk, particularly human rights defenders, women defenders, defenders working on the nexus between business and human rights, whistle-blowers and media workers and activists, such as bloggers.
- Making use of the convening role of OHCHR to hold consultations involving international actors to share experiences, good practices and lessons learned on measures and approaches to support and protect civil society actors.
- Establishing "contact groups" of protection actors in certain countries to address specific cases.
- Mobilizing key actors, including the diplomatic community, to swiftly follow-up on cases of reprisals.
- Strengthening coordination with international actors, including regional human rights mechanisms and bodies, on these matters.

Syrians fleeing violence in their country cross into Jordan in search of safety.

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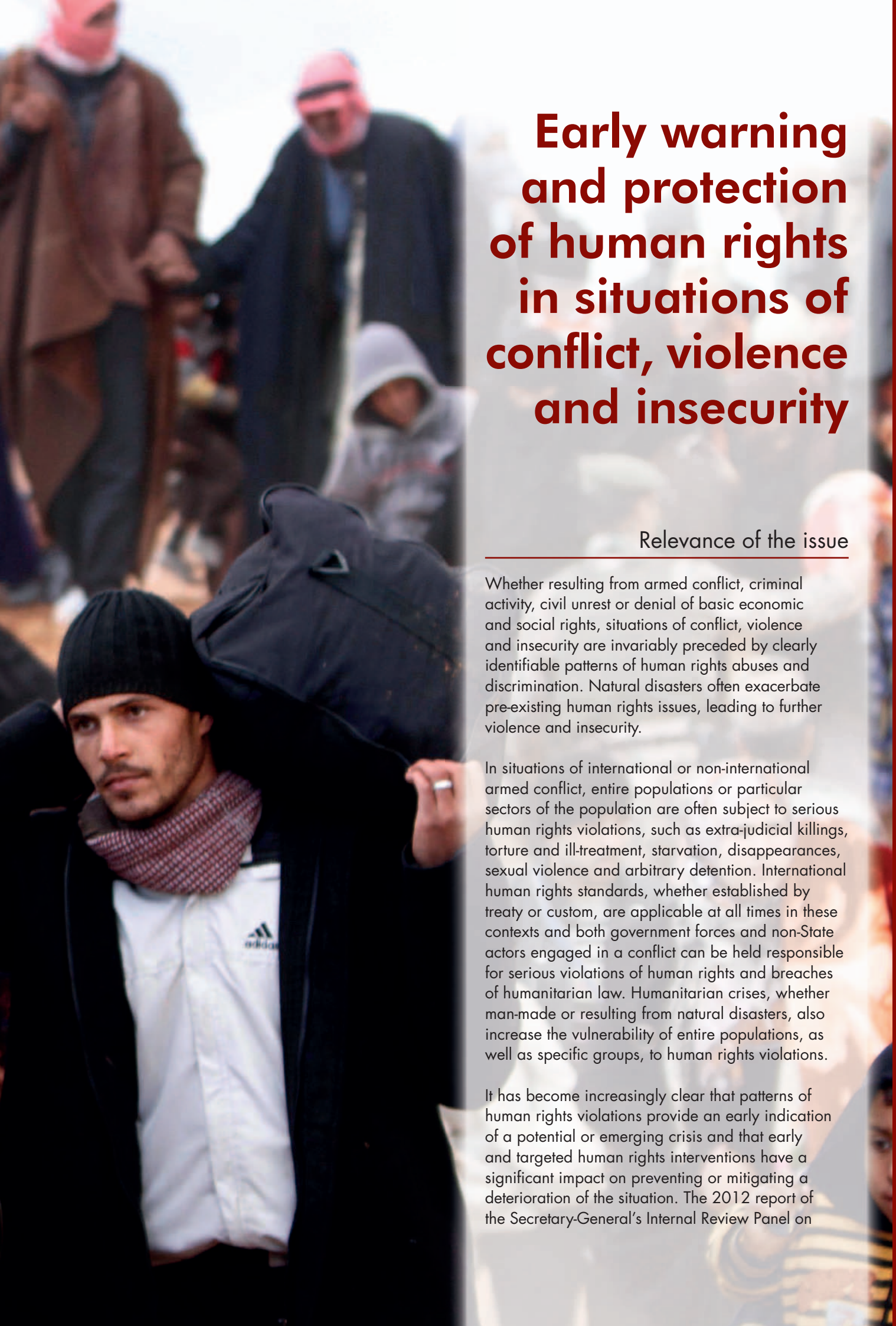

Early warning and protection of human rights in situations of conflict, violence and insecurity

Relevance of the issue

Whether resulting from armed conflict, criminal activity, civil unrest or denial of basic economic and social rights, situations of conflict, violence and insecurity are invariably preceded by clearly identifiable patterns of human rights abuses and discrimination. Natural disasters often exacerbate pre-existing human rights issues, leading to further violence and insecurity.

In situations of international or non-international armed conflict, entire populations or particular sectors of the population are often subject to serious human rights violations, such as extra-judicial killings, torture and ill-treatment, starvation, disappearances, sexual violence and arbitrary detention. International human rights standards, whether established by treaty or custom, are applicable at all times in these contexts and both government forces and non-State actors engaged in a conflict can be held responsible for serious violations of human rights and breaches of humanitarian law. Humanitarian crises, whether man-made or resulting from natural disasters, also increase the vulnerability of entire populations, as well as specific groups, to human rights violations.

It has become increasingly clear that patterns of human rights violations provide an early indication of a potential or emerging crisis and that early and targeted human rights interventions have a significant impact on preventing or mitigating a deterioration of the situation. The 2012 report of the Secretary-General's Internal Review Panel on

United Nations Action in Sri Lanka demonstrated that when responses to situations of conflict, violence and insecurity fail to take into consideration human rights concerns, the protection of the affected people cannot be adequately ensured. The role of the UN system and the international community in preventing human rights violations and protecting human rights in those contexts cannot be overemphasized.

Social and economic related violence, including trafficking, also threaten fundamental rights, such as the rights to life and security. These situations of violence are often the result of ineffective or inadequate responses by States to serious threats posed by organized criminal actors or personal interests to the life, integrity and security of individuals and communities. Respect for human rights law provides the framework and a path to prevent, reduce and combat violence and insecurity. However, States often prioritize repressive measures that have actually led to further human rights violations. Furthermore, the complicity or engagement of public officials in illicit activities has contributed to furthering a loss of legitimacy, heightening the fragility of States and weakening their capacity to protect their populations. While State institutions that are needed to protect human rights often lack the capacity, resources or power to resolve a crisis or are part of the problem, civil society frequently lacks the political space, capacity or influence to make effective demands. Empowering individuals and communities to monitor deteriorating situations and demand justice and redress for human rights violations is essential to securing durable solutions.

Sexual and gender-based violence (SGBV) is an egregious human rights violation. While SGBV affects people from all sexes and gender identities, women and girls continue to represent a disproportionate majority of the victims, including of trafficking for the purpose of sexual exploitation. According to 2013 WHO estimates, approximately 35 per cent of all women will experience either intimate partner or non-partner violence in their lifetime. In conflict and post-conflict situations, as well as in other situations of concern, such as political strife, women and girls continue to be at greater risk of sexual and gender-based violence by both State and non-State actors. While manifestations of sexual and gender-based violence differ, they are often rooted in gender-based discrimination. Lesbian, gay, bisexual, transgender and intersex (LGBTI) persons are particularly susceptible to violence as they are often perceived as challenging established gender patterns. Official responses to violence and discrimination based on sexual orientation and gender identity are often inadequate, with many States failing to implement their due diligence obligations, resulting in widespread impunity and lack of protection.

OHCHR added value

Focus areas

- International or non-international armed conflict
- Humanitarian crises, both man-made and natural disasters
- Social, economic and political violence, situations of civil unrest, violence resulting from organized criminal activity, and other situations of violence and insecurity
- Sexual and gender-based violence

By virtue of its mandate, OHCHR works to promote and protect the full enjoyment and realization by all people of their rights, both in times of peace and of conflict. National law, international human rights law, international refugee law and international humanitarian law are complementary and mutually reinforcing. As both a normative and operational entity, OHCHR aims to help duty-bearers provide appropriate responses, firmly grounded in international law and standards, to ensure the protection of individuals and groups against human rights violations. The Office works in the four types of situations of violence and insecurity reflected in the box above. These situations are not exclusive and may be simultaneously experienced by some countries.

OHCHR's strength lies in its ability to critically analyse, report on and activate a wide range of complementary tools to raise awareness and provide key actors and decision-makers with up-to-date and potential early warning analysis of human rights violations occurring in emerging and ongoing crises. In this way, the Office contributes to early warning and early action by the UN and the broader international community.

OHCHR has increasingly engaged with Member States to ensure that human rights, and

accountability for human rights violations, are taken into account in responses to conflict. In particular, the Office interacts with members of the Security Council and the General Assembly to ensure their decisions are informed by a sound understanding of key human rights issues. In past years, the Security Council has systematically included human rights as part of the core mandates of UN peace operations and special political missions and has increasingly called upon OHCHR to provide information and expertise on human rights issues, including the protection of civilians. OHCHR's organization of commissions of inquiry and fact-finding missions has been proven to be an effective tool in the response of the international community to man-made crises.

The UN 'Rights Up Front' Plan of Action to implement within the UN system the findings of the report of the Secretary-General's Internal Review Panel on United Nations Action in Sri Lanka, the Human Rights Due Diligence Policy (HRDDP) and the Policy on Human Rights Screening of UN Personnel represent significant advances in mainstreaming human rights within the UN system. The 'Rights Up Front' Plan highlights the importance of early UN and Member States' action to address emerging situations involving violations of human rights and, where relevant, international humanitarian law. It clearly acknowledges the need for human rights information and analysis to be readily available to the UN and Member States as a basis for action and the need to improve UN responsiveness to such situations. Through the 'Rights Up Front' Plan of Action, OHCHR will be at the forefront of promoting a global consensus among international actors and building a comprehensive UN approach. The Human Rights Due Diligence Policy adopted in July 2011 requires all UN entities involved in supporting security forces to take into account human rights considerations and risks and adapt their support accordingly. OHCHR's role is critical to ensuring that the policy is applied in a meaningful and coherent manner, including by providing information and analysis on human rights records of security forces. While providing a unique opportunity to effectively place human rights at the centre of UN action, these policies also pose challenges to the capacity of the UN system as a whole and OHCHR in particular.

Together with the Department of Peacekeeping Operations (DPKO), the Department of Field Support (DFS) and DPA, OHCHR has developed a practical and operational policy framework that ensures the mainstreaming of human rights into all aspects of the work of peace missions, while maintaining the independence and impartiality of their human rights components.

Human rights engagement in protracted conflicts and contested territories is crucial for supporting effective political, security, development and humanitarian efforts. OHCHR's role in these contexts is to activate available UN human rights tools to bridge existing human rights protection gaps; contribute to a coherent and mutually reinforcing approach within the UN; and systematically review developments in international and customary law to define policy approaches and interventions.

OHCHR has acted as a critical advocate for the protection of human rights during humanitarian crises through its work in the Humanitarian Protection Cluster and has ensured the inclusion of human rights and international humanitarian law concerns as an integral part of the life-saving, early recovery and development efforts of the humanitarian community, including the overall UN's response to crises. The work of OHCHR has been instrumental in integrating the protection of human rights in key Inter-Agency Standing Committee (IASC) initiatives, such as the Transformative Agenda. When adequately resourced, OHCHR has had a significant impact in humanitarian crisis situations. More specifically, the Office works with affected populations and governments to identify, understand and address locally relevant human rights concerns. UN human rights mechanisms supported by OHCHR, especially those concerned with the protection of women and specific groups, such as migrants, indigenous peoples, minorities or internally displaced peoples, also have an important role to play in informing the humanitarian community's protection, preparedness, response and early recovery work. Additional resources are, however, necessary to ensure OHCHR delivers on its commitments to be a predictable and reliable member of the global community responding to humanitarian crisis situations.

