

*Freedom of assembly*

*Freedom of expression*

**Dignity**

Non-discrimination

Freedom of thought

Freedom from fear

*Freedom from want*

**Justice**

**Right to vote**

Equality before the law

*Right to participate*

*Freedom of movement*

**Truth**

Right to education



United Nations  
**Human Rights Appeal 2013**



UNITED NATIONS  
**HUMAN RIGHTS**  
OFFICE OF THE HIGH COMMISSIONER

# Foreword

Human rights violations occur throughout the world every day – preventing people from living their lives free from fear and free from want. The United Nations Human Rights Office (OHCHR) works to protect people from such violations and promote the integration of human rights into societies. We have come a long way since the Office's establishment twenty years ago, affecting positive change at both national and international levels. However, the systematic work undertaken through these years has also revealed the many challenges that remain.

This publication is an appeal for support to the United Nations human rights programme. It provides an overview of the work we plan to do in the coming year and how much it will cost. We require at least US\$130.4 million in extrabudgetary resources to carry out what we consider to be the most essential human rights work in 2013.

We rely on voluntary contributions for 60 per cent of our work. The majority of this funding goes to our field operations, the humanitarian trust funds and research and analysis. In recent years, voluntary contributions to my Office have stagnated at around US\$110 million. Yet requests for our assistance, from governments, civil society and the international community at large, continue to grow. The increase in activities caused our extrabudgetary cost plans to rise beyond our income for the last three years. We have been able to absorb this funding shortfall with the surplus of resources built up in previous years, however, this surplus is now rapidly diminishing. We have thus reduced our cost plan for 2013 by 12 per cent from 2012.

Unfortunately, this shortfall comes at a time of increased awareness of and momentum for human rights. The Arab uprising is far from over. Violence and insecurity continue in some countries, while the process of rebuilding has just begun in others. Fundamental changes are also taking place in different parts of the world, most notably in Myanmar. Thematic human rights issues are more and more prominent. For instance, violence and discrimination against lesbian, gay, bisexual and transgender persons are being openly debated in more countries than before and the rights of women and girls are taking centre stage, as evidenced by the acts of courageous



*The High Commissioner addresses the special session on the situation in Syria, 27 June 2012 © UN Photo/Jean-Marc Ferré*

young girls, such as Malala Yousufzai. The Human Rights Council has greatly expanded its engagement in the last few years, creating new special procedures mandates, fact-finding missions and commissions of inquiry and convening special sessions. The Security Council is requesting more briefings on human rights in crisis situations. And since we launched our social media outreach platforms, we have a large and dynamic following of human rights activists from around the globe.

This is not the time for human rights to be a second priority. On the contrary, it is time to build on the extraordinary growth which OHCHR has promoted over the last 20 years. And it is time to build on the increasing international recognition of the crucial role human rights play in shaping sustainable societies that are based on democracy and the rule of law. The Arab uprising has taught us all a key lesson: economic development, while essential, is not enough if people do not have access to basic rights and cannot live their lives with dignity.

Integrating human rights into the fabric of society takes time. Human rights are not something produced, bought

and delivered. Human rights are a long-term investment. By investing time and effort into building institutional frameworks based on universal human rights principles, we create sustainable environments in which people and economies can grow and prosper. This is what OHCHR works to achieve.

To name but a few of our roles, we are on the ground in nearly 60 countries, providing technical assistance on national laws to ensure human rights compliance, conducting trainings on human rights, spreading awareness, helping rights-holders access their rights, and monitoring human rights manifestations during critical moments, such as elections. The 48 special procedures of the Human Rights Council carry out 80 country visits annually.



*The High Commissioner meets with civil society representatives in Indonesia, November 2012 © OHCHR/Alip Firmansyah*

In Geneva and New York, we work with the international community to find solutions to global human rights issues; assist the intergovernmental bodies and the treaty bodies that make up the UN human right mechanisms; conduct research and analysis; and develop methodologies, norms and standards.

In order for the investment in human rights to bear fruit, it needs time to mature with support along the way.

With a broad mandate to promote and protect all human rights for all, OHCHR takes a holistic approach to human rights to ensure a long-term return on that investment.

I invite you to discover our work through this new publication. The plans set forth herein are based on the OHCHR Management Plan 2012-2013 (OMP) which presents our expected results in a number of thematic priorities, describes the key planned interventions to achieve those results and provides an indication of the resources needed. Starting from 2014, the OMP will be launched every four years as the Office moves to a four-year planning cycle. This appeal will therefore become the annual publication which provides updates on our budget and programme of work for the coming year. This first issue details the resources we require and the areas of work we have identified as essential.

For more detailed information about our work, the OMP and the OHCHR Report 2011, which are both available on our website, provide information about plans and results, respectively. The next OHCHR Report, for the year 2012, will be released in May 2013.

Support for human rights can take many forms. It can be moral, political and financial. As individuals, we can all support this cause by spreading awareness of human rights, by standing up for and exercising our rights.

However, financial contributions are what allow us to do our work – without them we are rendered powerless. Traditionally, my Office has mainly been funded by various Member States. Some contributions are larger than others, but even contributions which are symbolic in nature are important to demonstrate breadth and diversity of support. Furthermore, we are interested in exploring innovative partnership arrangements, in particular with the private sector. I believe there is great scope for new ways to cooperate that can truly benefit all people.

For human rights realization, every voice counts. For human rights work, every contribution counts.

Navi Pillay  
High Commissioner for Human Rights  
January 2013



*A classroom in the Zaatri Refugee Camp in Jordan © UN Photo/Mark Garten*

# Contents

Foreword by the High Commissioner.....	2
About the United Nations Human Rights Office.....	6
Budget for 2013 – cuts and priorities.....	10
Funding – at a standstill.....	16
Accountability – OHCHR’s results framework.....	22
Discrimination.....	24
Impunity and the rule of law.....	28
Poverty and economic, social and cultural rights.....	32
Migration.....	36
Violence and insecurity.....	40
Human rights mechanisms.....	46
OHCHR in the field.....	52
Headquarters.....	58
Trust funds.....	70
How to contribute – information for donors.....	72
Member States, Private sector, Foundations and Individuals	
Annexes.....	74
I. Global Expected Accomplishments	
II. Global Management Outputs	
III. Organizational Chart	

# About the United Nations Human Rights Office



*The Office of the High Commissioner, Palais Wilson in Geneva © OHCHR/L. Konstad*

The Office of the High Commissioner for Human Rights (OHCHR) leads the United Nations' work to make the enjoyment of human rights a reality in the lives of people everywhere. It has a unique mandate to promote and protect all human rights for all people.

The Universal Declaration of Human Rights, adopted in 1948, provides the guiding principles for OHCHR's work. It sets out the fundamental human rights that every individual is entitled to enjoy and declares that all

human beings are born free and equal; everyone has the right to life, liberty and security; all are equal before the law; everyone has the right to a nationality, to food and health, to work and to express themselves; and the will of the people is the basis of the authority of government. Non-discrimination and equality are fundamental principles underlying the Declaration and everyone, without distinction of any kind, is entitled to enjoy all of its rights and freedoms.

All the rights in the Declaration are indivisible, interrelated, interdependent and universal.

These ideals have been enshrined in binding international human rights treaties. Countries that ratify the treaties are obliged to implement laws and policies that transform the fundamental human rights obligations into practical reality.

### **Priorities**

The Office has identified six strategic priorities for the current programming cycle (2010-2013):

- Countering discrimination
- Combating impunity and strengthening accountability, the rule of law and democratic society
- Pursuing economic, social and cultural rights and combating poverty
- Protecting human rights in the context of migration
- Protecting human rights during violence and insecurity
- Strengthening human rights mechanisms and the progressive development of international human rights law

### **How we work**

OHCHR has translated its mandate into 11 identifiable changes. These Global Expected Accomplishments (GEA) describe the behavioural, institutional or legislative changes the Office works to contribute to (see annex I for a list of the 11 GEAs).

OHCHR's Global Expected Accomplishments relate to three categories of changes:

- Changes in national human rights protection systems
- Changes in the international human rights protection systems
- Changes in the involvement of other actors in human rights work

The Office's work encompasses three broad areas: human rights standard-setting, monitoring and supporting implementation.

OHCHR provides practical assistance, such as technical expertise and capacity development, to ensure the implementation of international human rights standards on

the ground. It also assists entities which have the responsibility to protect human rights to fulfil their obligations, supports individuals who seek to realize their rights and speaks out objectively on human rights violations.

Substantive and technical support is provided to the human rights mechanisms which are comprised of the Human Rights Council, with its subsidiary bodies, including 48 special procedures, and 10 human rights treaty bodies. International human rights experts are also deployed to field offices and other missions, including in crises, to work with countries as they seek to implement their human rights obligations.

In addition, knowledge and awareness of all human rights, whether civil, cultural, economic, political or social, are deepened through OHCHR's research and analysis work.

The Office works to ensure the integration of a human rights perspective in the development, humanitarian, peace and security, governance and rule of law programmes of the United Nations system. This ranges from mapping emerging trends in human rights, addressing problems and documenting good practices to developing tools and learning packages. Providing support and outreach to multiple stakeholders, including Member States, individuals, civil society and national and regional human rights institutions, are integral parts of the Office's approach to implementing the High Commissioner's mandate.

In-country presence is essential to identifying, highlighting and developing responses to human rights challenges in close collaboration with governments and the broader United Nations system. Responses can involve training police, soldiers and judges; supporting the drafting of national laws to conform with international human rights standards; and supporting States to implement the recommendations of the human rights mechanisms.

OHCHR is part of the United Nations Secretariat and comprises some 1,200 staff members. While based in Geneva, it is also present on the ground in nearly 60 countries around the world and maintains an office in New York.

# 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 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
- \*\* The Country Office in Tunisia is also the temporary location of the Regional Office for North Africa

- \*\*\* The United Nations Integrated Mission in Timor-Leste closed on 31 December 2012. The deployment of a HRA was approved for 2013. HRAs have also been approved for Mali and Malawi
- \*\*\*\* Reference to Palestine should be understood in compliance with United Nations General Assembly resolution 67/19
- \*\*\*\*\* The Great Lakes field presence was closed in 2012



**Countries covered from Regional Offices:**

**Africa**

- East Africa - from Addis Ababa
- Southern Africa - from Pretoria
- Central Africa - from Yaoundé: Sub-regional centre on human rights and democracy
- West Africa - from Dakar

**Americas**

- Central America - from Panama
- South America - from Santiago de Chile

**Asia-Pacific**

- South-East Asia - from Bangkok
- Pacific - from Suva

**Europe and Central Asia**

- Europe - from Brussels
- Central Asia - from Bishkek

**Middle East and North Africa**

- Middle East - from Beirut

# Budget - cuts and priorities

The extrabudgetary financial plan for 2013 is US\$130.4 million for ongoing programmes. This amount will be supplemented by up to US\$5 million to respond to emergency situations that may arise throughout the year and invest in communication and outreach activities to boost the Office's capacity to increase resources. The projected US\$130.4 million is US\$17 million (12 per cent) less than what was originally forecast for 2013 for the continuation of 2012 activities.

During the 2010-2011 biennium, OHCHR faced a funding shortfall which was absorbed by a surplus of reserves from previous years. In preparing for the 2012-2013 biennium, OHCHR decided to make continued and responsible use of these reserves to respond to international developments and increasing requests for human rights assistance. At the same time, to avoid depletion of the reserves, OHCHR began developing initiatives to maximize efficiency gains and generate additional resources to address the funding shortfall (see the Funding chapter for more information on page 16).

The financial situation did not improve during 2012, however, and increasing demands on the Office resulted in an extrabudgetary cost plan of nearly US\$152 million, against an expected income of US\$110 million. It was evident that further efforts were required to ensure the remaining surplus would be sufficient to cover the anticipated income shortfalls. Consequently, during its 2012 midyear review, OHCHR re-evaluated its budget, in-

roduced some initial savings and established a target of US\$130.4 million for its 2013 cost plan for ongoing programmes.

To achieve the estimated 12 per cent reduction in costs to meet the 2013 target, each division was requested to recommend possible cuts and identify their programmatic consequences. The Programme and Budget Review Board (PBRB) – an internal body that is chaired by the Deputy High Commissioner and tasked with making recommendations for decision to the High Commissioner – provided some parameters for the exercise.

In reviewing each proposal, the PBRB attempted to limit the extent to which the cuts impacted on the Office's capacity to fulfill its commitments to achieve results outlined in the OHCHR Management Plan (OMP) and ensure the implementation of the agreed parameters. Reductions were therefore primarily implemented in areas that would benefit from efficiency gains and those that were excluded from the biennium's defined priorities. Despite these efforts, it was recognized that the exercise would inevitably affect some key programmatic areas, as indicated in the examples below. OHCHR is aware that this downsizing exercise is a first step and that it will need to undertake a more strategic and programmatic prioritization exercise in relation to the upcoming four-year cycle (2014-2017).

## Office-wide cuts

A total of 46 posts have been cut, however this will not affect existing staff members. The posts were identified on the basis of a prioritization exercise undertaken by each division. In cases where the posts are occupied, staff members will be transferred to vacant posts in other parts of the Office. A decision was also made to review the few OHCHR-funded human rights-related posts in peacekeeping and political missions, as such posts are ordinarily funded by the Department of Field Support and the Department of Political Affairs.

The overall reduction in posts will affect the Office's ability to respond to various issues and provide support to stakeholders. The funding for staff trainings and seminars will be reduced, and staff travel will be limited, particularly between the field and headquarters. Translation of tools and publications into multiple languages will be kept to a minimum and translation of documents for the human rights mechanisms will be negatively affected. The number of non-governmental organizations (NGOs) supported by the Office to attend events at headquarters will also be reduced.

# Cuts related to the thematic priorities

## **Discrimination**

As a result of funding cuts, OHCHR's capacity to contribute to the enactment or implementation of anti-discrimination laws and policies in a number of countries may be hampered. In other countries, the Office will be unable to contribute to ensuring the full participation of marginalized and vulnerable groups or their use of national protection mechanisms. Although OHCHR is committed to finding alternative ways to engage with civil society actors, the decision to limit the use of grants to those that are considered cost-effective could impede its ability to achieve this objective. For example, the Assisting Communities Together (ACT) grants project<sup>1</sup> will be abolished and the Office's fellowship programmes will be reduced (indigenous and minorities fellowships).

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

## **Impunity and rule of law**

OHCHR's capacity to contribute to the establishment of national human rights institutions or their compliance with the Paris Principles will be affected in several countries of engagement. Work related to transitional justice issues and the establishment of national preventive mechanisms under the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment will be reduced and may affect results in some countries.

## **Poverty and economic, social and cultural rights**

Efforts to ensure the application of a human rights-based approach to planning and development processes will be decreased. OHCHR's capacity to provide pre-deploy-

<sup>1</sup> The Assisting Communities Together (ACT) Project is a joint initiative of the Office of the High Commissioner for Human Rights (OHCHR) and the United Nations Development Programme (UNDP) which makes small grants available for civil society organizations carrying out human rights promotional activities in local communities.

ment briefings to key senior UN officials and training of UN staff will also be limited. In addition, the Office will discontinue activities related to climate change, an area which was not prioritized in the thematic strategy for the biennium.

## **Migration**

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

## **Violence and insecurity**

Work on establishing mechanisms to protect human rights defenders may be weakened in certain countries, as will the Office's capacity to develop and promote a human rights-based approach to security issues. In terms of UN system-wide activities, the Office's efforts to integrate human rights in humanitarian work and peacekeeping operations will be affected, including in relation to support for Protection Clusters, joint policies and training of UN personnel.

## **Human rights mechanisms**

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

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

# Budget for 2013

## Regular and extrabudgetary requirements combined for 2013

<i>In thousands of US\$</i>	<b>Regular budget<sup>1</sup></b>	<b>Extrabudgetary requirements</b>	<b>Total</b>
<b>Operating Resources</b>			
<b>Headquarters</b>			
Executive Direction and Management	7,554.7	11,551.4	19,106.1
Policy-making Organs	8,143.6	-	8,143.6
<b>Programme of Work</b>			
Subprogramme 1: Human Rights Mainstreaming, Right to Development, Research and Analysis	10,995.4	13,316.2	24,311.6
Subprogramme 2: Supporting the Human Rights Treaty Bodies	8,542.9	4,800.0	13,342.9
Subprogramme 3: Advisory Services and Technical Cooperation <sup>2</sup>	9,646.5	13,243.6	22,890.1
Subprogramme 4: Supporting the Human Rights Council and its Special Procedures <sup>3</sup>	16,970.0	8,700.2	25,670.2
<b>Total Programme of Work</b>	<b>46,154.8</b>	<b>40,060.0</b>	<b>86,214.8</b>
Support to the Programmes	6,086.6	7,053.3	13,139.9
<b>Subtotal Headquarters</b>	<b>67,939.7</b>	<b>58,664.7</b>	<b>126,604.4</b>
<b>Field Presences</b>			
Advisory services, technical cooperation and field activities <sup>4</sup>	1,602.1	-	1,602.1
Africa	1,890.7	16,253.7	18,144.4
Asia and the Pacific	2,659.6	5,652.0	8,311.6
Americas	1,510.4	19,912.4	21,422.8
Europe and Central Asia	1,720.6	5,731.0	7,451.6
Middle East and North Africa	-	14,338.5	14,338.5
<b>Subtotal Field Presences</b>	<b>9,383.4</b>	<b>61,887.6</b>	<b>71,271.0</b>
<b>Total HQ + Field Presences</b>	<b>77,323.1</b>	<b>120,552.3</b>	<b>197,875.4</b>
<b>Trust Funds</b>			
Voluntary Fund for Victims of Torture	-	8,768.1	8,768.1
Voluntary Fund for Indigenous Populations	-	361.1	361.1
Voluntary Fund on Contemporary Forms of Slavery	-	792.8	792.8
<b>Total Trust Funds</b>	<b>-</b>	<b>9,922.0</b>	<b>9,922.0</b>
<b>GRAND TOTAL</b>	<b>77,323.1</b>	<b>130,474.3</b>	<b>207,797.4</b>

1 - Proposed programme budget excluding Committee on Missing Persons in Cyprus (USD663.8 in 2013)

2 - Includes Trust Fund for technical assistance in the implementation of the Universal Periodic Review

3 - Includes Human Rights Council activities and Trust Fund for participation in the Universal Periodic Review

4 - Regular programme of technical cooperation

# Extrabudgetary requirements for 2013

In US\$

<b>Headquarters</b>	
<b>Executive Direction and Management (EDM)</b>	
Executive Office of the High Commissioner	1,136,130
New York Office	1,580,904
Project for UN Action against Sexual Violence in Conflict	304,421
Project for Sexual Orientation and Gender Identity	429,999
Document Processing Unit	868,468
Safety and Security Section	1,573,346
Civil Society Section	454,737
Communications Sections	2,563,649
Donor and External Relations Section	1,841,309
Policy, Planning, Monitoring and Evaluation Service	798,440
<b>Subtotal EDM</b>	<b>11,551,403</b>
<b>Programme of Work</b>	
<b>Subprogramme 1 - Human Rights Mainstreaming, Right to Development, Research and Analysis</b>	
Coordination and Management	1,129,548
Anti-discrimination	1,353,255
Indigenous Populations and Minorities	1,342,982
Women's Human Rights and Gender	1,995,336
Rule of Law and Democracy	1,721,555
MDGs and Human Rights-Based Approach	687,629
Economic and Social Issues	685,435
Business and Human Rights	273,032
Right to Development	47,194
Methodology, Education and Training	2,577,787
Indicators	451,114
Migration	298,354
Disabilities	305,823
Project for Reparations for Sexual Violence Survivors in DRC	233,150
UNDG Mechanism and Human Rights Mainstreaming	213,979
<b>Subtotal subprogramme 1</b>	<b>13,316,173</b>
<b>Subprogramme 2 - Supporting the Human Rights Treaty Bodies</b>	
Human Rights Treaties	4,147,560
Optional Protocol to the Convention Against Torture	652,426
<b>Subtotal subprogramme 2</b>	<b>4,799,986</b>
<b>Subprogramme 3 - Advisory Services and Technical Cooperation</b>	
Coordination and Management	1,141,494
Africa	3,068,685
Americas	781,627
Asia and the Pacific	1,699,204
Europe and Central Asia <sup>5</sup>	1,557,660
Middle East and North Africa	1,286,731
National Institutions	1,317,114
Rapid Response and Peace Missions	1,394,969
Universal Periodic Review Section	350,187
Trust Fund for Universal Periodic Review - Technical Assistance	645,923
<b>Subtotal subprogramme 3</b>	<b>13,243,594</b>
<b>Subprogramme 4 - Supportin the Human Rights Council and its Special Procedures</b>	
Coordination and Management	333,361
Human Rights Council (including HRC/UPR webcasting)	1,610,013
Special Procedures	6,389,492
Trust Fund for Universal Periodic Review - Participation	367,352
<b>Subtotal subprogramme 4</b>	<b>8,700,218</b>
<b>Total Programme of Work</b>	<b>40,059,971</b>

