

# High Commissioner's Strategic Management Plan 2010-2011



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



# High Commissioner's Strategic Management Plan 2010-2011



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

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

# Mission Statement

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

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

OHCHR, a part of the United Nations Secretariat, is guided in its work by the mandate provided by the

General Assembly in resolution 48/141, the Charter of the United Nations, the Universal Declaration of Human Rights and subsequent human rights instruments, the 1993 Vienna Declaration and Programme of Action, and the 2005 World Summit Outcome Document.

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

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



# Contents

<b>Foreword by the High Commissioner</b> .....	7
<b>About OHCHR</b> .....	9
<b>I. Strategic Priorities</b> .....	15
Introduction .....	16
Changes in the Global Context: Opportunities and Challenges for OHCHR .....	17
Key Results and Lessons Learned .....	19
Thematic Priorities and Strategies .....	22
▶ Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex, religion and against others who are marginalized .....	22
▶ Combating impunity and strengthening accountability, the rule of law and democratic society .....	25
▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises .....	27
▶ Protecting human rights in the context of migration .....	30
▶ Protecting human rights in situations of armed conflict, violence and insecurity .....	33
▶ Strengthening human rights mechanisms and the progressive development of international human rights law .....	36
Global Management Outputs .....	38
Results Monitoring Framework .....	39
<b>II. Programme of Work</b> .....	41
Supporting the Human Rights Treaty Bodies .....	42
Supporting the Human Rights Council and its Special Procedures .....	44
Human Rights Mainstreaming, Right to Development, Research and Analysis .....	51
Advisory Services and Technical Cooperation .....	58
Field Activities .....	62
▶ Africa .....	64
▶ Americas .....	86
▶ Asia and the Pacific .....	100
▶ Europe and Central Asia .....	110
▶ Middle East and North Africa .....	118
Executive Direction and Management .....	124
▶ Civil Society Liaison .....	124
▶ Donor and External Relations .....	124
▶ Communications .....	125
▶ New York Office .....	127
▶ Policy, Planning Monitoring and Evaluation .....	128
Programme Support and Management Services .....	129
Funds Administered by OHCHR .....	131
<b>III. Budget and Funding Requirements</b> .....	135

<b>Annexes</b> .....	145
1. Thematic Expected Accomplishments.....	146
2. Field Presences’ Thematic Priorities and Results .....	149
3. Expected Accomplishments and Indicators.....	153
4. Global Management Outputs and Monitoring Framework.....	157
5. Organizational Chart.....	158
<b>List of Acronyms</b> .....	159

# Foreword by the High Commissioner



I am pleased to present my Office's third Strategic Management Plan for the biennium 2010-2011. In accordance with past practice, the SMP embodies our plan for the advancement of human rights and the ideals of the United Nations. It adheres to and follows the human rights' section of the UN Secretary-General's Strategic Framework, and assimilates all the various strands of OHCHR's work in order to bolster consistency and office-wide coordination in implementing the Framework and ensure the best possible use of resources. While ensuring continuity in the Office's overall strategic direction, the new Plan, the first under my stewardship as High Commissioner, both builds on OHCHR's past experience and lessons learned, and factors in changes in the human rights environment.

Events of the past biennium have repercussions for OHCHR in many ways. For example, the global economic, food and climate crises have significant implications for the work of OHCHR, as they exacerbate poverty and discrimination against vulnerable groups in many countries. On the positive side, several important new international human rights treaties have been adopted and the Human Rights Council is now fully functional, especially with the Universal Periodic Review half-way through its first cycle.

Other developments that will have wide-ranging implications for OHCHR's work include the Durban Review Conference in April 2009, which concluded with a consensus commitment to redouble efforts to prevent, prohibit and address all manifestations of racism, racial discrimination, xenophobia, and related intolerance; and the United Nations Development Group's endorsement of more systematic and strengthened support to Resident Coordinators and UN country teams in mainstreaming human rights and assisting national capacity-building efforts.

The forthcoming biennium will be the last covered by the 2005 High Commissioner's Plan of Action. Presented at the request of the Secretary-General, under the leadership of my predecessor Louise Arbour, the Plan of Action defined the strategic vision for the future of the Office for the subsequent five to six years. At a time of growth, the first Strategic Management Plan (2006-2007) emphasized strengthening OHCHR's capacity, while the second SMP (2008-2009) refined the definition of the results we intended to achieve at the national, regional and global level.

In the next biennium, we are sharpening our strategic direction by focusing our work on six thematic priorities. The thematic priorities have been selected taking our experience and comparative advantage into account. They encompass human rights challenges already identified in the 2005 Plan of Action, such as discrimination, impunity, poverty and conflict, together with the growing challenge of ensuring human rights in the context of migration. We will also continue to focus our efforts in strengthening international human rights law and mechanisms. We have designed specific strategies for each of the priorities, defining the results we intend to achieve and the interventions we intend to undertake to those ends. These strategies will be refined throughout the biennium in consultation with our stakeholders and based on the lessons learned. In addition, we renew our commitment to improving our organizational effectiveness, and will thus focus on a number of management priority areas.

In the next two years we will also see the completion of the commitment made by the 2005 World Summit to double OHCHR's share of the UN regular budget within five years. Accordingly, the Office's share of the regular budget has grown, but so have the mandates given to the Office. As a result, additional support is required in order to carry out our full programme of work.

The outlook for the coming biennium is challenging, with a downturn in the fundraising climate as many States deal with the effects of the global financial and economic crisis. However, it is my hope that the current context is seen as an opportunity for a fresh look into the positive potential of human rights, including the right to development, in preventing future crises.

My Office is committed to improving its strategic direction and organizational effectiveness to achieve the results defined in this programme. Only by joining forces with a multitude of stakeholders will we be able to ensure that this programme produces optimal results to further advance the enjoyment of all human rights by all.



Navanethem Pillay  
United Nations High Commissioner for Human Rights

30 December 2009

# About OHCHR

The Office of the United Nations High Commissioner for Human Rights (OHCHR) has the lead responsibility within the UN system for implementing the UN human rights programme. Headed by the High Commissioner for Human Rights, a position established by the General Assembly in 1993, OHCHR has a mandate to promote and protect all human rights for all around the world.

## Method

OHCHR's work focuses on three areas: human rights standard-setting, monitoring, and implementation on the ground. OHCHR works to offer the best expertise and substantive and secretariat support to the various UN human rights mechanisms as they execute their standard-setting and monitoring duties. In the first instance, OHCHR serves as the secretariat of the Human Rights Council. The Council, composed of 47 Member States, is the key UN intergovernmental body responsible for human rights. It addresses violations, reviews States' human rights records, works to prevent human rights abuses, responds to emergencies, serves as an international forum for human rights dialogue, and makes recommendations to the General Assembly for developing international human rights law.

OHCHR also supports the work of the special procedures—*independent individuals or expert groups appointed by the Council to study and monitor human rights in different countries or in relation to specific issues.* OHCHR assists these independent experts as they conduct visits to the field, receive and consider complaints from victims of human rights violations, conduct thematic studies, and make recommendations to governments to help address human rights concerns.

Another important part of the standard-setting and monitoring dimensions of OHCHR's work is the legal research and secretariat support it provides to the core human rights treaty bodies. These committees are composed of independent experts who monitor States Parties' compliance with their treaty obligations. They meet regularly to examine reports from States Parties and issue recommendations. Some of these committees, such as the Human Rights Committee, which monitors implementation of the International Covenant on Civil and Political Rights,

also consider individual complaints against treaty violations. Their decisions help to build the body of jurisprudence on international human rights law. The "general comments" issued by treaty bodies also contribute to the set of interpretations of international human rights treaties.

OHCHR field offices and presences play an essential role in identifying, highlighting and developing responses to human rights challenges in close collaboration with governments, the UN system and civil society. There are a number of ways in which OHCHR field presences help to make human rights a reality: by monitoring the human rights situation; issuing public reports; providing technical advice; implementing capacity development programmes; undertaking human rights education and public information campaigns; and by integrating a human rights perspective into the work of the UN country teams and missions.

OHCHR also helps to improve the understanding of thematic human rights issues through research, analysis, developing methodological tools, and training.

### Mandate of the Office of the United Nations High Commissioner for Human Rights

The United Nations High Commissioner for Human Rights is charged by General Assembly resolution 48/141 to be the United Nations official with "principal responsibility" for UN human rights activities, with the mandate:

- To promote and protect all human rights for all.
- To make recommendations to the competent bodies of the UN system for improving promotion and protection of all human rights.
- To promote and protect the right to development.
- To provide technical assistance for human rights activities.
- To coordinate UN human rights education and public information programmes.
- To play an active role in removing obstacles to the realization of human rights.
- To play an active role in preventing the continuation of human rights violations.
- To engage in dialogue with governments with the aim of securing respect for all human rights.
- To enhance international cooperation.
- To coordinate human rights promotion and protection activities throughout the UN system.
- To rationalize, adapt, strengthen and streamline the UN human rights machinery.



## Structure

As part of the UN Secretariat, OHCHR is headquartered in Geneva, with a presence in New York and a network of regional and country offices spanning five continents. The past years have seen a significant expansion of OHCHR's presence in the field. By the end of 2009, OHCHR was running or supporting a total of 55 field presences (see map on pages 12-13).

During the next biennium, OHCHR will continue to have four substantive divisions: the Human Rights Treaties Division, which provides substantive secretariat support to the treaty bodies and various working groups; the Human Rights Council and Special Procedures Division, which provides substantive secretariat support to the Human Rights Council and the Council's thematic special procedures; the Field Operations and Technical Cooperation Division, which is responsible for overseeing and implementing OHCHR's work in the field, and providing support to country-specific special procedures; and the Research and Right to Development Division, which carries out thematic research, provides expert advice and develops methodological tools. Core administrative, planning, coordination and outreach functions are handled separately by dedicated sections under the general

supervision of the Deputy High Commissioner. In December 2009, the General Assembly approved the upgrading of the position of the head of OHCHR New York Office to Assistant Secretary-General. For a current organizational chart, please refer to Annex 5.

## Staff

To implement its comprehensive mandate, as of 30 September 2009 OHCHR employed 982 members of staff, of whom 469 (48 percent) were based in the field, 493 (50 percent) in Geneva, and 20 (2 percent) in New York. It also supported human rights officers serving in fifteen UN peace missions, and seventeen human rights advisers in UN country teams.

## How OHCHR is funded

OHCHR is funded from the UN regular budget, which provides just over a third of the resources required to implement the Office's programme of work, and from voluntary contributions from donors, mainly Member States. Recent years have seen strong growth in the amount OHCHR receives both from the regular budget and as voluntary

contributions. Regular budget resources have grown by some 70 percent since the 2004-2005 biennium. Since 2002, voluntary contributions have almost tripled, rising from US\$40 million in 2002 to a projected figure of more than \$115 million in 2009. Over the same period, the proportion of

unearmarked funding has risen steadily from 7 percent to a projected figure of 57 percent. The number of Member States making voluntary contributions rose from 61 in 2006 to 69 in 2009. For more information on budget and funding requirements please refer to Part III.

### A Brief History of the UN Human Rights Programme

The UN human rights programme has grown considerably since its modest beginnings some 60 years ago. Organizationally, it started with a small division in the UN Secretariat in the 1940s. The division later moved to Geneva and was upgraded to the Centre for Human Rights in the 1980s. At the World Conference on Human Rights in 1993, Member States decided to establish a more robust human rights institution. Later that year, the General Assembly passed a resolution establishing the post of United Nations High Commissioner for Human Rights, with a wide-ranging mandate, and transforming the former Centre for Human Rights into OHCHR. Twelve years later, at the 2005 UN World Summit, Heads of State from around the world committed themselves to an historic expansion of the UN human rights programme and recognized the importance of ensuring a human rights approach in all aspects of UN system's work.

The growth in UN human rights activities reflects the increasing strength of the international human rights movement since the General Assembly adopted and proclaimed the Universal Declaration of Human Rights on 10 December 1948. Drafted as "a common standard of achievement for all peoples and nations", the Declaration sets out basic civil, political, economic, social, and cultural rights that all human beings should enjoy. Over time, this unprecedented affirmation of human rights has become widely accepted as the standard to which all governments should adhere. Indeed, 10 December is observed worldwide as International Human Rights Day.

As international human rights law developed, a number of UN human rights bodies were established. Some, composed of independent experts, were created under the international human rights treaties to monitor State Parties' compliance

with their treaty obligations (Treaty Bodies). Others, composed of State representatives, were established by the General Assembly based on the UN Charter. The UN Commission on Human Rights was the key UN intergovernmental body responsible for human rights until 2006, when it was replaced by the Human Rights Council. The Human Rights Council assumed the mechanisms established by the Commission on Human Rights to address either specific country situations or thematic issues (special procedures). In addition, it established the Universal Periodic Review under which each State's adherence to its human rights obligations and commitments is reviewed by the Council. OHCHR provides substantive and secretariat support to all these UN human rights bodies and mechanisms.