OHCHR focuses its efforts in countries lacking an appropriate and/or effective State response to situations of violence. Through targeted interventions and on the basis of its expertise and experience in human rights monitoring, investigation, analysis and advocacy, OHCHR has helped defuse tensions

and reduced potential violence in specific situations, such as those involving social protests and actions in defence of land or other rights. The Office advocates for and supports the implementation of comprehensive approaches to prevent criminal violence (with a particular focus on access to rights and livelihood opportunities), encompassing the protection of groups at risk, the enactment of legislative frameworks that are compliant with human rights standards, and accountability. OHCHR's experience and expertise regarding international standards and the recommendations of human rights mechanisms on the use of force and access to justice enable the Office to assist States to effectively address criminal violence and insecurity and related widespread impunity. Ensuring that security forces and non-State actors comply with human rights and international humanitarian law is fundamental in situations of conflict, violence and insecurity. OHCHR's experience with human rights monitoring also enables it to provide valuable feedback to Member States as they seek to fulfil their human rights obligations in this area. The Office assists Member States in assessing their strengths and weaknesses and reinforcing the capacity of security forces to be professional, accountable and human rights-compliant institutions. The Office's added value lies in its experience of working with governments and security forces around the globe and its ability to tailor technical assistance packages to local contexts.

OHCHR's strength in combating sexual and gender-based violence (SGBV) is rooted in its human rights approach, which links responses to the elimination of gender-based discrimination and understands SGBV as occurring across a continuum, from peace to conflict situations, moving from the home to community spaces and across borders. OHCHR uses its convening power to bring together different constituencies, including stakeholders working on violence against women, sexual violence, trafficking, women's empowerment, sexual and reproductive health and rights, the rights of LGBTI persons and the rights of migrants to promote a rights-based and comprehensive approach to the eradication of sexual and gender-based violence.

OHCHR is also a vocal advocate for victims of SGBV, trafficking and related exploitation and provides technical assistance and advice on the establishment of adequate legal frameworks to combat SGBV, trafficking and exploitation and ensure access to justice for survivors and victims. As a co-lead entity of the Team of Experts on the rule of law and sexual violence in conflict (Security Council resolution 1888) and through the work of human rights components of peace missions and relevant offices, the Office ensures the inclusion of a human rights-based approach in strengthening national capacities and legal frameworks to combat impunity for conflict-related sexual violence.

OHCHR expected contribution

Early warning and protection of human rights in situations of conflict, violence and insecurity

RIGHTS-HOLDERS CLAIM THEIR RIGHTS		DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS	
[EA5]	▶ Increased number and variety of stakeholders engaged in conflict prevention, peacebuilding and other violence reduction processes ▶ Civil society, in particular youth and women, increasingly advocate and claim their rights and protect themselves more effectively from reprisals	**[EA1]**	▶ Legal frameworks, public policies, State institutions, as well as non-State actors, regulating or engaged in situations of conflict, violence and insecurity increasingly comply with international human rights standards ▶ Legal frameworks, public policies and institutions are in place and functioning to combat sexual and gender-based violence, trafficking and related exploitation ▶ Constitutions, laws and policies increasingly protect human rights, especially land and housing rights and with particular attention to non-discrimination and gender equality, in the context of development and exploitation of natural resources
		[EA3]	▶ Mechanisms and initiatives are adopted to increase human rights protection in contexts of conflict, violence and insecurity ▶ Transitional justice mechanisms established and increasingly operating in accordance with international human rights norms, standards and good practices
		[EA4]	▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
[EA7]	▶ Increased number and diversity of rights-holders, and of national human rights institutions and civil society actors acting on their behalf, making use of United Nations and regional human rights mechanisms and bodies	**[EA6]**	▶ Increased compliance and engagement of Member States with international human rights mechanisms
		[EA8]	▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10]	▶ Increased responsiveness of the international community to potential, emerging or existing human rights crisis situations, with human rights protection as an integral element of this response		
[EA11]	▶ The protection of human rights is an integral part of the international community's preparedness, response and recovery efforts in the context of humanitarian crises and is effectively integrated in the mandates, policies and actions of United Nations peacekeeping operations and special political missions ▶ Increased integration of human rights standards and principles into the UN's security policies and programmes, including the implementation of the Human Rights Due Diligence Policy on UN support to non-UN security forces,		

By 2017, OHCHR expects to have contributed to the achievement of the results outlined on the table above. OHCHR will pursue these behavioural, institutional and legislative changes in cooperation with relevant partners and using the different strategic tools at its disposal (see Part I on OHCHR's Theory of Change). It is expected that if achieved, these results will contribute to improving the duty-bearers' compliance with their international human rights obligations and to the rights-holders' ability to claim their rights, and thereby to the early warning and protection of human rights in situations of conflict, violence and insecurity. To illustrate the interrelated nature of the Thematic Strategies, the table shows all the results to which the Office is planning to contribute in this area, including relevant results from other strategies, which can be identified as follows: ▶ Mechanisms Strategy; ▶ Discrimination Strategy; ▶ Rule of Law Strategy; ▶ Development Strategy; ▶ Democracy Strategy.

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Deputy High Commissioner for Human Rights, Flavia Pansieri, arrives in Mambassa in Ituri, Democratic Republic of the Congo.

Compliance of laws, policies and institutions [EA1]

Legal frameworks, public policies, State institutions, as well as non-State actors, regulating or engaged in situations of conflict, violence and insecurity increasingly comply with international human rights standards

OHCHR intends to contribute to this change by:

- Expert advice provided to parliaments and other State institutions to incorporate a human rights-based approach in the drafting of legislation and design of policies and mechanisms addressing situations of conflict, violence and insecurity. Monitoring their implementation, including their impact on the protection of human rights.
- Raising awareness and understanding of human rights issues in crises and public advocacy, including through public reporting, publications, statements and use of the media and social media to encourage appropriate action.
- Advocating for the incorporation of human rights provisions into peace and other relevant political agreements.
- Providing advice on legal and institutional frameworks, policies and practices to support development of professional, accountable and human rights-compliant security agencies.
- Capacity-building to support the integration of human rights in law enforcement, armed forces and other security agencies and providing advice for the incorporation of human rights in their intervention protocols and internal instructions.
- Supporting the establishment and development of national early warning mechanisms.
- Engaging with regional and subregional organizations in joint action, advocacy and the incorporation of human rights-based approaches in security policies.
- Deployment of specialized personnel to regional organizations and relevant State institutions to contribute to the development of policies and mechanisms designed to protect human rights in situations of conflict, violence and insecurity.
- Supporting the implementation of recommendations of commissions of inquiry and other UN mechanisms by all actors.
- Monitoring, analysing and reporting on the compliance of de facto authorities and non-State armed groups with international human rights and humanitarian law in the context of armed conflict.
- Advocating and raising the awareness of de facto authorities and non-State armed groups regarding international human rights and humanitarian law in order to mitigate the impact of conflict on affected populations.

By 2017, OHCHR expects to have contributed to national efforts to improve the human rights compliance of legal and regulatory frameworks, public policies and State institutions regulating or active in situations of conflict and/or violence in Brazil, Chile, Colombia, Côte d'Ivoire, Guatemala, Iraq, Mexico, Nigeria, Somalia, South Sudan and Uganda. In countries supported by the Training and Education Centre in Doha, the focus will be on the adoption of policies to protect the right to education in situations of conflict.

Legal frameworks, public policies and institutions are in place and functioning to combat sexual and gender-based violence, trafficking and related exploitation

OHCHR intends to contribute to this change by:

- Raising awareness on sexual and gender-based violence and trafficking through, inter alia, research, public reports, statements and media activities.
- Providing technical assistance and capacity-building to Member States and civil society groups on legislation and the application of a rights-based approach to combating sexual and gender-based violence and trafficking, including the obligation to ensure access to justice for victims.
- Developing and promoting the application of policy and programmatic guidance on legislation related to sexual violence; the investigation of specific forms of gender-based violence; protection of witnesses and victims; the influence of harmful gender-based stereotypes in the adjudication of cases of sexual and gender-based violence; and reparations for victims.
- Producing training materials, capacity development modules, compilation of good practices and research on the rights-based approach to trafficking and related exploitation targeted towards law enforcement officials, the judiciary, social workers and other relevant stakeholders.
- Contributing to the establishment and implementation of national strategies against sexual violence in conformity with Security Council resolutions 1888 and 1960 and relevant guidance notes, in cooperation with the Office of the Special Representative of the Secretary-General on sexual violence in conflict and UN Action against Sexual Violence in Conflict.
- Strengthening the capacity of human rights components of peace missions and other presences and bodies to monitor and investigate conflict-related sexual violence, in conformity with Security Council resolutions 1820, 1888, 1960 and 2106.
- Mainstreaming human rights and a victims-based approach into intergovernmental and inter-agency frameworks on violence against women and trafficking.
- Establishing close partnerships with UN entities working on access to justice for women (OHCHR/UN Women/UNDP); sexual and gender-based violence (UNFPA and WHO) and gender-related killings (UN Women UNODC).
- Participating in inter-agency networks, such as UN Action against Sexual Violence in Conflict and the Standing Committee on Women, Peace and Security, the Inter-Agency Network on Women and Gender Equality and inter-agency networks working on trafficking.
- Supporting the Committee on the Elimination of Discrimination against Women in the dissemination and implementation of its General Recommendation No. 30 on women in conflict prevention, conflict and post-conflict situations (2013) and promoting cooperation and coordination between UN mechanisms in the area of gender-based violence.
- Assisting in following up on relevant recommendations of the Committee on the Elimination of Discrimination against Women, the Working Group on the issue of discrimination against women in law and in practice, the Special Rapporteur on violence against women and the Special Rapporteur on trafficking in persons and promoting synergies between these mechanisms and relevant intergovernmental processes.

By 2017, OHCHR expects to have contributed to national efforts to establish effective and human rights-compliant legal frameworks, public policies and institutions to combat sexual and gender-based violence in Chile, Mauritania, Nigeria, Palestine**, South Sudan, Jamaica and other countries in the Caribbean. Developing and/or implementing national strategies to prevent and fight against gender-based violence will be the focus of the UN Human Rights Office in Côte d'Ivoire, Guatemala and Liberia. While in others countries, such as Afghanistan, Bolivia, Honduras, Mali, Sierra Leone and countries in Central America, the focus will be on putting in place measures for the effective investigation and prosecution of perpetrators, including the application of relevant standards by judicial operators. In Liberia, with OHCHR's support, the traditional system will be reformed to ensure human rights compliance.

It is anticipated that by 2017, OHCHR's initiatives will contribute to the implementation of human rights-compliant anti-trafficking measures in Bolivia, Mauritania and Uruguay, as well as in countries in the Caribbean and in Europe. In Europe, they will be in line with the latter in line with the EU Anti-Trafficking Directive.

Accountability mechanisms [EA3]

Mechanisms and initiatives are adopted to increase human rights protection in contexts of conflict, violence and insecurity

OHCHR intends to contribute to this change by:

- Engaging with national and local actors in developing dialogue and mechanisms to mitigate and prevent conflicts and establish a protective environment for civilians.
- Advocating for special measures, including legislative measures and supporting initiatives to protect civilians, victims of human rights violations, as well as human rights defenders working on their behalf, in the context of conflict, violence and insecurity.
- Supporting the establishment and development of national judicial and administrative oversight mechanisms, including for the security sector, that comply with international standards to prevent and remedy human rights violations, including complaint mechanisms.
- Establishing information collection systems to track civilian casualties and human rights violations by security forces and non-State armed groups.
- Empowering communities to use national protection systems to seek accountability for human rights violations committed by security institutions.
- Strengthening of the capacities of local and civil society actors to protect human rights, including those of victims and witnesses.