<sup>5</sup> - Including the budgets for the HRAs in Serbia and the former Yugoslav Republic of Macedonia

## Extrabudgetary requirements for 2013

<i>Headquarters continued</i>	<i>In US\$</i>
<b>Support to the Programmes</b>	
Programme Support and Management Services (PSMS)	4,610,197
Information Technologies Section	2,230,914
Human Rights Case Database Project	212,228
<b>Subtotal PSMS</b>	<b>7,053,339</b>
<b>Subtotal Headquarters</b>	<b>58,664,713</b>
<b>Field Presences</b>	
<b>Africa</b>	
Central Africa, Yaounde - Subregional Centre for Human Rights and Democracy	367,030
East Africa, Addis Ababa - Regional Office	905,636
Southern Africa, Pretoria - Regional Office	1,190,713
West Africa, Dakar - Regional Office	262,926
Guinea - Country Office	2,068,293
Togo - Country Office	1,489,534
Uganda - Country Office	3,280,855
Burundi - Human Rights Component in Peace Mission	898,355
Central African Republic - Human Rights Component in Peace Mission	31,778
Côte d'Ivoire - Human Rights Component in Peace Mission	284,333
DRC - Human Rights Component in Peace Mission	271,426
DRC, Joint Human Rights Project to Fight Impunity against Sexual Violence in Kivu and West DRC	215,923
DRC, Joint Protection Teams Project	803,439
Guinea-Bissau - Human Rights Component in Peace Mission	70,625
Liberia - Human Rights Component in Peace Mission	71,213
Sierra Leone - Human Rights Component in Peace Mission	391,213
Somalia - Human Rights Component in Peace Mission	669,380
South Sudan - Human Rights Component in Peace Mission	484,092
Sudan, Darfur - Human Rights Component in Peace Mission	28,250
Chad - Human Rights Adviser	488,795
Kenya - Human Rights Adviser	807,387
Madagascar - Human Rights Adviser	305,110
Malawi - Human Rights Adviser	180,857
Niger - Human Rights Adviser	336,173
Rwanda - Human Rights Adviser	350,395
<b>Subtotal Africa</b>	<b>16,253,731</b>
<b>Americas</b>	
Central America, Panama - Regional Office	189,004
South America, Chile - Regional Office	540,642
Bolivia - Country Office	1,631,542
Colombia - Country Office	8,780,934
Colombia, Support of emerging issues	510,867
Guatemala - Country Office	3,615,540
Guatemala, Joint "Maya" Programme for Indigenous Peoples	200,010
Mexico - Country Office	2,420,520
Haiti - Human Rights Component in Peace Mission and Protection Cluster	542,029
Ecuador - Human Rights Adviser	560,059
Honduras - Human Rights Adviser	222,244
Paraguay - Human Rights Adviser	698,971
<b>Subtotal Americas</b>	<b>19,912,362</b>

<b>Asia and the Pacific</b>		
South-East Asia, Bangkok (including Myanmar) - Regional Office		1,041,880
Pacific, Suva - Regional Office		815,366
Cambodia - Country Office		1,296,406
Afghanistan - Human Rights Component in Peace Mission		622,949
Maldives - Human Rights Adviser		296,057
Nepal - Human Rights Adviser		110,726
Papua New Guinea - Human Rights Adviser		562,060
Sri Lanka - Human Rights Adviser		446,658
Timor-Leste - Human Rights Adviser		459,888
<b>Subtotal Asia and the Pacific</b>		<b>5,651,990</b>
<b>Europe and Central Asia</b>		
Central Asia, Bishkek - Regional Office		1,932,950
Europe, Brussels - Regional Office		501,213
Kosovo - Stand-alone Office		872,143
Republic of Moldova - Human Rights Adviser		304,360
Russian Federation - Human Rights Adviser		1,056,611
South Caucasus - Human Rights Adviser		850,424
Ukraine - Human Rights Adviser		213,301
<b>Subtotal Europe and Central Asia</b>		<b>5,731,002</b>
<b>Middle East and North Africa</b>		
Middle East, Beirut - Regional Office		1,500,092
North Africa - Regional Office		1,659,299
South-West Asia and the Arab Region, Doha - Training and Documentation Centre		1,542,487
Mauritania - Country Office		1,274,655
State of Palestine - Country Office <sup>6</sup>		3,765,447
Tunisia - Country Office		2,060,923
Yemen - Country Office		2,196,892
Iraq - Human Rights Component in Peace Mission		147,352
Libya - Human Rights Component in Peace Mission		191,377
<b>Subtotal Middle East and North Africa</b>		<b>14,338,524</b>
<b>Subtotal Field Presences</b>		<b>61,887,609</b>
<b>Total HQ + Field Presences</b>		<b>120,552,322</b>
<b>Trust Funds</b>		
Voluntary Fund for Victims of Torture		8,768,088
Voluntary Fund for Indigenous Populations		361,079
Trust Fund on Contemporary Forms of Slavery		792,834
<b>Total Trust Funds</b>		<b>9,922,001</b>
<b>GRAND TOTAL EXTRABUDGETARY REQUIREMENTS</b>		<b>130,474,323</b>

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

Global Requirements by Budget Component	Regular budget	Extrabudgetary requirements
Personnel and related costs	58,290,250	77,068,205
Consultants	656,570	4,087,441
Travel	13,301,120	7,855,355
Contractual services	876,730	2,656,940
General operating expenses	1,586,730	4,665,633
Supplies and materials	670,500	1,817,618
Seminars, grants and contributions	1,914,200	17,474,286
<b>Subtotal</b>	<b>77,323,100</b>	<b>115,625,478</b>
Programme support costs	-	14,848,845
<b>GRAND TOTAL</b>	<b>77,323,100</b>	<b>130,474,323</b>

# Funding- at a standstill



*Filipinos rush during a gift-giving programme on Christmas day in a slum area in Las Pinas city, Philippines, 25 December 2012 © EPA/Francis R. Malasig*

## How OHCHR is funded

Approximately 60 per cent of OHCHR's work is funded through voluntary contributions from donors. The remaining 40 per cent is provided by the United Nations regular budget. This publication outlines the Office's need for voluntary contributions – or extrabudgetary resources. Over the past three years, voluntary contributions have remained relatively constant at US\$110.5 million for 2012 (figure correct at the time of print: may be subject to change), US\$111.1 million for 2011 and US\$109.4 million for 2010. In previous years, OHCHR received contributions that surpassed its expenditure and therefore accumulated a surplus of voluntary funds. This surplus has been essential in the face of decreased contributions and increased funding requirements and enabled the Office to maintain its level of activities and fulfil the High Commissioner's commitments to the international community.

The regular budget of the United Nations Secretariat has allocated US\$78.3 million to OHCHR for 2013. Based on its initial 2012 cost plans, OHCHR would require at least US\$147 million in additional, extrabudgetary funding to implement its activities in 2013 fully. However, given expectations that voluntary contributions are unlikely to generate more than US\$110 million, the

High Commissioner requested programme managers to reconsider their expenditure priorities for 2013 in order to reduce the total cost plans to US\$130.4 million for the year. At this level of expenditure, the balance of the extrabudgetary funds could theoretically carry OHCHR for approximately five years. Further efforts will be made to increase the level of voluntary contributions to the Office to correspond with the requests for assistance it receives.

## Challenges

OHCHR's three main fundraising challenges are:

- Increasing the level of contributions
- Maintaining a reasonable level of unearmarked funding
- Diversifying its donor base

## Who funds OHCHR?

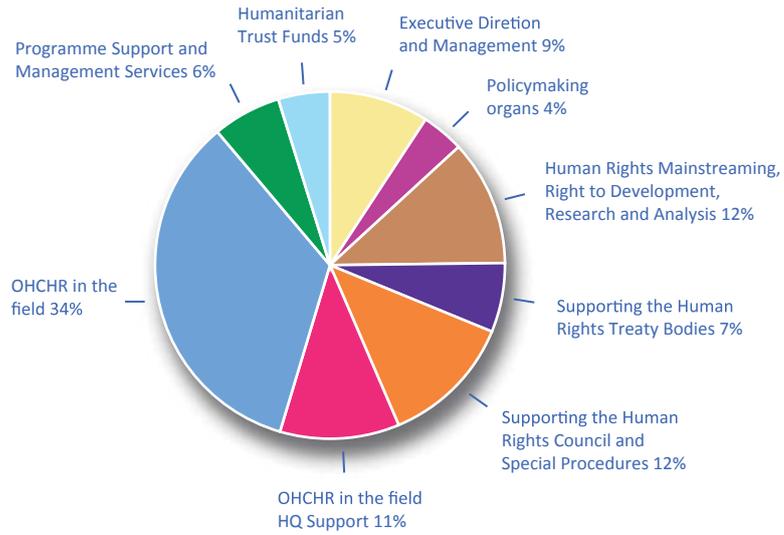
OHCHR accepts contributions from Member States, inter-governmental organizations, NGOs, companies, foundations and private individuals. To date, the majority of voluntary contributions has been provided by Member States, however, OHCHR is actively seeking to diversify and widen its donor base (for more information, see the chapter on How to contribute – information for donors on page 72).

# Voluntary contributions in 2012

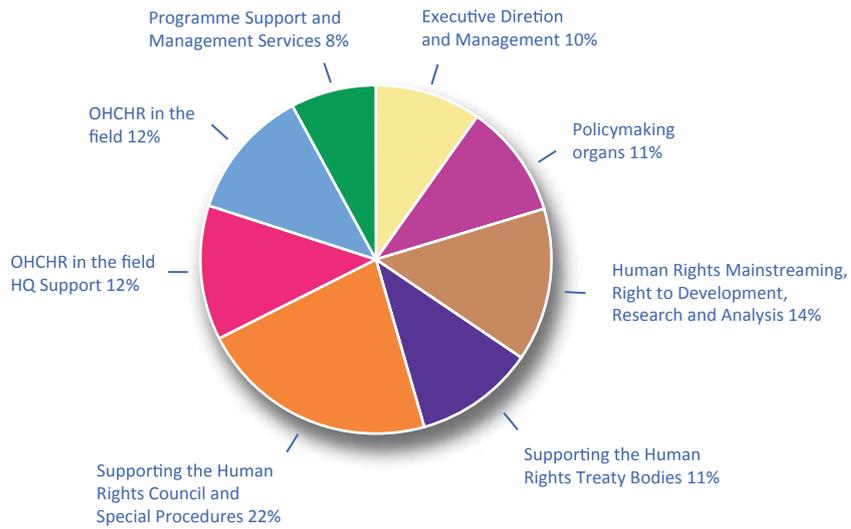
Figures correct at the time of print: may be subject to change  
The final list will be published in the OHCHR Report 2012

1. United States of America	13,231,114	41. United Arab Emirates	90,000
2. Netherlands	12,206,007	42. CERF	85,000
3. Sweden*	11,955,866	43. Romania	64,935
4. Norway*	11,172,236	44. Argentina	60,500
5. European Commission	7,152,129	45. South Africa	57,613
6. Germany	6,701,381	46. China	50,000
7. United Kingdom*	6,292,602	47. Israel	35,000
8. Canada*	4,942,813	48. Andorra	31,703
9. Switzerland	3,662,053	49. Cyprus	30,068
10. France	2,785,179	50. Monaco	26,810
11. Finland*	2,744,859	51. Chile	25,000
12. Ireland	2,613,941	52. Estonia	23,897
13. Denmark	2,589,841	53. Czech Republic	20,439
14. New Zealand	2,447,400	54. Indonesia	20,000
15. UNDP ( <i>UN-managed pooled and trust funds funding</i> )	2,432,333	- Thailand	20,000
16. Australia	2,318,040	56. Brazil	16,465
17. Russian Federation	2,000,000	57. Iceland	15,000
18. Korea, Rep. of	1,521,800	- Oman	15,000
19. Kuwait	1,510,000	59. Latvia	12,987
20. Belgium	1,293,103	60. Azerbaijan	10,000
21. Morocco	1,252,000	61. Costa Rica	9,950
22. Saudi Arabia	1,200,000	62. Bulgaria	7,000
23. Austria	1,059,239	63. Bangladesh	4,982
24. Spain	872,554	- Sri Lanka	4,982
25. Japan	577,226	65. Pakistan	4,728
26. Algeria	500,000	66. Suriname	3,000
- Qatar	500,000	67. Guatemala	2,953
28. UNFPA	452,712	68. Armenia	2,500
29. Education Above All	250,000	69. Panama	2,000
30. OIF	194,930	70. Peru	1,850
31. Mexico	174,188	71. Cambodia	1,600
32. Turkey	166,000	72. Afghanistan	1,500
33. India	155,000	73. Namibia	1,000
34. Luxembourg	147,059	- Nicaragua	1,000
35. Portugal	139,982		
36. Liechtenstein	134,409		
37. Hungary	126,805		
38. Poland	115,933		
39. Kazakhstan	99,970		
40. Italy	93,559		
Individual donors / miscellaneous			6,726
		<b>Total</b>	<b>110,550,449</b>

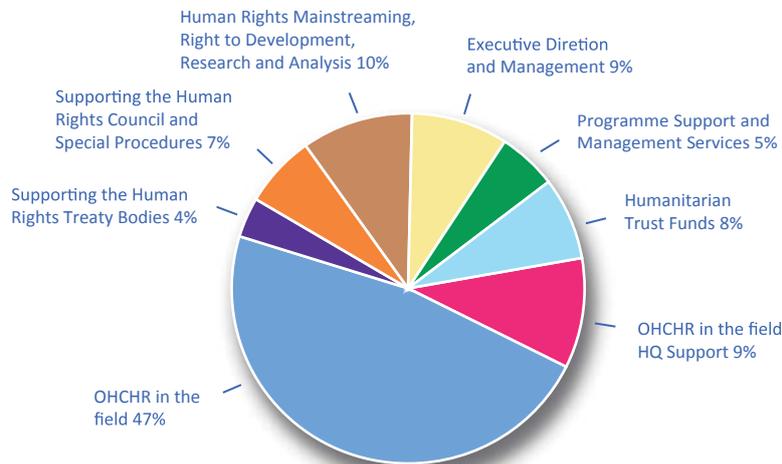
**Combined regular and extrabudgetary requirements by main activity in 2013**



**Regular budget (appropriations) by main activity in 2013**



**Extrabudgetary requirements by main activity in 2013**



### Allocation of funds

Voluntary contributions enable the High Commissioner to exercise her independent mandate. These extrabudgetary resources are focused on work not covered by the regular budget, the majority of which are activities in the field. Although the implementation of human rights mandates established by the General Assembly and the Human Rights Council should ideally be financed entirely by the regular budget, the insufficiency of these resources requires OHCHR to allocate extrabudgetary funds to mandated activities.

The charts opposite provide an overview of how regular budget and extrabudgetary resources will be allocated in 2013, pending the availability of funds.

### Earmarking

Approximately half of voluntary contributions are provided free of earmarking. The Office strongly encourages unearmarked funding as this provides greater flexibility when planning activities and responding to evolving needs and situations. A high level of unearmarked funding also underlines OHCHR's independence and ensures that programmes are developed and implemented in line with priorities established by the High Commissioner, in accordance with her mandate.

While unearmarked funding is preferred, it is recognized that a certain amount of earmarking is unavoidable. Member States, for instance, often follow specific budget lines, such as development or humanitarian assistance, and funding must be allocated accordingly. Similarly, companies may have specific areas of interest in which they would like to cooperate with the Office. Earmarking may be restricted to a particular activity or programme or more loosely directed, for example, to OHCHR's work in the field. Earmarked funding is, however, directed towards activities or programmes which form part of the Office's planning, i.e., that are included in the OMP.

### Recent trends in voluntary contributions

The global economic downturn has prompted many governments to review and cut back on their funding commitments, leading to a significant decline in the financial support received by OHCHR. The year 2012 marked the third consecutive year that expenditures exceeded income levels. For the 2010-2011 biennium, the shortfall amounted to US\$33 million. The shortfall for 2012 was not available at the time of print and will be published in the OHCHR Report 2012.

After reaching a peak of US\$119 million in 2008, voluntary contributions fell to US\$109.4 million in 2010 corresponding to a decline in financial markets. A slight recovery was seen in 2011 when funding reached US\$111.1 million. This increase was primarily due to an encouraging response to a March 2011 funding appeal for the North Africa region related to the Arab uprising. Received contributions for this appeal totalled US\$9.6 million and served to offset a reduction in other contributions for 2011.

While contribution levels remain relatively fixed, requests for OHCHR support continue to increase. A new country office was opened in Yemen towards the end of 2012 and another country office may be opened in Myanmar in 2013. Existing OHCHR presences need reinforcement in order to provide critical human rights protection. Furthermore, there are outstanding appeals to deploy human rights advisers to 18 UN Country Teams.

The extrabudgetary fund surplus built up during the years 2005-2009 being limited, the Office has reviewed its priorities and refocused its activities to reduce cost plans. OHCHR recognizes that with the appropriate resources and its implementation capacity, it could achieve much more. The current challenge for the Office is to increase the level of voluntary contributions that would enable it to fully and effectively respond to all requests for assistance that come from around the world.

# Funding history

In 2005, the World Summit refocused the attention of the international community on human rights and recognized that the essential independent role of the United Nations in this area was severely under-resourced. Accordingly, a decision was taken to double the regular budget funding for the Office of the High Commissioner for Human Rights. At the same time, the establishment of the Human Rights Council gave new impetus to efforts by Member States to address critical human rights issues and led to a rapid increase in new thematic and country mandates for the Office to support. At each session of the Council, additional mandates are created. Similar growth has been seen in the establishment of and ratification/accessions to international human rights treaties and conventions, resulting in additional mandates for related committees and working groups.

Although the budget of the Office has doubled since the World Summit, this is largely due to the growth in mandates assigned to the Office. In reality, the budget has not kept pace with that growth. And while the Office has benefitted from an increase in voluntary contributions during this period, a substantial portion of those funds are used to supplement the insufficient regular budget resources allocated for the implementation of mandated activities.

The increase in voluntary contributions after 2005 is a consequence of efforts undertaken by OHCHR. As contribution levels surpassed those of expenditures, a surplus

of resources accrued accordingly and reached approximately US\$135 million in 2009 – just as the financial crisis was developing and voluntary contributions were declining (despite a continued increase in requests for engagement from OHCHR). At that time, OHCHR projected that activities could continue at the same level through the forecasted “dip” in income and that the surplus was sufficient to carry the Office through approximately five years of reduced extrabudgetary income.

The plan was implemented in 2010 and 2011 when other global developments led to more demands on the Office to assist Member States. In an effort to respond to as many of these requests as possible, the Office has continued to add incrementally to the annual cost plans. While there have been several specific contributions to support these new activities, they have been primarily used to offset declines in other areas. As a result, extrabudgetary income has remained relatively stable as expenditures have grown.

Accordingly, OHCHR has revised its planning in recognition of the growing shortfall and its reliance on the extrabudgetary surplus to cover the gap for several more years. By reducing the annual extrabudgetary cost plan to approximately US\$130 million per year, the Office hopes to sustain its existing activities for another five years, by which time it is hoped that voluntary contributions will have increased.

## United Nations regular budget

The UN regular budget is funded from assessed dues paid by all Member States in accordance with a scale adopted by the General Assembly. The amount of each Member State’s contribution is determined by a number of factors, including their respective share of the world economy. Every two years, the Secretary-General submits a proposed biennial budget for the entire Organization to the General Assembly for its review and approval.