# OHCHR at a glance





**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**

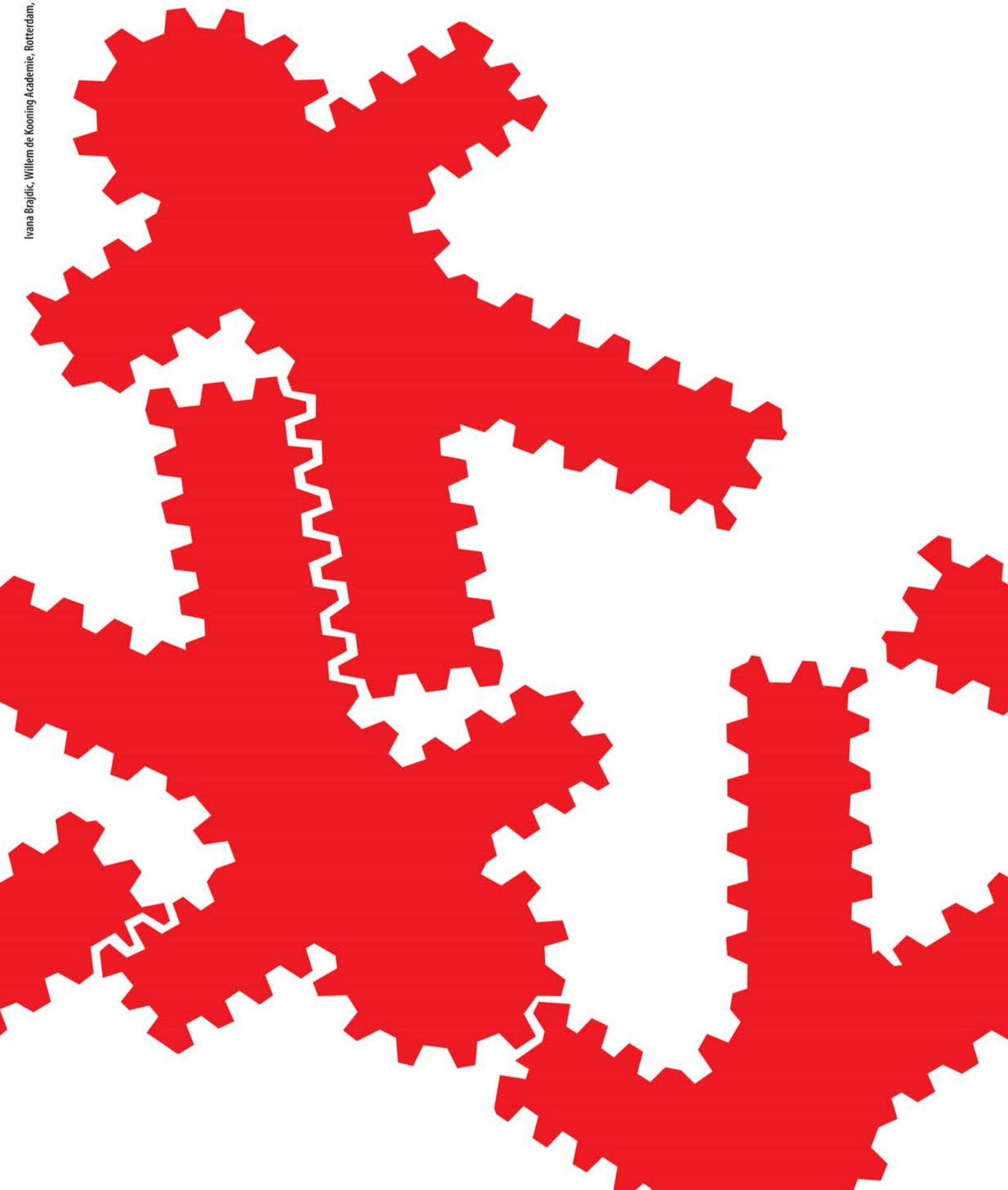
- Southeast Asia - from Bangkok
- Pacific - from Suva

**Europe and Central Asia**

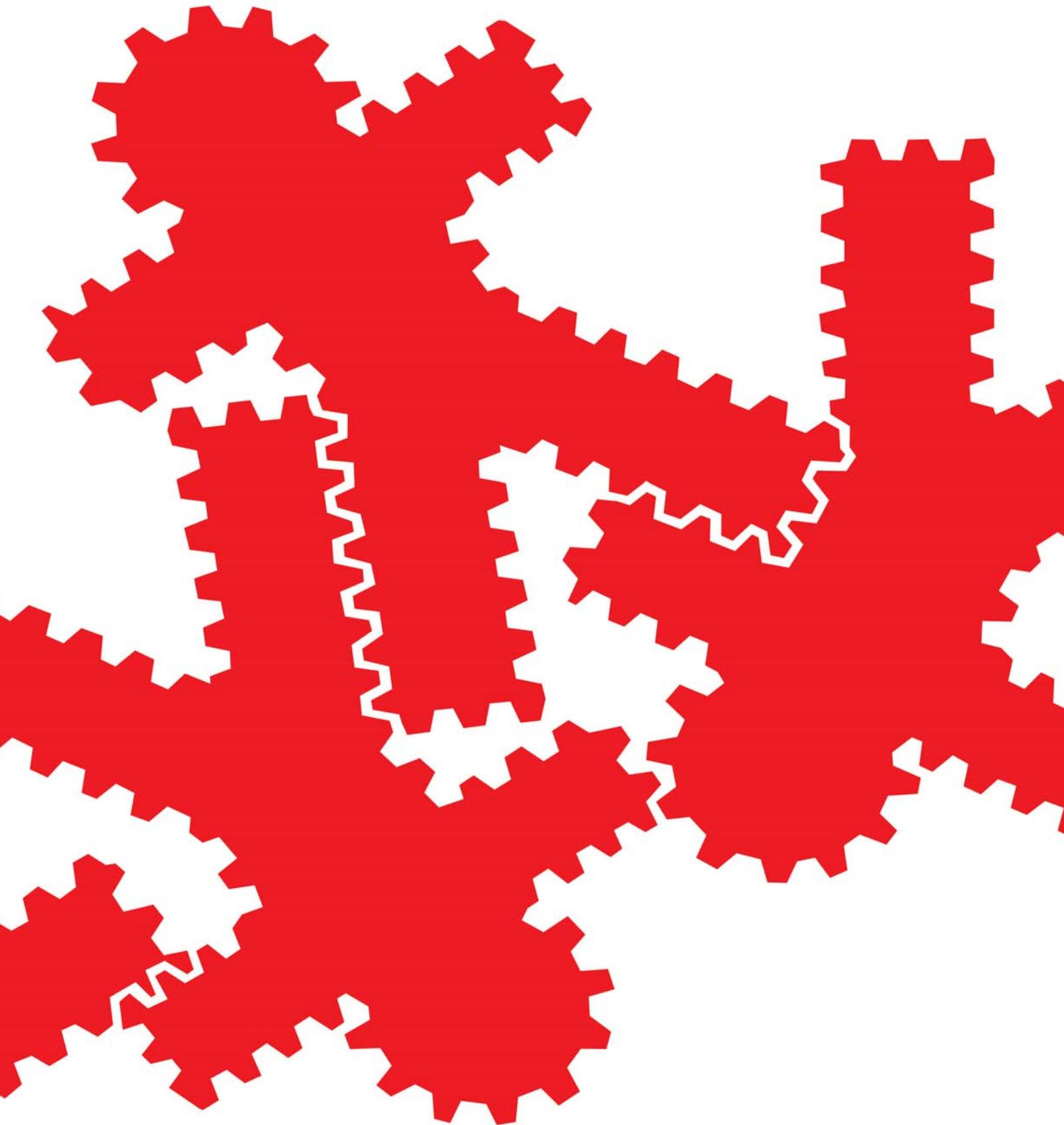
- Europe - from Brussels
- Central Asia - from Bishkek

**Middle East and North Africa**

- Middle East - from Beirut



# I. STRATEGIC PRIORITIES



# I. Strategic Priorities

## Introduction

The Secretary-General's 2005 report, *In Larger Freedom*, set out the basis for reforming the United Nations and cited respect for human rights as a fundamental prerequisite for achieving development and security. As called for in the report, the Office of the High Commissioner for Human Rights (OHCHR) presented its strategic vision for the following five to six years in its Plan of Action. The plan made the case for greater involvement not just in setting international human rights norms but also in ensuring that they are implemented on the ground – through monitoring and public reporting of human rights violations and emerging challenges, as well as by providing sustained technical assistance and advice to governments and others at the country level.

The plan also outlined five broad strategies to guide the Office's work in addressing human rights challenges, protecting victims, and empowering people to realize their rights: greater country engagement; enhanced leadership role for the High Commissioner; closer partnerships with others within and outside the UN system; strengthened support for UN human rights mechanisms; and improved OHCHR internal management.

For the first time in a single document, the Strategic Management Plan for 2006-2007 articulated office-wide expected accomplishments and planned outputs for the biennium, putting a strong emphasis on strengthening the Office's capacity to carry out its comprehensive mandate. SMP 2008-2009 emphasized defining and acting on results expected to be achieved, in terms of institutional and behavioural changes, at the national and global levels. The second SMP also highlighted thematic priorities to be tackled by the Office, corresponding to the key human rights challenges that the Plan of Action had identified: impunity, poverty and global inequities, discrimination, armed conflict and violence, democratic deficits, and weak institutions.

As in previous biennia, SMP 2010-2011 builds on the section of the Secretary-General's Strategic Framework devoted to human rights, adopted by the General Assembly. By bringing together the various strands of OHCHR's work in pursuit of a common vision, the Plan is designed to bring more consistency and office-wide coordination to the implementation of the

Strategic Framework, thereby ensuring the best possible use of available resources.

The biennial planning exercise sharpened the Office's strategic direction. In that regard, the Office has

- ▶ Reviewed its thematic priorities for 2010-2011, which encompass human rights challenges that OHCHR has been addressing over previous biennia, such as poverty, violent conflict, discrimination and impunity, and the growing challenge of ensuring respect for human rights in the context of unprecedented levels of migration.
- ▶ Revised its office-wide expected accomplishments, which describe the changes the Office commits to foster in national protection systems, in the international protection system and its use, and in the involvement of other international actors in human rights work.
- ▶ Designed strategies closely linked to the results the Office wants to achieve in relation to identified thematic priorities.
- ▶ Developed indicators to measure the extent to which the expected results are achieved, for which a full monitoring system will be put in place in order to gather data related to programme results and performance. Together with evaluations, this will encourage learning for future strategic planning, and will streamline the Office's reporting.

In addition, the Office's renewed commitment to improved management is reflected in the Plan as a number of global management outputs and related indicators against which the Office will measure its management performance.

The Strategic Management Plan for 2010-2011 consists of three parts. Part I presents OHCHR's strategic direction, looking at the changes in the global context, key challenges that may affect OHCHR's work, and key achievements and lessons learned in implementing the Plan of Action so far. Taking these factors into account, it introduces the thematic strategies and the global management outputs. Part II introduces OHCHR's programme of work for the biennium, including its work with UN human rights bodies and organs, thematic fact-finding procedures, right to development and research, human rights mainstreaming, and advisory services and technical cooperation. Part II also presents the work of the field presences, an

essential component of the Office's efforts to ensure that international human rights norms are implemented. A description of how the programme will be supported is also included. Part III presents the Office's total budget and funding requirements for the biennium.

## Changes in the Global Context: Opportunities and Challenges for OHCHR

The implications of recent global economic, food and climate crises for the work of OHCHR are significant, as they have resulted in further impoverishment around the world and an exacerbation of discrimination against vulnerable groups in both developing and developed countries. Economic downturns can fuel social unrest, which combined with a lack of accountability and transparency in government actions, can lead to neglect and violations of human rights.

The effects of these crises amply demonstrate the indivisibility of civil and political and economic, social and cultural rights. Their global dimension raises hard questions about the accountability and responsibility of States and non-state actors, including the corporate sector, and the application of existing international legal frameworks. The crises also provide an opportunity to more fully embrace human rights, including the right to development, as the foundation on which to build strategies to prevent future crises.

The main obstacles to the enjoyment of human rights identified in 2005 Plan of Action - impunity, poverty and global inequities, discrimination, armed conflict and violence, and democratic deficits - remain daunting. Impunity, whether for genocide, crimes against humanity, war crimes, gross human rights violations, violence against women, or as a result of weak institutions and corruption, remains unabated and has worsened in many parts of the world. Progress in reducing poverty and inequalities has been slow, and has also been affected by the current economic crisis. Despite progress in the development of international standards, such as the adoption of the UN Declaration on the Rights of Indigenous Peoples, discrimination persists in various forms and on all grounds, affecting in particular migrants, ethnic minorities, and indigenous peoples. Many women and girls continue to suffer the effects of multiple discrimination, on the basis of gender and on other grounds.

In too many countries, armed conflicts persist, accompanied by countless human rights violations and impunity. Conflicts continue to take a toll on civilian populations, subjected to widespread killings and injuries, displacements, destruction of property and livelihoods, and sexual violence. Indigenous peoples and ethnic minorities are disproportionately affected by such violations. A prominent feature in many of these conflicts has been the level, scope and nature of the violence perpetrated against women and girls.

Significant progress has been made in the field of international justice. The UN Security Council's referral of the Darfur situation to the International Criminal Court was a milestone decision, and sound legal guarantees and instruments are in place to ensure accountability for States and individuals. However, translating these guarantees into practice is an enormous challenge, at both international and national levels, particularly when the quest for justice is seen as threatening political gains in the context of peace processes.

The UN system has made much progress in addressing human rights violations in conflict and post-conflict situations. The codification of genocide, crimes against humanity and war crimes, the coordination of humanitarian responses, particularly to protect civilians, and the endorsement of the doctrine of the responsibility to protect are great achievements. Deploying peace missions with human rights components has proven successful in ensuring coordination and sustainability of efforts.

The Human Rights Council is considering country situations in its regular and special sessions, and most significantly within the context of the Universal Periodic Review. No country is free of human rights challenges, and the Council is developing its mechanisms and more flexible working modalities in order to be in a position to consider all human rights violations wherever they may occur. There is still a need to focus on chronic and urgent human rights situations, particularly sexual and gender-based violence in conflict situations, which requires more sustained attention.

In the aftermath of the 11 September 2001 attacks, the proliferation of security and counter-terrorism legislation and policies posed a serious threat to the enjoyment of human rights and to the rule of law. In their efforts to counter terrorism, some States have engaged in torture and other forms of ill-treatment; arbitrary arrests and the detention of suspects for long periods without trial; repatriation of suspects to countries where they risked human rights abuses; the

use of secret detention facilities and exceptional courts without guarantees for due process; and repressive measures targeting human rights defenders and civil society in general on counter-terrorism grounds. In addition, resources that had been earmarked for social programmes and/or development have been diverted to the security sector, which has negatively affected the enjoyment of economic, social and cultural rights. While these developments remain of serious concern, public reversals of previous policies affecting human rights in the “war on terror” have given powerful signals in support of the primacy of human rights.

The denial of human dignity that characterizes poverty and continued economic and social deprivation remains one of the most significant challenges for human rights. Ten years after the adoption of the Millennium Declaration, it is clear that many countries will not meet most of the Millennium Development Goals by 2015. Even in the more successful countries, there is a risk that the effort to meet the MDGs will leave behind significant segments of the population, including women, minorities, indigenous peoples and ethnic groups, rural populations, irregular migrant workers, and others for whom human rights and development will remain a distant aspiration. Yet, meeting the MDGs and other basic human development goals is not a matter of charity but of justice. Effective remedies, legal recourse and access to basic services should be made available to those who are adversely affected by development policy choices. States also need to ensure that the people affected by those policies participate in decision-making and legislative processes, and that human rights are integrated into policies to accelerate the realization of the MDGs.

Since its establishment, the Human Rights Council contributed to significant advances toward greater recognition of economic, social and cultural rights and a more balanced vision of human rights. The adoption of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights (OP-ICESCR) by the General Assembly and the establishment of a wide range of special procedures mechanisms with economic, social and cultural rights mandates, such as on the right to water and on cultural rights, are two examples. However, although international human rights law and many domestic legal systems provide for the protection of economic and social rights, challenges remain to their justiciability. At the global level, the adoption of the Optional Protocol to the ICESCR provides for individual complaints, inquiries and inter-state communications, thereby

providing further avenues through which jurisprudence in these areas can be developed.

International migration has dramatically grown in the past few years, with an estimated 214 million people living outside their country of origin. Yet, national and regional responses to migratory flows, including the growing criminalization of irregular migration by states, are resulting in grave consequences for migrants, weakening the protection of their human rights and fuelling anti-migrant sentiments and xenophobia. Immigrants arriving irregularly in a new country are often routinely detained, at times without proper judicial safeguards, and increasingly face violence, arbitrary detention and expulsion. Such actions rarely take into account the mixed character of migration flows, and lack necessary measures to protect the most vulnerable among irregular migrants, such as unaccompanied children, asylum-seekers and victims of trafficking.