During this programming cycle, OHCHR expects to contribute to the establishment of policies and regulations to protect civilians and increase accountability in the contexts of conflict, violence and insecurity in Afghanistan, Central African Republic, Guinea-Bissau and Sudan, and in the context of natural disasters in Haiti. With OHCHR's support, preventive mechanisms against violence will be established in Burundi, Colombia and Côte d'Ivoire in the context of elections. In certain countries, such as in Guinea, the Democratic Republic of the Congo, Mali, Mexico, Palestine** and Yemen, OHCHR will put in place mechanisms to protect from human rights violations in situations of conflict and insecurity.

The establishment of internal oversight, human rights accountability and protection mechanisms within the security forces will be the focus of OHCHR in Guinea, Nigeria and South Sudan. In Mexico, the Office will support national efforts to establish a mechanism to search for disappeared and missing persons.

Participation [EA5]

Increased number and variety of stakeholders engaged in conflict prevention, peacebuilding and other violence reduction processes

OHCHR intends to contribute to this change by:

- Supporting opportunities to initiate or reconvene dialogue between national and local authorities, State institutions, NGOs and human rights defenders and other civil society actors in the design of conflict prevention, peacebuilding and violence reduction processes.
- Providing support to civil society to use legislation and make demands on State institutions and national human rights institutions to prevent and respond to individual human rights violations and take steps to ensure human rights change.
- Strengthening the capacity of civil society, State institutions and the media to monitor, document, and analyse human rights violations and breaches of international law in the context of conflict, violence and insecurity.
- Encouraging civil society monitoring of the implementation of policies relating to security and humanitarian assistance.
- Monitoring and reporting on particular situations with recommendations for action to be taken by all parties.
- Advocating with humanitarian and development actors for the participation of rights-holders, including at the earliest stages of crises and emergencies, to ensure the more effective delivery of humanitarian and development aid.
- Training and awareness-raising for humanitarian and development partners on human rights-based and participatory approaches to aid.

By 2017, OHCHR expects to have contributed to a more effective use of national protection systems by victims of violence in countries such as Angola, Colombia, South Africa, Nigeria and South Sudan.

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Young Sudanese carrying a banner with the slogan, "We Need Peace Now," march in the parade organized by the African Union-UN Hybrid Operation in Darfur (UNAMID) to commemorate the International Day of Peace, which launched a six-month campaign to support the peace process in Darfur.

Responsiveness of the international community [EA10]

Increased responsiveness of the international community to potential, emerging or existing human rights crisis situations, with human rights protection as an integral element of this response

OHCHR intends to contribute to this change by:

- Ensuring consistent methodologies and good practices are used in monitoring and investigation of human rights situations.
- Monitoring and investigating potential, emerging or ongoing human rights crises and producing and strategically disseminating consistent and timely reports on specific events or patterns, together with the recommendations of relevant UN human rights mechanisms, such as early warning tools or to advocate for necessary legislative and institutional changes.
- Supporting advocacy to strengthen the protection of civilians, including through systematic monitoring and investigations and rigourous gathering and analysis of data on civilian casualties and the regular and consistent publication of this data, inter alia through timely briefings to Member States.
- Coordinating induction briefings on human rights to Security Council officials, in collaboration with the Office for the Coordination of Humanitarian Affairs (OCHA) and other UN entities.
- Raising awareness regarding human rights issues in the context of humanitarian crises through traditional and social media to encourage appropriate action by the international community.
- Contributing effectively to the implementation of the Secretary-General's Five-Year Action Agenda in relation to the prioritization of early warning and early action on preventing violent conflict.
- Developing a human rights information management system and framework for early warning analysis feeding into a UN information management system on human rights violations.
- Engaging in inter-agency early warning and crisis response mechanisms at national, regional and international levels, including the United Nations Operations and Crisis Centre (UNOCC), by providing human rights information to inform decision-making and advocating for appropriate response, in accordance with the UN 'Rights Up Front' Plan of Action.
- Undertaking early action in a timely, systematic and predictable manner and effectively responding to potential, emerging and ongoing human rights crises through commissions of inquiry or fact-finding missions, including through the proactive use of the High Commissioner's mandate or in response to requests from the Security Council, the Human Rights Council, the Secretary-General and United Nations Country Teams (UNCTs).
- Developing rosters of individuals with human rights and rapid deployment capacity, including external experts suitable to undertake human rights and international humanitarian law investigations, in coordination with DPA, and in relation to the UN 'Rights Up Front' Plan of Action.

Human rights mainstreaming within the United Nations [EA11]

The protection of human rights is an integral part of the international community's preparedness, response and recovery efforts in the context of humanitarian crises and is effectively integrated in the mandates, policies and actions of United Nations peacekeeping operations and special political missions

OHCHR intends to contribute to this change by:

- Developing and implementing a national-level protection strategy and streamlined coordination mechanisms to provide human rights support and advice to resident coordinators/humanitarian coordinators, UNCTs and Humanitarian Country Teams (HCTs) in accordance with the UN 'Rights Up Front' Plan of Action.
- Developing UN training modules for human rights and ensuring their inclusion in the mandatory induction training programmes for all UN staff in accordance with the 'Rights Up Front' Plan of Action.

In **humanitarian crises** by:

- Developing a conceptual and operational framework for a human rights-based approach to humanitarian action and a "Manual on human rights in humanitarian action."
- Developing UN training modules for human rights and included as part of mandatory training programmes for all UN staff at the induction stage, in accordance with the 'Rights Up Front' Plan of Action.
- Advocating for the application of a human rights-based approach by UNCTs, HCTs and other partners throughout their humanitarian planning, resilience, preparedness, response and recovery efforts, such as the Consolidated Appeal Process (CAPs) and Flash Appeals.
- Leading or participating in field Protection Clusters or Sub-Clusters and in particular in situations of natural disasters.
- Deploying human rights rapid response teams to contribute to preventing or mitigating humanitarian crises in which violations are a principal concern.
- Organizing annual global and regional training programmes and contributing to guidance and capacity-building efforts of the IASC and the Global Protection Cluster to integrate human rights in humanitarian actions.
- Producing and sharing human rights information and analysis on potential, emerging or ongoing crises among relevant UN entities.
- Participating in the regional teams of the United Nations Development Group appraising the resident coordinators and the humanitarian coordinators and in the related Chief Executives Board process with regard to the human rights and political aspects of their work.
- Advocating with relevant inter-agency humanitarian strategic, decision- and policy-making bodies to ensure that human rights is an integral part of their humanitarian action policy and activities.
- Establishing a community of practice focused on good practices, lessons learned and sharing of experiences in humanitarian action.
- Strengthening engagement with national humanitarian partners through a more timely and efficient provision of grants.
- Influencing the integration of human rights into humanitarian discussions and resolutions, including at the General Assembly and ECOSOC.
- Expanding the range of methods for briefing Member States on humanitarian crises. Advocating, training and raising awareness with military troop and police contributing countries and regional organizations participating in peacekeeping on the protection of human rights, including in the context of the protection of civilians.

In **UN peacekeeping operations and special political missions by**:

- Conducting lessons learned reviews to identify most effective practices as well as gaps to protect human rights in the context of peace missions, including related to the protection of civilians.
- Strengthening engagement with the Security Council to advocate for due consideration of human rights in its resolutions and the mandates of peace missions.
- Supporting mission planning, notably in relation to start-up missions, new mission design, mission reconfiguration and close down, with a view to ensuring that human rights components have the adequate capacity and resources to undertake their work and for the mainstreaming of human rights in other mission components. Guidance on the standard and specialized resource needs for human rights components will be developed for this purpose.

- Supporting DFS, United Nations Volunteers and human rights components in the evaluation of candidates, maintenance of rosters, the recruitment of Heads, meeting staffing needs and strengthening mechanisms for the quick deployment of human rights start-up teams.
- Enhanced pre-deployment and in-mission human rights training of peacekeeping personnel on how to promote and protect human rights through their work, including in situations of imminent threat of physical violence.
- Developing policies and guidance materials to ensure the integration of human rights into all aspects of mission work and that of the DPKO, DPA and DFS.
- Increasing substantive support to human rights components of peace missions in strategic planning and the implementation of human rights norms, standards and policies, notably in the area of protection of civilians and sexual violence in conflict.
- Increasing engagement in specialized UN peacekeeping budget and interdepartmental peace mission-related processes, such as the Special Committee on Peacekeeping Operations of the United Nations (C34) to ensure the integration of human rights.

By the end of 2017, with OHCHR's support, human rights will be fully integrated into the policies and actions of United Nations peacekeeping operations and special political missions in the Central African Republic, Côte d'Ivoire, Haiti, Liberia and Kosovo*. With the support of OHCHR, human rights standards and principles will be integrated into the international community's preparedness, response and recovery efforts in the context of humanitarian crises in the Central African Republic, the Democratic Republic of the Congo, Fiji, Guinea, Mali, Mauritania, Myanmar, Niger, Palestine**, Samoa, Solomon Islands, South Sudan, Timor-Leste, Tonga and Vanuatu and countries in South and Southeast Asia.

Increased integration of human rights standards and principles into the UN's security policies and programmes, including the implementation of the Human Rights Due Diligence Policy on UN support to non-UN security forces

OHCHR intends to contribute to this change by:

- Promoting and supporting the implementation of the Human Rights Due Diligence Policy (HRDDP) to mainstream human rights into support provided by UN entities to non-UN security forces globally and advocating for the application of its principles by the international community.
- Advocating for the integration of the HRDDP and other human rights standards and principles in funding mechanisms and initiatives aimed at supporting security sector reform processes and national or regional security forces, including the Peacebuilding Fund.
- Compiling and making available to UN entities basic information on national security forces, including past human rights records and supporting HRDDP risk assessments.
- Developing and disseminating HRDDP support packages, including guidance tools and good practices and training modules for UN staff.
- Actively engaging the Inter-Agency Security Sector Reform Task Force, the Global Focal Point for Police, Justice and Corrections and the Rule of Law Coordination and Resource Group to mainstream human rights into their activities and programmes.

By the end of 2017, OHCHR expects to have contributed to ensuring that UN entities effectively integrate human rights standards and principles and apply the Human Rights Due Diligence Policy when providing assistance on security policies and programmes in Afghanistan, the Democratic Republic of the Congo, Guinea-Bissau, Mali, Somalia, Sudan (Darfur), Yemen and countries in North Africa and in South Asia.

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Palais Wilson illuminated to mark the 20th anniversary of OHCHR.

CHANGING THE WAY WE WORK – Global Management Outputs

Introduction

Global Management Outputs (GMOs) describe the improvements in internal efficiencies to which OHCHR commits for a specific programming cycle with a view to effectively delivering on its planned thematic results. Management outputs were first defined in OHCHR's Strategic Management Plan for 2010-2011 on the basis of a self-assessment and the evaluation of the Office of Internal Oversight Services related to the implementation of OHCHR's mandate. The OHCHR Management Plan 2012-2013 introduced the first monitoring framework for the GMOs, which included specific indicators and targets. Use of this monitoring framework will help OHCHR in making management decisions that will lead to maximum effectiveness during the programme cycle.

For the 2014-2017 programming cycle, OHCHR has developed office-wide strategies for each of the identified GMOs. The strategies were built on existing documents, existing processes and practices and provided an opportunity for the Office to take stock of its internal organizational commitments and identify gaps.

Most of these stem from the previous programming cycle, with the exception of GMO 2 which captures OHCHR's current efforts to undertake a functional review to allow the Office to better align its structures and work processes with its core functions.

Together with the Thematic Strategies, the GMOs are now part of OHCHR's four-year office-wide commitments. In each year of the programming cycle, based on the guidance provided by the GMO strategies, the different parts of OHCHR will define and reflect in their annual workplans their specific contributions to these common results.

OHCHR's Global Management Outputs for 2014-2017 are the following:

GMO 1. OHCHR strategic decisions are implemented in a timely manner.

GMO 2. Organizational work processes and structures are aligned for increased efficiency.

GMO 3. A gender perspective is effectively integrated into all OHCHR policies, programmes and relevant processes.

GMO 4. Increased effectiveness in supporting human rights mechanisms.

GMO 5. Increased effectiveness in supporting field operations.

GMO 6. OHCHR Staff has the necessary competencies and skills to effectively implement the OHCHR programme.