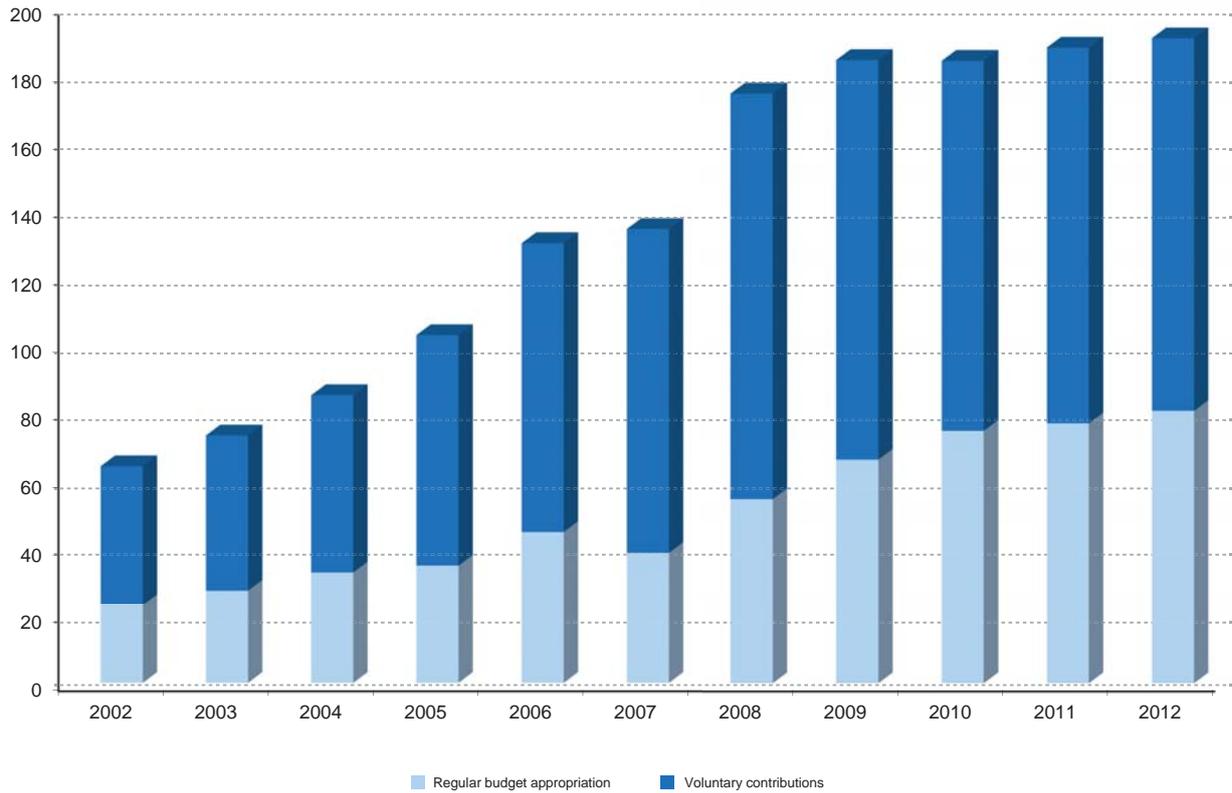
The decision regarding the allocation of resources within the proposed programme budget rests with the UN Controller who acts on the advice of the Programme Planning and Budget Division. The proposed budget is then subject to the approval of Member States in the Fifth Committee of the General Assembly.

Of the US\$156.5 million allocated to OHCHR from the approved programme budget in 2012-2013, US\$153 million is allocated to the Human Rights Section (Section 24), and US\$3.5 million is drawn from the Regular Programme of Technical Cooperation (Section 23).

Despite an overall reduction in the UN Secretariat budget for 2012-2013, the allocation to OHCHR increased. This was due to the growth in the human rights treaty body system and the adoption of new and expanded mandates of the Human Rights Council. Notwithstanding this small increase, the regular budget appropriation for the Office remains insufficient for the full implementation of all its mandated activities.

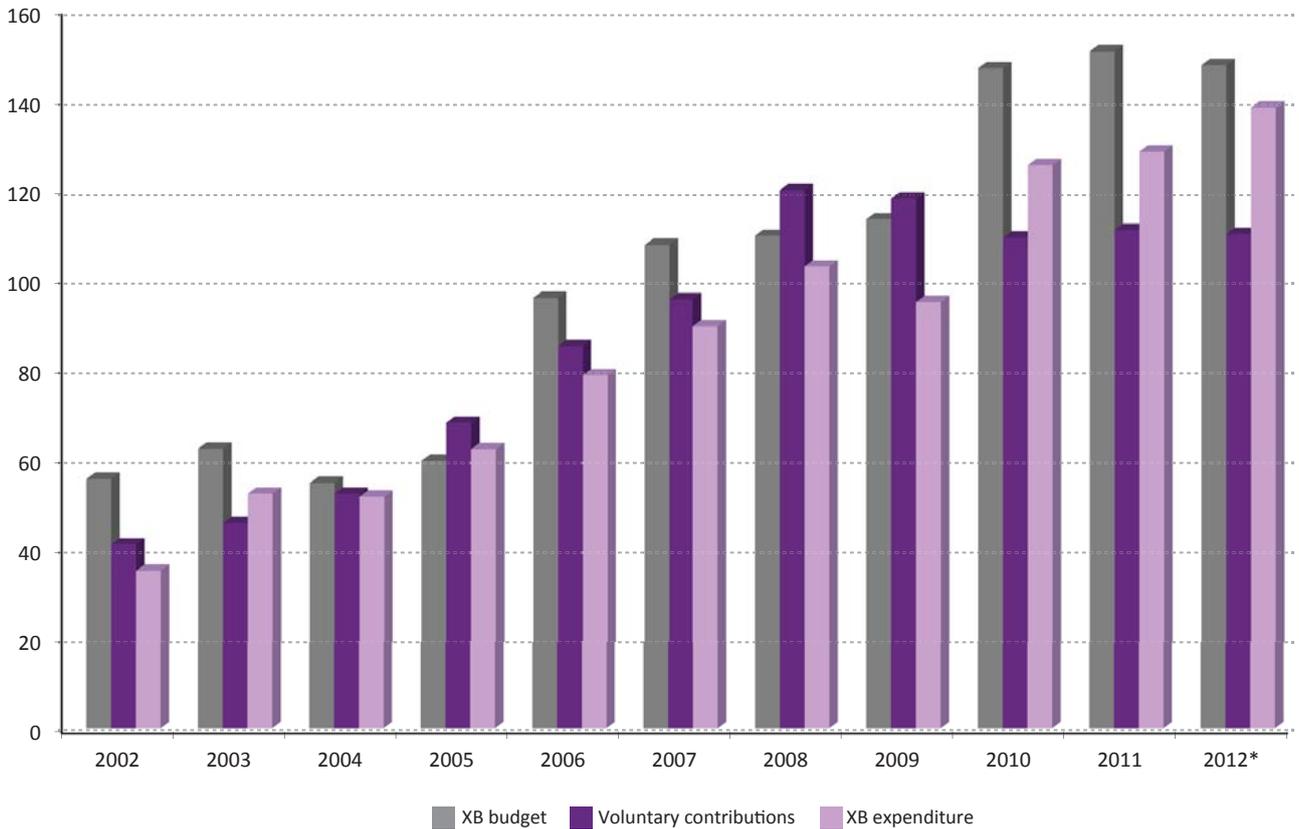
## OHCHR Funding Overview 2002-2012

In millions of US\$



## Extrabudgetary: Budget/Contributions/Expenditure 2002-2012

In millions of US\$



\*As projected

# Accountability - results framework

OHCHR is committed to reinforcing the capacity of its staff and strengthening managerial mechanisms to ensure that every donor contribution is both accounted for and well spent.

Over the last few years, the Office has taken gradual steps towards results-based operating and reporting. The OHCHR Management Plan: Working for Results (OMP) sets out the results framework, along with the programmes and activities the Office has committed to for the 2012-2013 biennium.

The OMP articulates OHCHR's overall direction in implementing the human rights mandate of the United Nations, and in particular, the human rights section of the Secretary-General's Strategic Framework.

Eleven Global Expected Accomplishments (GEA) describe the behavioural, institutional or legislative changes the Office works to contribute to (listed in annex I). The Office has also identified a number of management areas, Global Management Outputs (GMO), in which it intends to improve, with a view to increasing its efficiency and effectiveness (listed in annex II). Indicators have been defined for each of the Office's 11 Global Expected Accomplishments and Global Management Outputs and protocols are being drafted for the indicators to facilitate accurate and consistent monitoring and reporting.

By defining targets and more precisely outlining the intended results, OHCHR is demonstrating its commitment to being held accountable for its performance. During each planning cycle, OHCHR sharpens the focus of the GEAs within a set of thematic priorities.

A web-based Performance Monitoring System (PMS) is now operational, enabling evidence-based reporting on the achievement of results. The system's user-friendly modules link planning, monitoring and the production of reports and is accessible through the intranet to all

field presences and headquarters staff. It facilitates the definition of results, selection of relevant indicators and the establishment of targets through a step-by-step approach and contributes to building a logical framework of results for each organizational entity that is available online. A number of field presences used the system to report on the 2010-2011 biennium and plan for the 2012-2013 biennium. By the end of 2013, the entire Office is expected to report through this system.

OHCHR does not define its priorities solely in terms of the likelihood of achieving results within a given programming cycle. Bearing in mind its unique mandate and comparative advantage, the Office may decide to invest in crucial human rights areas even if it is known that the achievement of results in the short-term is unlikely. Likewise, in the human rights field, it might not always be possible to define results as changes in accordance with pure results-based management terminology. In some cases, OHCHR may work to prevent changes if there is a risk they could undermine human rights protection systems.

It should be noted that Expected Accomplishments are not under the full control of OHCHR and that external factors, such as changes in the political context or natural disasters, will inevitably have a major impact on the Office's capacity to deliver on these results.

For further information about the Office's priorities, expected results and programme of work, please consult the OHCHR Management Plan 2012-2013.

The OHCHR Report serves as OHCHR's external annual report and is published every year in May. The OHCHR Report 2012 is scheduled for release in May 2013.

Both documents are available on our website:  
<http://www.ohchr.org/EN/PublicationsResources/Pages/AnnualReportAppeal.aspx>



*Statues representing victims of human rights violations at the Office of the High Commissioner for Human Rights, Geneva © OHCHR/L.Konstad*

# Discrimination



Around 50 people gathered to protest about discrimination against Rakhine people and the situation in Rakhin State, in Yangon, Myanmar, 19 August 2012 © EPA/Nyein Chan Naing

## ***Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex, religion and against others who are marginalized***

Discrimination is a violation which affects every country and every culture. People who face discrimination are deprived of their basic right to live in dignity – free from fear and free from want.

Discrimination comes in many shapes: it can be based on sex, race, colour, descent, national, ethnic or indigenous origin, religion or belief, language, disability, age, sexual orientation and gender identity. All forms of discrimination are human rights violations and contravene the Universal Declaration of Human Rights and the human rights treaties.

OHCHR works to promote equality and prevent, combat and eradicate all forms of discrimination with a specific focus on:

- Protection of those who experience multiple forms of discrimination, particularly women and girls facing discrimination on more than one ground
- The adoption and implementation of national anti-discrimination and equality legislation, policies and programmes
- The establishment and support of the functioning of specialized equality bodies and independent national human rights institutions (NHRIs) working against discrimination in compliance with international norms and standards
- The need to integrate equality and non-discrimination principles in measures aimed at the progressive realization of economic, social and cultural rights (ESCRs).
- The need for full, equal and effective participation in decision-making processes.

# Combatting racist messages in the virtual world

The internet allows for receiving and sending information all over the world. It is also used by extremist groups to spread messages of hate. “Extremist groups and movements use the internet not only as a means to disseminate hate speech and incite racial violence against specific groups of individuals, but also as a recruitment platform for potential new members,” says the UN Special Rapporteur on Racism.

According to a 2011 report from the International Telecommunication Union (ITU), it is estimated that of the 7 billion people in the world, 2.4 billion are currently using the internet.

While it is undeniable that the internet is a positive tool, it can be also used as a virtual battleground to spread messages of racism and hate, as highlighted by the UN Special Rapporteur on Racism, Mutuma Ruteere, in his report on Racism and the Internet presented before the 67th session of the UN General Assembly.

As internet technology has developed, extremist hate sites are continuing to increase in size and technological sophistication. These groups use the internet for several purposes, such as to provoke racial violence and abuse against specific groups or individuals; as a recruitment tool to attract new members; and for intimidation. “It is also of great concern that open calls for violence against individual anti-racism activists are placed on neo-Nazi websites to intimidate, exert pressure or stop social or political actions or activities directed against extremist groups,” says Ruteere.

It is difficult to draft and enforce universal regulations on inappropriate or illegal content on the internet because States have different laws to approach this type of content. Ruteere also considers that any measures taken by States to resolve this issue should not restrict the right to freedom of expression. “Any restrictions, control and censorship of the content disseminated via the internet should be done on a clearly defined legal basis and in a manner that is necessary, proportionate and compatible

with States’ obligations under international human rights law,” says Ruteere.

The report provides several recommendations on using the internet as a tool to fight back and decrease the influence of extremist groups on the internet. According to Ruteere, States should make the internet more available and affordable. Lack of access to the internet leaves many victims of racial discrimination without the opportunity to defend themselves or challenge racist ideas in the virtual world. In addition, there should be a push for the dissemination of local content across the “global network.” This would contribute to greater understanding, tolerance and respect for diversity and reduce “misperceptions that feed racist and xenophobic expressions.”



© EPA/Oliver Berg

Educational human rights programmes are also essential for young people, as are enhanced efforts to identify, investigate and register internet-related hate crimes, says Ruteere. An additional way to eliminate racism on the internet is by implementing “a comprehensive and cohesive approach developed through dialogue and consultation amongst different actors including governments, civil society organizations, internet service providers and the private sector.

## Challenges

## OHCHR Action

### **Lack of laws, policies and programmes protecting people from discrimination**

- Raise awareness about discriminatory laws, regulations, policies and practices and encourage revisions to ensure compliance with international standards and State obligations
- Advise on drafting or revision and facilitate the meaningful participation of relevant individuals and groups facing discrimination in the process
- Advise on and support the formulation of national policies and programmes, including national action plans to eradicate discrimination and promote equality

### **Absence of institutions**

- Advise on the establishment of specialized equality bodies or focal points within existing NHRIs. Provide technical assistance and capacity-strengthening support to specialized equality bodies

### **Lack of access to economic, social and cultural rights**

- Strengthen the capacity of specialized equality bodies, focal points, independent NHRIs and civil society to promote and monitor the fulfilment of economic, social and cultural rights by individuals and groups facing discrimination, through, *inter alia*, the development of indicators and data collection methods

### **Non-participatory decision processes**

- Provide technical assistance and capacity-strengthening support to individuals and groups faced with discrimination so they may participate in decision-making processes
- Monitor public policies that affect them

### **Inadequate international response to discrimination**

- Advocacy by the High Commissioner for measures to combat all forms and manifestations of discrimination
- Advocacy by the High Commissioner for progress towards equality, including increased meaningful participation and representation by individuals and groups facing discrimination in political processes, particularly women

### **Poor integration of non-discrimination standards within the UN system**

- Work with UN partners and civil society to facilitate the implementation of human rights standards on equality and non-discrimination
- Increase the capacity of UN Country Teams (UNCT) to integrate non-discrimination issues into their programmes and monitor and report on the situation of individuals and groups faced with discrimination in development efforts

## Expected Accomplishments

<ul style="list-style-type: none"> <li>• Develop capacity-strengthening materials and programmes on anti-discrimination and equality legislation to various target groups</li> <li>• Promote national-level dissemination of recommendations from special procedures and the Universal Periodic Review (UPR) and analyze implementation</li> </ul>	<p>Increased number of national anti-discrimination and equality laws, administrative measures, policies and programmes, including national action plans, as well as practices in compliance with international norms and standards (GEA 1)<sup>1</sup></p>
<ul style="list-style-type: none"> <li>• Develop publications and guidance notes on promoting and monitoring the implementation of international norms and standards</li> </ul>	<p>Increased number of specialized equality bodies, focal points and independent national human rights institutions, working on equality and non-discrimination, in accordance with international standards (GEA 1)</p>
<ul style="list-style-type: none"> <li>• Raise awareness of ESCRs among groups and individuals faced with discrimination and about their justiciability; assist with litigation relating to discrimination cases involving access to ESCRs</li> </ul>	<p>Increased number of measures taken to contribute to the fulfilment of economic, social and cultural rights by individuals and groups facing discrimination (GEA 4)</p>
<ul style="list-style-type: none"> <li>• Develop thematic studies on the issue</li> </ul>	<p>Increased effective participation of individuals and groups faced with discrimination in decision-making processes, monitoring of public policies and use of existing national protection systems (GEA 5)</p>
<ul style="list-style-type: none"> <li>• Advocacy by the High Commissioner for stronger protection of groups and individuals faced with discrimination</li> <li>• Publish thematic studies on discrimination</li> <li>• Organize special events to address issues related to individuals and groups faced with stigmatization and discrimination</li> </ul>	<p>Increased responsiveness of the international community to critical and emerging situations where issues of discrimination might arise and potential conflict situations involving discrimination may be present (GEA 10)</p>
<ul style="list-style-type: none"> <li>• Develop publications, tools and guidance materials on equality and non-discrimination in collaboration with UN partners</li> <li>• Promote the implementation of gender equality policies and strategies in OHCHR</li> </ul>	<p>Increased integration of equality and non-discrimination standards and principles in UN policies and programmes and other key areas including at the country level (GEA 11)</p>

<sup>1</sup> - These numbers refer to the 11 Global Expected Accomplishments (see annex I) which describe OHCHR's mandate in terms of the key results (behavioural, institutional or legislative changes) to which the Office aims to contribute.

# *Impunity and the rule of law*



*A woman who just voted in elections in Sierra Leone  
© OHCHR/Christine Wambaa*

## ***Combating impunity and strengthening accountability, the rule of law and democratic society***

All persons have the right to exercise certain civil and political rights and receive just treatment before the law. Democracy and the rule of law form the foundation upon which this can be attained. To avoid violations of human rights, national accountability mechanisms must be in place and rights-holders must have ways and means to access justice. In cases where human rights have been violated, impunity must be combated and reparations for victims ensured.

Democracy and the rule of law, combating impunity and strengthening accountability underpin all activities

undertaken by OHCHR in the exercise of its mandate. In particular, OHCHR focuses on:

- Supporting transitional justice processes
- Increasing access to justice for individuals and groups facing discrimination
- Enhancing the framework for accountability for human rights violations, including sexual and gender-based violence
- Increasing human rights protection in the administration of justice
- Supporting the development of democratic institutions.

# Strengthening human rights starts at home - *The Paraguayan experience*

In December 2011, the Government of Paraguay presented its National Human Rights Action Plan at a large public event. The 300-page document underlines the commitment of the Government to fulfil the recommendations issued by different international human rights mechanisms, including the Human Rights Council's Universal Periodic Review.

The National Human Rights Action Plan highlights the challenges that Paraguay is facing in relation to the administration of justice and impunity, the rights of indigenous peoples and of women, inequality and discrimination, economic, social and cultural rights, as well as combating poverty. The Plan addresses issues such as equality and non-discrimination, the rule of law, education and promoting a human rights culture and human security. It specifically outlines targeted measures to improve the human rights situation of vulnerable and discriminated groups, such as indigenous peoples, Afro-descendants, persons with disabilities, women, children, older persons, sexual minorities and migrants.

The Plan outlines practical means for ensuring the promotion and protection of human rights and sets achievable targets, involving State, civil society and academic institutions, to improve the human rights situation in the country.

Key objectives of the Plan stress the need to integrate a human rights education programme in all levels of the education system through the prompt adoption and implementation of the National Plan on Human Rights Education. In addition, the Human Rights Action Plan aims to reduce the housing deficit and meet demands for urban and rural housing through the design and implementation of a national policy on housing. It also seeks to strengthen public policies on the right to food and ensure universal access to safe water and sanitation services.

The Plan is the result of broad and inclusive consultations among representatives of national authorities, civil society organizations and academia. Broad participation ensures that the Plan's goals are widely shared and that the ongoing process of its implementation remains transparent.

"The great achievement of this process has been the inclusion of different sectors of society in a joint effort with the Government and other State institutions to establish their goals of protection and respect for human rights and fundamental freedoms," said the HRA.

The HRA in Paraguay has provided consistent support and assistance on the elaboration of the Plan. "A National Human Rights Action Plan represents a new national project. Each country identifies its own challenges, priorities and goals," said the HRA. "Each society evaluates its current situation from its experiences and identifies the path to move forward as a transformed society which gives space to diversity, dignity, empowerment and equality of opportunities."

While the development of a National Human Rights Action Plan is an important step, implementation is what matters. The success of the Plan will be assessed according to the degree to which its objectives have been met through concrete measures and have enhanced the enjoyment of human rights in the country.