There have been advances in promoting the human rights of migrants, but serious concerns remain. Migrants in transit and in host countries face countless obstacles and discrimination in accessing economic, social and cultural rights. The Human Rights Council mandates on the human rights of migrants, on trafficking in persons, and on slavery, as well as the protocols on trafficking and migrant smuggling to the UN Convention against Transnational Organized Crime, and the Committee for the Protection of the Rights of All Migrant Workers and Members of Their Families are welcome developments. However, the Convention still suffers from a low level of ratification, especially by countries of destination.

The continued rise in racism, xenophobia and religious intolerance in many regions has been compounded by perceived associations among race and religion and connections with or support to terrorist activities. Freedom of religion and freedom of expression, and the different interpretations of the scope of limits to freedom of expression, have come increasingly under focus, and have permeated debates at human rights fora. They have also polarized public opinion in many countries, fuelling tension among communities and resulting in protests and acts of violence against those seen as offending religious and/or ethnic sensibilities. The recent financial crisis has prompted a rise in xenophobia, as citizens lose their jobs and turn against foreign workers whom they see as a threat. This can be observed both in developed and less developed countries, and is not likely to abate in the near future.

Much progress has been made in recent years in ensuring the centrality of human rights in all the activities of the United Nations. Yet, the notion of human rights as one of the main pillars of the global body, and the role of OHCHR within the UN system need to be strengthened and reaffirmed. This is particularly the case in the overall context of UN reform to enhance system-wide coherence, in relation to new initiatives regarding conflict and post-conflict situations, peace-building and early recovery, gender equality, the responsibility to protect, and genocide prevention, and in light of the upcoming review of the Human Rights Council. The review must not divert the Council from tackling pressing human rights issues that it has a core responsibility to address. On the contrary, the review must enhance the Council's relevance as the principal intergovernmental body in the field of human rights.

Challenges remain in the area of implementation, where States have ultimate responsibility at the national level. It is important to focus the attention of the Council and the United Nations system as a whole on coordinated, coherent and sustained follow-up to the recommendations emanating from all parts of the international human rights machinery, ranging from the treaty bodies to the Council and its expert mechanisms, such as the special procedures and the Advisory Committee, and to the new Universal Periodic Review of all States that now complements earlier mechanisms.

## Key Results and Lessons Learned

The Lessons Learned section of the 2008-2009 Strategic Management Plan identified a number of areas in which improvement would be sought in the course of the biennium. While some challenges are still to be addressed, results have been achieved and lessons learned in those and other areas:

**Developing OHCHR's work on economic, social and cultural rights at the country level:** The General Assembly's adoption of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights in December 2008 provided a strong basis from which to advocate for greater legal recognition of these rights at the national level. Two new special procedures mandates specifically related to economic, social and cultural rights were created in 2008-2009, namely the Independent Expert on the right to water and sanitation and the Independent Expert on cultural rights. A number of OHCHR field presences dedicated substantial resources to the realization of

specific economic, social and cultural rights, particularly the right to housing, food and health, or to cross-cutting issues, such as the justiciability of these rights and national ratification of the Optional Protocol.

**Racial Discrimination:** The robust leadership of the High Commissioner, and close cooperation with Member States, civil society and other actors involved in the Durban Review Conference ensured that this crucial event in the fight against discrimination was a success. The creative and consultative approach throughout this process offered many positive lessons learned. OHCHR provided financial support so that 60 NGOs could participate, arranged briefings and issued a dedicated civil society e-bulletin. A series of OHCHR-led side-events during the Conference enabled conference participants to develop a comprehensive and in-depth appreciation of the issues at stake. The Outcome Document, reaffirming the importance of the 2001 Durban Declaration and Programme of Action (DDPA) and elaborating further measures, provides a solid basis on which to build future action. Following the Conference, an in-house task force was established to devise a strategy to implement the recommendations of both the DDPA and the Outcome Document. This will form the basis of OHCHR's future work in this area.

**OHCHR human rights monitoring and investigations techniques:** There were several notable achievements in human rights monitoring, fact-finding and investigation during the 2008-2009 biennium. They include the development of eight new chapters of the OHCHR Manual on Human Rights Monitoring, and new guidance materials on conducting human rights investigations, and on protecting witnesses and sources of information, all to be published in 2010. In order to strengthen both OHCHR and external human rights professionals' skills in monitoring, documenting and reporting on human rights violations, during 2008-2009, 16 training courses on strategies and skills used to monitor and protect human rights, and on fact-finding and investigating techniques were provided to 362 beneficiaries. Guidance and procedures for future fact-finding and monitoring missions have been modified according to the lessons learned.

**Action in the humanitarian sector:** OHCHR has endeavoured to integrate human rights considerations into humanitarian programmes and policies. Particularly noteworthy is the engagement of a number of OHCHR field presences in Common

Humanitarian Action Plans (CHAP) and Consolidated Appeal Processes (CAP) at the field level. OHCHR also chairs or co-chairs protection clusters in 11 countries and is an active member in another 13 countries. Recent “lessons learned” exercises carried out by OHCHR’s office in Nepal and its regional office in the Pacific indicate OHCHR’s key role and value added in humanitarian response. These experiences highlight: i) the broad OHCHR mandate of all rights for all people, ensuring that protection is addressed in a comprehensive manner; ii) its expertise and willingness to undertake advocacy to address delicate human rights concerns; iii) the legal background and expertise of its staff in monitoring, reporting, analyzing and capacity-building; and iv) its mainstreaming mandate, which makes OHCHR staff key in integrating human rights in the work of other clusters.

**Rapid response:** The Office has handled all requests for rapid response to evolving situations (13 in 2008 and 8 in 2009), thanks to a more flexible mechanism to deploy both staff and resources at short notice. At the end of 2009, for example, OHCHR was able to promptly organize support to the Secretary-General’s Commission of Inquiry to Guinea, including deploying staff prior to and during the visit by the Commission itself. Standard operating procedures for rapid response activities will be developed in order to better respond to human rights crises in a more timely and systematic manner. Availability of a flexible and substantial contingency fund proved to be of crucial importance.

#### **Refining and systematizing OHCHR’s**

##### **approach to human rights mainstreaming:**

Recommendations from the April 2008 Human Rights Mainstreaming Evaluation highlighted the need to move beyond training, and to facilitate information-sharing, expand joint advocacy and focus interventions in order to maximize results. As part of its annual review of 2009 activities, the Office will take stock of progress made in that regard. OHCHR continued to support the final phases of the Action 2 Programme, which ended in 2009, and set up a follow-up mechanism that is to take effect in 2010. The Office also systematized its work with UN country teams, including by deploying 13 human rights advisers in 2007, 15 in 2008 and 17 in 2009, and with the Department of Peacekeeping Operations (DPKO) and the Department of Political Affairs (DPA) by ensuring that human rights strategies are reflected in the mandates of peace missions and are fully integrated into their plans.

#### **Enhancing cooperation both among special procedures mandate-holders and human rights treaty bodies:**

Cooperation has improved among mandate-holders, among treaty bodies and between mandate-holders and treaty bodies. The Special Procedures Coordination Committee addressed the implementation of the Code of Conduct through an internal advisory procedure and by revising the Manual of Operations; the inter-committee meeting of treaty bodies and the meeting of chairpersons met four and two times, respectively, in the course of the biennium to harmonize and standardize their work. Mandate-holders were invited to chairpersons’ meetings and to specific treaty-body sessions.

#### **Supporting the follow-up to Universal Periodic Review (UPR) outcomes:**

With 96 out of 192 countries examined so far, there are already indications that the UPR process is having a positive impact on cooperation among OHCHR, its human rights field presences, the treaty bodies, and special procedures, as well as on the establishment of and cooperation with national human rights institutions. To date there has also been encouraging engagement by civil society worldwide, which OHCHR has supported through regular updates and guidance. Further information on support to follow-up on outcomes and recommendations from UN human rights mechanisms, including from the UPR, will become available in the course of this biennium.

**Public reporting:** The policy directive “Public Reporting by Human Rights Components in Peace Operations”, jointly adopted by DPKO, DPA and OHCHR in July 2008, spelled out the human rights reporting obligations of peace missions, established relevant procedures and sought to harmonize practices. During the year-and-a-half it has been implemented, 11 human rights components of peace missions produced 40 reports—27 periodic and 13 thematic reports, most of which focused on rule of law issues. This first implementation period has shown the value of the directive as a guide and harmonization tool for public reporting. It has also highlighted the need to develop practical tools aimed at enhancing coordination during the drafting process, decreasing clearance times and ensuring more prompt responses. The directive is currently under review.

#### **Upgrading the management of the New York Office:**

The General Assembly has endorsed the upgrading of OHCHR’s representative in New York to the Assistant Secretary-General level in order to allow for regular high-level interventions on human rights-related issues at New York Headquarters. This comes into effect in January 2010.

**Inter-branch and headquarters-field coordination and priority-setting:**

All divisions worked consistently throughout the biennium to reinforce collaboration among themselves and to use their complementary roles to support the field presences. Priorities for 2010-2011 were established through a bottom-up approach that took into consideration input from the field. The new planning tools used in 2009 ensured that all of OHCHR was involved in defining results at the national level, with shared responsibilities for their implementation. The organizational effectiveness process now under way will also look into issues of internal cohesion and consistency for better results.

**Improving results-based monitoring:** OHCHR has continued to work on implementing a results-based performance-monitoring system. Despite initial delays, by the end of 2009 a process was in place, with indicators defined and protocols developed, that is expected to lead to a fully functioning results-based monitoring system in the course of the biennium.

**Knowledge management:** Several evaluations have stressed the need for OHCHR to establish an office-wide knowledge-management system. At the end of 2009, with some delays due to lack of sufficient capacity, a consultant started a needs assessment, including a review of existing knowledge-management mechanisms and knowledge gaps. The assessment will be completed in 2010 with the development of a strategy and work-plan to implement a knowledge-management system in the course of the biennium.

**Mandated evaluations and self-evaluations:**

Three major evaluations were concluded during 2008-2009: an OIOS evaluation of the efficiency of the implementation of OHCHR's mandate, requested by the General Assembly in July 2009, and two self-evaluations—one on OHCHR Performance in Mainstreaming Human Rights within the UN at the Country Level (April 2008) and one on OHCHR Performance on Gender Mainstreaming (December 2009). In addition to specific recommendations, the evaluations concluded with several general recommendations for OHCHR to:

- ▶ Focus its efforts around well-defined priorities, both globally and at the national level.
- ▶ Choose priorities on the basis of its specific expertise and comparative advantage, as identified through careful situational analyses.
- ▶ Make OHCHR priorities widely known, both internally and externally.
- ▶ Establish, review or strengthen the processes, workflows and policy guidance necessary to facilitate work throughout the Office.

- ▶ Work more consistently and systematically with partners in order to avoid duplication of effort and to create synergies based on the various expertises available. Annual consultations with heads of field presences will be instrumental in this regard as they will include partners and will be tasked with finding common solutions to human rights challenges.

OHCHR has already started implementing several of these recommendations through an enhanced planning process for the 2010-2011 biennium, including identifying global priorities, elaborating implementation strategies for these priorities, and adopting OHCHR management outputs.

**Thematic priorities:** Thematic priorities defined in the Plan of Action and reflected in the Strategic Management Plan of 2008-2009 did not directly influence the prioritization of OHCHR's work or allocation of resources, either globally or at the unit/field office level. This shortcoming was addressed, in part, in the course of the planning process for the biennium 2010-2011.

**Management outputs:** The general objectives for management listed in the Strategic Management Plan for 2008-2009 lacked tangible expected outputs and measurements that the Office could use to objectively monitor its performance. In response, a decision was taken to clearly define management outputs, with their corresponding monitoring framework, as part of the strategic planning 2010-2011 (see Annex 4).

**Reducing recruitment delays under OHCHR's control:**

Delegation of authority relating to the administration of entitlements and appointments of temporary staff and consultants may be forthcoming. This will greatly assist the Office in meeting staffing requirements and responding to emerging needs. It is hoped that the new human resources policy for the Secretariat will help reduce recruitment delays.

**Providing greater flexibility and accountability in the area of programme support and improving the Office's ability to support field presences:**

The move to service delivery has insured greater outreach and improvements in the client-orientation skills of OHCHR service-providers. Greater delegation of authority in the administration of extra-budgetary resources has allowed OHCHR to monitor the use of these resources and allocate voluntary contributions in accordance with approved cost plans. It has also allowed for more efficient and timely support to field missions and presences.

## Thematic Priorities and Strategies

For the 2010-2011 biennium, OHCHR is pursuing six thematic strategies that will require the involvement of all OHCHR divisions and field presences to implement. This approach is intended to sharpen the Office's focus on key human rights challenges, highlight the substantive results the Office expects to achieve by the end of 2011, and link the Office and the wider UN human rights system in a concerted effort to promote and protect human rights.

The six thematic priorities were identified and refined following an extensive consultative process involving all headquarters divisions and field presences, taking into account OHCHR's past experience and comparative advantage. They encompass human rights challenges that OHCHR has sought to address in the previous biennia, such as impunity, discrimination, poverty and conflict, as well as the growing challenge of ensuring human rights in the context of unprecedented levels of migration and the need to further strengthen human rights mechanisms and international human rights law.

The thematic strategies present the results OHCHR expects to achieve by the end of 2011 and propose a range of interventions designed to help achieve them (Annex 1 provides a summary table with all OHCHR's global thematic results for the coming biennium; Annex 2 provides a list of thematic priorities and major results from OHCHR's field offices). Indicators to measure the extent to which the expected results are achieved are being finalized, and a results-monitoring system is being put in place to ensure that OHCHR can report meaningfully on progress (Annex 3 is a list of the office-wide results together with the relevant indicators).

Short summaries of the six strategies are presented below. The activities outlined should be considered indicative and are by no means exhaustive. Further activities can be found under the different sections of the Office's programme of work. OHCHR will sharpen these proposals during the biennium in consultation with relevant stakeholders.

Strengthening institutional collaboration within the UN system and with other international partners at global and field levels, notably through institutional agreements, collaboration and technical cooperation, including joint programmes and projects, and participation in UN coordination mechanisms is key to all these strategies. Joint communication strategies and public information campaigns will also be explored.

© OHCHR Photo / Gabriel Vockel



A Batwa woman in Burundi feeding her children.

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

Equality before the law and freedom from discrimination are basic legal principles that underpin the protection of all human rights. The roots of most human rights abuses lie in severe violations of these principles. The Universal Declaration of Human Rights (UDHR) and the main international human rights treaties all contain clauses prohibiting discrimination and establishing state obligations to refrain from discriminatory policies and practices and to take steps to eradicate discrimination in both the public and private spheres.

While certain grounds for discrimination are the focus of specific treaties, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights, drawing directly on the language of the UDHR,

extend protection to include discrimination on the basis of any “other status”, which treaty bodies have interpreted broadly.