GMO 7. Improved awareness and understanding of and support to OHCHR's mission and programme by Member States and other stakeholders.

GMO 8. Efficient management of human and financial resources.

Strategic decisions are made in line with results-based management principles and are implemented in a timely manner [GMO 1]

Where we are

OHCHR's strategic direction is set out in its vision statement, thematic priorities and expected accomplishments. This strategic direction is set within the framework of the Human Rights Programme of the Secretary-General's Strategic Framework which has been endorsed by the General Assembly.

The Office has two internal bodies for policy deliberation and decision-making: the Senior Management Team (SMT) and the Programme and Budget Review Board (PBRB). In 2012-2013, both bodies revised their terms of reference, improved their working methods to enhance staff accessibility and transparency and put in place mechanisms to track progress in implementing decisions. Further achievements were made in this area as a result of an Organizational Effectiveness Programme launched to follow up on the recommendations of the Office of Internal Oversight Services. Results included an extension of the Office's planning cycle from two to four years, simplified procedures related to work planning, budgeting and internal and external reporting and new policies and procedures related to internal communications.

These changes have resulted in an improved understanding and implementation of OHCHR's strategic direction and in more timely and transparent strategic decision-making processes. Significant progress has also been made in developing a culture of results within OHCHR.

OHCHR's progress in this area includes an increased understanding among staff and senior management of results-based management (RBM) principles and the importance of "managing for results," as evidenced by more appropriate use of RBM principles in the daily work of staff and in the focus on results in OHCHR Management Plans and annual reports.

Every organizational unit and field office in OHCHR plans, monitors and reports through an IT-based Performance Monitoring System that is based on a common results framework and uses RBM methodologies and principles.

During the next four years, the Office will ensure the ongoing integration of RBM into its work and continue to facilitate the effective and efficient functioning of internal decision-making bodies.

Where we want to be in 2017 and how we intend to get there

In the area of effective and efficient functioning of senior management bodies

- ✓ 90 per cent of OHCHR projects/plans reviewed by the PBRB will be approved or rejected on the basis of their current and potential contribution to the approved planning cycle results;
- ✓ 70 per cent of strategic decisions will be approved within 10 days of meetings held by the senior management bodies;
- ✓ 70 per cent of strategic decisions on policy and programme matters will be implemented within approved timelines; and
- ✓ 80 per cent of background documents submitted to the senior management bodies for their consideration will be submitted on time.

To reach these targets, OHCHR intends to implement the following priority actions:

- ▶ Revising the timelines for the presentation, finalization and sharing of proposals to senior management bodies and integrating them into the terms of reference of those bodies;
- ▶ Ensuring timely feedback on submissions to the SMT and the PBRB in consultation with all relevant parts of the Office;
- ▶ Promptly informing staff of SMT and PBRB discussions and decisions, including through more accessible and user-friendly decision -tracking systems;
- ▶ Ensuring the SMT and the PBRB systematically consider the status of the implementation of decisions by including updates as a regular item on their agendas;
- ▶ Improving consistency between strategic policy and programme decisions by using existing planning and reporting systems and processes, i.e., the Performance Monitoring System; and
- ▶ Further clarifying and communicating the processes of the SMT and the PBRB throughout the Office to ensure that staff members are better able to participate in processes relevant to their work.

In the area of compliance with results-based management principles

- ✓ A fully operational office-wide knowledge management system is in place;
- ✓ Recommendations from evaluations will be substantially used for strategic decision-making; and
- ✓ At least 90 per cent of critical recommendations and 80 per cent of important recommendations from evaluation and programme audits are implemented.

To reach these targets, OHCHR intends to implement the following priority actions:

- ▶ Developing and implementing a workplan for the establishment of a knowledge management system, including a platform for sharing good practices and lessons learned and a quality control mechanism for knowledge products;
- ▶ Ensuring further development, consistency and integration of planning, monitoring and evaluation tools, including integration of the comprehensive planning calendar of all human rights mechanisms and of the PBRB review and decision-tracking system into the Performance Monitoring System;
- ▶ Conducting lessons learned exercises at all levels in order to collect information about what works and what does not in OHCHR's interventions and to identify good practices; and
- ▶ Ensuring the availability of credible evidence for decision-making on the start-up, maintenance, scaling-up or finalization of interventions.

Organizational work processes, systems and structures are aligned for increased efficiency [GMO 2]

Where we are

OHCHR is a typical example of an organization that evolved through incremental adjustments made in response to new demands. There comes a time, however, when the organic accumulation of incremental changes is no longer adequate for an organization to efficiently and effectively undertake its core functions. OHCHR has become larger and more complex; gaps and overlaps occur and efficiencies have been slowly lost over time. New circumstances demand a more radical transformation process which takes a comprehensive look at its structure and core functioning with a view to identifying steps for reform.

The most recent change process underway at OHCHR began in 2009. The organizational effectiveness programme was initiated following an OIOS evaluation of how efficiently and effectively the mandate of OHCHR was being implemented. While some of the resulting recommendations are being implemented incrementally, the envisioned change process was limited and only focused on making improvements to various business processes. Inefficiencies still exist across OHCHR.

In order to further increase organizational effectiveness and efficiency, it is crucial to consider a broad range of issues, such as the functions of and

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OHCHR held an Open House Day at its Headquarters in the historic Palais Wilson, September 2013.

interactions between different organizational units, as well as the optimal size, resources and levels of responsibility required to achieve this objective. The Secretary-General's Change Plan provides an additional impetus to examine and seek to improve the administrative and substantive functioning of OHCHR.

It is within this context that OHCHR launched an office-wide functional review. The current functional review consists of a diagnostic and analytical examination of the distribution and implementation of core functions across OHCHR.

Where we want to be in 2017 and how we intend to get there

The overarching commitment of the Office under this GMO is to ensure that OHCHR's work processes and structures are aligned for increased effectiveness and efficiency. OHCHR will streamline its working methods and establish an improved organizational structure. This will align OHCHR's work on norms and standards with its efforts to protect and empower rights-holders at the international, regional and country levels. It will ensure that high quality and coherent support is consistently provided to all staff members. In addition, it will better equip OHCHR to lead the Human Rights Pillar of the United Nations system.

✓ 80 per cent of approved functional review initiatives will be implemented and 100 per cent of targeted work processes will be re-engineered for improved efficiency by:
- Undertaking a comprehensive review of the existing normative documents related to the core mandate and functions of OHCHR;
- Reviewing past reform efforts to develop a clear understanding of the impact that various reform attempts have had on the OHCHR's current form and structure;
- Developing a clear understanding of the legal and policy framework and/or rationale for the distribution of responsibilities within and between OHCHR's organizational units;
- Conducting an in-depth review of the current working of the organization in all of its multi-faceted roles, in light of the functions performed by each organizational unit; the purpose that each function serves; the mandates to support these functions; and the staff capacity, responsibilities and reporting relationships. This includes reviewing the support provided to and the work carried out by field presences;
- Identifying critical or core functions that lead to timely, high quality outputs and determine how critical core functions connect or interrelate;
- Identifying gaps, overlaps, inefficiencies, redundancies or excesses and considering recommendations for addressing these and streamlining functions;
- Identifying and considering organizational design options that combine cohesive structures with efficient processes and systems;
- Assessing capacity needs for performing core functions in each organizational unit;
- Identifying additional measures to improve organizational effectiveness and efficiency, including: a) clarification of internal roles and responsibilities; b) promotion of cross-unit collaboration; and c) streamlining of internal processes;
- Developing and implementing a realistic plan to improve OHCHR's organizational design;
- Outlining areas for increased efficiency through a change in the Management Plan; and
- Developing and implementing a set of re-engineered work processes.

✓ The three signature rule will be consistently applied throughout the Office by:
- Reviewing and, where necessary, streamlining document clearance and approval procedures; and
- Putting in place an electronic content management system.

✓ An effective records management system will be in place and functioning to a full extent by:
- Implementing a records management policy to provide guidance across OHCHR and ensure compliance with UN standards for record keeping;
- Adopting an access policy to provide guidance in relation to archiving and accessing of records; and
- Delivering training sessions on the records management system to ensure its use by relevant colleagues.

A gender perspective is effectively integrated in all OHCHR policies, programmes and relevant processes [GMO 3]

Where we are

A 2009 evaluation of OHCHR performance in gender mainstreaming showed that despite a strong knowledge base and programmes focused on women's human rights, the integration of a gender perspective in all OHCHR programmes, policies and processes is far from systematic. Gender integration was largely driven by individual interest, rather than by office-wide institutionalized guidelines and commitment.

The evaluation identified the following barriers to systematic gender integration:

- lack of strategic clarity in relation to gender equality work;
- lack of institutional incentives and an accountability framework;
- limited staff capacity;
- lack of specific guidance relating to gender integration in the human rights context;
- lack of a transversal approach to gender issues ("silo cultures" across Divisions/thematic areas); and
- lack of an organizational culture conducive to gender equality.

In order to address these gaps, OHCHR adopted a comprehensive Gender Equality Policy (2011) and a Gender Equality Strategic Plan (2012-2013); strengthened the gender integration capacity with advisers dedicated to gender work at headquarters and in some regional offices who were supported by a network of gender facilitators and gender focal points; developed guidelines and tools to integrate gender in specific programmes and processes (i.e., human rights work, capacity-building, recruitment, planning, reporting, staff assessment); and organized briefings and training sessions for selected staff at headquarters and in the field.

According to OHCHR's 2013 report on the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), OHCHR exceeds on 1, meets on 10 and approaches the requirements on 4 of the 15 performance indicators. Areas for improvement to meet UN standards include: organizational culture, gender architecture and parity, capacity development and evaluation.

OHCHR's strategy to effectively integrate gender in all OHCHR policies, programmes and relevant processes capitalizes on the progress made in the past two years and addresses outstanding recommendations of the 2009 Evaluation of OHCHR performance on gender mainstreaming. The strategic plan is further aligned with the UN-SWAP indicators to streamline the Office's management efforts to integrate a gender perspective throughout its programmes and processes. This GMO strategy has been designed to coincide with the OHCHR Gender Equality Strategic Plan for 2014-2017.

Were we want to be by 2017 and how we intend to get there

✓ 100 per cent of individual annual performance appraisal documents will include a goal, action or success criteria related to gender integration responsibilities by:
- Sensitizing staff about the requirement to include gender goals, actions or success criteria on their performance appraisal documents;
- Ensuring monitoring and reporting of the requirements by supervisors;
- Preparing tools and guidelines to facilitate this task (i.e, standard language); and
- Producing and making available yearly statistics on compliance with this requirement.

✓ 100 per cent of annual workplans at headquarters and in the field will have at least one activity with gender equality as main objective by:
- Adapting the Performance Monitoring System and the annual workplan guidelines to better reflect and track the requirement to include at least one activity with gender equality as a main objective in all workplans;
- Compiling and making available examples of activities with gender equality objectives; and
- Producing and making available yearly statistics on compliance with this requirement.

✓ $US 7 million will be fully dedicated to gender equality by:
- Reviewing the existing system and guidelines to better reflect and track resources dedicated to gender equality;

- Developing activities to achieve expected accomplishments focusing on women's human rights and gender equality within the six thematic priorities and pursuing further fundraising for women's human rights and gender equality work; and
- Producing and sharing yearly reports on the size of financial resources dedicated to gender equality.

✓ 45 per cent of women will occupy senior positions at headquarters and in the field by:
- Applying temporary positive measures in accordance with Secretary-General decision 2013/13 on the status of women in the Secretariat, including systematic data collection, an outreach strategy and the systematic inclusion of women on panels and lists of recommended candidates in under-represented categories;
- Investing in support mechanisms for female staff in middle and senior management positions (i.e., training programmes, mentoring, targeted advertising); and
- Regularly updating the High Commissioner and/or Deputy High Commissioner on the representation of women in senior positions, including in field presences.