*A group of people demonstrate to demand the release of 15 farmers detained after a shooting with police during the eviction of lands at a farm, Asuncion, Paraguay, 21 November 2012 © EPA/Andres Cristaldo*

Among the major benefits is that the process of developing a National Human Rights Action Plan, if well designed and implemented, provides an opportunity to raise awareness about human rights and promote a human rights culture, particularly by encouraging dialogue among different sectors of society and broadening public participation in the development of human rights policies. It is an important means for identifying human rights priorities within the country and setting time-bound goals and programmes to meet them. Precise and practical Plans can be used to identify key actors, recommend priorities and solutions and make implementation easier and more likely. The allocation of government funds to carry out the planned activities is also essential. The UN Human Rights Office has developed guidelines and a Handbook on national human rights action plans which provides assistance to governments on the elaboration and implementation of Action Plans.

## Challenges



## OHCHR Action

### ***Weak or non-existent democratic institutions***

- Assist States in establishing democratic oversight and control mechanisms
- Provide technical assistance and advisory services for the development and functioning of State institutions
- Support civil society organizations to participate in policy and institutional reform
- Assist in ensuring democratic elections through supporting the:
  - Development of legal and institutional frameworks

### ***Lack of independent and specialized human rights institutions***

- Support the establishment and effective functioning of NHRIs so they may:
  - Receive and consider complaints of human rights violations
  - Participate in accountability and transitional justice processes
  - Participate in the development of, and effective interaction with, democratic institutions

### ***Lack of accountability mechanisms to make governments accountable to its citizens***

- Provide technical assistance to develop and reform normative frameworks
- Public advocacy for accountability
- Support the building of judicial institutions through training and guidance materials
- Enhance the capacity of national jurisdictions to investigate and prosecute
- Supporting compliance of informal justice systems with international human rights law

### ***Lack of justice and reparations in the aftermath of violence and conflict***

- Design and support truth-seeking processes, such as national consultations on transitional justice, judicial accountability mechanisms and reparation programmes
- Provide advice and guidance materials to UN partners on transitional justice-related issues

### ***Individuals or groups who experience discrimination and do not have access to justice***

- Develop policies and tools on access to justice and legal assistance for individuals and groups facing discrimination
- Advocate for increased access to justice for individuals and groups facing discrimination

### ***Inadequate response of the international community to human rights crises***

- Strengthen cooperation with the International Criminal Court, particularly in the areas of witness and victim protection, victim participation, outreach and education
- Advocate for the ratification of the Rome Statute and provide technical advice on national implementing legislation
- Support international justice and accountability mechanisms, including hybrid tribunals and international commissions of inquiry and fact-finding missions
- Facilitate implementation of recommendations from UN human rights mechanisms

## Expected Accomplishments

<ul style="list-style-type: none"> <li>- Strengthening of capacity to monitor electoral processes</li> <li>- Monitoring of human rights violations in the context of elections</li> <li>• Support the development of national human rights action plans, human rights education and public information in the field of human rights</li> </ul>	<p>Progressively strengthened democratic institutions and governance systems based on the rule of law and the protection of human rights (GEA 1)<sup>1</sup></p>
<ul style="list-style-type: none"> <li>- Participate in activities of the UN and regional human rights mechanisms and bodies addressing impunity</li> <li>- Strengthen capacities on matters related to accountability, the rule of law and democracy</li> </ul>	<p>Increased engagement of national human rights institutions in addressing impunity (GEA 1)</p>
<ul style="list-style-type: none"> <li>• Developing guidance materials to assist victims and witness-protection programmes</li> <li>• Strengthen human rights monitoring of legal systems to ensure compliance with international human rights norms</li> <li>• Monitor conditions of, and the legal basis for, detention to ensure compliance with international standards</li> <li>• Advocate for a moratorium by States on the use of the death penalty, with a view to its abolition</li> </ul>	<p>National accountability mechanisms established and operating in accordance with international human rights standards and good practices (GEA 1)</p>
<ul style="list-style-type: none"> <li>• Consolidate the different elements of the right to truth</li> <li>• Ensure that transitional justice principles are reflected in peace negotiations and peace agreements</li> </ul>	<p>Transitional justice mechanisms increasingly established and operating in accordance with international human rights standards and good practices (GEA 3)</p>
<ul style="list-style-type: none"> <li>• Undertake information and education campaigns and sensitize national stakeholders to the need for such campaigns</li> </ul>	<p>Increased access to justice for individuals and groups facing discrimination (GEA 4)</p>
<ul style="list-style-type: none"> <li>• Work with other parts of the UN to ensure that human rights consistently inform all policies and activities of the UN system</li> <li>• Combat impunity and enhance accountability through the Security Council</li> <li>• Support the HRC and the relevant UN human rights mechanisms, including in the review of individual complaints and allegations and the conduct of inquiries</li> </ul>	<p>Increased responsiveness of international entities, including the International Criminal Court (ICC), international tribunals, the Human Rights Council and UN human rights mechanisms to combat impunity in critical human rights situations (GEA 10)</p>

<sup>1</sup> - These numbers refer to the 11 Global Expected Accomplishments (see annex I) which describe OHCHR's mandate in terms of the key results (behavioural, institutional or legislative changes) to which the Office aims to contribute.

# Poverty and economic, social and cultural rights



*A homeless man eats a free hot meal in a warm tent built to shelter people from the cold weather in Donetsk, Ukraine, 19 December 2012  
© EPA/PHOTOMIG*

## ***Pursuing economic, social and cultural rights, and combating inequalities and poverty, including in the context of the economic, food and climate crises***

The protection of economic, social and cultural rights, alongside civil and political rights, is central to overcoming social and economic deprivation, particularly in light of the devastating and far-reaching impacts of the current global food, economic and climate crises. Economic growth alone is not enough to ensure the full realization of economic, social and cultural rights for everyone.

The pursuit of economic, social and cultural rights is guided by the principles of universality, indivisibility and interdependence of all human rights and fundamental freedoms that are enshrined in the Universal Declaration of Human Rights. The eradication of poverty and the creation of conditions for achieving economic and social progress and development are vital for the effective implementation of the right to development.

OHCHR works toward the full enjoyment of civil, cultural, economic, political and social rights by all people to ensure they are enabled to participate actively and meaningfully in all aspects of political, social and economic life and hold governments accountable for the fulfilment of these rights. In particular, OHCHR focuses on:

- Increasing awareness and understanding of ESCRs as fully binding, implementable and justiciable human rights. Emphasis will be placed on improving the conceptual clarity of ESCRs and identifying the relevance of ESCRs for sectoral policies in development and humanitarian action. Stronger focus will be placed on specific rights or certain aspects of those rights (such as the right to housing, especially in connection with

evictions; the right to food and the right to health, including sexual and reproductive rights; maternal mortality and morbidity; HIV/AIDS; and the right to water and sanitation)

- Analyzing and advocating in relation to the implications of economic and social issues, such as access to land, on human rights
- Contributing to the integration of human rights in global and national development and poverty reduction frameworks, including in relation to develop-

ment planning, budgets and indicators and macro-economic policies (i.e., trade, debt, etc.)

- Enhancing Millennium Development Goals (MDG) accountability and focusing on specific MDG targets and corresponding ESCRs
- Continuing to mainstream human rights in UN policy and programming
- Advancing the clear, coherent and depoliticized promotion of the right to development as a human right.

## Protecting the right to food

According to estimates from the UN Food and Agriculture Organization (FAO), 925 million people around the globe, almost one person in seven, go to bed hungry every night.

Hunger and malnutrition remain key global challenges. Many governments are struggling to address the needs of their populations and meet the Millennium Development Goal target of halving the proportion of people who suffer from hunger by 2015.

“Fighting hunger and malnutrition is not merely a humanitarian cause but rather a matter of empowering people to claim their rights and to hold governments accountable,” said Olivier De Schutter, the UN Special Rapporteur expert on the right to food, at an expert summit held in Nairobi, Kenya, in April 2012.

What steps must governments take to secure the right to food in their countries? How well are countries in Eastern and Southern Africa proceeding and how can good practices be shared? These were among the questions under discussion at the right to food consultation.

More than 45 food experts, parliamentarians, human rights institutions, policymakers, food producers organizations and non-governmental organizations from Kenya, Malawi, Mozambique, Rwanda, South Africa, Uganda, Tanzania, Zambia and Zimbabwe participated in the Nairobi meeting organized by OHCHR in cooperation with the FAO on behalf of the Special Rapporteur.

“Political will, civil society participation and empowerment and the establishment of monitoring mechanisms

are key elements of any strategy against hunger,” said De Schutter.

In order to meet their international obligations regarding the right to food, States should introduce domestic legal protections for this right in national constitutions and laws. Constitutional and broader legal protection of the right to food can often be used to challenge laws and practices that lead to violations of the right to food.



*A Somali woman sells meat from a kiosk at the market in Kismayo, Somalia © AU-UN IST Photo/Stuart Price*

“People are hungry not because there is too little food: they are hungry because they are economically marginalized and politically powerless,” said De Schutter. “Right to Food regional expert meetings involving all relevant actors serve to share best practices and to help countries strengthen laws and policies to ensure that everyone has access to adequate food.”

## Challenges

## OHCHR Action

### ***Human rights do not inform national development and poverty reduction policies***

- Provide technical assistance and tools to governments, NHRIs, civil society, the private sector and other national stakeholders to integrate human rights in the assessment, formulation and monitoring of national development plans, poverty reduction strategies, public budgets and policies governing business activities
- Advocate for changes in legal and institutional frameworks to ensure meaningful participation of civil society in national development processes and enhanced government and corporate accountability

### ***Inadequate national laws***

- Assist national stakeholders in making necessary changes to relevant legislation, policies and practices and monitoring the implementation of ESCRs
- Provide technical assistance, advice and training materials on ESCRs to NHRIs to enhance their capacity to monitor and protect ESCRs and facilitate information and knowledge-sharing among them
- Support the participation of national stakeholders in monitoring exercises with international human rights mechanisms and

### ***Lack of redress for violations of ESCRs***

- Strengthen the capacity of relevant professionals at the country level, such as judges, lawyers and civil society organizations, to ensure legal protection of ESCRs

### ***International development policies do not adequately integrate a human rights approach***

- Develop a strategy on human rights in the post-2015 development agenda
- Provide empirical evidence of the value of human rights in development
- Advocate for the integration of human rights into policy responses of the international community to economic and social crises and challenges
- Mainstream the right to development in global partnerships between Member States, development agencies and international development, financial and trade institutions
- Provide analysis and advice on the integration of human rights into international policy responses and inter-agency mechanisms

### ***Need to integrate human rights into the wider UN system***

- Mainstream all human rights principles and standards, including the right to development, into UN policies, guidelines and training tools related to development programming
- Work with UNCTs to encourage the application of the human rights-based approach to common programming processes
- Develop guidance and training tools to strengthen the leadership and advocacy skills of UN Resident Coordinators and other UN leaders to promote all human rights at the national level
- Lead the UN Development Group Human Rights Mainstreaming Mechanism



## Expected Accomplishments

<ul style="list-style-type: none"> <li>Promote a human rights-based approach to development planning at the country level</li> <li>Develop human rights indicators, resource materials and tools to increase the capacity of national actors to assess the implementation of human rights and monitor and report on the impact on human rights of human development plans, poverty reduction strategies, budgets and business activities</li> <li>Advocate for the integration of human rights in trade and investment agreements and business activities</li> </ul>	<p>Increased integration of human rights standards and principles in national development plans, poverty reduction strategies, public budgets, and laws and policies governing development cooperation, trade, finance, investment and business activities (GEA 1)<sup>1</sup></p>
<p>experts, including treaty bodies, special procedures and the UPR</p> <ul style="list-style-type: none"> <li>Provide technical assistance to governments and other national stakeholders on implementing country-specific recommendations which address violations of economic, social and cultural rights</li> <li>Provide advice, training and materials on ESCRs to relevant professional personnel at the national level, including lawyers, policymakers, civil society organizations and UN staff members</li> </ul>	<p>Increased compliance of national laws, policies and programmes with international norms and standards on economic, social and cultural rights (GEA 1)</p>
<ul style="list-style-type: none"> <li>Develop guidance tools, analyze procedural and substantive obstacles, provide advice on legal drafting, disseminate comparative judicial standards, and advocate for legal and political strategies</li> </ul>	<p>Increased protection by national judicial, quasi-judicial and administrative mechanisms of redress against violations of economic, social and cultural rights (GEA 1)</p>
<ul style="list-style-type: none"> <li>More systematic compilation and world-mapping of indicators based on information processed by human rights mechanisms</li> <li>Build partnerships with human rights and development groups and strengthen cooperation with UN agencies, the World Bank and the World Trade Organization</li> <li>Encourage all UN human rights mechanisms to pay attention to human rights in the context of the global social, economic and environmental challenges and the MDG framework</li> </ul>	<p>Increased integration of key human rights issues in global, regional and national responses to development, economic, food and climate crises and other challenges, including in the formulation of the post-2015 development agenda (GEA 10)</p>
<ul style="list-style-type: none"> <li>Advocate for the integration of human rights into the UN work on governance and anti-corruption</li> <li>Serve as a pilot to test the UN System-Wide Action Plan on Gender Mainstreaming and the Empowerment of Women, developed by UN-Women, to ensure that a human rights-based approach to gender issues is promoted when establishing minimum performance standards for the UN system</li> </ul>	<p>Increased integration of all human rights standards and principles into UN system development policies and programmes (GEA 11)</p>

<sup>1</sup> - These numbers refer to the 11 Global Expected Accomplishments (see annex I) which describe OHCHR's mandate in terms of the key results (behavioural, institutional or legislative changes) to which the Office aims to contribute.

# Migration



Artwork, by an unaccompanied migrant child staying at a shelter in Greece, suggests a traumatic journey from Afghanistan. © Kristy Siegfried/IRIN

## ***Protecting human rights in the context of migration***

Approximately 214 million people, or three per cent of the world's population, are living outside of their countries of origin. If the migrant population continues to grow at its current pace, it is estimated that there will be 405 million international migrants by 2050. Migration affects all regions of the world; it can be temporary or permanent, forced or voluntary, and takes place through regular or irregular channels of travel.

Millions of migrants are driven into insecure and vulnerable conditions as a result of economic disparities, conflict and environmental degradation, limited legal opportunities for migration and discrimination. Further, as governments seek to combat irregular migration through strengthened controls, borders can become sites of violence, discrimination and abuse. The criminalization of irregular migration can be seen as a disproportionate response to what is essentially an administrative infraction. The association of migrants with criminality promotes stigmatization and vilification. Yet it must be

remembered that at the heart of this phenomenon are individual human beings who are entitled to the full range of human rights.

There is an urgent need for the development and implementation of coherent, comprehensive and coordinated frameworks to address migration at the national, regional and international levels. These frameworks must be founded on international human rights norms and standards.

OHCHR's strategic focus in relation to migration is to promote and contribute to the protection of the human rights of all migrants, regardless of their legal status. The following areas guide the overall work of the Office on migration:

- Combating discrimination, racism, xenophobia and related intolerance against migrants, in particular discriminatory legislation, regulations and policies

- which criminalize and exclude migrants
- Protecting the economic, social and cultural rights of migrants, including access to education, decent work, housing and health, together with the protection of family life and related civil and political rights
- Advocating for access to safeguards in the context of immigration detention and finding alternatives to the detention of migrants
- Opposing the criminalization of irregular migrants: It has been widely recognized by human rights mech-

- anisms that infractions of immigration rules should not be a criminal matter
- Protecting human rights in the context of mixed migration: So-called “mixed flows” of migration include people on the move with various motivations and protection profiles. In the context of mixed flows, migration observers have identified a growing human rights crisis at international borders where violence, discrimination, unlawful interception, refoulement and even loss of life are increasingly common.

## Imprisoning migrants is not the answer

States use a wide range of reasons to justify the detention of migrants and some consider irregular migration as a national security problem or a criminal issue, notes the UN Special Rapporteur on the human rights of migrants, François Crépeau, in his annual report to the Human Rights Council (19th Session, March 2012). He makes clear, however, that there are a number of human rights issues at stake.

“Any detention of migrants must be prescribed by law and must be necessary, reasonable and proportional to the objectives to be achieved,” Crépeau says, drawing special attention to the fact that the right to liberty and security of person, the protection against arbitrary detention and all other human rights are applicable to all detained persons, regardless of their migration status. The Special Rapporteur adds that a decision to detain should only be taken under clear legal authority, and all migrants deprived of their liberty should be assisted, free of charge, by legal counsel and an interpreter during administrative proceedings. Migrants under administrative detention should be placed in a public facility specifically intended for that purpose and not a facility intended for persons imprisoned under criminal law.

“Immigration detention should never be mandatory or automatic. It should be a measure of last resort, only permissible for the shortest period of time and when no less restrictive measure is available,” he stresses. “Governments have an obligation to establish a presumption in favour of liberty in domestic law and should consider progressively abolishing the administrative detention of migrants.”

Crépeau also focuses on providing special protection for certain categories of migrants in detention, including women, children, people with disabilities, people living with HIV/AIDS, victims of torture and victims of trafficking.

Women in detention should be separated from men and only supervised by women officers in order to protect

them from sexual violence. The detention of pregnant women migrants and breastfeeding mothers should be avoided and legislation should not permit the detention of unaccompanied children.

“Legislation should prevent trafficked persons from being prosecuted, detained or punished for illegal entry or residence in the country or for the activities they are involved in as a consequence of their situation as trafficked persons,” the expert adds.



*Would-be migrants from Tunisia are detained in a military compound after arriving by boat on the southern Italian island of Lampedusa, Italy, 12 February 2011 ©EPA/Ciro Fusco*

In his report, Crépeau identifies a range of successful non-custodial alternatives to detention, which are also considerably less expensive than detention measures. However, he warns, the success of those alternatives depends on the adoption of a human rights approach.

“There is no empirical evidence that detention deters irregular migration or discourages persons from seeking asylum. Despite increasingly tough detention policies being introduced over the past 20 years in countries around the world, the number of irregular arrivals has not decreased.”



### ***Inadequate national laws relevant to migration***

- Provide technical assistance to governments and lawmakers on how to bring national legal and administrative frameworks related to migration in line with international human rights standards
- Assist governments in implementing recommendations by human rights mechanisms
- Provide technical assistance to governments on the Recommended Principles and Guidelines on Human Rights and Human Trafficking
- Develop tools and organize capacity-strengthening workshops

### ***Lack of redress for violations of migrants' human rights***

- Strengthen the capacity of the judiciary and the legal profession to apply relevant international human rights standards to migration
- Strengthen the capacity of NHRIs and civil society actors to promote, monitor and investigate violations of migrants' human rights

### ***Lack of international response to the concerns on migrants' human rights***

- Raise international awareness about human rights issues relating to migration

### ***Need to further integrate human rights standards and principles in UN system-wide initiatives on migration***

- Support the human rights mechanisms in addressing the situation of migrants
- Integrate a human rights-based approach to trafficking within the work of the Inter-Agency Coordination Group against Trafficking in Persons (ICAT)



## Expected Accomplishments

and activities on migration and human rights for governments, judges and lawyers, NHRIs and civil society organizations

- Advocate for meaningful participation of civil society in the development of national laws, policies and administrative regulations relevant to migration
- Develop research-based materials on international human rights standards related to migration
- Raise awareness about the rights of migrants

Increased compliance with international human rights standards of national laws, policies and administrative regulations relevant to migration (GEA 1)<sup>1</sup>

- Disseminate jurisprudence on migrant rights from international, regional and national courts, as well as the human rights treaty bodies

Effective functioning of judicial, quasi-judicial and administrative mechanisms to monitor, investigate and provide redress for violations of migrants' human rights (GEA 1)

- Engage with key international and regional processes on migration to advocate for a focus on migrants' rights and promotion of a human rights-based approach to migration

Increased responsiveness of the international community to migrants' rights, including international and regional processes on migration (GEA 10)

- Assist UNCTs to focus on human rights and migration in programming through capacity-strengthening activities and training modules
- Advocate for the integration of a human rights-based approach to the work of the Global Migration Group

Increased integration of human rights standards and principles into UN system policies and programmes relevant to migration (GEA 11)

<sup>1</sup> - These numbers refer to the 11 Global Expected Accomplishments (see annex I) which describe OHCHR's mandate in terms of the key results (behavioural, institutional or legislative changes) to which the Office aims to contribute.