### OHCHR's role

Almost every part of the Office is involved in anti-discrimination-related work. OHCHR has developed substantial expertise and experience in the field of discrimination: conducting studies, developing methodological tools and providing technical advice and assistance to states, national human rights institutions, NGOs and other national stakeholders and UN partners. The Office is a hub for anti-discrimination activities carried out by various international human rights mechanisms. In addition, the Durban Declaration and Programme of Action (DDPA), adopted at the 2001 World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the Outcome Document of the 2009 Durban Review Conference both assign specific responsibilities to OHCHR.

### Focus

While maintaining its current broad support to counter all forms of discrimination, OHCHR intends to emphasize:

- ▶ Those affected by social exclusion, violence and poverty as a result of discrimination.
- ▶ Those who suffer multiple and inter-sectional forms of discrimination.
- ▶ Discrimination in access to education, which perpetuates existing patterns of disadvantage.
- ▶ Discrimination as it relates to participation in decision-making, which entrenches marginalization and exacerbates social tension, which, in turn, can fuel instability and violent conflict.

### Expected accomplishments and strategic directions

The text below sets out the specific expected accomplishments OHCHR intends to achieve over the next biennium and gives examples of the activities planned in order to achieve them. Activities to implement this strategy can be found under the different sections of the programme of work of this document.

In addition to the activities described, OHCHR plans to raise public awareness about discrimination through a global information campaign, *Embrace Diversity, End Discrimination*, launched by the High Commissioner on Human Rights Day, 10 December 2009, in Pretoria, South Africa.

**Increased adoption or revision of national anti-discrimination legislation and administrative measures in compliance with international norms and standards in the area of anti-discrimination, in particular the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD).**

Proposed activities:

- ▶ Engage with states, legislators and civil society to raise awareness of discriminatory laws, regulations and policies.
- ▶ Develop guidelines on anti-discrimination and equal opportunity laws to assist legislators and, upon request, provide advice on drafting or revising legislation.
- ▶ Develop a database containing relevant international, regional and national legal instruments and remedies and related good practices.

**Increased ratification of human rights treaties with discrimination-related provisions and review of reservations related to non-discrimination provisions in these treaties.**

Proposed activities:

- ▶ Encourage ratification of treaties and withdrawal of relevant treaty reservations by working with state officials, including legislators, and through visits by special procedures mandate-holders.
- ▶ Develop a detailed strategy to promote ratification and encourage States Parties to recognize the competence of the Committee on the Elimination of Racial Discrimination, under Article 14 of ICERD, to receive and consider complaints.

**Increased number of justice and accountability mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress civil, cultural, economic, political and social human rights violations related to discrimination.**

Proposed activities:

- ▶ Assist in establishing national human rights institutions and other national mechanisms and help strengthen their capacity to handle individual complaints.
- ▶ Develop guidelines for legislatures on establishing justice and accountability mechanisms relating to discrimination.

- ▶ Provide advice and training with the aim of strengthening the justiciability of all rights, including economic, social and cultural rights, including through the Optional Protocols to the International Covenant of Economic, Social and Cultural Rights (ICESCR) and Convention on the Elimination of Discrimination against Women (CEDAW).
- ▶ As envisaged in the Durban Review Conference Outcome Document, work with UNESCO to mobilize municipal authorities against racial discrimination.

**Increased number of measures taken to improve access to justice and basic services of those affected by discrimination, particularly women, and with regard to the right to education.**

Proposed activities:

- ▶ Develop non-discrimination indicators relating to access to justice and basic services, drawing on work to date on human rights indicators.
- ▶ Develop guidelines and provide technical assistance on international standards regarding equal access to justice and basic services.
- ▶ Help strengthen the independent monitoring function of national human rights institutions with respect to access to justice and basic services.
- ▶ Work with states, national human rights institutions and NGOs to strengthen legal and education support to those most affected by social exclusion, violence and poverty as a consequence of discrimination including by providing small grants.
- ▶ Work with states, UN partners and regional organizations to collect information on, and raise awareness about, discrimination in this area.

**Increase in use by individuals facing discrimination of existing national protection systems and their meaningful participation in decision-making processes and monitoring of public policies.**

Proposed activities:

- ▶ Engage with national stakeholders to raise awareness of the under-representation of those affected by discrimination in decision-making bodies and processes, both at national and local levels.
- ▶ Provide training and other forms of technical assistance with the aim of increasing the participation of individuals in decision-making, and support national initiatives in this area, including the creation of consultative structures.

- ▶ Disseminate emerging jurisprudence and information on good practices relating to participation in decision-making.
- ▶ Expand the pool of young experts with the knowledge and skills to assist victims of discrimination, and work to strengthen national protection systems including through OHCHR fellowship programmes that target, for example, indigenous peoples and minorities.

**Increased number of victims of discrimination, and national human rights institutions acting on their behalf, using the Human Rights Council and its subsidiary bodies, special procedures and treaty bodies to promote equality and non-discrimination.**

Proposed activities:

- ▶ Develop guidelines and provide related training for victims of discrimination and for national human rights institutions on how to use the UN mechanisms.
- ▶ Facilitate the participation of those affected by discrimination, their representatives, and national human rights institutions in international human rights bodies and mechanisms, including through the Voluntary Fund for Indigenous Populations.
- ▶ Facilitate the sharing of information and experience among those who have suffered discrimination, including in the context of the Forum on Minority Issues, the Social Forum, the Working Group on People of African Descent, and the Expert Mechanism on the Rights of Indigenous Peoples.

**International community, increasingly responsive to situations characterized by discrimination against individuals and groups.**

Proposed activities:

- ▶ Disseminate information on the Committee on the Elimination of Racial Discrimination's (CERD) early warning and urgent action procedures to UN personnel in the field.
- ▶ Assist in convening an annual discussion on women's rights at the Human Rights Council.
- ▶ Organize regional expert seminars on incitement to discrimination, hostility or violence, as envisaged in the Durban Review Conference Outcome Document, and other seminars and panel discussions on a range of discrimination-related topics such as racial discrimination and discrimination based on religion, disability, sex and sexual orientation.

- ▶ Provide enhanced support to the work of the Expert Mechanism on the Rights of Indigenous Peoples and the Forum on Minority Issues.

**Increased integration of equality and non-discrimination standards and principles into UN policies and programmes with respect to development, humanitarian action, peace and security, and economic and social issues.**

Proposed activities:

- ▶ Advocate for discrimination to be included as a focus of UN country teams' programmes, including reporting on the MDGs, and provide additional training and develop relevant training materials, including on the Declaration on Minorities and the Declaration on the Rights of Indigenous Peoples.
- ▶ Produce policy guidelines on human rights principles, including non-discrimination, in the context of humanitarian action, and promote the inclusion of a non-discrimination approach within the Protection Cluster of the Inter-Agency Standing Committee (IASC).
- ▶ Promote non-discrimination in inter-agency discussions, including in the context of implementation of the Durban Declaration and Programme of Action and the Durban Review Conference Outcome Document.

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

Without the foundation of the rule of law and accountability, human rights cannot be protected and violations cannot be addressed effectively. Under international human rights law, States are required to investigate allegations of all serious human rights violations with the aim of identifying perpetrators and bringing them to justice. Several international human rights treaties contain provisions guaranteeing the right to an effective remedy for victims of all human rights violations.

While acknowledging that impunity exists to some extent in all societies, through a series of General Assembly and the former Commission on Human Rights<sup>1</sup> resolutions, the United Nations has recognized that democratic societies, with strong rule of law and accountability mechanisms

available to all, are empirically more likely to provide effective protection of human rights and redress to victims of violations.

### OHCHR's role

Combating impunity and strengthening the rule of law will continue to be a priority for the Office in all regions. While many UN entities are involved in policy-making and action to promote accountability and the rule of law, most lack a formal protection mandate and public leadership on the related issues.

OHCHR works to strengthen the conditions for respect of all human rights—civil, political, economic, social and cultural - and accountability for violations. The principal elements of the United Nations' approach to strengthening rule of law and tackling impunity were set out in the Secretary-General's 2004 report to the Security Council, "The rule of law and transitional justice in conflict and post-conflict societies". Further guidance on action to combat impunity are contained in two UN documents which, together, form the basis for much of OHCHR's work in this area: "Basic Principles and Guidelines on the Right to a Remedy and Reparation", and the "Updated Set of Principles for the Protection and Promotion of Human Rights through Action to Combat Impunity". The recently adopted Secretary-General's "Guidance Note on Democracy" defines the legal and political tenets of democracy and emphasizes the need for action in a number of strategic areas, each of which informs OHCHR's work, namely: popular participation and free and fair elections; political pluralism; and transparency and accountability.

OHCHR plays a leading role within the UN system in respect of efforts to combat impunity, strengthen accountability and establish and nurture conditions for democracy and the rule of law. In servicing the Human Rights Council, treaty bodies and Special procedures mandate-holders, OHCHR supports the development of relevant international norms and standards. At the same time, OHCHR continues to engage in dialogue with States about the best ways to achieve better respect for human rights and accountability for violations. At the country level, efforts focus on dialogue with governments, national human rights institutions, judicial institutions, law enforcement agencies, and civil society organizations to promote principles of accountability and rule of law, share examples of best practice, and provide technical advice and assistance as required.

<sup>1</sup> See, for example, Commission on Human Rights resolution 2002/46, which identified the essential elements of democracy and resolution 2000/64, which identified accountability as a key attribute of good governance.

OHCHR has assumed a particularly prominent role in respect of transitional justice for which it has been designated the lead entity within the UN system. Over the past decade, OHCHR field presences have implemented transitional justice programmes in more than 20 countries around the world. OHCHR has also developed a set of training tools on the rule of law in post-conflict countries and a study on the right to the truth.

### Focus

- ▶ Supporting transitional justice processes.
- ▶ Empowering democratic institutions.
- ▶ Widening access to justice for those who are most marginalized.
- ▶ Establishing greater accountability for sexual and gender-based violence, especially in the context of violent conflict and its aftermath.

### Expected accomplishments and strategic directions

The text below sets out the specific expected accomplishments OHCHR intends to achieve over the next biennium and gives examples of the activities planned in order to achieve them. Activities to implement this strategy can be found under the different sections of the programme of work of this document.

***National accountability mechanisms established and functioning for combating impunity in accordance with international human rights standards and best practices.***

Proposed activities:

- ▶ Support institution-building efforts, including by developing guidance materials for use by judges and judicial trainers, and new policy and training tools on accountability mechanisms, including commissions of enquiry.
- ▶ Initiate systemic human rights monitoring of legal systems to ensure due process, and work with UN partners to encourage and equip others to undertake such monitoring.
- ▶ Monitor conditions of, and the legal basis for, detention, particularly in cases of detention under executive orders and pre-trial detention.
- ▶ Strengthen capacity at headquarters and in the field to provide technical advice on legal reform in relation to accountability and justice mechanisms.
- ▶ Develop guidance materials to assist States with victim- and witness-protection programmes, including in cases of sexual violence.

- ▶ Recognize the importance of informal justice systems, and work with national and local authorities and other stakeholders to ensure that such systems comply with basic human rights principles.

***Transitional justice mechanisms progressively established and functioning in accordance with international human rights standards and best practices.***

Proposed activities:

- ▶ Develop guidance materials in relation to new transitional justice-related areas, such as violations of economic, social and cultural rights; gender, minorities and anti-discrimination; reintegration of former combatants; and vetting processes. Work will also focus on the different elements of the right to the truth, such as archives, and witness protection.
- ▶ Work with mediators and others to ensure that transitional justice and accountability for past violations are reflected in peace negotiations and peace agreements.
- ▶ Help design and support national consultations on transitional justice mechanisms; support the establishment of truth-seeking processes, judicial accountability mechanisms and reparations programmes; and provide advice on relevant institutional reforms.

***Increased number of democratic institutions engaged in issues related to combating impunity.***

Proposed activities:

- ▶ Assist legislatures in developing measures to strengthen legislative investigation and oversight mechanisms.
- ▶ Provide advice on electoral laws and procedures and assist in observing UN-supported electoral processes.
- ▶ Ensure incorporation of human rights norms into training materials on electoral processes disseminated to UN staff, government officials, members of electoral commissions and civil society.
- ▶ Subject to available resources, establish a specialized unit within the Yaoundé Democracy Centre to prepare personnel for participation in UN-supported elections.

**Increased access to justice for marginalized groups.**

Proposed activities:

- ▶ Develop specialized policy and training tools on access to justice and legal assistance for key groups, such as internally displaced persons, victims of sexual and gender-based violence, and others who are marginalized.
- ▶ Disseminate jurisprudence stemming from international and regional courts relating to women's access to justice.
- ▶ Advocate for the right of detainees to judicial review of their detention by an independent, impartial court, as well as their right to complain about torture, ill-treatment or other conditions, and, in the case of pre-trial detainees, their rights to legal counsel, a presumption of bail, and a speedy trial or release.

**International entities, including the International Criminal Court (ICC), international tribunals and the Human Rights Council and other UN human rights mechanisms increasingly responsive to critical accountability situations.**

Proposed activities:

- ▶ Strengthen cooperation with the ICC, on the basis of the UN-ICC Relationship Agreement approved by the General Assembly (resolution A/RES/58/318), particularly in the areas of witness and victim protection, victim participation, outreach and education.
- ▶ Encourage those States that have not yet ratified the Rome Statute to do so, support civil society efforts to promote ratification and, where possible, provide technical advice on national implementing legislation.
- ▶ Support other international justice mechanisms, particularly in countries where OHCHR has a field presence, such as Cambodia and Sierra Leone.
- ▶ Contribute to discussions on impunity and rule of law-related issues in the Human Rights Council, including through statements, panels and side events.
- ▶ Work with Member States and other stakeholders to support implementation of recommendations addressing impunity and enhancing accountability emanating from human rights mechanisms, including the UPR and special procedures.

**The progressive involvement of an increasingly knowledgeable and committed international community in combating impunity.**

Proposed activities:

- ▶ Develop a public-information campaign on the theme of combating impunity and promoting accountability, targeting national authorities, civil society and the media, as well as other parts of the UN system.
- ▶ Issue a best-practices study, prepared with the participation of experts from all regions, examining available accountability mechanisms for human rights violations, and lessons learned.

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

As part of OHCHR's mandate to promote the indivisibility, interdependence and inter-relatedness of all human rights, including the right to development, OHCHR strongly supports the integration of human rights into poverty-reduction efforts that recognize the importance of protecting the civil, political, economic, social and cultural rights of the poor as a prerequisite for achieving sustainable development. Strengthening the protection of economic, social and cultural rights, alongside civil and political rights, is especially important in efforts to overcome social and economic deprivation, which are increasingly aggravated by the current global food, economic and financial crises and by climate change.