✓ Staff will perceive improvements in one key aspect of the working environment in terms of gender equality by:
- Researching and raising awareness on factors and measures that lead to a gender equal organizational culture;
- Developing an online survey on OHCHR organizational culture related to gender equality; and
- Implementing a strategy to improve one area selected on the basis of the survey.

✓ 100 per cent of OHCHR staff, irrespective of their grade, job function and duty station, will be equipped with basic knowledge and the tools to integrate a gender perspective in their daily work by:
- Including OHCHR's online course on gender integration as part of the mandatory training package and induction course for new staff members;
- Devising strategies to encourage staff to take the online course (i.e., linking it to contract renewal and/or performance appraisal documents; management messages); and
- Producing and making available yearly reports on staff compliance with the requirement to take the course.

✓ 60 per cent of the thematic expected accomplishments from the six thematic strategies focusing on women's human rights and gender equality will be achieved by:
- Monitoring the achievement of expected accomplishments focusing on women's human rights and gender equality through the Performance Monitoring System, the gender facilitators network and the thematic priorities on an annual basis; and
- Providing support and gender expertise to the Divisions and field presences that are responsible for the strategic interventions that relate to these expected accomplishments.

Increased effectiveness in supporting human rights mechanisms [GMO 4]

Where we are

One of the comparative advantages of OHCHR is its foundation on the normative framework of international human rights law and the strong links it maintains with the international human rights mechanisms through its provision of support. These mechanisms have been constantly expanding as part of a natural and legitimate evolution, yet their growing requirements have not been matched by appropriate resources, including for an increase in meeting time, from the regular budget. Following the outcome of the intergovernmental process on strengthening the human rights treaty body system, additional resources will be provided to that system and its committees will benefit from a significant increase in meeting time as of 2015.

OHCHR provides support to:
- 75 weeks per year of sessions of 10 human rights treaty bodies, composed of 172 treaty body experts;
- 51 special procedures mandates (72 mandate-holders) of the Human Rights Council;
- 10 weeks per year of Human Rights Council sessions, as well as Special Sessions, six weeks of meetings of the Working Group on the Universal Periodic Review (UPR) and sessions of the Advisory Committee; and

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A wide view of the Human Rights Chamber during the high-level segment of the Council's 23rd session.

- The UN Voluntary Fund for Victims of Torture, the UN Voluntary Fund on Contemporary Forms of Slavery, and the Special Fund of the Optional Protocol to the Convention Against Torture.

Recommendations emanating from the human rights mechanisms are valuable tools for encouraging concrete improvements in the prevention of human rights violations. To maximize the impact of these recommendations, the information and awareness gap between the work of the mechanisms in Geneva and the stakeholders on the ground needs to be reduced. The role of the OHCHR field presences is of critical importance in this regard. In recent years, OHCHR has made enhanced use of communications and information tools, including social media, to provide up-to-date information on activities and findings of the mechanisms and during meetings. These and other efforts, such as initial experiences with webcasting and videoconferencing, have demonstrated the untapped potential of such tools.

In terms of the quality of the recommendations being issued by human rights mechanisms, internal audits and workflow studies have noted the need to improve the linkages between the support provided to human rights mechanisms and other areas of work within OHCHR, including field operations. While steps have been taken and progress has been made to mainstream the work of the human rights mechanisms across OHCHR, including through the planning process, there is still room to maximize internal synergies, including by enhancing the functionality of existing databases/tools aimed at improving the effective sharing of knowledge.

A significant component of the support given to these mechanisms relates to the timely provision of documentation. Measures put in place over the past few years, including the ongoing monitoring of document submissions, have resulted in a substantial improvement in document submission compliance.

Where we want to be in 2017 and how we intend to get there

- ✓ 60 per cent of members of the treaty bodies and special procedures mandate-holders providing positive feedback on the support received;
- ✓ More effective support to meetings, with 84 per cent of overall documentation (100 per cent for the UPR) submitted on time and 80 per cent of Member States providing positive feedback by:
  - Organizing regular briefings for new members of the Human Rights Council and UPR troikas on the functioning and methods of work of the UPR Working Group;

- Producing training materials, such as a manual on reporting obligation, or a handbook for aspiring and new treaty body members;
- Analysing document submission patterns and putting in place measures to address gaps; and
- Establishing a system for ad hoc submission of urgent reports mandated by the Human Rights Council.

✓ Enhanced visibility and accessibility to the human rights mechanisms by:
- Webcasting 100 per cent of public meetings of the Human Rights Council and treaty bodies;
- Ensuring all human rights mechanisms have the possibility to conduct meetings via videoconferencing;
- Enhancing the use of information tools and social media tools to provide up-to-date information on activities and findings of the mechanisms and during meetings;
- Making available up-dated information on the various mechanisms on the OHCHR website in official UN languages;
- Promoting more systematic consultation and use of indexed UPR recommendations; and
- Elaborating a new online special procedures questionnaire for victims of violations and those acting on their behalf.

✓ Increased coordinated office-wide support to the international human rights mechanisms by:
- Ensuring that 50 per cent of OHCHR workplans include activities that contribute to the work of the international human rights mechanisms; and that
- 50 per cent of field presences have a designated focal point for this area of work.

✓ Improved knowledge management by:
- Conducting induction sessions for new mandate-holders;
- Continuously updating the treaty body database and the Universal Human Rights Index and creating a comprehensive Special Procedures Database which will help to facilitate the generation of statistical and comparative data and its analysis;
- Producing and regularly updating a planning note for special procedures mandate-holders that will summarize best practices;
- Studying the feasibility of creating a jurisprudence database;
- Upgrading the functionality of and expanding relevant pages of OHCHR's intranet with a view to sharing quality information within the Office, including between the field and headquarters;
- Collecting and sharing experiences at the national level to facilitate access to recommendations; and
- On-going monitoring and assessment of internal processes.

Increased effectiveness in supporting field operations [GMO 5]

Where we are

As of the end of 2013, OHCHR was operating in 59 field presences, including 13 country or stand-alone offices, 13 regional presences, and was supporting the work of 15 human rights components in UN peace missions and 18 human rights advisers (HRAs) deployed to United Nations Country Teams (UNCTs). The Office is also engaging in countries where it does not have a field presence, including in the context of rapid deployments in response to critical human rights and humanitarian situations.

OHCHR will continue to enhance its field engagement in light of the increased demands for support, the focus on implementation of the second cycle of the UPR, its responsibilities under the United Nations Development Group (UNDG) strategy for scaling-up the deployment of HRAs and the Secretary-General's 'Rights Up Front' Plan of Action. Increasing efficiency in supporting field operations is crucial as the Office enhances and expands its field engagement. The Office needs to improve its capacity to get staff on the ground quickly, and for sufficient deployment periods, and to speed up procedures to disburse funds.

OHCHR has recognized the potential of fundraising at the field level and has established internal arrangements to make better use of these opportunities. To date, OHCHR has made insufficient use of existing funding streams that are relevant to OHCHR's field work, including humanitarian funding processes, such as Consolidated Appeal Processes (CAPs), Flash Appeals, pooled funds and the Central Emergency Response Funds (CERF).

OHCHR will strengthen its efforts to become a predictable and reliable partner in responding to developing crises, be able to rapidly deploy required staff and operational support and take on the critical additional roles given to the Office through the 'Rights Up Front' Plan of Action.

Important elements of OHCHR's efforts to improve support to its field operations are also specifically captured under the other relevant GMOs (i.e., capacity-building under GMO 6 or human and financial resources management under GMO 8).

Where we want to be in 2017 and how we intend to get there

- ✓ 85 per cent of field staff are satisfied with the support received from headquarters;
- ✓ Grants are approved and funds are allocated to local organizations within two weeks of the submission of their application in 85 per cent of cases; and
- ✓ OHCHR's field presences participate in humanitarian planning processes in 75 per cent of cases.

To reach those targets, OHCHR intends to implement the following priority actions:

- Continuously assessing the adequacy and usefulness of the processes for effective and timely delivery of administrative support to field operations and undertaking measures to address identified gaps;
- Introducing elements of administrative management into individual performance management systems at all levels to enhance accountability;
- Regularly updating the OHCHR Field Manual;
- Ensuring that simplified procedures for the awarding of grants at the field level are fully implemented and creating fast track procedures for the disbursement of funds to local organizations;
- Providing clear guidance to field staff in relation to their entitlements and benefits, improving their career support, including through the development of an effective system to enhance mobility within OHCHR, and increasing access to training opportunities for field staff by focusing on monitoring and report writing skills, in accordance with the 'Rights Up Front' Plan of Action;
- Developing specific approaches to address special concerns of national staff members, including in relation to mobility issues raised when offices are closed and the harmonization of administrative and performance appraisal procedures for all staff;
- Taking proactive steps to expedite recruitment processes, particularly for leadership positions, including through the finalization of a fully integrated roster system, systematically expanding and nurturing a pool of qualified and experienced human rights officers and managers and closely monitoring the various stages of the process;
- Continuing the deployment of human rights advisers and the implementation of the 2012 UNDG Strategy for the Deployment of Human Rights Advisers to United Nations Resident Coordinators and UNCTs;
- Implementing fast track administrative procedures to facilitate a rapid response, including the rapid disbursement of petty cash, to enable an initial operational response. Maintaining the necessary resources to swiftly deploy a dedicated team to major emergencies, including experts in human rights, finance, logistics, coordination, communications and fundraising. This will be further facilitated by: ensuring that OHCHR's rostered staff can be immediately deployed for periods of three months or longer to avoid disruption to OHCHR's initial engagement in a crisis and the use of existing rosters;
- Developing and implementing a security risk management strategy to facilitate effective field engagement. The strategy will be based on a careful balancing of 'acceptable' risk in meeting OHCHR programmatic objectives, as opposed to a strategy based on the 'avoidance' of risk, to enable the conduct of field operations in elevated risk environments;
- Facilitating the engagement of field presences in fundraising and outreach activities at the country level to take better advantage of the substantial financial resources and funding mechanisms available, including the Peacebuilding Fund and the humanitarian funding mechanisms (i.e., CERF, CAP and Flash Appeals). Enhancing the visibility and profile of OHCHR's work in the field, including through building a repository of knowledge on the impact of this work.

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OHCHR staff attending OHCHR's Orientation programme for new staff.

OHCHR staff has the necessary competencies and skills to effectively implement OHCHR's programme [GMO 6]

Where we are

OHCHR's greatest asset is the human rights knowledge and expertise of its staff. In order to preserve this important comparative advantage, the Office must continue to respond to the capacity needs of its staff in terms of both the substantive knowledge and skills required for the effective implementation of the 2014-2017 Thematic Strategies and the managerial competencies needed to maximize the impact of the organization's limited financial resources.

The staff training function at OHCHR is coordinated by the Staff Development Unit, which has a mandate to shape a culture of learning and skills development in management and administrative fields and the Methodology, Education and Training Section, which implements and oversees substantive human rights training activities. Other parts of the Office also deliver training on specific aspects, such as the Policy, Planning, Monitoring and Evaluation Service, which provides training on results-based management, and the Women's Rights and Gender Section, which is in charge of training on gender integration.

In recent years, the Office has made significant inroads in developing an Office-wide Learning Strategy, including through the adoption of an Office-wide Learning and Staff Development Policy (based on a thorough needs assessment), the development of a biannual Strategic Learning Plan and the establishment of staff development focal points and a Staff Development Steering Group. The range of learning opportunities has been expanded, including through the adoption of more innovative ways of delivering training (e-learning, self-study through the UN. Skillport platform and webinars). However, staff members, particularly those working in the field, are not always aware of the learning opportunities available to them and the challenge remains of how to extend similar opportunities to field locations, particularly in situations that do not lend themselves to distance learning, such as the orientation programme for new staff or trainings on human rights investigations.

Furthermore, OHCHR needs to ensure the thorough and systematic evaluation of its training activities to effectively assess their relevance and impact and, where necessary, take corrective actions to improve the value for the money. Effective training evaluation is a growing requirement for OHCHR's work. Further follow-up measures need to be put in place to ensure the application of newly obtained knowledge and skills by staff members and to assess the contribution of training to improvements in the quality of OHCHR's work.