# Violence and insecurity



*A Jordanian soldier helps Syrian children flee violence in their country as they cross the Syria-Jordan border on 5 September 2012 © EPA/STR*

## ***Protecting human rights in situations of violence and insecurity***

Insecurity exists when a government cannot or will not ensure the protection of its citizens, organizations and institutions against threats to their well-being and the prosperity of their communities, including from the government itself. OHCHR focuses its efforts on countries lacking an appropriate State response to violence which fosters an environment of insecurity. OHCHR is focused on three types of situations of violence and insecurity:

- International or internal armed conflict
- Humanitarian crises which, both natural and caused by humans, invariably result in, or aggravate, pre-existing human rights concerns
- Countries where social, economic and criminal violence is prevalent, as well as societies that are struggling with terrorism.

International human rights law, whether established by treaty or custom, is applicable at all times in these contexts. Human rights law, national law, refugee law and international humanitarian law (IHL) are complementary and mutually reinforcing. In addition to the primary responsibility of the State, the international community

has the responsibility to protect when international crimes are being systematically committed.

Violence and insecurity expose populations to widespread human rights violations, such as extrajudicial killings, torture and ill-treatment, disappearances, sexual and gender-based violence and arbitrary detention. Under these circumstances, State institutions that should protect human rights generally lack the capacity, resources or power to resolve the crisis or may themselves be part of the problem (i.e., subject to corruption). Civil society, on the other hand, often lacks the political space, capacity or influence to make effective demands on government to resolve a crisis and ensure the protection of human rights.

Appropriate solutions must be based on multifaceted policies, strategies and actions that involve the entire UN human rights system, strengthen the rule of law, fight impunity and address the root causes of exclusion, including discrimination, that contribute to an environment of insecurity and violence.

OHCHR concentrates its efforts on countries where States frequently fail to respond appropriately to violence which thereby fosters an environment of insecurity. In particular, OHCHR focuses on:

- Strengthening the response of duty-bearers to comply with international human rights standards;

- Empowering rights-holders to demand redress for violations of their rights and participate in decision-making processes, including elections. To support rights-holders, human rights defenders must be supported and protected. OHCHR focuses on the rights of those most affected by situations of violence and insecurity, with particular attention paid to victims of sexual violence.

## Report on Libya: Human rights violations and war crimes

In its report to the Human Rights Council (19th Session, March 2012), the International Commission of Inquiry on Libya, established by the Council in February 2011, stresses that the situation in Libya cannot be fully comprehended “without understanding first how profoundly damaged Libyan society has been over the last 40 years.” The Commission refers to serious human rights abuses, widespread corruption and nepotism and the manner of governance.

“While major abuses are still occurring, the difference between the past and the present is that those responsible for abuses now are not part of a system of brutality sanctioned by the central government,” according to the report.

The Commission found that forces loyal to Qadhafi were involved in a range of violations, including murder, torture, enforced disappearances and certain acts of sexual violence. These violations, the Commission says, amount to breaches of human rights and humanitarian law and crimes against humanity.

The Commission offers specific examples to support these allegations. One such instance involved the murder of detainees in Tripoli by retreating Qadhafi forces. As the city fell to the opposition, guards threw three grenades through the doors of a warehouse holding prisoners and then opened fire. Of the 157 detainees, the report notes that only 51 survivors have been confirmed.

The Commission also describes killings by the anti-government forces, including the executions of a number of Chadian nationals and captured Qadhafi soldiers. The report details the execution of as many as 78 captured government fighters and civilians in a hotel in the town of Sirte. The Commission says none of the violations committed by the anti-government fighters has been investigated by the authorities and “breaches of international human rights law continue to occur in a climate of impunity.”

The deaths of Muammar Qadhafi and his son Mutassim were investigated but the Commission was unable to ob-

tain sufficient evidence to make a finding in either case and recommended further investigation.

In relation to the actions undertaken by NATO in Libya, the Commission records that nearly 18,000 raids were flown and finds the campaign was conducted “with a demonstrable determination to avoid civilian casualties.” The Commission also confirmed civilian casualties on some “limited” occasions.” On the basis of the information provided by NATO, the Commission noted it could not draw conclusions in those instances and recommended further investigation.



Libyan protesters hold placards during an anti-militia march in Benghazi, Libya, 21 September 2012 © EPA/Mohammed Elryani

The Commission notes the efforts made by the interim Government to restore a functioning judiciary, including through its creation of a National Council for Civil Liberties and Human Rights and adoption of a Transitional Justice Law. While acknowledging progress and the Government’s expressed commitment to human rights, the Commission says it has serious reservations.

The Commission made a number of recommendations, chief among them being that all violations of international human rights law and international humanitarian law described in the report be investigated and the alleged perpetrators prosecuted, irrespective of their location or affiliation.

## Challenges



## OHCHR Action

### ***Lack of appropriate response from national authorities to human rights violations***

- Engage with States affected by violence or insecurity to strengthen their capacity to address human rights challenges
- Advocate for legislation and practices that limit trafficking in and the use of arms and light weapons
- Raise awareness about issues of concern, including through public reporting, statements and media activities to encourage appropriate action

### ***Inadequate national security policies and legislation***

- Provide support to civil society to use laws, policies and institutions to leverage human rights change
- Provide advice on methodology and conduct training to support the establishment or reform of professional, human rights-compliant and accountable security agencies, armed forces, police and other law enforcement agencies
- Support the integration of human rights in the curricula of key law enforcement institutions
- Provide advice on draft laws, policies and practices relating to violence against women, women in detention and prison and the rights of women to participate in public life
- Provide advice on draft laws, policies and practices relating to

### ***Inadequate justice and accountability mechanisms***

- Develop case selection criteria for efforts to advocate for accountability in national or international forums in response to individual violations of human rights or international humanitarian law
- Undertake case-based advocacy to identify gaps in the justice system that can inhibit human rights violations from being investigated, keep perpetrators from being prosecuted and punished and prevent victims from receiving reparations in accordance with international standards
- Support provisional solutions and capacities that can assist with redress in accordance with human rights law (i.e., mobile courts, traditional mechanisms, hybrid tribunals and international commissions)

### ***Sexual violence goes unpunished and victims do not receive reparations***

- Support the establishment of justice and accountability mechanisms in accordance with international human rights standards to prosecute perpetrators and ensure reparation for victims of sexual violence
- Contribute to creating and implementing national strategies against sexual violence. Strengthen the capacity of UN partners to monitor and investigate conflict-related sexual violence

## Expected Accomplishments

- Support civil society in making demands on State institutions to better prevent and respond to individual human rights violations
- Advocate for special measures to protect victims of human rights violations as a result of violence and insecurity, as well as human rights defenders working on their behalf

State institutions (particularly the judiciary, the security sector and national human rights institutions) increasingly comply with international human rights standards in the area of the prevention and effective response to individual human rights violations (GEA 1)<sup>1</sup>

children in conflict with the law, violence against children and children involved in armed conflict

- Discuss with governments, legislatures and other stakeholders the impact of counter-terrorism and security measures on rights-holders, taking into account relevant recommendations by UN human rights mechanisms
- Contribute to strengthening the protection of human rights in the context of counter-terrorism and develop reference guides to support the establishment of national human rights-compliant counter-terrorism policies and legislation

Human security policies and legislation, as well as State entities dealing with human security issues, increasingly comply with international human rights standards (GEA 1)

- Support the development of national judicial and administrative oversight mechanisms that comply with international standards to prevent and remedy human rights violations, with special attention paid to empowering communities to complain when security institutions violate human rights
- Strengthen the capacity of civil society organizations, including to create the requisite political space and to carry out credible, independent monitoring, reporting and advocacy activities within their own countries

Improved impact of cases selected for individual advocacy in the revival or creation of justice and accountability mechanisms (GEA 1)

- Support the (re)establishment of assistance for victims of sexual violence and related human rights violations
- Support the Committee on the Elimination of Discrimination against Women in the elaboration of a “General Recommendation on Women in Conflict and Post-conflict Situations”

Increased number of successful prosecutions and percentage of victims of sexual violence that receive reparation in accordance with international standards (GEA 4)

*Table continues overleaf*

## Challenges



## OHCHR Action

### ***Lack of participation by rights-holders in policy formulation***

- Advocate for and encourage civil society monitoring of the implementation of policies relating to security and humanitarian assistance, as well as for the creation and operation by State institutions and civil society of systems that gather and analyze related information
- Contribute to enabling public participation in the development of solutions related to security, violence and humanitarian crises
- Advocate among humanitarian and development actors for the importance of participation by rights-holders, without denying the importance of meeting urgent needs
- Encourage active participation in elections by all rights-holders and work to protect the freedoms of expression and assembly in that context

### ***Insufficient response from the international community***

- Support the Human Rights Council to increase its responsiveness to urgent, chronic and emerging situations
- Raise awareness about human rights challenges identified during monitoring and investigation activities
- Assist States in exercising their responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity
- Advocate for timely and decisive actions by the international community when national authorities fail to protect their populations from such crimes
- Use the High Commissioner's report, and information gathered in the field, to engage with Member States to advocate for the inclusion of human rights violations on the agenda of relevant UN bodies, including the Human Rights Council, the Security Council and the General Assembly
- Work to integrate human rights personnel in each peace mission mandated by the Security Council or the General Assembly

### ***Inadequate mainstreaming of human rights into UN humanitarian and peacekeeping activities***

- Mainstream human rights throughout planning, preparedness, response and recovery efforts by conceptualizing and articulating a human rights-based approach in the delivery of assistance by partners
- Actively engage with relevant UN bodies to facilitate changes in UN policy and practice that will contribute to the active promotion of respect for human rights law
- Assume leadership or co-leadership for national Protection Clusters where relevant and develop good practices in relation to this role
- Strengthen collaboration with the Departments of Peacekeeping Operations and Political Affairs, provide human rights input into policy directives and actions and participate in the planning of integrated missions to ensure comprehensive human rights man-



## Expected Accomplishments

- Advocate for the incorporation into peace agreements of provisions protecting the rights of rural communities, minorities, indigenous peoples, internally displaced persons and refugees and, within these communities, the rights of children, women, persons with disabilities and elderly persons, while also highlighting their rights to participate in bringing about peace and stability in their country, including in elections
- Support human rights defenders to disseminate knowledge of rights

Increased participation of rights-holders, especially those groups most at risk, in elections and the design and implementation of policies and legislation concerning violence and insecurity and their increased use of national protection systems (GEA 5)

- Issue public reports regarding specific events or patterns that identify legislative or institutional gaps or human rights concerns and strategically disseminate these reports with recommendations of relevant UN human rights mechanisms, and advocate for their implementation
- Brief relevant special procedures mandate-holders and other UN human rights experts on human rights developments that may warrant their attention, based on monitoring and protection work
- Work toward the exercise of due diligence by all entities intervening in countries that are experiencing violence and insecurity to ensure that they do no harm and, in fact, contribute to measurable human rights change

In the context of violence and insecurity, the international community, in particular the Security Council, General Assembly, Human Rights Council and donors, increasingly responds in a timely and effective manner to chronic and urgent human rights situations and issues (GEA 10)

dates and the increased operationalization of human rights standards

- Support the implementation of the Human Rights and Due Diligence Policy (HRDDP) aimed at mainstreaming human rights in the support provided by UN entities to non-UN security forces globally
- In cooperation with other parts of peace missions and UNCTs, address issues of human rights violations and the protection of civilians with relevant security forces and rebel groups present in conflict or post-conflict States
- Provide training on human rights and human rights mechanisms to UN staff who are to be deployed as part of peace missions and humanitarian responses

In the context of violence and insecurity, increased integration of human rights standards and principles into the UN systems for humanitarian action, peace-keeping, peace-building and security policies and programmes (GEA 11)

# Human rights mechanisms



HRC special session on Syria in Palais des Nations, Geneva, 1 June 2012 © UN Photo/Pierre Albouy

## ***Strengthening human rights mechanisms and the progressive development of international human rights law***

The human rights mechanisms consist of: (1) the Human Rights Council (HRC); (2) the Universal Periodic Review (UPR); (3) special procedures; and (4) the human rights treaty bodies (for details about each of these, please refer to the chapter about headquarters on p. 58).

The human rights mechanisms are constantly evolving as a result of new mandates and working methods. Changes in recent years, including the adoption of human rights treaties with the establishment of corresponding Committees of experts, the creation of new special procedures mandates and intergovernmental working groups, in addition to an increased number of HRC special sessions and commissions of inquiry, have undoubtedly significantly strengthened the international legal framework for the promotion and protection of human rights. These changes have also added to the workload of OHCHR. The additional responsibilities delegated to the Office have

not been matched by an equivalent increase in resources, creating acute management challenges for the Office.

OHCHR's mandate includes supporting UN human rights bodies and mechanisms. In particular, it focuses on:

- Ensuring the effective functioning of UN human rights mechanisms, including their increased synergies, and more effective follow-up and implementation of their recommendations by States
- Enhancing cooperation between UN and regional human rights mechanisms
- Promoting universal ratification of/accession to human rights treaties
- Strengthening OHCHR's support to human rights mechanisms and States in the progressive development of international and regional human rights law.

# Indicators: essential tools in the realization of human rights

Residents of the Seven Towers high-rise complex in North Belfast have achieved significant improvements in their living conditions by harnessing the power of statistics. Seven Towers is a social housing complex in Northern Ireland, a 1960's development of 380 flats, that is now extremely run-down.

With the assistance of a civil society organization, Participation and the Practice of Rights Project (PPRP), the people who live in the Towers used qualitative and quantitative surveys to support their case for better living conditions and more inclusive decision-making processes. The residents linked their serious, recurrent housing problems to a set of core "right to adequate housing" indicators to monitor progress. The indicators employed included the percentage of residents with drainage and sewage problems, the percentage of residents reporting dampness and mould in their flats and the percentage of residents dissatisfied with how involved they felt in decisions made by the housing executive. Although the residents' actions continue, substantial progress has been made, according to the PPRP.

The Seven Towers community campaign is an example in a newly published guide on human rights indicators, authored by the Office of the High Commissioner for Human Rights (OHCHR), to illustrate how people can effectively use indicators to claim their rights.

In the foreword to *Human Rights Indicators: A Guide to Measurement and Implementation*, the High Commissioner for Human Rights, Navi Pillay says, "The human rights journey from standard-setting to effective implementation depends, in large measure, on the availability of appropriate tools for policy formulation and evaluation. Indicators, both quantitative and qualitative, are one such essential tool."

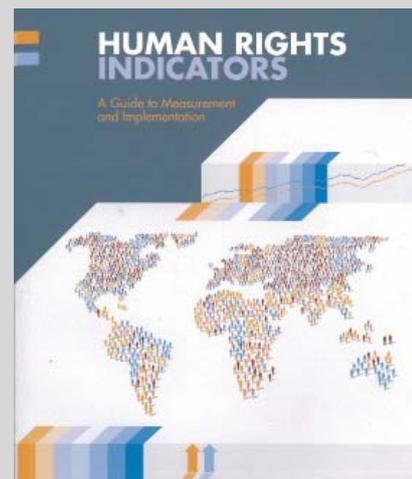
Development of a framework of indicators at OHCHR was initiated with the guidance of the human rights treaty bodies; the Committees which assess implementation of human rights obligations at the national level. A multidisciplinary approach was used and the process involved consultations with a wide range of international and national human rights actors, including government agencies, national human rights institutions, statistics offices and civil society organizations.

The Guide quotes the economist G.K. Galbraith: "if it is not counted, it tends not to be noticed." In other words, there is a need for suitable information to ensure further transparency and accountability in the pursuit of univer-

sally valued goals. The human rights indicators described in the Guide aim to fulfill that requirement. Indicators facilitate monitoring of compliance with the international treaties, can assist national governments in implementing rights-based policies and can bolster cases argued by human rights advocates.

Statistical systems play a critical role in the protection and measurement of human rights at the country level. Well articulated indicators can improve public understanding of constraints and policy trade-offs and help create broader consensus on social priorities.

The Guide notes that the use of indicators at the national and international levels is becoming increasingly common in the development of public policies and legislative programmes that are compliant with global human rights standards.



In 2009, Guatemala became the first State to use these human rights indicators to assist in its reporting to the human rights treaty bodies on the rights to health, food and education.

Brazil, Kenya, Mexico, Nepal, Sweden and the United Kingdom have also used elements of the framework to develop and meet their respective human rights objectives.

In her foreword, Pillay emphasizes that the indicators and methods in the Guide "are primarily meant to inform more comprehensive assessments and are neither designed nor suitable for ranking the human rights performance of States."

The Guide can be downloaded free of charge from the OHCHR website.

## Challenges



## OHCHR Action

### ***Lack of ratification of international human rights treaties***

- Advocate for ratification of human rights treaties and withdrawal of reservations, including through public statements of the High Commissioner, media initiatives and bilateral meetings with governments
- Encourage ratification of human rights treaties and withdrawal of reservations by working with State officials and NHRIs, including through visits by special procedures mandate-holders and relevant recommendations of international human rights mechanisms

### ***Insufficient State engagement with the human rights mechanisms***

#### **Support to all human rights mechanisms and bodies:**

- Provide substantive and technical support to human rights mechanisms and bodies in their daily work
- Sensitize and support States, NHRIs, civil society organizations and UN partners to promote and monitor respect for human rights and follow-up to recommendations of the human rights mechanisms
- Engage with representatives of the human rights mechanisms and bodies to encourage them to identify and address emerging situations of violence and preventive measures and adopt more targeted recommendations
- Disseminate decisions and recommendations of human rights mechanisms at the international and national level
- Support and encourage the sharing of good practices, experiences and cooperation among and between States and civil society and with OHCHR in relation to the implementation of recommendations from all human rights mechanisms
- Promote the improvement of accessibility of OHCHR facilities, goods and services for persons with disabilities

#### **Support to the Human Rights Council, the special procedures and the Universal Periodic Review:**

- Support the HRC to address all human rights issues, including through special sessions, thematic debates and other formats of

### ***Rights-holders are not making adequate use of the human rights mechanisms***

- Promote and facilitate access to UN human rights mechanisms and bodies by NHRIs, civil society actors and especially individuals and groups that are subject or vulnerable to discrimination
- To the greatest extent possible, provide protection to NHRIs and civil society actors who engage with UN human rights mechanisms and bodies, including by following-up on alleged cases/situations of reprisals
- Enhance accessibility to human rights mechanisms by rights-holders, such as persons with disabilities, including through the increased use of accessible formats and information technology and ensuring facilitated physical access to meetings held in Geneva

## Expected Accomplishments

- Provide information and technical advice to governments and lawmakers in relation to ratification of international human rights treaties
- Continue to make available updated public information on the status of ratifications and reservations, interpretation and significance of the human rights treaties

Increased ratification of international human rights instruments and review of reservations (GEA 2)<sup>1</sup>

dialogue and engagement with States, in cooperation with other human rights bodies and mechanisms

- Maintain information on special procedures such as mandates, mandate-holders, invitations, country visits and responses in a comprehensive and accessible manner
- Ensure the independence and integrity of the special procedures and the sustainability of the UPR process
- Encourage and support implementation of the report on joint communications

Increased compliance of States with their obligations under the human rights mechanisms and bodies, especially in terms of reporting and putting in place efficient mechanisms to ensure follow-up to their recommendations (GEA 6)

### Support to treaty bodies:

- Support the process of reflection on strengthening the treaty body system

### Support to States and stakeholders:

- Ensure that outcomes and recommendations of human rights mechanisms and bodies are systematically considered when defining and reporting on OHCHR's overall priorities and programme of work
- Assess and respond in a timely manner to requests for technical assistance by Member States, and, as appropriate, other national stakeholders

- Develop training materials and make available information on the human rights mechanisms through NHRI networks and Civil Society Section broadcasts
- Provide training to assist NHRIs and civil society actors to make more effective use of human rights mechanisms and bodies
- Conduct fellowship programmes for minorities, indigenous peoples and Afro-descendants and for staff of NHRIs
- Fully operationalize the expanded mandate of the Fund on Indigenous Populations to increase the participation of indigenous peoples in human rights mechanisms

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 (GEA 7)

*Table continues overleaf*

<sup>1</sup> - These numbers refer to the 11 Global Expected Accomplishments (see annex I) which describe OHCHR's mandate in terms of the key results (behavioural, institutional or legislative changes) to which the Office aims to contribute.