Everyone stands to gain from improvements in economic, social and cultural rights, not only the poor. Discriminatory recruitment based on HIV status, for example, or the contamination of drinking water by unregulated public or private industrial activities affect the enjoyment of the right to work or the right to water and health of all people, regardless of their economic or social situation.

**OHCHR's role**

The High Commissioner's 2005 Plan of Action identified the need to redress an age-old imbalance by bringing economic, social and cultural rights onto an equal footing with civil and political rights. In recent years, there have been significant advances toward a greater recognition of economic, social and cultural rights, and steps have been taken to protect those rights under international law.



© Scarlet George

A member of the Koy Veng community in Cambodia.

OHCHR has conducted analysis and advocacy campaigns and has developed training materials and basic tools to show how people can access their economic, social and cultural rights. The Office has also provided technical assistance to governments, national human rights institutions and civil society on poverty-reduction strategies and on protecting economic, social and cultural rights.

OHCHR has also made progress in integrating all human rights, including the right to development, into national development and international cooperation efforts, particularly in the context of the Millennium Development Goals (MDGs). The human rights-based approach to development programming is one of the five key programming principles for UN country teams to apply in formulating their United Nations Development Assistance Frameworks. OHCHR field presences are facilitating the integration of human rights into development policies at national and local level.

### Focus

OHCHR's work on combating poverty and strengthening the protection of economic, social and cultural rights will have a global focus, addressing the challenge both in developed and developing countries. Field presences will identify country-specific strategies based on regional and country contexts. Entry points range from focusing on specific economic, social and cultural rights, to addressing the cross-cutting principles of non-discrimination and gender equality, to focusing on specific groups, or

integrating economic, social and cultural rights in existing UN and national planning processes.

### Expected accomplishments and strategic directions

The text below sets out the specific expected accomplishments OHCHR intends to achieve over the next biennium and gives examples of the activities planned in order to achieve them. Activities to implement this strategy can be found under the different sections of the programme of work of this document.

***Increased compliance with international human rights standards by relevant State institutions in domestic laws, policies and programmes relevant to development, poverty reduction and economic, social and cultural rights.***

Proposed activities:

- ▶ Assist national stakeholders in making necessary changes to relevant legislation, policies, practices and budgets, and support their engagement on these issues with international human rights mechanisms.
- ▶ Provide technical assistance to national stakeholders to ensure that national development policies to tackle poverty and inequalities integrate human rights standards, emphasizing participation and prioritization of those most vulnerable and marginalized.

- ▶ Provide training on economic, social and cultural rights to relevant professional personnel at the country level, including judges, lawyers, policymakers, civil society organizations and UN personnel.
- ▶ Provide advice, training and relevant materials to assist national human rights institutions in assuming greater responsibility for monitoring and protecting economic, social and cultural rights, and facilitate relevant information- and knowledge-sharing among national human rights institutions.
- ▶ Through distributing learning materials and tools tailored to the national context, help to strengthen the capacity of human rights NGOs and the media to monitor, assess and report on the impact of national laws, policies and programmes on economic, social and cultural rights and on poverty reduction and inequalities.
- ▶ Through technical assistance, including translation into local languages, ensure greater availability of disaggregated information on economic, social and cultural rights, poverty and inequalities, including to marginalized groups and those most affected by discrimination.
- ▶ Strengthen the capacity of judicial and administrative authorities, national human rights institutions, NGOs and legal clinics to raise awareness about economic, social and cultural rights and options available for obtaining redress in cases of violations, with a special focus on marginalized groups and those most affected by discrimination.
- ▶ Raise awareness of the importance of providing remedies to victims of violations of economic, social and cultural rights by disseminating examples of best practice, and build the capacity of local stakeholders to promote access to justice, including judicial remedies, related to the economic, social and cultural rights of marginalized groups and those affected by discrimination.

***Increased ratification of international and regional human rights instruments related to economic, social and cultural rights, particularly the International Covenant of Economic, Social and Cultural Rights (ICESCR) and its Optional Protocol, and review of reservations related to these instruments.***

Proposed activities:

- ▶ Advocate ratification of the ICESCR and its Optional Protocol and withdrawal of reservations to the ICESCR, including by using relevant recommendations of international human rights mechanisms.
- ▶ Distribute public information materials on the content and significance of the ICESCR and its Optional Protocol for use by field presences and partners in the field.
- ▶ Distribute guidance materials on strengthening legal protection of economic, social and cultural rights at the national level in line with international standards.

***Increased number of measures taken to improve access to justice and to quality economic and social services by discriminated groups, and particularly women, indigenous and minority groups, and people living in poverty.***

Proposed activities:

- ▶ Monitor access to social and economic services by marginalized groups and share findings with relevant national stakeholders and the international community.

***Discriminated groups, and particularly women, indigenous and minority groups, and people living in poverty, increasingly advocate for their economic, social and cultural rights and participate in decision-making processes and the formulation and monitoring of relevant public policies.***

Proposed activities:

- ▶ Through capacity-building activities, facilitate the participation of marginalized groups and those affected by discrimination in treaty-body and UPR reporting, and their interaction with special procedures and national and regional human rights mechanisms on issues relating to economic, social and cultural rights.
- ▶ Through advocacy, awareness-raising and capacity building, including in relation to research, policy and budget monitoring, facilitate the participation of marginalized groups and those affected by discrimination, and of civil society in general, in national and local policymaking in the areas of economic, social and cultural rights, development, and poverty reduction.

**International community is increasingly responsive to the human rights dimensions of poverty and the realization of economic, social and cultural rights.**

Proposed activities:

- ▶ Advocate the human rights dimension of current crises and the integration of human rights in policy responses.
- ▶ Strengthen cooperation with UN partners, including the World Bank and the World Trade Organization, in promoting the realization of economic, social and cultural rights and in poverty reduction, through institutional agreements, collaboration, technical cooperation, and joint programmes and projects at the field level.
- ▶ Encourage special procedures mandate-holders, including those whose mandates are not specifically focused on economic, social and cultural rights, to include reference to access to economic, social and cultural rights whenever appropriate.
- ▶ Provide practical analysis and policy guidance on strategies for the progressive realization of economic, social and cultural rights and on related issues, including the impact of current global crises, and on effective policy responses.

**Increased integration of human rights standards and principles, in particular those relevant to economic, social and cultural rights, into policies and programmes of the UN system and other intergovernmental bodies in development, humanitarian action and in response to global crises.**

Proposed activities:

- ▶ Ensure human rights principles are fully reflected in the design of training tools and materials used by development professionals, including within the United Nations, in the context of development cooperation efforts to support the achievement of MDGs.
- ▶ Develop sector-specific tools on human rights-related budgeting and MDG costing.
- ▶ Strengthen national monitoring, evaluation and reporting systems used to gauge the impact of development programmes by promoting the integration of human rights perspectives.
- ▶ Through training and technical assistance, help UN country teams to promote and protect economic, social and cultural rights through their work.

© Spanish Red Cross / Manuel Lérda



Migrants arriving in Spain's Canary Islands.

## Protecting human rights in the context of migration

Every country is affected by migration, whether as country of origin, transit, destination or as a combination of these. An estimated 200 million people live outside their country of birth. While migration is, for many, a positive and empowering experience, for others, the reality is one of discrimination, exploitation and abuse. The failure of states to protect migrants against abusive practices raises serious human rights concerns that are regularly denounced by UN human rights mechanisms and NGOs. The escalation of human trafficking globally is another area of serious concern.

### OHCHR's role

While several UN agencies have a mandate to work on migration-related issues, few have a protection mandate, and many of them lack an explicit human rights focus to their activities. OHCHR has supported the work of the Special Rapporteur on the human rights of migrants since 1999. The entry into force of the International Convention on the Rights of All Migrant Workers and Members of their Families (ICRMW) in 2003 and the establishment of the related treaty body gave further impetus to OHCHR's work in this area. Increasingly, other international human rights mechanisms and bodies, including in the context of the UPR review, are also focusing on the situation of migrants.

OHCHR has continued its efforts to strengthen migrants' rights and to bring a human rights perspective to debates on migration policy, including through its work as a member of the Global Migration Group. Moreover, OHCHR will assume the

chairmanship of the Global Migration Group during the second half of 2010. The Office also provides guidance and technical assistance to states and other stakeholders in relation to migrants' rights and efforts to combat trafficking.

### Focus

- ▶ Discrimination, xenophobia, racism and related intolerance: Migrants are often the target of hate speech, harassment and violence, and are blamed for societal problems, including crime and economic difficulties.
- ▶ Economic, social and cultural rights of migrants: The effective enjoyment of rights in the areas of housing, education, health, work and social security remains elusive, particularly for migrant women and children and for irregular migrants.
- ▶ Immigration detention/criminalization of irregular migration: Migrants arriving irregularly in a country are often detained, at times without proper judicial safeguards, and may be subject to expulsion and forced return to countries where they may face a serious risk of torture or other human rights violations. Especially vulnerable are unaccompanied children, asylum-seekers and victims of trafficking.
- ▶ Impact of the global economic crisis: Migrants are the first to lose their jobs because of the global financial crisis, which is also fuelling xenophobia, anti-migrant sentiment and discriminatory practices.

### Expected accomplishments and strategic directions

OHCHR's strategy towards migration is based on the understanding that effective human rights protection is critical to ensure that migration is a choice and an opportunity rather than a survival strategy, to improve the integration of migrants in countries of destination, and to maximize the positive potential of migration for development, both in countries of origin and destination. Development benefits must not be measured in terms of economic growth alone, but in human rights: migrants are not tradable commodities but human beings entitled to the full enjoyment of their human rights. The human rights dimensions of migration touch upon all the different stages of the migrant's experience, from the countries of origin, while in transit and in the countries of destination. However, the root causes of migration, including possible human rights violations in countries of origin, are not addressed in this

strategy, as they are part of OHCHR's other thematic strategies. The ICRMW, which articulates the rights contained in other core universal treaties with reference to the particular situation of migrant workers and their families, is the basis for OHCHR work in this area.

The text below sets out the specific expected accomplishments OHCHR intends to achieve over the next biennium and gives examples of the activities planned in order to achieve them. Activities to implement this strategy can be found under the different sections of the programme of work of this document.

#### ***Increased compliance of migration policies and legislation with international human rights standards.***

Proposed activities:

- ▶ Assist governments, legislatures and national human rights institutions in legislative reforms and in including migrants' concerns in national human rights plans and policies.
- ▶ Analyze the impact of migration laws, policies and programmes on the rights of migrants.
- ▶ Develop thematic papers detailing how international human rights principles can be translated into practice in specific migration-related contexts.
- ▶ Develop a set of learning tools and policy papers on the human rights dimension of migration, and organize related expert workshops, seminars and conferences.

#### ***Increased ratification of the International Convention on the Rights of All Migrant Workers and Members of their Families.***

Proposed activities:

- ▶ Continue to advocate for ratification of the ICRMW, including through the High Commissioner's speeches and press articles and bilateral meetings with governments. Use the 20<sup>th</sup> anniversary of the adoption of the ICRMW in December 2010 for awareness-raising.
- ▶ Provide information, advice and technical assistance to governments and lawmakers in relation to ratification.
- ▶ Highlight the importance of the ICRMW at migration-related conferences and events.

**Increased number of mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress violations of migrants' human rights.**

Proposed activities:

- ▶ Assist and advise governments and other national stakeholders in establishing systems to identify victims of trafficking and reinforce national capacity to monitor, investigate and provide redress for violations of migrants' rights.
- ▶ Provide training for migration officials, parliamentarians, judges, and lawyers, with a special focus on identifying victims of trafficking, monitoring violations of migrants' rights and providing redress.
- ▶ Provide training for NGOs and national human rights institutions on monitoring, investigating and addressing violations of migrants' rights.

**Increased number of measures taken to improve access of migrants, and particularly women, to basic services.**

Proposed activities:

- ▶ Assist governments in ensuring that national human rights plans and policies address the right of all migrants to health care and the rights of migrant children to birth registration and education.
- ▶ Provide training for government officials and NGOs, including on the right of migrants to access basic services.

**Increased compliance by States with UN human rights mechanisms and bodies with regard to migrants' rights.**

Proposed activities:

- ▶ Support the Committee on Migrant Workers (CMW) and the Special Rapporteur on the human rights of migrants as well as other human rights mechanisms regarding migration-related issues.
- ▶ Assist governments in drafting their reports to the CMW, and in integrating information on the rights of migrants in reports to other treaty bodies and the UPR.
- ▶ Assist governments in implementing recommendations by the CMW, the Special Rapporteur on the human rights of migrants, the Special Rapporteur on trafficking of persons and the UPR.

- ▶ Include migration-related topics in training sessions and workshops, including judicial colloquia and regional workshops on the implementation of the recommendations of international human rights mechanisms and bodies.

**Increased engagement of rights-holders, national human rights institutions and civil society actors with UN and regional human rights mechanisms and bodies to promote migrants' rights.**

Proposed activities:

- ▶ Organize training workshops, including at the regional level, for national human rights institutions and civil society organizations on how to use international human rights mechanisms to promote migrants' rights.
- ▶ Regularly update the OHCHR migration webpage with relevant content.

**Increased integration of human rights standards and principles related to migration into regional human rights law and institutions.**

Proposed activities:

- ▶ Organize, co-organize or support regional conferences that address migrants' rights.
- ▶ Strengthen cooperation with regional organizations and institutions with the aim of promoting the rights of migrants and a rights-based approach to migration policy.

**International community increasingly responsive to migrants' rights.**

Proposed activities:

- ▶ Raise awareness among senior government representatives and international officials about human rights issues relating to migration, including through statements by the High Commissioner at the Human Rights Council and General Assembly, interaction with the Secretary-General and senior UN officials, and within various high-level UN coordination bodies.
- ▶ Introduce a focus on migrants as part of OHCHR's public information campaign on non-discrimination.

**Increased integration of human rights standards and principles related to migration into the work of international and regional processes on migration.**

Proposed activities:

- ▶ Assist UN country teams, including through training, in integrating a human rights approach to migration in their programmes.
- ▶ Work with UN system partners, including members of the Global Migration Group, to strengthen their capacity to integrate a human rights approach to migration.
- ▶ Work with partners to ensure that regional dialogues and consultations on migration take into account the human rights of migrants.

## Protecting human rights in situations of armed conflict, violence and insecurity

The most serious human rights violations are frequently committed during periods of armed conflict. Armed conflict is often seen as offering parties to the fighting *carte blanche* to employ any means necessary to win, regardless of basic human rights obligations. In fact, international human rights law, whether established by treaty or custom, applies at all times, including during armed conflict and in other situations of violence and insecurity. Some human rights can never be suspended; others can be, but only on the basis of very restrictive criteria. In addition, in situations of armed conflict, international humanitarian law (IHL) is applicable. IHL provides protection for people who do not or are no longer taking part in hostilities. It also limits the scope of permissible means and methods to conduct warfare. The rules codified in IHL impose duties on all parties to a conflict and no derogations are permitted. Human rights norms and standards affect the interpretation and application of IHL, and therefore the two bodies of law are complementary and mutually reinforcing.