Were we want to be by 2017 and how we intend to get there

- ✓ Each year, 100 field staff and 50 headquarters staff acquire new knowledge/skills pertaining to the Human Rights Pillar of the OHCHR Learning Strategy and 100 field staff and 200 headquarters staff acquire new knowledge/skills pertaining to the Management Pillar of the same Strategy. 350 field staff and 200 headquarters staff will have acquired knowledge of results-based management (RBM) concepts and their application;
- ✓ All staff will use at least five days per year for professional development and will have completed mandatory trainings for UN Secretariat staff members (i.e., on security in the field or professional ethics and integrity in the workplace); while 40 per cent of staff will have completed highly recommended training for UN Secretariat staff members, including International Public Sector Accounting (IPSAS) training;
- ✓ 80 per cent of middle management staff will have completed either the Management Development Programme or Supervisory Skills Training programme, or both, and at least 10 per cent of young professionals will have completed the Supervisory Skills Training programme to prepare them for supervisory responsibilities; and

✓ All staff will have taken the online training course on gender integration and at least 50 per cent of staff will have participated in at least one e-learning course or another form of self-guided learning.

To reach those targets, OHCHR will implement the following priority actions:

- Improving dissemination of information on training activities through a clear, accessible and centralized training calendar and through regular all-staff messages regarding upcoming training activities. The languages in which training courses are offered will be diversified in order to better address the needs of staff in the field;
- Enhancing internal coordination by strengthening the role of the Learning Focal Points Network and the Staff Development Steering Group to assess and share information on needs, set minimum standards, coordinate resources, design plans, assign responsibilities and deliver programmes;
- Shaping a culture of learning and skills development by strengthening opportunities for peer learning and increasing access to and use of the online learning platform UN.Skillport;
- Investing in technological tools and training staff in the use of innovative and cost-effective approaches to the delivery of trainings (blended learning, e-learning, webinars, Skype) to complement face-to-face training activities. An online course will be developed, for instance, on the use of the OHCHR Human Rights Case Database, and the existing online course on gender integration will be rolled-out and integrated into existing training activities, such as the orientation programme and induction of new staff;
- Institutionalizing continuous learning and development for managers and leaders, including through the development of a training programme on coaching for managers, that is based on existing initiatives in the Secretariat;
- Increasing the practical application of OHCHR guidance on human rights training methodology through the finalization of an OHCHR Policy on Human Rights Methodology and Training, the revision of the OHCHR Manual on Human Rights Training Methodology and the establishment of a community of practice in this area;
- Continuing to deliver trainings on core substantive human rights areas, such as monitoring, reporting, investigations, training methodology, human rights and humanitarian action, human rights-based approaches and human rights indicators;
- Developing and carrying out trainings to ensure OHCHR can give effect to recent UN policies, for example, training on human rights analysis, early warning or advanced advocacy skills to facilitate implementation of the Secretary-General's 'Rights Up Front' action plan; or training on risk assessment and researching individual profiles to implement the Human Rights Due Diligence Policy and the Policy on Human Rights Screening of UN Personnel;
- Enhancing results-based management capacities to ensure that staff use current planning, monitoring and reporting tools in a meaningful and sustained way through face-to-face trainings, on the basis of the in-house RBM network and through the development of an online training module and a RBM Manual; and
- Improving the use of OHCHR's guidance materials on the evaluation of human rights training activities undertaken by OHCHR to train its own staff, including through the development of a distance learning programme on effective evaluation of trainings and a companion methodological tool to the OHCHR/Equitas Handbook on the evaluation of human rights training; and the organization of regional training evaluation workshops.

Improved awareness and understanding of and support to OHCHR's mission and programmes by Member States and other stakeholders [GMO 7]

Where we are

OHCHR continues to engage with a variety of partners, including governments and civil society, to improve the understanding of the Office's work and vision and generate broad-based support for the UN human rights programme. One of the major developments in this area has been the Office's recognition of the role of social media as a remarkably effective communications adjunct in terms of its timing, cost, reach, and maximization of audience size. Audiovisual products have also proven to be powerful communication tools to enhance the visibility of the Office.

Investments in this area have rendered fruits as evidenced by the tripling of media coverage of the Office over the past four years. The complexity of the human rights system, however, remains a major

challenge for public communication purposes and contributes to limited brand recognition. Further efforts need to be made to strengthen the Office's visibility and recognition, including through improved communication and showcasing its capacity to produce results and make a difference on the ground.

Partnerships remain fundamental to maximizing the Office's capacity to reach out to rights-holders and other relevant stakeholders at the regional and national levels. In this context, OHCHR is increasingly reaching out to the business sector to promote more responsible practices by businesses and gain their support for the Office's programmes. At a time of financial constraints, the Office needs to diversify its resource mobilization pool to ensure support from the private sector and expand its donor-base to continue to effectively carry out its work.

Civil society is a key stakeholder and all parts of the Office, including field presences, engage with a wide range of civil society actors. Some of the services specifically targeted at reaching out to civil society include an e-mail broadcast system which provides updates and information, a dedicated webpage for civil society in the six official languages of the UN, manuals and practical guides and a dedicated e-mail address which is used to handle queries from civil society in a coordinated manner.

Where we want to be in 2017 and how we intend to get there

In relation to communications and general outreach

- ✓ Enhanced media coverage of the Office's work and, in particular, of the international human rights mechanisms and bodies, with at least 16,000 articles mentioning the High Commissioner or OHCHR; 15 news releases and 15 press conferences concerning the treaty bodies, commissions of inquiry and fact-finding missions and 100 interviews undertaken by major media featuring special procedures mandate-holders each year;
- ✓ Increased support to OHCHR's outreach efforts, with 50 partnerships established to implement major global campaigns around OHCHR's thematic priorities;
- ✓ Regional coverage expanded, with 50 per cent of all press releases translated into French and 50 per cent of OHCHR regional offices with an operational communications strategy;
- ✓ An increased number of users of OHCHR's communications tools, with a 50 per cent annual increase in the number of persons using its social media platforms and a 10 per cent increase in the number of unique visitors to its multilingual website; and
- ✓ Improved accessibility to images depicting human rights, with at least 12 video news updates distributed to broadcasters every year.

To reach those targets, OHCHR intends to implement the following priority actions:

- ▶ Developing a targeted global communications strategy, focusing on two major campaigns per year in support of OHCHR's thematic priorities and ensuring ready access of field presences to these campaigns for use in their advocacy and communications efforts at the regional and national levels. In order to maximize their impact and better serve outreach and fundraising requirements, the strategies will include actively seeking out partnerships with the media, civil society organizations, national human rights institutions, members of the United Nations family and others relevant actors;
- ▶ Making use of all available and emerging social media platforms and focus on growing a younger, broader and more diverse audience. These networks will be used in conjunction with conventional media to support communications campaigns, enhance brand recognition, and promote knowledge and awareness of fundamental human rights principles. Social media will also play an increasingly important role in communicating the work of the human rights mechanisms;
- ▶ Ensuring dedicated professional media capacity for treaty bodies and for all Human Rights Council mandated commissions of inquiry and fact-finding missions to give greater visibility to their work and increase support, including financial, to the human rights mechanisms;
- ▶ Supporting the presence of dedicated professional communications capacities and developing regional communications strategies in each regional office to strengthen OHCHR's outreach and media coverage at the regional level;
- ▶ Improving the design and content of the OHCHR website in all six official languages; and
- ▶ Establishing a digital asset management system to archive and distribute photos and videos produced by and about the Office and provide public accessibility to images depicting human rights and expand target audiences.

In relation to civil society outreach

✓ Expanding outreach to civil society actors by 50 per cent by:
- Increasing the number of subscribers to the civil society broadcast service to at least 6,000;
- Producing at least five practical guides for civil society on engaging with the UN Human Rights Programme in the six official languages; and
- Improving online services for civil society engagement with the UN Human Rights Programme.

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Media covering a session of the Human Rights Council.

In relation to funding and budget

✓ Donor base expanded, with a 30 per cent increase in the number of major institutional donors and UN funds; 90 per cent of current donors maintaining or increasing their voluntary contributions; and at least 10 partnerships established and $US 3 million received from the private sector, foundations and individuals by the end of 2017;
✓ Flexibility maintained, with at least half of yearly voluntary contributions unearmarked; and
✓ Resources increased, with an additional $US 25 million of voluntary contributions raised by the end of 2017.

To reach those targets, OHCHR will implement the following priority actions:
- Better positioning OHCHR vis-à-vis other actors through strategic communication on the basis of the Office's comparative advantage;
- Regularly updating donors on the activities of the Office, including through facilitated meetings and briefings, and ensuring consistent and high-quality information;
- Researching and maintaining updated information about existing and potential donors with their areas of interest, identifying the corresponding geographic or thematic budget lines and submitting tailormade appeals and funding proposals;
- Ensuing OHCHR staff is well informed about donor priority themes and countries, existing budget lines and funding opportunities and appropriated supported in liaising and engaging with donors;
- Enhancing the visibility of OHCHR's results to better demonstrate the Office's impact, including through the development of information products and campaigns targeted towards donors;
- Developing a strategy and capacity for engagement with the private sector (corporate and individual donors), private foundations, development agencies and pooled funds, including a communications element, and ensuring the capacity to meet their specific requirements in terms of applications, follow-up and reporting;
- Exploring new and alternative fundraising mechanisms, such as multimedia and web-based technologies, applications for mobile devices and the organization of events to showcase the Office's work and encourage private sector pledges;
- Creating or updating tools, including guidelines, to help fundraising in the field and increasing the involvement of senior officials in fundraising activities; and
- Continuing office-wide efforts to secure additional regular budget funding.

The efficient management of human and financial resources [GMO 8]

Where we are

OHCHR is a not-for-profit international organization that does not create tangible assets or generate its own income. Staff salaries represent its highest cost factor. As a result, OHCHR carries an extraordinary responsibility to efficiently manage its human and financial resources. While this responsibility weighs more heavily during times of limited funding, it is a commitment that OHCHR steadfastly pursues at all times. Accountability for the use of its resources is the surest way for OHCHR to prove that it consistently produces value for money.

At the same time, OHCHR must reflect modern management principles. Specifically, it needs to become an organization that is fully results-based, people-centred, flexible, sustainable, green, culturally and geographically diverse, learning-based, streamlined and unified. OHCHR will continue to improve the delivery of its management services within existing regulatory frameworks, partnerships and administrative relationships and with due regard and respect for both its staff in headquarters and in the field.

General services provided by administration include travel, records management, logistics, procurement, field support, property management, greening initiatives, information technology and other services that cannot be easily incorporated into the human resources, budget and finance sections. In the area of finance and budget, OHCHR implements and controls the use of both extrabudgetary resources and the regular budget resources approved by the General Assembly. Through delegated authority, OHCHR also authorizes the use of extrabudgetary resources that it receives. These actions go hand in hand with rigorous and consistent finance and budget planning. While OHCHR, as part of the UN Secretariat, has limited authority to manage its human resources, it can still respond to many of its organizational and individual human resources needs, such as a reduction in recruitment time and increased staff satisfaction.

The Office will ensure that the substantive work it undertakes is supported by effective and efficient administration, financial and human resource management practices. The most radical change expected during the 2014-2017 programming cycle is the Secretariat-wide implementation of Umoja; the new information management and resource planning system. Umoja is intended to simplify and streamline all administrative processes, and if it delivers, should greatly improve the ability of OHCHR to manage its resources effectively. The success of this implementation will have major ramifications for its ability to provide effective management services. In addition, the implementation of International Public Sector Accounting Standards on 1 January 2014 will lead to greater transparency in financial reporting and increased accountability towards donors and stakeholders, thereby positively affecting the efficiency of business processes and financial resources management.