## Challenges



## OHCHR Action

### *Gaps in international and regional human rights law*

- Support the development of new human rights instruments and standards
- Support the human rights mechanisms in relation to the development of international human rights law
- Support standard-setting and thematic activities undertaken by subsidiary bodies of the Human Rights Council
- Support the General Assembly's Open-ended Working Group on Ageing to strengthen the protection of the human rights of older persons
- Contribute to the progressive development of international standards on business and human rights and the effective implementation of the United Nations Guiding Principles on Business and Human Rights

### *Incoherence within the human rights mechanisms*

- Facilitate consultations among various stakeholders for treaty body strengthening
- Develop and implement proposals to improve coordination between and among members of treaty bodies and special procedures mandate-holders in relation to working methods or around specific issues
- Implement the outcome of the Human Rights Council review related to the modalities of the UPR and enhance the selection and appointment process for special procedures mandate-holders



## Expected Accomplishments

- Commemorate the 20th anniversary of the adoption of the United Nations Declaration on the Rights of Persons belonging to National or Ethnic, Religious and Linguistic Minorities with concrete regional and global awareness-raising activities and the promotion of expert dialogue to enhance its effectiveness
- Report on the outcome of the OHCHR expert workshops on the prohibition of incitement to national, racial or religious hatred and initiate and implement adequate follow-up initiatives
- Cooperate closely with regional human rights systems to strengthen and ensure consistency of international and regional human rights law

Advances in the progressive development of international and regional human rights law in selected areas of focus (GEA 8)

- Engage with representatives of the human rights mechanisms to ensure recommendations are sufficiently tailored to facilitate improvement of human rights situations on the ground
- Work with regional human rights mechanisms to identify opportunities for cooperation and complementarity between regional and international human rights mechanisms and procedures, including in follow-up on all relevant recommendations

Enhanced coherence and consistency in the system of human rights mechanisms (GEA 9)

# OHCHR in the field



*The High Commissioner observes the results of an excavation of victims of the armed conflict in Guatemala, 2012 © OHCHR/Rolando Alfaro*

OHCHR field presences fall into two categories: stand-alone presences and collaborative arrangements. The first category includes country, stand-alone and regional offices, which report directly to the High Commissioner.

The second category comprises field presences with double reporting lines, namely, human rights components of peace or political missions who report to the Head of the mission and the High Commissioner; and human rights advisers (HRAs) in United Nations Country Teams (UNCTs) who report to the UN Resident Coordinator and the High Commissioner. Field operations are primarily funded through voluntary contributions.

## 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. A mandate typically includes human rights monitoring, protection, technical cooperation activities and public reporting and is tailored to a specific country situation.

OHCHR has 13 country or stand-alone offices (at 31 December 2012):

- Bolivia
- Cambodia
- Colombia
- Guatemala
- Guinea
- Kosovo
- Mauritania
- Mexico
- State of Palestine
- Togo
- Tunisia
- Uganda
- Yemen

## Regional Offices and Centres

Regional offices are similarly 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 governments in their engagement with the UN human rights mechanisms (treaty bodies, special procedures and Universal Periodic Review).

They work closely with regional and subregional inter-governmental 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 has regional centres that are established in accordance with General Assembly resolutions and imbued with a specific mandate.

## The threat of forced recruitment in DRC

Since April 2012, UN human rights officers in eastern Democratic Republic of the Congo (DRC) have obtained evidence of over 100 civilians being forcibly recruited by the M23 rebel armed group led by army deserters in the North Kivu province. Reports indicate that the actual numbers could be substantially higher.

“After fighting the Congolese army, the advancing M23 armed group conquered the town. The inhabitants fled into the bush to hide. I was amongst a group of 13 young men captured by M23 soldiers wearing uniforms and armed with AK47s and rocket launchers. We were bound and forced to follow the combatants on foot all night to a training camp many kilometres away,” recalls Thomas, a 20-year-old university student.

“There were already 250 people in the camp when we arrived. I underwent military training for one month. Then, one afternoon whilst we were foraging for food, I managed to escape two guards and fled into the bush. It took me seven days to reach a MONUSCO base to seek help.”

The majority of the cases documented by the UN Human Rights Office over the past four months involves youth aged 24 years of age and younger. Child Protection Officers from the UN Mission to the DRC (MONUSCO) report children as young as 13 years old being recruited into the ranks of the M23. They are made to serve either

as porters transporting food, weapons and ammunition by foot, or as soldiers. There are also multiple reports of the execution of civilians resisting recruitment.

One boy interviewed described how the children in the camp were severely beaten on a daily basis for so-called ‘training purposes;’ many ended up in critical condition as a result of these beatings. When a boy tried to escape, he was allegedly shot through his thighs as a warning to the other children.

The practice of forced recruitment has long been used by many of the armed groups active in the DRC, including local Mayi Mayi elements, the Democratic Forces for the Liberation of Rwanda and the Lord’s Resistance Army. However, the substantial increase in the number of cases documented by human rights officers in North Kivu since the upsurge of hostilities between the M23 and the Congolese armed forces is a cause for grave concern, notes the UN High Commissioner for Human Rights, Navi Pillay.

“The abduction of a civilian to serve within the ranks of an armed group is a gross violation of their human rights,” stressed Pillay. “Moreover, the impact goes beyond the individual – in the DRC forced recruitment has ripped families apart and caused others to flee in the face of advancing combatants, fearful that their sons will be captured. The practice must end immediately, and those responsible held accountable.”



*Government army (FARDC) troops in Minova, DRC, move to positions in the hills around the town  
© IRIN/Jessica Hatcher*

OHCHR has 13 regional presences (at 31 December 2012):

- Regional Office for Central America (Panama)
- Regional Office for South America (Chile)
- Regional Office for Eastern Africa (Addis Ababa)
- Regional Office for the Middle East (Beirut)
- Regional Office for Central Asia (Bishkek)
- Regional Office for Europe (Brussels)
- Regional Office for North Africa (Tunis)
- Regional Office for the Pacific (Suva)
- Regional Office for South-East Asia (Bangkok)
- Regional Office for Southern Africa (Pretoria)
- Regional Office for Western Africa (Dakar)
- United Nations Centre for Human Rights and Democracy in Central Africa (Yaoundé)
- United Nations Human Rights Training and Documentation Center (Doha)

### Human rights components of United Nations Peace and Political Missions

OHCHR supports human rights components of peace-keeping and political missions by providing expert advice, technical assistance and functional support on human rights issues. The Head of a human rights component in a peace or political mission is the representative of the High Commissioner for Human Rights in the mission country and has a dual reporting line: one to the Head of the mission and one to the High Commissioner. Based on Security Council resolutions, human rights components of peace missions typically focus on:

- Observing, investigating, documenting and reporting on the human rights situation
- Ensuring that peace processes promote justice and equity
- Preventing and redressing violations of human rights, with a focus on the protection of civilians and transitional justice
- Building human rights capacities and institution
- Mainstreaming human rights into all UN programmes and activities

Fifteen out of 18 UN peace missions incorporate human rights promotion and protection into their mandated work (at 31 December 2012):

- United Nations Stabilization Mission in Haiti (MINUSTAH)
- United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)
- United Nations Operation in Côte d'Ivoire (UNOCI)
- United Nations Mission in Liberia (UNMIL)
- United Nations Mission in the Republic of South Sudan (UNMISS)
- African Union-United Nations Hybrid Operation in Darfur (UNAMID)

- United Nations Office in Burundi (BNUB)
- United Nations Integrated Peace-building Office in the Central African Republic (BINUCA)
- United Nations Integrated Peace-building Office in Guinea-Bissau (UNIOGBIS)
- United Nations Integrated Peace-building Office in Sierra Leone (UNIPSIL)
- United Nations Political Office for Somalia (UNPOS)
- United Nations Support Mission in Libya (UNSMIL)
- United Nations Assistance Mission for Iraq (UNAMI)
- United Nations Assistance Mission in Afghanistan (UNAMA)
- United Nations Integrated Mission in Timor-Leste (UNMIT) (closed on 31.12.12)

### 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 assist the Resident Coordinators, Heads of UN agencies and members of UNCTs to integrate human rights in their programming strategies and implementation efforts and develop and strengthen national human rights capacities. Other functions include:

- Advising and providing training to independent national human rights institutions
- Advising duty-bearers on how to promote UN normative values
- Building networks with, and providing practical support to, civil society actors
- Providing operational support to human rights training and/or national capacity-building activities

Human rights advisers are normally funded through extrabudgetary contributions. In some instances, cost-sharing agreements have been concluded with UNDP and in other cases, these posts have been funded by the Action 2 programme (which has been superseded by the United Nations Development Group Human Rights Mainstreaming Mechanism since November 2009).

OHCHR has 18 human rights advisers (at 31 December 2012):

- |                      |   |
|----------------------|---|
| • Chad               | • Rwanda  |
| • Ecuador            | • Serbia  |
| • Honduras           | • Sri Lanka   |
| • Kenya              | • Southern Caucasus (based in Tbilisi and covering Armenia, Azerbaijan and Georgia) |
| • Madagascar         | • Tajikistan  |
| • Maldives           | • The former Yugoslav Republic of Macedonia   |
| • Moldova            | • Ukraine.  |
| • Niger              |   |
| • Papua New Guinea   |   |
| • Paraguay           |   |
| • Russian Federation |   |

# Enforced Disappearances in South America

Viviana Díaz, aged 61, remembers as if it were yesterday the morning when her father, Victor Díaz, received a phone call and said goodbye to her, her mother and her two brothers and left his home in Santiago, Chile. It was 11 September 1973 and it would be the last time she would ever see him.

After he left, Mr. Díaz lived in hiding for 32 months. Then, on the morning of 12 May 1976 her father was found by agents of the National Intelligence Directorate (DINA). He was tortured and detained.

“That’s when our search began – a search that extends to the present day,” says Viviana, who has dedicated her life to searching for the truth surrounding her father’s disappearance and that of the more than 1,000 victims of enforced disappearances during the dictatorship in Chile.



*A woman speaks about her son being disappeared in Argentina*  
© UN Photo/Evan Schneider

The systematic use of torture and disappearances, as defined by the United Nations International Convention for the Protection of All Persons from Enforced Disappearance, was common during various dictatorships in South America between 1960 and 1980.

According to Ariel Dulitzky, member of the United Nations Working Group on Enforced or Involuntary Disappearances (WGEID), the practice of enforced disappearances in South America has evolved. However, the region is now “a place where creative solutions to respond to the phenomenon of enforced disappearance are in process,” he said.

“There are major efforts in many countries,” observed Dulitzky upon concluding the Working Group’s official mission to Chile from 13 to 21 August 2012, along with colleague Jasminka Dzumhur. “We believe there has been impressive progress in the area of justice in Chile.

We learned that despite the persistence of an amnesty law, [the Government] can still prosecute and convict those responsible for disappearances.”

In Argentina, human rights organizations estimate the disappearances of 30,000 people during the country’s military dictatorship, as well as the systematic theft and abduction of some 500 babies. “In relation to dealing with the issue of enforced disappearances, Argentina has [developed] a clear leadership in the region and provides an example of how to do things,” said Luciano Hazan, a member of the UN Committee on Enforced Disappearances and a lawyer with the Asociación Abuelas de Plaza de Mayo - Association of Plaza de Mayo Grandmothers - an organization that was established in 1978 in response to the forced or involuntary disappearance of hundreds of children during that period.

Despite the proportions of the tragedy, “Argentina is at the forefront in terms of reparations to victims and their families, in the construction of memory spaces, the search for justice and the end of impunity,” stressed Estela De Carlotto, President of Abuelas de Plaza de Mayo. She noted that the law to annul the amnesty laws and the hundreds of trials initiated for crimes against humanity during the dictatorship, as well as the constant search for babies kidnapped by military agents, are among the various initiatives that demonstrate the nation’s progress.

Since the 1977 abduction of her daughter who was three months pregnant, de Carlotto has not stopped looking for her grandson, Guido. “We do not want forgiveness or reconciliation; we want truth, justice and the weight of the law. Some want to forget: we say never,” emphasized De Carlotto, who endeavours to reveal the truth of the horrors of enforced disappearances that occurred during the dictatorship so that their systematic use is never repeated.

In August, Asociación Abuelas de Plaza de Mayo announced the recovery of the 106th grandson, identified as Pablo Gaona Miranda, who was abducted a month after his birth and adopted by a retired colonel. Another 400 cases like his remain unsolved in Argentina.

In Chile, important details surrounding the case of Viviana’s father were revealed in 2007, indicating that his body was thrown into the sea after seven months of torture. There are currently 74 people charged with his kidnapping and homicide.

“Despite all the suffering, I don’t think spending a lifetime dedicated to this has been in vain,” says Viviana.

# Requirements for the field 2013

## Regular budget allocation and extrabudgetary requirements for the field - by budget component

<i>In US\$</i>	Regular budget allocation	Extrabudgetary requirements
<b>Total Requirements for Field Presences</b>		
Personnel and related costs	6,785,950	34,399,471
Consultants	53,670	2,833,396
Travel	437,620	3,059,592
Contractual services	63,830	1,569,389
General operating expenses	682,530	4,363,196
Supplies and materials	102,900	1,749,018
Seminars, grants and contributions	1,256,900	6,929,485
<b>Subtotal</b>	<b>9,383,400</b>	<b>54,903,547</b>
Programme support costs	-	6,984,062
<b>GRAND TOTAL FIELD</b>	<b>9,383,400</b>	<b>61,887,609</b>

	Regular budget allocation	Extrabudgetary requirements
<b>Regular Programme of Technical Cooperation</b>		
Personnel and related costs	341,250	-
Consultants	53,670	-
Travel	243,520	-
Contractual services	23,230	-
General operating expenses	24,030	-
Supplies and materials	-	-
Seminars, grants and contributions	916,400	-
<b>Subtotal</b>	<b>1,602,100</b>	-
Programme support costs	-	-
<b>GRAND TOTAL</b>	<b>1,602,100</b>	-

	Regular budget allocation	Extrabudgetary requirements
<b>Requirements for Africa</b>		
Personnel and related costs	1,461,500	9,293,264
Consultants	-	271,411
Travel	36,000	679,726
Contractual services	18,000	328,796
General operating expenses	171,800	1,280,852
Supplies and materials	43,600	333,962
Seminars, grants and contributions	159,800	2,199,005
<b>Subtotal</b>	<b>1,890,700</b>	<b>14,387,016</b>
Programme support costs	-	1,866,715
<b>GRAND TOTAL AFRICA</b>	<b>1,890,700</b>	<b>16,253,731</b>

*In US\$***Regular budget  
allocation****Extrabudgetary  
requirements**

<b>Requirements for Americas</b>		
Personnel and related costs	1,208,900	12,318,908
Consultants	-	1,634,485
Travel	29,700	760,076
Contractual services	4,100	375,828
General operating expenses	202,200	1,279,616
Supplies and materials	12,400	248,851
Seminars, grants and contributions	53,100	1,031,000
<b>Subtotal</b>	<b>1,510,400</b>	<b>17,648,764</b>
Programme support costs	-	2,263,598
<b>GRAND TOTAL AMERICAS</b>	<b>1,510,400</b>	<b>19,912,362</b>
<b>Requirements for Asia and the Pacific</b>		
Personnel and related costs	2,321,300	2,714,569
Consultants	-	403,452
Travel	107,200	398,099
Contractual services	6,500	230,018
General operating expenses	146,800	229,238
Supplies and materials	30,200	127,017
Seminars, grants and contributions	47,600	926,977
<b>Subtotal</b>	<b>2,659,600</b>	<b>5,029,370</b>
Programme support costs	-	622,620
<b>GRAND TOTAL ASIA AND THE PACIFIC</b>	<b>2,659,600</b>	<b>5,651,990</b>
<b>Requirements for Europe and Central Asia</b>		
Personnel and related costs	1,453,000	2,742,126
Consultants	-	215,433
Travel	21,200	239,774
Contractual services	12,000	159,631
General operating expenses	137,700	404,256
Supplies and materials	16,700	63,782
Seminars, grants and contributions	80,000	1,313,802
<b>Subtotal</b>	<b>1,720,600</b>	<b>5,138,804</b>
Programme support costs	-	592,198
<b>GRAND TOTAL EUROPE AND CENTRAL ASIA</b>	<b>1,720,600</b>	<b>5,731,002</b>
<b>Requirements for Middle East and North Africa</b>		
Personnel and related costs	-	7,330,604
Consultants	-	308,615
Travel	-	981,917
Contractual services	-	475,116
General operating expenses	-	1,169,234
Supplies and materials	-	975,406
Seminars, grants and contributions	-	1,458,701
<b>Subtotal</b>	<b>-</b>	<b>12,699,593</b>
Programme support costs	-	1,638,931
<b>GRAND TOTAL MIDDLE EAST AND NORTH AFRICA</b>	<b>-</b>	<b>14,338,524</b>
<b>GRAND TOTAL FIELD RB + XB</b>		<b>71,271,009</b>

# Headquarters

OHCHR is headquartered in Geneva with an office in New York. The composition of the Office consists of an overall management component as well as four substantive divisions.

## Executive Direction and Management

The High Commissioner for Human Rights is the chief advocate for human rights in the United Nations system and provides a voice for victims around the world. This role is fulfilled by maintaining continuous dialogue with Member States and numerous stakeholders about the Office's priorities and activities. The visibility and impact of the High Commissioner's role are ensured through public statements, speeches, opinion articles, country visits, high-level meetings and other key outreach activities. The High Commissioner and her Deputy are supported in their engagement with Member States, the media, civil society and partners in the United Nations system by the following nine organizational units within Executive Direction and Management (EDM):

### 1. Executive Office

The Executive Office (EO) supports the High Commissioner in all her engagements and coordinates with the rest of the Office.

### 2. New York Office

The New York Office (NYO) represents the High Commissioner at UN Headquarters (UNHQ) to ensure that the norms, standards, methodologies, policies and mechanisms of the UN human rights system are fully integrated into the work of the New York-based UN organs and agencies, including policy-development processes and public information initiatives. The NYO has a central role in ensuring the mainstreaming of human rights into all substantive areas of work of the Organization.

### 3. Policy, Planning, Monitoring and Evaluation Service

The Policy, Planning, Monitoring and Evaluation Service (PPMES) supports the development of a culture of results within OHCHR. It supports all parts of the Office, and the Senior Management Team in particular, in facilitating the development of office-wide policies and programmes. In this context, PPMES takes the lead in translating the High Commissioner's strategic vision into concrete priorities and operational programmes that focus on the achievement of results. It also ensures that programme implementation and results are effectively monitored and evaluated in order to provide an effective feedback loop to incorporate lessons learned into future programme design and implementation. Through an ongoing analysis of OHCHR's organizational environment, PPMES helps to identify substantive or managerial gaps in OHCHR's results-based programming and policies and proposes actions to address them.

### 4. Programme Support and Management Services

Programme Support and Management Services (PSMS) functions as a service provider to OHCHR in Geneva, New York and the field and supplies and coordinates a full range of administrative and management services. The primary objective of PSMS is to provide the necessary support to substantive divisions and field presences to enable them to make efficient and effective use of resources while meeting the strategic objectives of the Office. PSMS services are provided by five organizational units, namely: finance and budget; human resources

*Launching of the National Action Plan for the Implementation of UPR recommendations in Niger. From left: the UN Resident Coordinator, the Deputy High Commissioner for Human Rights, the Prime Minister of Niger, the Minister of Justice of Niger and a representative of the Organisation internationale de la Francophonie © OHCHR/Sandrine Mbea*



management; information management and technology; staff development; and general administrative support services, which includes travel, procurement, logistical support, records management and sustainable management.

### 5. Donor and External Relations Section

The Donor and External Relations Section (DEXREL) is responsible for securing sufficient voluntary contributions from donors to meet the Office's extrabudgetary resource requirements. It maintains close contact with donor representatives, disseminates information on the Office's current work, future plans and funding needs through regular briefing sessions, annual consultations and written reports, proposals and other materials. The Section is responsible for producing OHCHR'S Annual Appeal as well as its Annual Report which highlights the results achieved from the global work undertaken by the Office in the preceding year.

### 6. Communications Section

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

### 7. Civil Society Section

OHCHR reaches out to civil society actors worldwide, with the objective of securing more effective human rights promotion and protection through an improved understanding of the United Nations human rights pro-

gramme and strategies. The Civil Society Section (CSS) builds knowledge and skills, promotes civil society participation in the UN human rights programme and works to strengthen interaction between OHCHR and civil society, including in particular groups experiencing discrimination. The Section works collaboratively to protect civil society opportunities for action and civil society actors at risk.