Even in the absence of armed conflict, in situations of violence and insecurity populations are often exposed to widespread human rights violations, such as killings, torture, sexual and gender-based violence and arbitrary detention. Natural disasters and humanitarian emergencies can also create situations of general insecurity and are also considered within this strategy. Violence against women is a common characteristic of both armed conflict and situations of violence and insecurity.

© OHCHR Photo



A village destroyed during the conflict in Sudan's western region of Darfur.

## OHCHR's role

OHCHR's mandate, priorities, field presence, expertise and its place at the heart of the UN human rights system put the Office in a unique position to help maintain peace and security while upholding human rights. The whole of the Office is involved in this work, from the High Commissioner to the field presences and rapid-response teams. The work often involves supporting the Human Rights Council, treaty bodies and special procedures, and participating in inter-agency coordination mechanisms. But progress is limited by resource availability and the degree of political will available to support the Office's efforts.

## Focus

- ▶ Protecting lives and physical integrity, threatened by the violation of any civil, political, economic, social and cultural right.
- ▶ Protecting the rights of the populations most vulnerable and/or most affected by armed conflict, violence and insecurity, particularly human rights defenders and women.

## Expected accomplishments and strategic directions

The text below sets out the specific expected accomplishments OHCHR intends to achieve over the next biennium and gives examples of the activities planned in order to achieve them. Activities to implement this strategy can be found under the different sections of the programme of work of this document.

**Increased compliance with international human rights standards by state entities, including national human rights institutions and the judiciary, as well as with domestic laws, policies and programmes.**

Proposed activities:

- ▶ Engage with states affected by conflict, violence or insecurity through direct dialogue and through existing human rights mechanisms, with the aim of strengthening their capacity to address human rights challenges.
- ▶ Provide technical assistance to national stakeholders on legislative reforms.
- ▶ Provide training on international human rights obligations to government institutions, especially law-enforcement bodies, and on international human rights instruments and IHL to a broad range of national stakeholders.
- ▶ Support the establishment and functioning of national human rights institutions in compliance with the Paris Principles.
- ▶ Raise awareness about issues of concern, including through statements and reports to UN bodies, press releases, support for the efforts of civil society and joint advocacy work with UN partners.

**Justice and accountability mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress violations of civil, political, economic, social and cultural rights.**

Proposed activities:

- ▶ Advocate for accountability and support criminal justice interventions, both national and international, in response to patterns of gross violations and/or abuses of human rights or international humanitarian law.
- ▶ Strengthen the capacity of civil society organizations to carry out credible, independent monitoring, reporting and advocacy within their own countries.
- ▶ Establish or support legal aid/information services for victims or witnesses of human rights violations.

**Rights-holders, especially women and others who have suffered discrimination, increasingly use existing national protection systems and participate in decision-making processes and in the development and monitoring of public policies.**

Proposed activities:

- ▶ Advocate the incorporation of provisions protecting the rights of vulnerable populations, such as rural communities, minorities, indigenous peoples, internally displaced persons and refugees, and, within these communities, children, women, persons with disabilities and elderly persons, into peace agreements.
- ▶ Discuss with governments, legislatures and other stakeholders the impact of counter-terrorism measures on specific groups, including those affected by discrimination, women and human rights defenders, taking into account recommendations made in this regard by UN human rights mechanisms.
- ▶ Support dialogue between national/local authorities and NGOs, human rights defenders, indigenous communities and national human rights institutions.
- ▶ Provide training to national stakeholders on international human rights instruments and human rights complaint procedures and, where relevant, IHL standards.
- ▶ Raise awareness about international human rights standards, including in relation to discrimination and violence against women.
- ▶ Support the work of human rights defenders and call international attention to situations where their work places them at risk.

**Increased compliance and engagement by governments with UN human rights mechanisms and bodies.**

Proposed activities:

- ▶ Assist post-conflict countries and countries in transition in meeting their Universal Periodic Review (UPR) or treaty-body reporting obligations, alerting them to concerns regarding human rights in the context of armed conflict, violence or insecurity.
- ▶ Assist relevant human rights mechanisms in addressing discrimination as one of the root causes of conflict, violence and insecurity, and in including in their reports findings that indicate an emerging situation of violence or conflict, or preventive measures.



A UN monitoring team in the Democratic Republic of the Congo.

- ▶ Assist member states in following up on the recommendations of the international human rights mechanisms and bodies as they relate to armed conflict, violence and insecurity and the protection of civilians.

***International community increasingly responsive to critical human rights situation and issues.***

Proposed activities:

- ▶ Support the Human Rights Council in its efforts to increase its responsiveness to urgent, chronic and emerging situations, including through a variety of tools, such as special sessions and presidential statements.
- ▶ Raise human rights concerns and work on coordinated advocacy with concerned governments, including neighbouring countries and others with the capacity to influence the situation.
- ▶ Engage with delegations of member states to ensure that human rights violations in situations of armed conflict, violence and insecurity are on the agenda of relevant UN bodies, including the Human Rights Council, the Security Council and the General Assembly.
- ▶ Use the High Commissioner's reports to the intergovernmental bodies to raise awareness about human rights violations taking place in the context of armed conflict, violence or insecurity.
- ▶ Issue public reports regarding specific events or patterns, identifying legislative or institutional gaps or human rights concerns, disseminate reports and recommendations of relevant UN human rights mechanisms, and support reports of credible national human rights institutions and NGOs.

**Increased integration of human rights standards and principles, including the right to development, into UN policies and programmes with respect to development, humanitarian action, peace and security and economic and social issues.**

Proposed activities:

- ▶ Strengthen collaboration with the Departments of Peacekeeping Operations and Political Affairs and provide human rights input into policy directives for peacekeeping missions, participate in the planning of integrated missions to ensure implementation of comprehensive human rights mandates, and contribute to mediation efforts.
- ▶ Address human rights, protection of civilians, and related issues with international military forces present in conflict or post-conflict states.
- ▶ Through the humanitarian cluster system, report on human rights concerns and seek a coordinated response from the humanitarian community.
- ▶ Enhance collaboration with the humanitarian agencies and develop measures to include human rights protection as a cross-cutting issue in humanitarian activities.
- ▶ Provide training on human rights and human rights mechanisms to staff who will be deployed as part of peace missions or as part of UN country teams.

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

Over the past five years there has been substantial reform of the international bodies and mechanisms that make up the UN human rights system, with wide-ranging implications for OHCHR's work. Key developments since the Commission on Human Rights was replaced by the Human Rights Council in 2006 include the 2008 launch of the Council's new Universal Periodic Review (UPR) mechanism; the review of the Council's special procedures system, with a reduction in the number of country-specific mandates, an increase in the number of thematic mandates, and additional mandates provided to existing special procedures, including in response to crisis situations and special sessions; the adoption of several important new international human rights treaties; and the establishment of new treaty bodies.

Taken together, these changes represent a significant step forward for the human rights system and the

protection of human rights, and progress has been made in ensuring the coherence and consistency of the system. However, the growth of the various mechanisms and more frequent Council and treaty body sessions have also added greatly to the Office's workload. These additional responsibilities have not been matched by an equivalent increase in resources, creating acute management challenges for the Office.

### OHCHR's role

OHCHR's mandate includes support for UN human rights bodies and mechanisms. The Office has unrivalled expertise and experience in the interpretation and application of the core UN human rights instruments and knowledge about applying the procedures of the different human rights mechanisms. It is also well positioned to identify policies and measures designed to strengthen existing mechanisms.

OHCHR is also the ideal conduit for communication between the various human rights mechanisms and external partners, including parts of the UN system, NGOs, civil society and other stakeholders. In the words of a recent UN Office of Internal Oversight Services (OIOS) report: "Based on stakeholder perceptions and OIOS' independent assessment, OIOS finds that OHCHR's comparative advantage lies in its position as the central reference point for international human rights standards and mechanisms. As such, it is the authoritative source of advice and assistance to governments, civil society and other United Nations entities on compliance with those standards and on the human rights-based approach. More strategic utilization of this strength would enable OHCHR to implement its mandate more efficiently".

### Focus

- ▶ Working with human rights mechanisms and with States to ensure more effective follow-up and implementation of recommendations, and consolidating a common Office vision with respect to such follow up.
- ▶ Greater coordination, coherence and consistency among the various mechanisms.
- ▶ Strengthening OHCHR's capacity to support States and human rights mechanisms in developing international human rights law.
- ▶ Though its support to the Council, ensuring that the Council focuses on chronic and urgent human rights situations, and on selected areas where existing international human rights law does not provide adequate protection.

## **Expected accomplishments and strategic directions**

The text below sets out the specific expected accomplishments OHCHR intends to achieve over the next biennium and gives examples of the activities planned in order to achieve them. Activities to implement this strategy can be found under the different sections of the programme of work of this document.

### **More effective follow-up to treaty body, special procedures and Universal Periodic Review recommendations and outcomes.**

Proposed activities:

- ▶ Ensure outcomes and recommendations of human rights mechanisms are fully reflected in OHCHR's overall priorities and programme of work.
- ▶ Promote good practices by identifying and disseminating examples of cases where the recommendations of human rights mechanisms have been implemented effectively and where challenges to implementation were overcome, including through follow-up workshops and studies.
- ▶ Engage with representatives of the human rights mechanisms with the aim of encouraging the adoption of more precise, targeted, recommendations.
- ▶ Disseminate, in a variety of accessible formats, relevant outputs, decisions and recommendations of human rights mechanisms at the national level.
- ▶ Provide technical assistance to Member States and national stakeholders, at their request, to help them build on the findings of human rights mechanisms and implement recommendations, and encourage cooperation among States in relation to the implementation of recommendations.
- ▶ Sensitize and support States, national human rights institutions, civil society organizations and UN partners to promote and monitor respect for human rights and follow-up to recommendations of the human rights monitoring mechanisms.

### **Advances in the progressive development of international human rights law in selected areas of focus.**

Proposed activities:

- ▶ Continue to support the preparation of new instruments and protocols (including the proposed Optional Protocol to the Convention on the

Rights of the Child, and complementary standards to strengthen and update international instruments against racism, racial discrimination, xenophobia and related intolerance in all their aspects) and the establishment of new treaty bodies (including the Committee on Enforced Disappearances).

- ▶ Following the OHCHR Expert Seminar on the links between articles 19 and 20 of the International Covenant on Civil and Political Rights (ICCPR), provide further support for the progressive development of international human rights law in respect of freedom of expression and incitement to hatred, discrimination and violence. In this context, OHCHR plans to hold a series of expert workshops to examine legislation, judicial practices and national policies in different regions, in order to assess different approaches to prohibiting incitement to hatred, as stipulated in article 20 of the ICCPR, without prejudice to the mandate of the Ad Hoc Committee on Complementary Standards.
- ▶ Continue to support the human rights mechanisms in relation to the development of international human rights law in other thematic areas, including the development of General Comments by treaty bodies, and the work of Human Rights Council Advisory Committee, the Human Rights Council, and special procedures.

### **Enhanced coherence and consistency in the system of human rights mechanisms.**

Proposed activities:

- ▶ Facilitate discussion among various stakeholders, including treaty-body members, national human rights organizations and NGOs with the aim of developing ideas and proposals to strengthen and harmonize the treaty-body system.
- ▶ Develop proposals to improve coordination among members of treaty bodies and special procedures mandate-holders, including in relation to working methods.
- ▶ Provide training and information designed to assist national partners, including national human rights institutions and civil society, in engaging effectively with human rights mechanisms.
- ▶ Work with regional human rights mechanisms to identify opportunities for regional and international human rights mechanisms and procedures to complement and support each other.



The Surialanga Dance Company of the University of KwaZulu-Natal, in Durban, South Africa, performing at the opening of the Durban Review Conference on racism in 2009.

***Increased responsiveness of the human rights system, in particular the Human Rights Council, to chronic and urgent human rights situations and any other emergencies, including in thematic areas, and to emerging issues.***

Proposed activities:

- ▶ Contribute to the Human Rights Council Review in 2010-2011 as appropriate.
- ▶ In order to address chronic human rights violations, support the Council's efforts to develop innovative, flexible working methods, including new formats for debates and interaction, and more effective outreach and communications.
- ▶ Through the media and the OHCHR website, disseminate factual, accessible information on the work of the Council and other human rights mechanisms, highlighting the impact of their decisions and recommendations.
- ▶ Support the effective implementation of, and follow-up to, new mandates, mechanisms and procedures established in response to issues of emerging or urgent concern.

## Global Management Outputs

In order to tackle the challenges identified through a self-assessment of its organizational effectiveness, and through the evaluation conducted by the United Nations Office of Internal Oversight Services on the implementation of OHCHR's mandate (A/64/203), the Office has committed itself to improving its organizational efficiency. This will involve:

- ▶ Developing and communicating a common understanding of OHCHR strategic direction, organizational priorities and strategies that maximize its comparative advantages; and strengthening mechanisms necessary to allow implementation of the strategy.
- ▶ Identifying OHCHR's key work processes, i.e. those that create the most value, reviewing them to see if they are as effective as they could be, and making changes as necessary.
- ▶ Ensuring that roles for making decisions and communicating information are clear and respected, and that mechanisms are working as required.

- ▶ Ensuring that senior management works as an effective team through collaboration and communication.
- ▶ Strengthening OHCHR's partnerships.

In order to fulfil these commitments, OHCHR has translated them into a set of global management outputs for 2010-2011, which would support the achievement of OHCHR's thematic priorities and expected accomplishments. A monitoring framework has been developed in order to measure and report on related outputs as a basis for management decisions (see Annex 4).

### OHCHR's Global Management Outputs 2010-2011

**Output 1:** Understanding of OHCHR's strategic direction is shared across the Office, with coordination and communication strengthened between management and staff, between headquarters and field presences, and among divisions.

**Output 2:** Strategic decisions are made in a timely and transparent manner, and effectively implemented and followed-up.

**Output 3:** Increased effectiveness of OHCHR's lead role in partnerships for human rights mainstreaming.

**Output 4:** Increased effectiveness in servicing human rights mechanisms and in supporting follow-up to their recommendations.

**Output 5:** Increased effectiveness and efficiency in supporting field operations.

**Output 6:** OHCHR staff have necessary competencies and skills to implement OHCHR's global thematic strategies, and to consistently adopt and diligently achieve related targets.

**Output 7:** OHCHR's website supports OHCHR's mission and priorities and meets the needs of users.

**Output 8:** Resources mobilized in a diversified and sustainable way, with flexible use for OHCHR.

## Results Monitoring Framework

In its effort to make OHCHR a fully results-based organization, the Office has continued to develop its performance-monitoring framework.