Where we want to be in 2017 and how we intend to get there

In the area of general administration

- ✓ Enhanced client-service, with all staff member queries about administrative issues answered within two working days;
- ✓ Reduced travel costs, with 90 per cent of official travel tickets issued 14 days or more before travel;
- ✓ Improved assets management, with 100 per cent of field offices having undertaken an annual physical inspection of assets; and
- ✓ A greener office, with full implementation of OHCHR's Emission Reduction Strategy and the goals of the "Roadmap towards a Digital Secretariat," both of which are within OHCHR's authority and 80 per cent of human rights mechanism meetings are paperless.

To reach those targets, OHCHR intends to implement the following priority actions:

- ▶ Improving information flows through a number of initiatives, including an electronic platform for staff members in headquarters and in the field to raise administrative questions and in relation to all-staff meetings;
- ▶ Regularly updating the Field Administrative Manual to ensure consistency of administrative practices in the field;
- ▶ Continuing to work with the Umoja teams at the United Nations Office at Geneva and Headquarters in New York to ensure the effective development and implementation of the Umoja system;
- ▶ Continuing to ensure that official travel tickets are issued early to reduce costs through better monitoring and increased dialogue between the administration and staff members;
- ▶ Improving the processes for carrying out physical inspections of assets and inventory in the field offices; and
- ▶ In line with the Secretary-General's UN Climate Neutral Strategy, continuing the implementation of greening the Office, with a particular focus on the reduced use of electricity and paper through increased monitoring, regular statistics and awareness campaigns.

In the area of finance

- ✓ All budget proposals well justified, complete and submitted by established deadlines; and
- ✓ 100 per cent of unspent obligations identified and liquidated quarterly.

To reach those targets, OHCHR intends to implement the following priority actions :

- Improving the budgeting and financial planning process through the submission of well justified and complete budget proposals, with the intention of reducing the need for redeployments;
- Reinforcing the focus on the review of obligations and allotments to ensure the maximum use of available funds; and
- Contributing to the smooth implementation of International Public Sector Accounting Standards.

In the area of human resources

- ✓ Recruitment time reduced to an average of 64 days for all steps under the authority of the Office, with 10 per cent of the regular recruitments supported by the Human Resources Management Section (i.e., convening of interview panels or writing interview reports) and 50 per cent of job openings based on generic job profiles;
- ✓ Timely recruitment and deployment of temporary staff, with 10 per cent of temporary appointments made through the roster and 50 per cent of temporary appointments for deployment in human rights crises effected within one week; and
- ✓ Mobility encouraged, with 50 per cent of professional- and director-level job openings at headquarters including a requirement of relevant field experience.

To reach those targets, OHCHR intends to implement the following priority actions:

- Taking proactive steps to speed-up recruitment processes;
- Awareness-raising and training of senior staff as well as regular monitoring of the various stages of the recruitment processes;
- Establishing a system of centralized support for regular recruitments;
- Increasing the use of rosters for temporary positions to facilitate timely recruitment and deployment of temporary staff;
- Increasing the efficiency of deployment in human rights crises;
- Continuing to invest in career support that is built around individual and organizational needs; and
- Encouraging staff to take advantage of the opportunities to work in a variety of functions and settings in the Office, including field duty stations.

Monitoring and evaluating OHCHR Management Plan

The definition of accountability provided by the General Assembly in 2010 (A/RES/64/259) highlights the key role of monitoring and evaluation functions to ensure that the Office maintains a high level of accountability and value for money, fully in compliance with results-based management (RBM) standards.

Monitoring

Over the past several years, OHCHR has made substantial strides in improving results-based monitoring and reporting. This was achieved by:

- Ensuring that there is an unbreakable link between planning, monitoring and reporting;
- Using office-wide indicators to define targets at outcome level (see Annex 1);
- Increasing the capacity of staff to understand and implement results-based performance monitoring;
- Creating user-friendly, results-based performance monitoring tools (OHCHR's Performance Monitoring Sytem);
- Putting in place guidelines, policies and procedures for regular reporting;

Over the next four years and based on achievements made, OHCHR will focus its efforts on improving accountability frameworks for all OHCHR entities, field- or headquarters-based; ensuring that information resulting from results-based monitoring is available in friendly formats and used for high-level decision-making, particularly for the allocation of resources (staff and activity); improving the capacity of managers, field- or headquarters-based, to regularly analyse information produced by monitoring to take immediate action when necessary – in particular by taking full advantage of the wealth of information contained in the Performance Monitoring System; and maximizing the learning of cross-entities through the identification and dissemination of lessons learned.

With regard to the Performance Monitoring System, development will continue by focusing on the areas monitoring and reporting; the production of reports – to ensure that standard reports and analysis are easily accessible to users, that users have the option to tailor them to their needs (i.e., by thematic priority, region, indicator), and that data to be used for evaluation can be easily compiled and shared; the adjustment of the monitoring modules to changes coming from the implementation of new procedures for the planning cycle 2014-2017; efforts to improve knowledge management through the System (i.e., availability of documentation resulting from the identification of good/best practices; linkage of lessons learned to specific thematic priorities or global management outputs); and overall on increased user-friendliness of all modules, including the possibility to use the system more easily in areas with slower internet connections (i.e., offline uploading functions).

OHCHR Performance Monitoring System

The quality of the Performance Monitoring System was recognized, inter alia, in a public report issued in 2012 by the Joint Investigation Unit (JIU) 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."

Several UN agencies/donors have requested briefings on the System to learn from and about OHCHR's experience.

Evaluation

OHCHR takes a systematic and methodological approach to evaluation as part of results-based management. It works towards an evaluation culture built around the needs of users and the impact on rights-holders.

The long-term goal of OHCHR's evaluation function is to make OHCHR's interventions more relevant, more efficient and more effective, to have a greater impact and be more sustainable.

Evaluations in OHCHR contribute to the achievement of the stated goal of the evaluation function by:

- Increasing learning about what works and what does not in OHCHR's interventions and identifying good practices;
- Increasing availability of credible evidence for decision-making on start-up, maintenance, scaling-up or finalization of interventions;
- Increasing accountability vis-à-vis rights-holders and funders on the use of resources and the achievement of planned results;
- Improving risks mitigation and the ability to respond to change.

In 2014-2017, OHCHR will work to achieve its overall goal by focusing on three mid-term results:

✓ The evaluation function is a well-developed and utilized component of the RBM approach in OHCHR

Within this result, OHCHR aims at conducting a number of high-quality evaluations and impact studies per cycle, ensuring their regular dissemination and the follow-up of recommendations.

✓ OHCHR's senior management systematically takes and/or reviews decisions on existing and/or planned interventions, as well as on OHCHR structures and processes, on the basis of evidence provided by evaluations

In this area, through increased capacity-building for managers, OHCHR targets the use of evaluation results by focusing on decision-making processes and policy changes being informed by evaluation findings.

✓ OHCHR strategically uses UN system evaluation resources to improve its relevance, efficiency, effectiveness, impact and sustainability

In accordance with its mandate, OHCHR focuses on increasing its capacity to learn from others, as well as its contribution to the mainstreaming of human rights into evaluations and evaluation functions system-wide.

As it continues to work on establishing a fully functioning evaluation function, OHCHR is prepared to use a range of tools and approaches to ensure that:

- Evaluations requested by Senior Management take place as planned, within reasonable timelines and allotted resources (bottom-down approach);
- Through increased knowledge, staff members throughout OHCHR increase the demand for the conducting of evaluations (capacity-building, bottom-up approach);
- Evaluations are of the highest quality and conducted by knowledgeable, independent consultants or, where possible, by OHCHR evaluation staff (strengthening of OHCHR's evaluation resources);
- Senior Management effectively supports the design and conducting of evaluation, and effectively uses its results, including through an increased understanding of evaluation standards and value (management buy-in).

In 2014, in particular, OHCHR will undertake:

- **A strategic evaluation of OHCHR's support to national human rights institutions (NHRIs)**

OHCHR has conducted work in this area for many years. The International Coordinating Committee of NHRIs was created in 1993 and OHCHR functions as its Secretariat. The Office has invested considerable resources over a substantial period of time on the issue of the establishment and functioning of NHRIs and there is a need to assess the impact and relevance of its work.

- **A decentralized evaluation of OHCHR's Regional Office for Central Asia (ROCA)**

ROCA was established in June 2008 on the basis of the Agreement signed with the authorities of Kyrgyzstan. It covers the four countries in the region, namely Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan. ROCA has one of the highest budgets for regional offices in OHCHR and has attracted project funding from a number of different donors.

- **An impact study focusing on a cross-section of OHCHR's Human Rights Advisers (HRAs)**

OHCHR began appointing human rights advisers (HRAs) in the 1990's. Over the years, the number of HRAs has grown steadily and in 2013 there was a total of 19, some of which were in place for more than five years. In 2012, a "new generation" of HRAs was launched in the context of the work of the Human Rights Mainstreaming Mechanism of the United Nations Development Group and its multi-donor Trust Fund. An evaluation of the impact and results of the longest-serving HRAs would be of great value to provide baselines and good practices for the "new generation" of HRAs.

Areas that are being considered for strategic evaluation over the next three years of the cycle are the participation of right-holders; adoption of legislation in conformity with international human rights standards; transitional justice processes; the implementation of results-based management in OHCHR; and value for money.

A little girl is pictured during a ceremony in Tripoli, Lybia to mark the anniversary of the 1996 massacre at the city's Abu Slim Prison, in which 1,200 prisoners were summarily executed. Behind her an elderly woman holds up the portrait of a relative killed at the massacre.

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ANNEXES

Annex 1. OHCHR TARGETS FOR 2014-2017

Expected Accomplishments	Global Indicators	Targets* By the end of 2017, with OHCHR support
[EA1] Increased compliance of national legislation, policies, programmes and institutions, including the judiciary and national human rights institutions (NHRIs), with international human rights standards.	Number of countries of engagement** where NHRIs have been established or have improved compliance with international standards (Paris Principles).	NHRIs have been established or have improved compliance with international standards (Paris Principles) in 55 countries of engagement. *(Thematic priority: democracy)*
	Number of countries of engagement where the level of compliance of legislation/policy with international human rights standards in selected human rights areas has significantly improved.	The level of compliance of legislation/policy with international human rights standards in selected human rights areas has significantly improved in 58 countries of engagement. *(Thematic priorities: rule of law, development, democracy and violence)*
	Number of countries of engagement where the level of compliance of selected State institutions and programmes with international human rights standards has significantly improved.	The level of compliance of selected State institutions and programmes with international human rights standards has significantly improved in 26 countries of engagement. *(Thematic priorities: rule of law, development, democracy and violence)*
	Number of countries of engagement where human rights trainings have been institutionalized in one or more selected human rights areas.	30 countries of engagement have institutionalized human rights training in one or more selected human rights areas. *(Thematic priorities: rule of law and democracy)*
	Number of countries of engagement where the use of international human rights law in court proceedings and decisions has increased to a significant extent.	The use of international human rights law in court proceedings and decisions has significantly increased in 25 countries of engagement. *(Thematic priority: rule of law)*
[EA2] Increased ratification of international and regional human rights treaties and review of reservations of international human rights treaties.	Total number of international human rights treaties ratified. Baseline: 2,041 outstanding ratifications to reach universality.	200 ratifications of international human rights treaties. *(Thematic priority: mechanisms)*
	Total number of reservations withdrawn from international human rights treaties.	20 reservations removed from international human rights treaties. *(Thematic priority: mechanisms)*
[EA3] Establishment and functioning of protection systems and accountability mechanisms in compliance with international human rights standards to monitor, investigate and redress the full range of human rights violations.	Number of countries of engagement where oversight, accountability or protection mechanisms have been established or have improved compliance with international human rights standards.	Oversight, accountability or protection mechanisms have been established or have improved compliance with international human rights standards in 44 countries of engagement. *(Thematic priorities: discrimination, rule of law, development, democracy and violence)*
	Number of countries of engagement where transitional justice mechanisms which conform to international human rights standards have been established or have improved compliance with international human rights standards.	Transitional justice mechanisms have been established or have improved compliance with international human rights standards in 25 countries of engagement. *(Thematic priority: rule of law)*
	Number of countries of engagement where systems/procedures put in place and led by OHCHR at the national level have contributed to protecting human rights.	Systems/procedures put in place and led by OHCHR at the national level have contributed to the protection of human rights in 5 countries of engagement. *(Thematic priorities: democracy and violence)*

* Note that due to potentially shifting priorities, these targets should not be understood as the baselines for upcoming programming cycles. Baselines have been provided for those targets which are cumulative; which are not limited to countries of engagement, and therefore not subject to shifting priorities; and for which information is available (i.e., ratification).