### 8. Safety and Security Section

The OHCHR Safety and Security Section (SSS) coordinates security for OHCHR's global operations, staff and assets in accordance with established security risk management practices and in close coordination with the United Nations Department of Safety and Security. The Section is an integral part of the OHCHR support mechanism for activities of the Human Rights Council, such as fact-finding missions and commissions of inquiry. It is also responsible for coordinating with the UN security management system, which provides protection for officials and experts who are travelling on behalf of OHCHR, including members of the human rights treaty bodies and working groups, Special Rapporteurs and Commissioners. The Section participates in system-wide UN security policymaking forums to ensure that human rights are mainstreamed into the staff security policies and procedures that are applicable to all UN Agencies, Funds and Programmes.

### 9. Documents Processing Unit

The Document Processing Unit (DPU) is responsible for planning, coordinating and processing all OHCHR documents and publications as mandated by the General Assembly and various UN human rights bodies, in accordance with established guidelines. DPU is also responsible for tabulating and keeping track of the Office's annual programme of meetings, including those of the Human Rights Council, its affiliated mechanisms, and the human rights treaty bodies. It works in close coordination with partner departments at UNHQ and the United Nations Office at Geneva.

*Left: Remarks by the Secretary-General during Human Rights Day 2012. Right: A panel event on the role of "Leadership in the Fight Against Homophobia" on the occasion of Human Rights Day 2012 with the participation of (from left) Yvonne Chaka Chaka, South African musician, singer and campaigner, the Secretary-General, popstar Ricky Martin and Najat Vallaud-Belkacem, Minister for Women's Rights, France © UN Photo/Rick Bajornas*



# Fighting for the right to protect Māori culture

“For us as an indigenous community it is important to get the right to develop the resources on the land that was historically taken from us,” says Carwyn Jones, a member of the Māori nation Ngāti Kahungunu in New Zealand. “We want to be part of the decision-making process, to have a say in how the natural environment is managed.” Jones is one of the 23 representatives of indigenous peoples who were selected to participate in the 2012 Indigenous Fellowship Programme that took place in Geneva at the United Nations Human Rights Office.

The annual UN Human Rights indigenous training programme was established to empower indigenous representatives and their communities by strengthening their knowledge of the UN human rights system and building their capacity so they are better equipped to promote and protect the rights of their respective indigenous communities at the international level. Between 1997 and 2012, 244 indigenous men and women have participated in the Indigenous Fellowship Programme.

Ngāti Kahungunu is the third largest Māori nation in New Zealand and represents 59,946 Māori, according to the 2006 New Zealand Census and Local Government statistics. Its tribal territory is located on the south-eastern part of the North Island of New Zealand.

Since 2006, Jones has been a lecturer at Victoria University of Wellington’s Faculty of Law in New Zealand, where he specializes in the Treaty of Waitangi and Māori customary law. He is currently a Ph.D. candidate at the University of Victoria’s Faculty of Law in British Columbia, Canada.

The 35-year-old lawyer is also a member of the Māori Independent Constitutional Working Group that is working to develop a model for a constitution based on tikanga (traditional laws and practices) and the Treaty of Waitangi, which guarantees Māori rights.

The Treaty of Waitangi is an agreement that was reached between the British Crown and approximately 540 Māori rangatira (chiefs) in 1840 and was written in Māori and English. Considered New Zealand’s founding document, the Treaty established a British Governor of New Zealand, guaranteed the Māori ownership of their lands and other properties and gave the Māori the rights and privileges of British subjects.

In his human rights work, Jones particularly focuses on the protection of indigenous peoples’ rights to traditional and ancestral lands and their traditional knowledge. For Jones and his community, the protection of the Māori cultural identity is closely linked to the promotion of the Māori language and the protection of intellectual property.

“Our traditional knowledge rarely has one sole creator and often cannot be traced back to particular creators because of its age,” he explains. “We need permanent protection of our knowledge, but intellectual property laws operate with a time limit, and so they are insufficient in this regard.”

Revitalizing the Māori language is also an issue that is close to Jones’ heart. He has seen progress in early childhood language learning, however, he believes there is still a lot of work to be done.

Jones feels very fortunate that both his sons have had the opportunity to attend one of the Māori language early childhood education centres called kohanga reo. Yet, “there has recently been a decline in the quality of language learning,” he explains, “which is due to a lack of funding for Māori language teachers. So the language is far from protected.”

He especially believes that engaging young people in his community is a way to ensure that the struggle for Māori rights is kept alive. This motivates him to encourage Māori students in the faculty to take the conversation on indigenous rights outside the law school to the wider Māori community.

Jones notes that the Fellowship experience inspired him to encourage Māori law students to submit reports to the human rights treaty bodies and the Universal Periodic Review of the UN Human Rights Council. “It would be excellent practice for them to keep an eye on deadlines and make sure there is some Māori input in these reports,” he says.



Carwyn H. Jones © OHCHR / C. Wambaa

## Research and Right to Development Division

The Research and Right to Development Division (RRDD) is responsible for implementing Subprogramme 1 of the Secretary-General's Strategic Framework, entitled "Human rights mainstreaming, right to development and research and analysis."

OHCHR provides policy and legal guidance and advice, conducts research, develops tools and learning packages and shares expertise on a wide range of human rights themes with Member States, NHRIs, civil society organizations, UN partners and international human rights bodies and mechanisms. It also makes recommendations for policy positions and advocacy on thematic issues to the High Commissioner. Whether engaging in applied research, mapping exercises, legal analyses, leading the mainstreaming of human rights within the UN system, or the documentation and sharing of promising practices, RRDD works closely with staff at headquarters and in the field to enhance knowledge-sharing, apply findings and develop tools that are relevant to local situations.

RRDD also contributes to the work of the human rights mechanisms through legal advice and thematic support provided to human rights experts, working groups, task forces, committees, intergovernmental bodies and other stakeholders.

## Human Rights Treaties Division

The Human Rights Treaties Division (HRTD) is responsible for implementing Subprogramme 2 of the Secretary-General's Strategic Framework, entitled "Supporting human rights treaty bodies."

The Division supports the work of the 10 treaty bodies that are mandated to monitor implementation of the international human rights treaties. Each of the treaties established committees that are composed of independent experts who are elected by States Parties and serve in their personal capacity. Treaty bodies monitor the national-level implementation of human rights treaties through the periodic reviewing of reports submitted by States Parties to each treaty. Following consideration of the reports and constructive dialogue with State Party representatives, the treaty bodies issue recommendations as to how States Parties can effectively address ongoing challenges to implementation of their obligations. The committees also receive and consider individual complaints, adopt general comments and conduct inquiries. One committee undertakes visits to States Parties with a view to preventing torture and other cruel, inhuman or degrading treatment or punishment.

In addition to the organization of the sessions, OHCHR's support of the treaty bodies includes undertaking country analyses, formulating lists of issues and assisting in the drafting of detailed, focused and concrete concluding observations and decisions on individual complaints. The Office provides advice to States Parties and civil society and conducts training on the reporting process and the implementation of recommendations. Recommendations are also used in other areas of the Office's work, including in supporting special procedures, thematic research and activities and OHCHR field presences.

*Delegates ask for the floor at the 21st Session of the Human Rights Council, Palais des Nations, 11 September 2012 © UN Photo/Violaine Martin*



## Austerity measures may violate human rights

Half a decade has passed since the sub-prime mortgage crisis in the United States developed into a global financial crisis. In response, many countries undertook large-scale bailouts of virtually bankrupt banks. As a result of the bailouts and other consequential effects of the financial crisis, public deficits have risen sharply in many countries.

Governments, notably in Europe, have responded to mounting deficits with austerity measures. These measures have been manifested in drastic reductions to public service and social protection expenditures, leading to rapid decreases in standards of living and a dramatic increase in unemployment levels.

Addressing the United Nations General Assembly in New York on 23 October 2012, the Chairperson of the Committee on Economic, Social and Cultural Rights, Ariranga Govindasamy, noted that although States face tough decisions when dealing with rising public deficits, austerity measures are potentially violations of the legal obligations of States Parties to the International Covenant on Economic, Social and Cultural Rights.

“All States Parties should avoid at all times taking decisions which lead to the denial or infringement of economic, social and cultural rights,” the Chairperson said, citing an open letter to States Parties from the Committee earlier this year. The letter elaborated the Committee’s position on austerity measures.

States Parties to the Covenant have a legally binding obligation to progressively improve, without retrogression, universal access to goods and services, such as health care, education, housing and social security and ensure just and favourable conditions of work, without discrimination, in accordance with established international standards. These rights must be achieved by using the maximum of available resources.

As noted by the Chairperson, austerity measures are a disincentive to economic growth and thereby hamper progressive realization of economic and social rights. The Committee has indicated that social insecurity and political instability, as seen in parts of Europe today, are also potential effects of the denial or infringement of economic, social and cultural rights. It has also stressed that the poor, women, children, persons with disabilities, older persons, people with HIV/AIDS, indigenous peoples, ethnic minorities, migrants and refugees are particularly at risk.



Civil servants demonstrate against austerity measures in Athens, 19 December 2012  
© EPA/Orestis Panagiotou

In a recent statement, the High Commissioner for Human Rights, Navi Pillay, expressed concern over rising social tensions inflamed by the effects of the economic crises in Greece and Spain and the broader adverse impacts of austerity measures on the most vulnerable.

Several United Nations human rights experts have recently outlined how austerity measures are incongruent with economic, social and cultural human rights and called for banking sector reforms and the application of human rights-based approaches to overcome financial and economic crises.

# Field Operations and Technical Cooperation Division

The Field Operations and Technical Cooperation Division (FOTCD) is responsible for implementing Subprogramme 3 of the Secretary-General's Strategic Framework, entitled "Advisory services, technical cooperation and field activities." As the operational division of OHCHR, FOTCD supports the work of human rights field presences and leads OHCHR's dialogue and activities related to human rights at the national, regional and subregional levels. In cooperation with other parts of the Office and in close collaboration with UN partners, government actors, national human rights institutions and civil society organizations, the Division supports implementation efforts on the ground. FOTCD engages in activities in headquarters and the field to: strengthen the national and regional human rights protection systems; enhance the implementation of international human rights norms at country level; and prevent and reduce human rights violations.

Through its field presences, the Division seeks to ensure that national authorities and civil society actors have the capacity to address human rights concerns and are informed about international human rights standards. In particular, the Division supports efforts to translate these standards into laws, regulations and policies and establish or strengthen justice and accountability mechanisms at the national level to ensure that rights-holders are protected and empowered. This is done through improved monitoring, investigation and redress of violations of civil, cultural, economic, political and social rights in line with recommendations emanating from the international human rights mechanisms and the High Commissioner for Human Rights.

# The Human Rights Council and Special Procedures Division

The Human Rights Council and Special Procedures Division (HRCSPD) is responsible for implementing Subprogramme 4 of the Secretary-General's Strategic Framework, entitled "Supporting the Human Rights Council, its subsidiary bodies and mechanisms." The Division, together with other parts of OHCHR, provides substantive support to the principal Charter-based organs in the field of human rights, namely: the Human Rights Council (HRC) and its special procedures and other subsidiary

mechanisms; its expert advice body, the Advisory Committee; the Universal Periodic Review (UPR); the two working groups established under the Council's Complaint Procedure (on Communications and on Situations) and the intergovernmental working group on the right to peace.

The Human Rights Council is an intergovernmental body, comprised of 47 States, that is responsible for strengthening the promotion and protection of human rights around the globe. It takes action on human rights situations, develops international standards and discusses emerging human rights trends.

The Universal Periodic Review is a process within the Human Rights Council and involves the review of the human rights records of all 193 UN Member States once every four and a half years. The UPR is a State-driven process that provides States with the opportunity to develop a national system of consultations and dialogue with civil society, present the actions they have taken to improve the human rights situations in their countries, fulfil their human rights obligations and implement the outcome of the previous review, as well as highlight the developments which have occurred since the preceding review.

Special procedures consist of mechanisms (special rapporteurs, independent experts and working groups), created by the Human Rights Council to address specific human rights issues in all parts of the world. Mandate-holders consider, advise and publicly report on human rights situations in specific countries or territories (country mandates) and major human rights themes (thematic mandates). All mandate-holders report to the Human Rights Council on their findings and recommendations, and many also report to the General Assembly. Special procedures undertake country visits, send communications to States about human rights issues and individual cases and undertake thematic studies. In this context, mandate-holders contribute to the development of international human rights law, raise public awareness and interact with States and civil society.

Mandate-holders serve in their personal capacity and do not receive salaries or any other financial compensation for their work. Individuals are excluded from acting as mandate-holders if they hold decision-making positions in government or any other organization or entity which may give rise to a conflict of interest with the responsibilities inherent in the mandate. This ensures their independence which is crucial for them to impartially fulfil their functions. At the end of 2012, there were a total of 48 special procedures mandates (36 thematic mandates and 12 mandates related to country-related situations).

## Syria: Civilians bearing the brunt of the violence

The Commission of Inquiry on Syria presented its latest report to the Human Rights on the situation in Syria in September 2012.

The Chair of the Commission, Paulo Pinheiro, told the Council that gross human rights violations had increased in pace and scale and that the situation was “difficult to describe justly in few words.”

A 12-month investigation, which included over 1,100 interviews, led the Commissioners to conclude that both pro- and anti-government forces were to blame for the escalation of violence in the areas of Aleppo, Damascus, Dera, Latakia, Idlib and Homs where air strikes and shelling occurred in residential neighbourhoods on a daily basis.

The inquiry found that Government forces and the Government-backed militia, known as Shabbiha, have committed crimes against humanity, war crimes and gross human rights violations. These crimes included murder, summary execution, torture, arbitrary arrest and detention, sexual violence, violations of children’s rights, pillaging and destruction of civilian objects, including hospitals and schools.

Anti-government armed groups have also committed war crimes, mainly directed at Government soldiers, informers and alleged members of Shabbiha, including murder, extrajudicial executions and torture.

“It is apparent that the crimes and abuses committed by anti-government armed groups, though serious, did not

*A damaged building in Homs, Syria, 3 May 2012 © EPA/Youssef Badawi*





*View from above of the Zaarti refugee camp in Jordan © UN Photo/Mark Garten*

reach the gravity, frequency and scale of those committed by the Government forces and Shabbiha,” Pinheiro said.

He confirmed the increasing presence of foreign armed elements, including Jihadist militants, who were either joining anti-government forces or operating independently. Syrian ethnic and religious minorities were also organized in self-defence groups, proof of increasing sectarian tensions in Syria.

The Commission noted that Government forces had cordoned off areas that were being shelled, resulting in high numbers of civilian deaths and shortages of food, water, gas and medical supplies. Pinheiro added that according to the Turkish Government, 60 per cent of Syrian refugees in Turkey fled from Idlib, one of the areas which sustained indiscriminate shelling throughout August.

“The socio-economic and humanitarian situation has further deteriorated due to the cumulative effect of conflict and economic sanctions. The Commission maintains that sanctions result in a denial of the most basic human rights of the Syrian people,” he stressed. “Scarcity of ba-

sic human needs, such as potable water, food, electricity, petrol and cooking fuel, is causing rampant inflation.” Pinheiro also noted that the conflict was spilling into neighbouring countries, threatening the stability of the region. He urged the international community to renew its support to the mission of the Joint Special Representative of the United Nations and League of Arab States, Lakhdar Brahimi.

“A political settlement is imperative as there is no military solution to the crisis. The conflict has unfolded for 18 months, with a confrontation of multiple internal and external actors, and appears set to continue until the exhaustion of one side or the other,” he said. “Enhancing the military capacity of the Government, or supplying arms to its opponents, only aggravates and ultimately extends the conflict.”

Pinheiro revealed that the Commissioners collected “an extraordinary body of evidence” and “a second confidential list of individuals and units believed to be responsible for violations” that will remain in the custody of the UN Human Rights Office for future investigations by national or international justice mechanisms.

# Requirements for headquarters 2013

## Regular budget allocation and extrabudgetary requirements for headquarters - by budget component

<i>In US\$</i>	Regular budget allocation	Extrabudgetary requirements
<b>Total Requirements for Headquarters</b>		
Personnel and related costs	51,504,300	42,656,614
Consultants	602,900	1,232,330
Travel	12,863,500	4,191,789
Contractual services	812,900	1,087,551
General operating expenses	904,200	272,437
Supplies and materials	567,600	68,600
Seminars, grants and contributions	684,300	2,432,078
<b>Subtotal</b>	<b>67,939,700</b>	<b>51,941,399</b>
Programme support costs	-	6,723,314
<b>GRAND TOTAL HEADQUARTERS</b>	<b>67,939,700</b>	<b>58,664,713</b>

	Regular budget allocation	Extrabudgetary requirements
<b>Requirements for Policymaking Organs</b>		
Personnel and related costs	438,600	-
Consultants	-	-
Travel	7,533,900	-
Contractual services	-	-
General operating expenses	146,000	-
Supplies and materials	25,100	-
Seminars, grants and contributions	-	-
<b>Subtotal</b>	<b>8,143,600</b>	-
Programme support costs	-	-
<b>GRAND TOTAL</b>	<b>8,143,600</b>	-

	Regular budget allocation	Extrabudgetary requirements
<b>Executive Direction and Management</b>		
Personnel and related costs	6,976,600	8,738,139
Consultants	65,700	82,315
Travel	338,400	722,536
Contractual services	69,800	108,000
General operating expenses	84,600	223,870
Supplies and materials	19,600	12,200
Seminars, grants and contributions	-	350,528
<b>Subtotal</b>	<b>7,554,700</b>	<b>10,237,588</b>
Programme support costs	-	1,313,815
<b>GRAND TOTAL EDM</b>	<b>7,554,700</b>	<b>11,551,403</b>

*In US\$***Regular budget  
allocation****Extrabudgetary  
requirements**

<b>Human Rights Mainstreaming, Right to Development, Research and Analysis</b>		
Personnel and related costs	9,255,800	8,623,352
Consultants	228,100	669,383
Travel	911,000	1,447,153
Contractual services	312,200	463,462
General operating expenses	22,700	7,400
Supplies and materials	60,800	1,600
Seminars, grants and contributions	204,800	582,492
<b>Subtotal</b>	<b>10,995,400</b>	<b>11,794,842</b>
Programme support costs	-	1,521,331
<b>GRAND TOTAL RRDD</b>	<b>10,995,400</b>	<b>13,316,173</b>
<b>Supporting the Human Rights Treaty Bodies</b>		
Personnel and related costs	8,415,900	3,766,987
Consultants	52,700	-
Travel	74,300	70,700
Contractual services	-	7,400
General operating expenses	-	-
Supplies and materials	-	-
Seminars, grants and contributions	-	402,688
<b>Subtotal</b>	<b>8,542,900</b>	<b>4,247,775</b>
Programme support costs	-	552,211
<b>GRAND TOTAL HRTD</b>	<b>8,542,900</b>	<b>4,799,986</b>
<b>Advisory Services and Technical Cooperation</b>		
Personnel and related costs	8,901,900	9,024,316
Consultants	28,500	151,993
Travel	620,800	1,217,927
Contractual services	-	58,297
General operating expenses	75,600	3,611
Supplies and materials	-	1,000
Seminars, grants and contributions	19,700	691,237
<b>Subtotal</b>	<b>9,646,500</b>	<b>11,148,381</b>
Programme support costs	-	1,449,290
<b>GRAND TOTAL FOTCD</b>	<b>9,646,500</b>	<b>12,597,671</b>
<b>Supporting the Human Rights Council and its Special Procedures</b>		
Personnel and related costs	12,868,500	6,535,940
Consultants	227,900	318,539
Travel	3,348,700	322,803
Contractual services	-	157,580
General operating expenses	310,900	37,556
Supplies and materials	-	1,800
Seminars, grants and contributions	214,000	-
<b>Subtotal</b>	<b>16,970,000</b>	<b>7,374,218</b>
Programme support costs	-	958,648
<b>GRAND TOTAL HRCSPD</b>	<b>16,970,000</b>	<b>8,332,866</b>

# Requirements for headquarters 2013 - continued

<i>In US\$</i>	<b>Regular budget allocation</b>	<b>Extrabudgetary requirements</b>
<b>Support to the Programmes</b>		
Personnel and related costs	4,647,000	5,876,980
Consultants	-	10,100
Travel	36,400	10,000
Contractual services	430,900	292,812
General operating expenses	264,400	-
Supplies and materials	462,100	52,000
Seminars, grants and contributions	245,800	-
<b>Subtotal</b>	<b>6,086,600</b>	<b>6,241,892</b>
Programme support costs	-	811,447
<b>GRAND TOTAL PSMS</b>	<b>6,086,600</b>	<b>7,053,339</b>