Thanks to the substantial improvements in staff capacity made during the past two years, OHCHR was able to plan for 2010-2011 by using the same framework of results and focusing on the same priorities at the regional and global levels. This planning will allow OHCHR to consolidate results from throughout the organization by reporting on a set of qualitative and quantitative indicators linked to office-wide expected accomplishments. These indicators were refined over a period of two years to ensure that they could both measure OHCHR's contributions to behavioural or institutional changes in the field of human rights, and be useful to OHCHR's human resources and financial units. The lack of relevant statistic data in several countries where OHCHR is engaged makes it more difficult for OHCHR to measure its performance without investing substantially in data-collection exercises. The draft indicators, found in Annex 3, provide a helpful compromise.

In an effort to ensure that indicators are monitored consistently throughout the organization, various protocols, including guidelines, reporting formats and data-management summaries, detailing frequency and sources of information, were drafted for all indicators during 2009. In addition, a web-based database for reporting on indicators was designed. The full system will be in place by the end of 2010 and will allow for evidence-based reporting by the end of the next biennium.

The next steps required to fully establish OHCHR's performance-monitoring system include:

- ▶ Developing a prototype database.
- ▶ Field testing data-collection instruments by field presences and headquarters.
- ▶ Creating the final version of the web-based database, with a capacity to input data and extract reports from both field and headquarters.
- ▶ Building the capacity of OHCHR staff to monitor and use the database.

At the same time, OHCHR will work on finalizing the targets by indicators, the first step of which is the table on field presences' results included in Annex 2, where national-level results for OHCHR's field offices are categorized by both expected accomplishment and thematic priority, and on defining baselines to allow for comparison and measurement.



## II. PROGRAMME OF WORK



## II. Programme of Work

### Supporting the Human Rights Treaty Bodies

OHCHR provides support to the treaty bodies that monitor implementation of the core human rights instruments, namely: the Human Rights Committee; the Committee on Economic, Social and Cultural Rights (CESCR); the Committee on the Elimination of Racial Discrimination (CERD); the Committee on the Elimination of Discrimination against Women (CEDAW); the Committee against Torture (CAT); the Committee on the Rights of the Child (CRC); the Committee on Migrant Workers (CMW); and the Committee on the Rights of Persons with Disabilities (CRPD). The Office also provides substantive and technical support to the all the activities of the Subcommittee on Prevention of Torture.

#### Current situation and challenges

The activities and meeting time of the human rights treaty bodies have increased enormously over the past three years as a result of the adoption of new treaties, the consequent establishment of new treaty bodies, and the steady increase in ratification and reporting by Member States. The expansion of the existing human rights mechanisms, which in itself constitutes a major success, presents OHCHR with the serious challenge of how best to support the mandated activities of all the treaty bodies.

Recent developments include:

- ▶ The Subcommittee on the Prevention of Torture began its work in February 2007. The Subcommittee is mandated by the Optional Protocol to the Convention against Torture to visit places where persons may be deprived of their liberty and to work with, and assist, national preventive mechanisms. As of January 2011, its membership will increase from ten to 25 experts, leading to substantial growth in the number of country missions and other activities.
- ▶ The Committee on the Rights of Persons with Disabilities was established in 2009. Given the issues addressed by this treaty body, OHCHR provides specific support, such as production of documents in Braille, interpretation in sign language for deaf persons, and catering to the accessibility requirements of disabled experts.

Its membership will increase from 12 to 18 after the 80<sup>th</sup> ratification. As of 30 November 2009, 75 States had ratified the Convention. The Optional Protocol to this Convention entered into force in May 2008.

- ▶ As of 1 January 2010, the Committee on Migrant Workers will increase its membership from ten to 14.
- ▶ A new treaty body is expected to become operational soon under the International Convention for the Protection of All Persons from Enforced Disappearance. As of 30 November 2009, 16 States had ratified this Convention, which enters into force upon the 20<sup>th</sup> ratification.
- ▶ The Optional Protocol of the Covenant on Economic, Social and Cultural Rights was opened for signature on 24 September 2009 and is expected to enter into force in 2010.
- ▶ An Intergovernmental Working Group to discuss the establishment of a Working Group to Develop an Optional Protocol to the Convention on the Rights of the Child (individual complaints procedure) met for the first time in December 2009.

In addition, a steady increase in the ratification of and reporting to the human rights treaties has been noted since early 2000, accentuated recently by the new Universal Periodic Review mechanism of the Human Rights Council. Treaty bodies examine an average of 140 States Parties' reports each year and adopt concluding observations thereon. In 2010, treaty bodies will meet for 19 sessions for a total of 72 weeks, including the additional meeting time allocated to handle backlogs. OHCHR also supports the meetings of Chairpersons of treaty bodies and their Inter-Committee Meetings.

Over the past two years four treaty bodies have established their own follow-up procedures to monitor implementation of their respective recommendations. OHCHR supports and welcomes this development with all the potential it has to enhance the implementation of the recommendations at the national level.

#### Programme

OHCHR supports the work of the nine treaty bodies. In addition to organizing session, this involves the preparation of country briefs, drafting of lists of

issues, of draft recommendations and decisions on individual complaints, supporting follow-up procedures and organizing meetings of States Parties as well as with other stakeholders. Treaty bodies' work is at the heart of OHCHR's thematic strategies and programmes at the country level, through the provision of independent expert advice and recommendations.

### **Increased compliance and engagement by States with treaty bodies**

In the coming biennium, OHCHR will support States in their efforts to comply and engage with treaty bodies, with a particular focus on following up on treaty body recommendations. To this end, the Office will assist the treaty bodies in strengthening existing follow-up procedures and supporting the establishment of new ones. It will provide support in analyzing follow-up responses received from States Parties under the committees' respective follow-up procedures. It will organize regional and national workshops and continue to support requests for training and capacity-building in the areas of treaty body reporting and follow-up.

Planned activities include preparing three studies: two on good practices—one in relation to the reporting process and one on following up on the findings of the treaty bodies—and a third on the jurisprudence of the treaty bodies on OHCHR's thematic priorities.

### **Enhanced coherence and consistency of UN human rights mechanisms and bodies**

Enhancing the coherence and consistency of the different UN human rights mechanisms and bodies will remain a priority in the coming biennium. OHCHR will continue to encourage and facilitate dialogue among different stakeholders to develop ideas and proposals for strengthening the treaty body system. In this context, the Office will undertake initiatives to develop and improve the format of the Inter-committee meeting of treaty bodies and the meeting of Chairpersons and interaction with other human rights mechanisms, such as the special procedures mandate holders. It will also seek to streamline the working methods of the Secretariat and support harmonizing the working methods of the treaty bodies with the aim of adopting more precise, targeted, pragmatic and implementable recommendations on state reports.

### **International human rights law and institutions strengthened and/or developed**

As a contribution to the development of international human rights law and institutions, OHCHR will continue to support the preparation and implementation of new instruments and protocols, and the establishment of new treaty bodies, such as the one on disappearances. It will carry out research and prepare comparative jurisprudential legal analyses as derived from treaty body jurisprudence, and will prepare background information on the themes selected by the treaty bodies for their days of general discussion and/or for the elaboration of General Comments.

In addition, as outlined in the Durban Review Conference Outcome Document, OHCHR will organize regional expert seminars on articles 19 and 20 of the International Covenant on Civil and Political Rights, on freedom of expression and advocacy of national, racial and religious hatred that constitutes incitement to discrimination, hostility or violence, respectively.

#### **Human Rights Index**

In August 2007, OHCHR took over the management of the Universal Human Rights Index ([www.universalhumanrightsindex.org](http://www.universalhumanrightsindex.org)), a web-based search engine that enables a broad audience to obtain easy access to recommendations and observations of bodies within the United Nations Human Rights system on specific human rights issues. The Index allows for a wide dissemination of the work of the system and makes an important contribution to human rights implementation efforts at the national level. OHCHR widely advertises the Index, sending CD-ROMs to countries where internet access is difficult, and providing promotional booklets to Governments, non-governmental organizations, national human rights institutions, universities and field presences. Trainings on the utilization of the Index are also provided to diplomats, UN agencies, UN independent experts and OHCHR field presences, among others. As a consequence of this outreach strategy, the number of visitors to the Index's website has considerably increased.

In the coming biennium, to reach a broader audience, all of its web pages and annotated documents will be translated into all United Nations languages. In addition, UPR recommendations, and voluntary pledges, commitments and responses from the States reviewed will be also included in the Index, ensuring a more comprehensive overview of the entire human rights system with regard to specific States and issues.

## Management

Ensuring the smooth functioning of treaty bodies is the main responsibility of OHCHR's Human Rights Treaties Division. The Division has recently reformed its structure to better reflect its work and maximize its limited resources. In this context, a new Section has been created to leverage efforts to implement OHCHR's thematic strategy on "Strengthening human rights mechanisms and the progressive development of international human rights law".

The section will focus on harmonizing the working methods of the Secretariat, the treaty bodies and relevant expert coordinating mechanisms, and will facilitate dialogue among the different stakeholders on strengthening the treaty-body system. It will seek closer working relations within OHCHR, with the field and with external partners in relation to the recommendations derived from the reports of States Parties and also in the context of thematic discussions, such as during general discussion days and in general comments. Closer relations will help to enhance follow-up to treaty-body recommendations, and will help in formulating more concrete, focused and user-friendly recommendations, and in developing in-house expertise on the work of the treaty bodies.

The section will also use new information tools and promote existing tools, such as the Universal Human Rights Index, to disseminate information about the treaty bodies' work among the wider public.

### Universal Periodic Review Facts in 2008-2009:

- Half of UN Member States, i.e. 96 countries, were reviewed under the Universal Periodic Review mechanism between the first session in April 2008 and the sixth session in December 2009.
- The UPR mechanism has seen 100% participation of the States to be reviewed.
- Since the first UPR session, over 420 documents have been produced in the framework of the mechanism.
- Twenty-one States requested financial assistance under the Voluntary Fund for participation in the Universal Periodic Review Mechanism.
- Between November 2008 and November 2009, eight pre-session regional briefings were organized for States to be reviewed.

## Supporting the Human Rights Council and its Special Procedures

OHCHR provides substantive and administrative support to the principal human rights organs established on the basis of the UN Charter. These bodies and related procedures, which constitute central elements of the international human rights system, are:

- ▶ The Human Rights Council (Council), its expert advice body, the Advisory Committee, and other subsidiary mechanisms, including the Universal Periodic Review and the two Working Groups established under the Council's complaint procedure, the Working Group on Communications and the Working Group on Situations; as well as other subsidiary bodies, such as the Forum on Minority Issues and the Social Forum.
- ▶ The special procedures, the Council's independent experts appointed to study, monitor and report on human rights in different countries or in relation to specific issues.

## Current situation and challenges

### The Human Rights Council and the Universal Periodic Review

The Human Rights Council, which replaced the Commission on Human Rights in 2006, is an intergovernmental body composed of 47 Member States responsible for strengthening the promotion and protection of human rights around the globe. It holds three regular sessions a year and may hold special sessions as needed to address specific human rights issues or situations of concern. In the previous biennium, the Council convened seven special sessions, five on country-specific situations (three on the Occupied Palestinian Territory, one on eastern Democratic Republic of the Congo and one on Sri Lanka) and two on thematic issues (on the right to food and on the impact of the global economic and financial crises). The Council has also developed alternative ways of interacting, such as convening panel discussions, which have helped to inject outside expertise into its work.

In 2008, the Council began its periodic reviews of how Member States are fulfilling their human rights obligations through its Universal Periodic Review (UPR) mechanism, under which the human rights situation of every Member State of the United Nations is scrutinized. OHCHR plays an important role in support of the UPR, compiling background

documentation and supporting the engagement of States and stakeholders in the process. The review is conducted as a dialogue between the Council and the State under review, and the outcome is then considered and adopted by the Council in the following plenary session. By the end of 2011, all 192 UN Member States will have been reviewed, completing the UPR's first four-year cycle. While it is premature to assess the full impact of UPR on human rights on the ground, the process has already demonstrated its utility, as it provides a common platform to discuss human rights challenges openly, share good practices, and offer recommendations.

In its resolution establishing the Human Rights Council (60/251), the General Assembly provided for a review of the status of the Council within five years, i.e. before March 2011 and stipulated that the Council shall review its work and functioning five years after its establishment and report to the General Assembly. The review process will begin in 2010.

#### In 2008-2009, the Human Rights Council:

- Held six regular sessions and over 200 meetings.
- Held seven special sessions and over 18 meetings.
- Was addressed by 142 high-level dignitaries.
- Adopted 235 resolutions and decisions.

### The Special Procedures

The special procedures are independent fact-finding mechanisms mandated by the Human Rights Council to monitor, advise and publicly report on human rights situations all over the world. There are currently 39 mandates, including special rapporteurs, independent experts, (special) representatives and working groups: 31 of these are thematic mandates, and eight mandates cover countries or territories. All mandates submit annual reports to the Human Rights Council and engage with the Council in public interactive dialogues during one of its three annual sessions. The majority of the mandates also report to the General Assembly.

Special procedures mandate-holders carry out country visits agreed upon with States, or mandated specifically by the Human Rights Council, send communications to States and other duty bearers concerning individual cases or general patterns of alleged human rights violations, and promote respect for human rights through public activities, including statements and press releases. Mandate-holders work individually or jointly. Depending on their mandate,

they also conduct thematic studies and research and hold meetings with other experts to develop international human rights standards, consult with national human rights institutions, civil society and other stakeholders, and provide advice on technical cooperation projects at the country level. Because of the tools at their disposal, special procedures are perhaps the most accessible international human rights mechanisms for victims and human rights defenders. Mandate-holders and OHCHR, as well as other parts of the UN system, also follow up with States and other stakeholders on recommendations and conclusions, including by interacting with other mechanisms, such as the human rights treaty bodies and the UPR, to help improve the protection and promotion of human rights.

Mandate-holders are independent experts appointed for a maximum of six years and receive no remuneration from the United Nations. OHCHR provides substantive and secretarial support to individual special procedures mandates and to their Coordination Committee. Through the Committee, established in 2005, mandate-holders have been working to ensure that their interventions have greater impact and coherence. The Committee also seeks to harmonize working methods and advocates on behalf of the system and individual mandate-holders. It has addressed the implementation of the Code of Conduct through an internal advisory procedure and by revising the Manual of Operations, which provides guidance to mandate-holders in consonance with the Code. In the previous biennium, OHCHR supported the implementation of the institution-building resolutions of the Council, including the outcome of the review of mandates, which confirmed all thematic special procedures. Support was also provided to the new selection procedure, to ensure a smooth transition between the large number of outgoing and new mandate-holders, and to three new special procedures, namely water and sanitation, slavery, and cultural rights.

As the Council takes action in response to identified human rights protection gaps, the number of special procedures mandates, especially in the area of economic, social and cultural rights, and in areas relating to specific groups, might increase. Building on its past practice, the Council is also likely to give existing mandates additional responsibilities, such as supporting its subsidiary bodies, as is currently the case with the Council Forum on Minority Issues; additional reporting in the context of early warning or follow-up to special sessions, as was the case for the sessions on the global food crisis, the Sudan, the Occupied Palestinian Territory, and the Democratic

Republic of the Congo; regional consultations with stakeholders; or additional studies. The workload of existing mandates is also expected to increase as a result of the introduction of enhanced working methods as some of the Working Groups now work inter-sessionally. The UPR has created new opportunities, with several Member States inviting additional mandates to visit their countries, and some issuing standing invitations.