** "Countries of engagement" refers to those countries in which the Office plans to undertake a set of activities towards a planned result. It is not limited to countries where OHCHR has a presence.

Expected Accomplishments	Global Indicators	Targets* By the end of 2017, with OHCHR support
	Number of countries of engagement where the number of human rights violation cases raised by OHCHR which are positively addressed by the government has significantly increased.	In 11 countries of engagement, there has been a significant increase in the number of human rights violation cases raised by OHCHR which have been positively addressed by the government. *(Thematic priorities: rule of law and development, democracy and violence)*
[EA4] Increased compliance of national legislation, policies, programmes and institutions with international human rights standards to combat discrimination, particularly against women.	Number of countries of engagement where the level of compliance with international human rights standards of legislation and policies to combat discrimination has significantly improved.	The level of compliance with international standards of legislation and policies to combat discrimination has significantly improved in 48 countries of engagement. *(Thematic priority: discrimination)*
	Number of countries of engagement where selected State institutions and programmes combating discrimination have significantly improved their compliance with international human rights standards.	Selected State institutions and programmes combating discrimination have significantly improved their compliance with international human rights standards in 22 countries of engagement. (Thematic priority: discrimination)
[EA5] Increased use of existing national protection systems and participation in public processes by rights-holders, especially women and discriminated groups.	Number of countries of engagement demonstrating significant improvement in the level of meaningful participation in selected public processes.	The level of meaningful participation in selected public processes significantly improved in 45 countries of engagement. *(Thematic priorities: discrimination, development and democracy)*
	Number of countries of engagement where the level of use of national protection systems has increased significantly.	The use of national protection systems has significantly increased in 21 countries of engagement. *(Thematic priorities: discrimination, rule of law and democracy)*
[EA6] Increased compliance and engagement by States with UN human rights mechanisms and bodies.	Number of countries of engagement where mechanisms for integrated reporting and/or implementation of outstanding recommendations of treaty bodies, special procedures or Human Rights Council are in place or increasingly functioning.	Mechanisms for integrated reporting and/or implementation of outstanding recommendations of treaty bodies, special procedures or Human Rights Council are in place or increasingly functioning in 58 countries of engagement. *(Thematic priority: mechanisms)*
	Percentage of countries that submit reports to treaty bodies on time. Baseline: 33 per cent	40 per cent of countries submit reports to treaty bodies on time. *(Thematic priority: mechanisms)*
	Number of countries of engagement with an improvement in the proportion of reports submitted to treaty bodies/ UPR that substantially or fully conform to reporting guidelines.	24 countries of engagement with an improvement in the proportion of reports submitted to treaty bodies/UPR that substantially or fully conform to reporting guidelines. *(Thematic priority: mechanisms)*
	Number of countries which have issued a standing invitation to special procedures mandate-holders. Baseline: 108	123 countries have issued a standing invitation to special procedures mandate-holders. *(Thematic priority: mechanisms)*
	Number of countries for which requests for visits of thematic special procedures have resulted in at least one visit.	In 62 countries, requests of thematic special procedures have resulted in at least one visit. *(Thematic priority: mechanisms)*
	Rate of responses from governments to special procedures communications. Baseline: 40 per cent	50 per cent of special procedures communications responded to by governments. *(Thematic priority: mechanisms)*

Expected Accomplishments	Global Indicators	Targets* By the end of 2017, with OHCHR support
[EA7] Increased number and diversity of rights-holders and other stakeholders making use of UN human rights mechanisms.	Number of countries of engagement with a significant number of substantive submissions or submitting actors to UN human rights mechanisms.	In 63 countries of engagement, a significant number of substantive documents have been submitted to UN human rights mechanisms or a significant number of actors have engaged with human rights mechanisms. *(Thematic priority: mechanisms)*
	Total number of substantive submissions from national human rights institutions, civil society organizations, UN entities and individuals to UN human rights mechanisms.	13,000 substantive submissions to UN human rights mechanisms by national human rights institutions, civil society organizations, UN entities and individuals. *(Thematic priority: mechanisms)*
[EA8] Progressive development and strengthening of international and regional human rights institutions, laws and standards.	Number of regional human rights institutions strengthened or established in compliance with international human rights standards.	2 regional human rights institutions strengthened or developed in compliance with international human rights standards. *(Thematic priority: mechanisms)*
	Number of thematic areas where international and/or regional human rights law or standards have been strengthened/developed.	International and/or regional human rights law or standards have been strengthened/developed in 12 thematic areas. *(Thematic priority: mechanisms)*
[EA9] Enhanced coherence of UN human rights mechanisms and bodies.	Percentage of treaty bodies and special procedures recommendations taken up by the Human Rights Council in the context of the UPR.	50 per cent of treaty bodies and special procedures recommendations have been taken up by the Human Rights Council in the context of the UPR. *(Thematic priority: mechanisms)*
	Number of countries which submitted or updated common core documents.	56 countries submitted or updated common core documents. *(Thematic priority: mechanisms)*
	Degree of progress made in improving the level of harmonization of treaty bodies' work.	Medium progress made in improving the level of harmonization of treaty bodies' work. *(Thematic priority: mechanisms)*
	Degree of coordination among the special procedures.	High degree of coordination among special procedures. *(Thematic priority: mechanisms)*
[EA10] International community increasingly responsive to critical human rights situations and issues.	Percentage of critical human rights issues/situations raised by OHCHR which have been taken up in international fora in a timely manner.	60 per cent of critical human rights issues/situations raised by OHCHR have been taken up in international fora in a timely manner. *(Thematic priorities: discrimination, rule of law, development, democracy and violence)*
	Number of countries of engagement where the international community has engaged in an objective and constructive way on specific issues raised by OHCHR.	The international community engages in an objective and constructive way on specific issues raised by OHCHR in 21 countries of engagement. *(Thematic priorities: rule of law and violence)*
	Number of international and regional fora which have included human rights issues and/or have established standing mechanisms/procedures to address human rights situations on an ongoing basis.	10 international and regional fora which have included human rights issues and/or have established standing mechanisms/procedures to address human rights situations on an ongoing basis. *(Thematic priorities: discrimination, development and violence)*

Expected Accomplishments	Global Indicators	Targets* By the end of 2017, with OHCHR support
[EA11] A human rights-based approach (including gender equality) and the right to development increasingly integrated into UN policies and programmes.	Number of countries of engagement with UN peace missions which have integrated international human rights standards and principles, as well as the recommendations of the human rights mechanisms, into their work to a significant extent.	UN peace missions of 13 countries of engagement integrate international human rights standards and principles, as well as the recommendations of the human rights mechanisms, to a significant extent into their work. *(Thematic priority: violence)*
	Number of countries of engagement with humanitarian operations which have integrated international human rights standards and principles, as well as the recommendations of the human rights mechanisms, into their work to a significant extent.	Humanitarian operations in 21 countries of engagement integrate international human rights standards and principles, as well as the recommendations of the human rights mechanisms, into their work to a significant extent. *(Thematic priority: violence)*
	Number of countries of engagement where the UN guidelines incorporating a rights-based approach have been applied to a significant extent by a number of programmes of UN entities.	UN guidelines incorporating a rights-based approach have been applied to a significant extent by a number of programmes of UN entities in 42 countries of engagement. *(Thematic priorities: mechanisms, discrimination, development and violence)*
	Number of countries of engagement with UN common country programmes (i.e., United Nations Development Assistance Framework (UNDAF)) has satisfactorily integrated international human rights standards and principles, as well as the recommendations of the human rights mechanisms.	UN common country programmes (i.e., UNDAF) have satisfactorily integrated international human rights standards and principles, as well as the recommendations of the human rights mechanisms, in 43 countries of engagement. *(Thematic priority: poverty)*
	Number of UN policies and programmes at the global level which integrate a human rights-based approach to a significant extent.	10 UN policies and programmes at the global level integrate a human rights-based approach to a significant extent. *(Thematic priorities: rule of law, development and violence)*

Annex 2. ABBREVIATIONS

CAR	Central African Republic
CoI	Commission of inquiry
CSO	Civil society organizations
CTITF	Counter-Terrorism Implementation Task Force
DFS	Department of Field Support
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
EA	Expected Accomplishment
ECOSOC	Economic and Social Council
ESCRs	Economic, social and cultural rights
FFM	Fact-finding mission
GA	General Assembly
GMO	Global Management Output
HRA	Human Rights Adviser
HRBA	Human rights-based approaches
HRC	Human Rights Council
HRDDP	Human Rights Due Diligence Policy
HRE	Human rights education
HRDDP	Human Rights and Due Diligence Policy
IASC	Inter-Agency Standing Committee
ICC	International Criminal Court
ICC	International Coordinating Committee of NHRIs
IDP	Internally Displaced Person
IE	Independent Expert
IHL	International Humanitarian Law
ILO	International Labour Organization
IOM	International Organization for Migration
ISF	Integrated Strategic Framework
LGBTI	Lesbian, Gay, Bisexual and Transgender and Intersex persons
MDGs	Millennium Development Goals
NAP	National action plan
NGO	Non-governmental organization
NHRAP	National Human Rights Action Plan
NHRI	National human rights institution
NPM	National Prevention Mechanism
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
OMP	OHCHR Management Plan
OCHA	Office for the Coordination of Humanitarian Affairs
PNG	Papua New Guinea
ROK	Republic of Korea
RBM	Results-based management
SC	Security Council
S-G	Secretary-General
SGBV	Sexual and gender-based violence
SR	Special Rapporteur
SRSG	Special Representative of the Secretary-General
UNDAF	United Nations Development Assistance Frameworks
UNDG	United Nations Development Group
UNDG-HRM	UNDG Human Rights Mainstreaming Mechanism
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNCT	United Nations Country Team
UNODC	United Nations Office on Drugs and Crimes
UPR	Universal Periodic Review
VPDA	Vienna Declaration and Programme of Action
WG	Working Group
WHO	World Health Organization

International human rights instruments

ICCPR	International Covenant on Civil and Political Rights and its optional protocols
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women and its optional protocol
CAT	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment
CRC	Convention on the Rights of the Child (1989) and its optional protocols
ICMW	Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families International
CRPD	Convention on the Rights of Persons with Disabilities
CPED	International Convention for the Protection of All Persons from Enforced Disappearance
OP-ICESCR	Optional Protocol of the Covenant on Economic, Social and Cultural Rights
ICCPR-OP1	Optional Protocol to the International Covenant on Civil and Political Rights
ICCPR-OP2	Second Optional Protocol to the International Covenant on Civil and Political Rights, aiming at the abolition of the death penalty
OP-CEDAW	Optional Protocol to the Convention on the Elimination of Discrimination against Women
OP-CRC-AC	Optional protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict
OP-CRC-SC	Optional protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography
OP-CAT	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
OP-CRPD	Optional Protocol to the Convention on the Rights of Persons with Disabilities

Treaty bodies

CCPR	Human Rights Committee
CESCR	Committee on Economic, Social and Cultural Rights
CERD	Committee on the Elimination of Racial Discrimination
CEDAW	Committee on the Elimination of Discrimination against Women
CAT	Committee against Torture
SPT	Sub-committee on Prevention of Torture
CRC	Committee on the Rights of the Child
CMW	Committee on Migrant Workers
CRPD	Committee on the Right of Persons with Disabilities
CED	Committee on Enforced Disappearance

The designations employed and the presentation of the material in this report do not imply the expression of any opinion whatsoever on the part of the Office of the High Commissioner for Human Rights concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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