	<b>Regular budget allocation</b>	<b>Extrabudgetary requirements</b>
<b>Trust Fund for Participation in the UPR</b>		
Personnel and related costs	-	-
Consultants	-	-
Travel	-	325,090
Contractual services	-	-
General operating expenses	-	-
Supplies and materials	-	-
Seminars, grants and contributions	-	-
<b>Subtotal</b>	<b>-</b>	<b>325,090</b>
Programme support costs	-	42,262
<b>GRAND TOTAL</b>	<b>-</b>	<b>367,352</b>

	<b>Regular budget allocation</b>	<b>Extrabudgetary requirements</b>
<b>Trust Fund for Technical Assistance in the Implementation of the UPR</b>		
Personnel and related costs	-	90,900
Consultants	-	-
Travel	-	75,580
Contractual services	-	-
General operating expenses	-	-
Supplies and materials	-	-
Seminars, grants and contributions	-	405,133
<b>Subtotal</b>	<b>-</b>	<b>571,613</b>
Programme support costs	-	74,310
<b>GRAND TOTAL</b>	<b>-</b>	<b>645,923</b>

	<i>In US\$</i>	Regular budget allocation	Extrabudgetary requirements
<b>Voluntary Fund for Victims of Torture</b>			
Personnel and related costs	-	-	12,120
Consultants	-	-	15,150
Travel	-	-	220,000
Contractual services	-	-	-
General operating expenses	-	-	20,000
Supplies and materials	-	-	-
Seminars, grants and contributions	-	-	7,492,100
<b>Subtotal</b>	-	-	<b>7,759,370</b>
Programme support costs	-	-	1,008,718
<b>GRAND TOTAL VFVT</b>	-	-	<b>8,768,088</b>
<b>Voluntary Fund for Indigenous Populations</b>			
Personnel and related costs	-	-	-
Consultants	-	-	6,565
Travel	-	-	308,974
Contractual services	-	-	-
General operating expenses	-	-	-
Supplies and materials	-	-	-
Seminars, grants and contributions	-	-	4,000
<b>Subtotal</b>	-	-	<b>319,539</b>
Programme support costs	-	-	41,540
<b>GRAND TOTAL VFIP</b>	-	-	<b>361,079</b>
<b>Trust Fund on Contemporary Forms of Slavery</b>			
Personnel and related costs	-	-	-
Consultants	-	-	-
Travel	-	-	75,000
Contractual services	-	-	-
General operating expenses	-	-	10,000
Supplies and materials	-	-	-
Seminars, grants and contributions	-	-	616,623
<b>Subtotal</b>	-	-	<b>701,623</b>
Programme support costs	-	-	91,211
<b>GRAND TOTAL TFCFS</b>	-	-	<b>792,834</b>

**GRAND TOTAL HEADQUARTERS RB + XB**

**126,604,413**

# Trust Funds

*Voluntary contributions to support OHCHR's activities are channelled and managed through nine trust funds. This chapter describes each of these funds as well as two small funds which are not trust funds as per the UN Financial Regulations and Rules (the OP-CAT Special Fund and the Contingency Fund) and two multi-donor trust funds OHCHR works with.*

## Funds administered by OHCHR

### UN Trust Fund for the Support of the Activities of the High Commissioner for Human Rights

This Fund was set up in 1993 to supplement regular budget resources. It is the largest fund administered by OHCHR and is used to manage approximately 70 per cent of all extrabudgetary funds (especially unearmarked funds).

### UN Voluntary Fund for Technical Cooperation in the field of Human Rights

Established in 1987, this Fund supports national efforts to build human rights protection frameworks, including strong legal frameworks, effective national human rights institutions, independent judiciaries and vibrant civil society organizations.

OHCHR also administers and manages **the UN Trust Fund for a Human Rights Education Programme in Cambodia** that was established in 1992. The objective of the Fund is to contribute to the development and implementation of a human rights education programme in Cambodia to promote the understanding of and respect for human rights.

## The Universal Periodic Review (UPR) Funds

### UN Voluntary Fund for Participation in the UPR

The Fund was established in 2008 to facilitate the participation of official representatives from developing and least developed countries in the UPR and trainings for the preparation of national reports.

### UN Voluntary Fund for Financial and Technical Assistance for the Implementation of the UPR

Also established in 2008, this Fund provides, in partnership with multilateral funding mechanisms, financial and technical support to help countries implement recommendations issued by the UPR during the review process, in consultation with the country concerned.

## The Humanitarian Trust Funds

OHCHR also acts as the Secretariat for three grant-making trust funds that were each established by a General Assembly resolution. These funds provide financial assistance to civil society organizations and individuals working in specific fields of human rights.

### UN Voluntary Fund for Victims of Torture

This Fund, established in 1981, awards grants to organizations working to alleviate the physical and psychological effects of torture on victims and their families. The types of assistance provided by Fund-supported organizations range from psychological, medical and social assistance to legal aid and financial support. In 2010-2011, with OHCHR secretariat support, the Fund disbursed over US\$22 million in grants to more than 300 projects around the world.

### UN Voluntary Fund for Indigenous Populations

Established in 1985, this Fund provides indigenous peoples with the opportunity to raise issues faced by their communities at the international level and participate in the development and implementation of international standards and national legislation for the protection of their rights. Funds are distributed in the form of travel grants to enable indigenous peoples to participate in UN meetings and events.

### UN Voluntary Trust Fund on Contemporary Forms of Slavery

This Fund, set up in 1991, distributes small grants to grassroots projects that provide humanitarian, legal and financial aid to victims of contemporary forms of slavery. The Fund primarily focuses on projects that assist individuals who are suffering from the most severe forms of human rights violations occurring in the context of contemporary forms of slavery, including chattel slavery, debt bondage, serfdom, forced labour, trafficking in persons, sexual slavery, the worst forms of child labour, forced marriage, sale of wives, widow inheritance and other forms of exploitation.

The distinctive value of the Fund is its ability to provide concrete assistance, including housing, legal aid, psychosocial support, food, medical care training and the development of sustainable sources of income.

## Other Funds

### OHCHR Contingency Fund

A Contingency Fund of US\$1 million was established to enable OHCHR to respond to human rights emergencies in a timely and adequate manner. The revolving Fund is maintained through voluntary contributions for rapid

response activities and is used to facilitate, implement or carry out activities within the priorities, overall strategies and policies of the Office, in particular in the context of the establishment of a rapid response capacity. The Fund has greatly increased the capacity of OHCHR headquarters to provide conceptual and operational support to unforeseen mandates or situations that require a rapid response. At the start of 2013, the Fund is fully financed.

### **Special Fund established by the Optional Protocol to the UN Convention against Torture**

The objective of the Fund is to help finance the implementation of recommendations made by the Subcommittee on the Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (SPT) after it visits a State Party and to help support education programmes. Applications may only be submitted in relation to recommendations that have been issued by the SPT in visit reports that have been published at the

governments and organizations of persons with disabilities, for the effective implementation of the Convention on the Rights of Persons with Disabilities (CRPD). The MDTF brings together six UN agencies, namely OHCHR, the Department of Economic and Social Affairs, UNDP, UNICEF, ILO and WHO. The Fund, which is administered by UNDP, was officially launched on 8 December 2011.

The MDTF on disability allows for the effective implementation of joint and individual programmes at the country level. The thematic priorities for the Fund include promoting ratification and reforming and/or developing legislation, policy, strategies and plans of action; improving the delivery of programmes and services (mainstreamed and specialized); raising awareness and enhancing dialogue and coordination between States, persons with disabilities and their representative organizations, social partners and United Nations Country Teams; and improving data and research on disability.



*A man visits a photo exhibition showing victims of torture in Papua New Guinea © OHCHR/madNESS Photography*

request of the State Party. In this context, applications may be submitted by States Parties, National Preventive Mechanisms, national human rights institutions operating in full compliance with the Paris Principles, and NGOs, particularly if the proposed projects are to be implemented in cooperation with States Parties and/or National Preventive Mechanisms.

### **Multi-Donor Trust Funds**

(not administered by OHCHR)

#### **Multi-Donor Trust Fund (MDTF) on Disability**

This Fund was established to achieve the objectives of the UN Partnership to Promote the Rights of Persons with Disabilities (UNPRPD). The partnership aims to develop the capacities of national stakeholders, particularly

#### **The UNDG Human Rights Mainstreaming Mechanism and the Multi-Donor Trust Fund**

This Fund, set up in 2011, provides support to the work of UN agencies and Country Teams in mainstreaming human rights and strengthening coherent and coordinated responses to national needs. In particular, this Fund is used to support the placement of human rights advisers in United Nations Country Teams.

Over the last decade, there has been significant progress in mainstreaming human rights into the work of the UN system. An increasing number of UN agencies are not only integrating human rights into their internal policies, but are also actively advocating for human rights through their mandated work.

# How to Contribute

## – information for donors



OHCHR staff members at a training event © OHCHR/Danielle Kirby

OHCHR accepts contributions from Member States, international organizations, foundations, voluntary associations, non-governmental organizations and individuals.

### Member States

In 2012, 66 out of 193 UN Member States provided a voluntary contribution to OHCHR. The donations ranged from US\$1,000 to US\$13 million. Some countries provide the entire contribution free of earmarking while others earmark part or all of the contribution to various specific themes and areas of work.

The earmarking depends on each country's priorities and internal budget structure. Some may operate with a fairly broad human rights budget while others make use of specific budget lines related to geographic regions and thematic issues.

We highly encourage Member States to explore the various modalities for funding which exist within their national structures and discuss available options with the Office. While the most common budget lines used for

OHCHR are those corresponding to human rights or more general international affairs, there is also wide scope for OHCHR to accept money from other types of budget lines, such as development and humanitarian lines.

It is the expressed hope of the High Commissioner to count as many Member States as possible among our donors to demonstrate the true breadth and support of the international community for the UN's human rights work. The High Commissioner therefore emphasizes that contributions of a symbolic nature are also important and are received with gratitude.

### Corporate donors

OHCHR is actively looking to increase engagement with the corporate sector. To date, partnerships with private companies have been limited as the Office concentrated on building its donor base of Member States while also increasing its capacity to fully implement its programme of work. During the years 2005-2008, the Office was in a state of rapid expansion and contributions surpassed the Office's expenditures. This allowed the Office to build

up a surplus of resources. We now find ourselves in a situation in which we are fully prepared to implement our programme of work but lack the necessary funding to do so. For the last three years, we have tapped into the surplus to cover our funding shortfall, however, the surplus is quickly running out and more funds are urgently needed in order for the Office to maintain its work.

Examples of partnerships with the private sector:

- A study on street children sponsored by Aviva (2011)
- Pro-bono marketing campaign for Human Rights Day by Lowe and Partners (2011)
- A study on accessibility of persons with disabilities to UN meetings sponsored by Microsoft (2011)
- A merchandising agreement with ONUART (2010)

#### **What type of partnerships is OHCHR looking for with corporate donors?**

OHCHR is interested in exploring a wide range of partnerships, both at headquarters and in the field. Of particular interest are arrangements whereby the Office and the corporate partner can implement projects together. We welcome ideas and suggestions from corporations that can serve as the basis for further discussion and the development of mutually beneficial partnerships. Below are some examples of cooperation we have in mind (by no means limited):

- Development of a new corporate OHCHR website
- Development of web-based tools, such as interactive maps/databases
- Legal assistance for capacity-building activities to empower rights-holders
- Awareness campaigns on specific human rights issues
- Industries related to specific human rights, such as the right to water and sanitation, the right to housing, the rights of the child, cultural rights, climate change, discrimination, the right to food, education, etc.
- Sale of merchandise with a proportion of proceeds allocated to human rights projects

#### **Foundations**

Donations from foundations have formed a sporadic source of funding for the Office. This type of funding has ranged from a few thousand to more than US\$1 million and has typically been allocated to field activities or to support world conferences. OHCHR aims to strengthen

its cooperation with foundations in the coming years through direct engagement. This work began in late 2012 with the High Commissioner addressing a number of foundations at a breakfast meeting that was hosted by the Roosevelt House Public Policy Institute at Hunter College.

Similar outreach activities will be undertaken in the coming year to raise awareness about OHCHR's work. Foundations are strongly encouraged to contact the Office to discuss potential cooperation.

#### **Individuals**

OHCHR has also received contributions from individuals, albeit in modest amounts. A "Donate Now" facility will be added to the OHCHR website in 2013 to better enable individuals to donate an amount of their choice by using their credit card. The following are examples of work that can be undertaken by OHCHR with the corresponding amounts:

- A donation of US\$100 or less can help a victim seek legal assistance or document witness testimonials
- A donation of US\$500 can ensure rehabilitation treatment for a torture victim or provide human rights education materials to schools
- A donation of US\$1,000 can enable an indigenous representative to present her/his community's grievances to an international meeting or assist the UN to monitor a country's election
- A donation of US\$5,000 or more can make possible an investigation of allegations of human rights violations or assist in the training of the police and military to adhere to international human rights standards

If you or the organization you represent would like to make a contribution, please contact OHCHR's Donor and External Relations Section in Geneva.

Tel: +41 22 917 96 55

Fax +41 22 917 90 04

Email: [DexRel@ohchr.org](mailto:DexRel@ohchr.org)

Palais des Nations  
CH 1211 Geneva 10 - Switzerland  
[www.ohchr.org](http://www.ohchr.org)

# Annex I: Global Expected Accomplishments 2012-2013

1. Increased compliance with international human rights standards by all State entities, including national human rights institutions and the judiciary, as well as by domestic laws, policies and programmes (GEA 1)
2. Increased ratification of international and regional human rights instruments and review of reservations of international human rights instruments (GEA 2)
3. Justice and accountability mechanisms established and functioning in compliance with international human rights standards to monitor, investigate and redress civil and political as well as economic, social and cultural human rights violations (GEA 3)
4. Increased number of measures taken to improve access of discriminated groups, and particularly women, to justice and basic services (GEA 4)
5. Rights-holders, especially discriminated groups and particularly women, increasingly use existing national protection systems and participate in decision-making processes and the development and monitoring of public policies (GEA 5)
6. Increased compliance and engagement by States with UN human rights mechanisms and bodies (treaty bodies, special procedures, Human Rights Council/Universal Periodic Review) (GEA 6)
7. Increased number and diversity of rights-holders and national human rights institutions and civil society actors acting on their behalf making use of UN and regional human rights mechanisms and bodies (GEA 7)
8. International and regional human rights law and institutions progressively strengthened and/or developed (GEA 8)
9. Enhanced coherence and consistency of UN human rights mechanisms and bodies (GEA 9)
10. International community increasingly responsive to critical human rights situations and issues (GEA 10)
11. Increased integration of human rights standards and principles, including the right to development, into UN system policies and programmes with respect to development, humanitarian action, peace and security and economic and social issues (GEA 11)

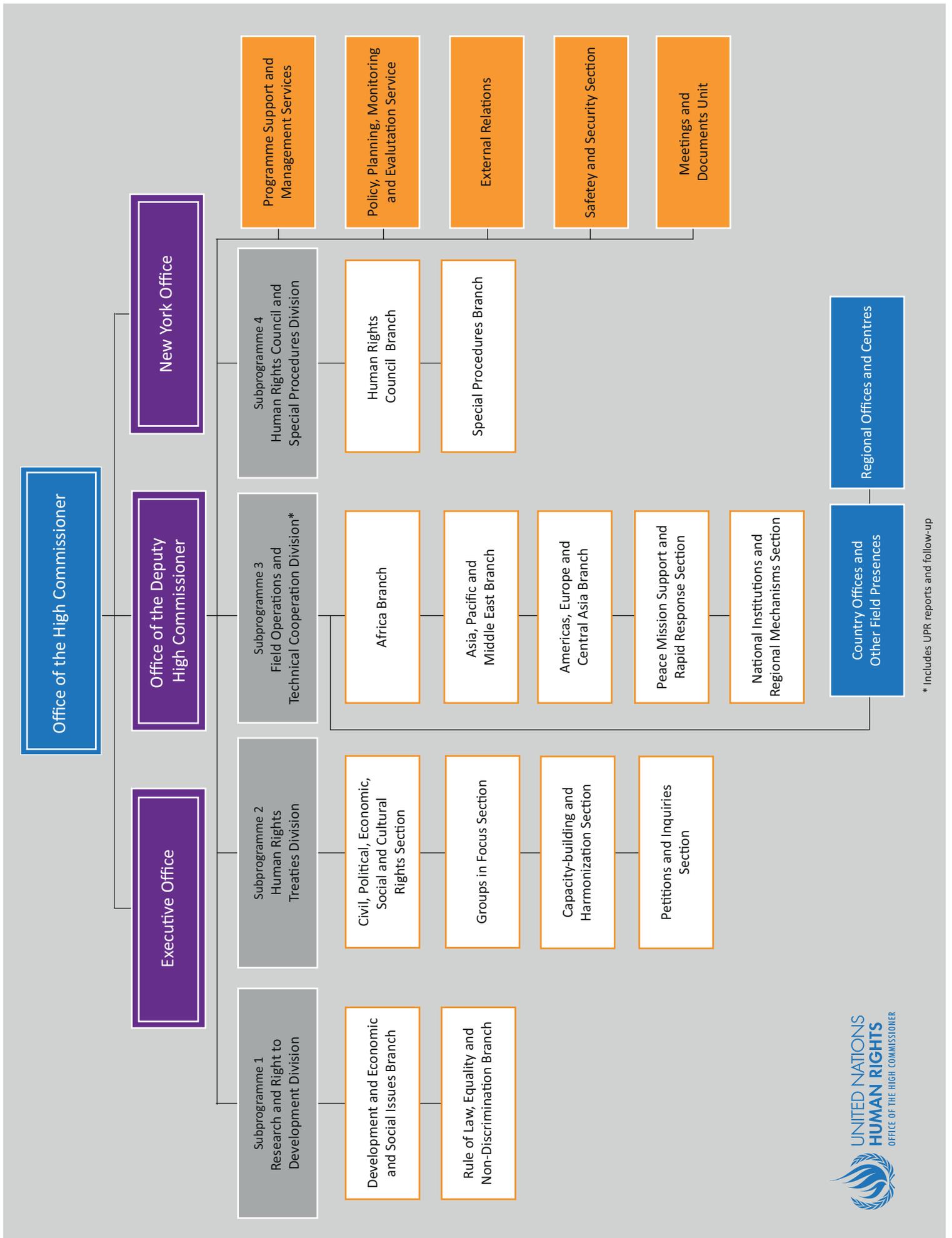
## Annex II: Global Management Outputs

1. OHCHR's strategic direction is shared and implemented across the Office (GMO 1)
2. Strategic decisions are made in a timely and transparent manner, and effectively implemented (GMO 2)
3. A gender perspective is effectively integrated into all OHCHR policies, programmes and processes (GMO 3)
4. Increased effectiveness in servicing human rights mechanisms (GMO 4)
5. Increased effectiveness in supporting field operations (GMO 5)
6. OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme for the biennium (GMO 6)
7. Improved awareness, understanding of and support to OHCHR's mission and programme by Member States and other stakeholders (GMO 7)
8. Efficient management of human and financial resources (GMO 8)

*Special Rapporteur on the human rights of indigenous people, James Anaya (left) talks with representatives of the indigenous community in Argentina © OHCHR/Maia Campbell*



# Annex III: OHCHR Organizational Chart



\* Includes UPR reports and follow-up





## Credits

Prepared by the Donor and External Relations Section, the Office of the High Commissioner for Human Rights

Design and production by the Donor and External Relations Section

Cover photo: Human rights demonstration in Cambodia, 2012 © OHCHR/Cybele Hauptert

Printed by ITC ILO in Turin, Italy, January 2013

*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 and boundaries.*



*Freedom of assembly*

*Freedom of expression*

*Non-discrimination*

**Dignity**

**Justice**

**Right to vote**

*Freedom from slavery*

**Right to housing**

*Freedom of thought*

*Freedom of religion*

**Truth**

**Right to participate**

*Freedom from want*

*Freedom of movement*

**Equality before the law**

*Transitional justice*

**Right to development**

*Rights of migrants*

**Opportunity**

*Reparations*

*Rule of law*

*Reconciliation*

**Freedom from fear**

**Right to education**

**Right to food**

**Right to water and sanitation**

**Right to health**

*Rights of the child*

*Rights of minorities*

United Nations Human Rights Appeal 2013  
Office of the High Commissioner for Human Rights

Palais des Nations  
CH 1211 Geneva 10 - Switzerland  
Telephone: +41 (0) 22 917 90 00  
Fax: +41 (0) 22 917 90 08  
[www.ohchr.org](http://www.ohchr.org)