#### In 2008-2009, Special Procedures Mandate-Holders:

- Carried out 126 country visits, including four follow-up visits, to 78 countries and territories.
- Sent 1,602 communications.
- Submitted more than 200 reports to UN organs, particularly the General Assembly and the Human Rights Council.
- Issued 371 public statements.
- Integrated 33 new special procedures mandate-holders into the system.

In the next biennium, special procedures mandate-holders will be expected to prepare around 250 reports to the Human Rights Council and the General Assembly and other UN bodies, conduct approximately 140 country visits, send an estimated 1,700 individual or joint communications, and issue over 300 public statements. They will also encourage States to follow up on their recommendations and collaborate to harmonize their working methods. At least 20 new mandate-holders will take up their functions and will have to be integrated into the system in 2010-2011 as current mandate-holders reach the end of their terms.

## Programme

### The Human Rights Council

OHCHR's six thematic priorities are informed and enriched by the activities of the Human Rights Council. The Council's Universal Periodic Review process, as well as the variety of innovative tools such as special sessions, panels and presidential statements, provide fertile grounds on which to enhance the relevance and effectiveness of the Office's work.

In turn, OHCHR will continue to support the Human Rights Council as it develops and uses innovative and flexible working methods, including new formats for debates and interaction aimed at addressing chronic human rights situations or emerging issues. It

will also continue to respond to the numerous requests from Member States for assistance in preparing their UPR national reports, by organizing regional and/or sub-regional briefing/training sessions, and will respond to requests for inter-regional activities organized by other institutions, such as the Commonwealth Secretariat, the Francophonie and others.

OHCHR will continue to provide training designed to assist its partners in engaging effectively with the Human Rights Council and support greater and more constructive engagement between national human rights institutions and civil society actors by enhancing its outreach to NGOs on the work of the Human Rights Council. OHCHR will also continue to support the Council's mechanisms, including its Advisory Committee, in relation to developing international human rights law.

The Office will continue regular briefings to Member States and other interested stakeholders on the activities of the Council prior to meetings of the Human Rights Council and the General Assembly.

### The Special Procedures

Special procedures mandate-holders will, within the context of their mandated activities and with due regard for their independence, contribute to the achievement of the thematic strategies. OHCHR will provide substantive support, including policy guidance, thematic and methodological expertise and research assistance, as well as operational support and information and communication tools, to all mandates and to the Coordination Committee. In 2010-2011, for example, mandate-holders will be supported as they promote the adoption or revision of national **anti-discrimination** legislation, policies and redress mechanisms. OHCHR will provide assistance to mandate-holders in drafting reports and developing tools that address the issues of **impunity**, transitional justice and accountability, such as recommendations on compensation and reparation of victims of trafficking and violence against women, or a joint study of the global practice of secret detention in the context of counter-terrorism measures. Mandate-holders will also receive support for their ongoing dialogues with Member States and other international stakeholders on **migration** issues, including reporting or conducting studies on the question of criminalization of migration, or the detention and other ill-treatment of irregular migrants. In relation to **economic and social rights**, OHCHR will support mandate-holders in their efforts to clarify concepts and standards



© UN photo / Jess Hoffman

The Human Rights Council in session.

concerning human rights and access to land, raise awareness on the right to adequate housing and due process related to forced evictions, and collect good practices related to the right to safe drinking water and sanitation, and in preparing reports and practical tools for integrating human rights standards into measures that address the effects of the global economic or climate crises. The Office will provide substantive and operational support to mandate-holders conducting joint fact-finding missions to countries affected by **armed conflict**, and encourage the intervention of and reference to special procedures as early warning and conflict-prevention mechanisms.

OHCHR will focus on strengthening follow-up to country visits and communications, including by broadly disseminating special procedures recommendations and conclusions. Follow-up workshops and studies may be organized with the participation of States, national human rights institutions, civil society and experts, focusing on identifying good practices in implementation, to encourage enhanced cooperation. Support will be provided to special procedures to ensure that concrete, precise and targeted recommendations are formulated and that follow-up methodologies are improved. Subject to available resources, activities in this area will also include support for

the participation of mandate-holders and OHCHR staff in mandate-related thematic events and trainings organized by external partners. Efforts will be made to enhance partnerships with other parts of the United Nations system, and at the regional and country levels, including with the support of OHCHR field presences.

Mandate-holders will be encouraged to devote part of their country missions to raising awareness among national human rights institutions, civil society and other local partners about the work of the special procedures.

To encourage enhanced coherence and consistency of the special procedures, OHCHR will support the development of harmonized working methods, including those related to reporting, country visits, communications and public outreach. It will support the Coordination Committee in strengthening the system and will produce joint communications reports that reflect the work of all mandate-holders. The report should help to reduce workload, avoid duplication and allow for strengthened follow-up. OHCHR will also support improved cooperation and coordination between mandates and treaty bodies, including by encouraging more frequent exchange of information, participation in each other's meetings, and discussion of substantive and methodological issues of common concern.

To ensure that the work of the special procedures strengthens and develops international human rights law and institutions, OHCHR will provide support to a number of initiatives, such as the consideration of a draft Convention on Private Military and Security Companies initiated by the Working Group on mercenaries, or regional expert seminars to improve understanding of the legislative patterns, judicial practices and national policies that prohibit incitement to religious and racial hatred.

The Office will ensure that special procedures mandate-holders are regularly briefed on developments in the Human Rights Council, the General Assembly, Security Council and other UN entities that have a direct bearing on the discharge of their mandates.

## Management

Effective 1 January 2010, the former Human Rights Council Branch and the Special Procedures Branch will form the Human Rights Council and Special Procedures Division, as approved by the General Assembly. Placing all subsidiary bodies and mechanisms of the Human Rights Council under the same division will ensure more coordinated substantive and organizational support.

Working in coordination with other parts of the Office, the Division will ensure involvement in

partnership initiatives. It will assume the lead role within the Office on the review of the Human Rights Council, to take place during the biennium. The Division will contribute to comprehensive and integrated follow-up to recommendations of the main human rights mechanisms, working closely with other parts of OHCHR.

The Division will work to ensure that all staff, both at headquarters and in the field, are regularly informed about the activities of the Human Rights Council and special procedures. A variety of communication tools will be used to this end, including information bulletins, updates on Council and special procedures activities, and briefings to staff. Induction of new mandate-holders and training of staff supporting special procedures, including on fact-finding methodology, will be enhanced.

Substantive support will continue to be provided to the New York Office during General Assembly sessions. Likewise, all OHCHR divisions will contribute to the Council sessions.

The Division will have to overcome management challenges, as the substantial increase in the number of mandates and mandated tasks, especially in relation to special procedures, has not been matched by a commensurate increase in regular budget resources.

## SPECIAL PROCEDURES MANDATE-HOLDERS (as of 31 December 2009)

Mandate	Established in	Mandate-holder
<b>Country mandates:</b>		
Independent Expert on the situation of human rights in <b>Burundi</b>	2004	<b>Mr. Akich OKOLA</b> (Kenya)
Special Rapporteur on the situation of human rights in <b>Cambodia</b>	1993	<b>Mr. Surya Prasad SUBEDI</b> (Nepal)
Special Rapporteur on the situation of human rights in the <b>Democratic People's Republic of Korea</b>	2004	<b>Mr. Vitiit MUNTARBHORN</b> (Thailand)
Independent Expert on the situation of human rights in <b>Haiti</b>	1995	<b>Mr. Michel FORST</b> (France)
Special Rapporteur on the situation of human rights in <b>Myanmar</b>	1992	<b>Mr. Tomas OJEA QUINTANA</b> (Argentina)
Special Rapporteur on the situation of human rights in the <b>Palestinian territories occupied since 1967</b>	1993	<b>Mr. Richard FALK</b> (United States of America)
Independent Expert on the situation of human rights in <b>Somalia</b>	1993	<b>Mr. Shamsul BARI</b> (Bangladesh)
Independent Expert on the situation on human rights in the <b>Sudan</b>	2005	<b>Mr. Mohamed Chande OTHMAN</b> (Tanzania)
<b>Thematic mandates:</b>		
Special Rapporteur on <b>adequate housing</b> as a component of the right to an adequate standard of living, and on the right to non-discrimination in this context	2000	<b>Ms. Raquel ROLNIK</b> (Brazil)
Working Group on people of <b>African descent</b>	2002	<b>Ms. Maya SAHLI</b> (Algeria) <b>Mr. Joe FRANS</b> (Sweden) <b>Ms. Monorama BISWAS</b> (Bangladesh) <b>Ms. Mirjana NAJCEVSKA</b> (The Former Yugoslav Republic of Macedonia) <b>Mr. Ralston Milton NETTLEFORD</b> (Jamaica)
Working Group on <b>arbitrary detention</b>	1991	<b>Mr. Malick El Hadji SOW</b> (Senegal) Chairperson-Rapporteur <b>Mr. Mads ANDENAS</b> (Norway) <b>Ms. Shaheen Sardar ALI</b> (Pakistan) <b>Mr. Aslan ABASHIDZE</b> (Russian Federation) <b>Mr. Roberto GARRETON</b> (Chile)
Independent Expert in the field of <b>cultural rights</b>	2009	<b>Ms. Farida SHAHEED</b> (Pakistan)
Special Rapporteur on the right to <b>education</b>	1998	<b>Mr. Vernor MUÑOZ VILLALOBOS</b> (Costa Rica)
Working Group on <b>enforced or involuntary disappearances</b>	1980	<b>Mr. Jeremy SARKIN</b> (South Africa) Chairperson-Rapporteur <b>Mr. Santiago CORCUERA CABEZUT</b> (Mexico) <b>Mr. Darko GÖTTLICHER</b> (Croatia) <b>Mr. Osman EL-HAJJE</b> (Lebanon) <b>Mr. Olivier de FROUVILLE</b> (France)
Special Rapporteur on <b>extrajudicial, summary or arbitrary executions</b>	1982	<b>Mr. Philip ALSTON</b> (Australia)
Independent Expert on the question of human rights and <b>extreme poverty</b>	1998	<b>Mr. Maria Magdalena SEPULVEDA CARMONA</b> (Chile)
Special Rapporteur on the right to <b>food</b>	2000	<b>Mr. Olivier De SCHUTTER</b> (Belgium)
Independent expert on the effects of <b>foreign debt</b> and other related international financial obligations of States on the full enjoyment of human rights, particularly economic, social and cultural rights	2000	<b>Mr. Cephaz LUMINA</b> (Zambia)



Mandate	Established in	Mandate-holder
Special Rapporteur on the promotion and protection of the right to <b>freedom of opinion and expression</b>	1993	<b>Mr. Frank LA RUE LEWY</b> (Guatemala)
Special Rapporteur on <b>freedom of religion or belief</b>	1986	<b>Ms. Asma JAHANGIR</b> (Pakistan)
Special Rapporteur on the right of everyone to the enjoyment of the highest attainable standard of physical and mental <b>health</b>	2002	<b>Mr. Anand GROVER</b> (India)
Special Rapporteur of the Secretary-General on the situation of <b>human rights defenders</b>	2000	<b>Ms. Margaret SEKAGGYA</b> (Uganda)
Special Rapporteur on the <b>independence of judges and lawyers</b>	1994	<b>Ms. Gabriela Carina KNAUL DE ALBUQUERQUE E SILVA</b> (Brazil)
Special Rapporteur on the situation of human rights and fundamental freedoms of <b>indigenous peoples</b>	2001	<b>Mr. James ANAYA</b> (United States of America)
Representative of the Secretary-General on the human rights of <b>internally displaced persons</b>	2004	<b>Mr. Walter KÄLIN</b> (Switzerland)
Working Group on the use of <b>mercenaries</b> as a means of impeding the exercise of the right of peoples to self-determination	2005	<b>Ms. Shaista SHAMEEM</b> (Fiji) Chairperson-Rapporteur <b>Mr. Alexander Ivanovich NIKITIN</b> (Russian Federation) <b>Ms. Najat AL-HAJJAJI</b> (Libya) <b>Mr. José GÓMEZ DEL PRADO</b> (Spain) <b>Ms. Amada BENAVIDES DE PÉREZ</b> (Colombia)
Special Rapporteur on the human rights of <b>migrants</b>	1999	<b>Mr. Jorge A. BUSTAMANTE</b> (Mexico)
Independent Expert on <b>minority issues</b>	2005	<b>Ms. Gay McDOUGALL</b> (United States of America)
Special Rapporteur on contemporary forms of <b>racism</b> , racial discrimination, xenophobia and related intolerance	1993	<b>Mr. Githu MUIGAI</b> (Kenya)
Special Rapporteur on the <b>sale of children</b> , child prostitution and child pornography	1990	<b>Ms. Najat M'jid MAALLA</b> (Morocco)
Special Rapporteur on contemporary forms of <b>slavery</b> , including its causes and consequences	2007	<b>Ms. Gulnara SHAHINIAN</b> (Armenia)
Independent Expert on <b>human rights and international solidarity</b>	2005	<b>Mr. Rudi Muhammad RIZKI</b> (Indonesia)
Special Rapporteur on the promotion and protection of human rights while countering <b>terrorism</b>	2005	<b>Mr. Martin SCHEININ</b> (Finland)
Special Rapporteur on <b>torture</b> and other cruel, inhuman or degrading treatment or punishment	1985	<b>Mr. Manfred NOWAK</b> (Austria)
Special Rapporteur on the adverse effects of the movement and dumping of <b>toxic and dangerous products and wastes</b> on the enjoyment of human rights	1995	<b>Mr. Okechukwu IBEANU</b> (Nigeria)
Special Rapporteur on <b>trafficking in persons</b> , especially in women and children	2004	<b>Ms. Joy Ngozi EZEILO</b> (Nigeria)
Special Representative of the Secretary-General on human rights and <b>transnational corporations and other business enterprises</b>	2005	<b>Mr. John RUGGIE</b> (United States of America)
Independent Expert on the issue of human rights obligations related to access to safe drinking <b>water and sanitation</b>	2008	<b>Ms. Catarina de ALBUQUERQUE</b> (Portugal)
Special Rapporteur on violence against <b>women</b> , its causes and consequences	1994	<b>Ms. Rashida MANJOO</b> (South Africa)

## Human Rights Mainstreaming, Right to Development, Research and Analysis

A significant part of OHCHR's work is providing legal and policy advice, methodological guidance, and information and tools to stakeholders, including states, national human rights institutions, civil society, and UN partners, concerning a growing range of human rights issues. In 2010-2011 OHCHR will continue to advance the integration of all human rights including the right to development, women's rights and a gender perspective into the policies, programmes and activities of the UN system as a whole, including at the country level, and will strengthen institutional partnerships within the UN system. The expertise and support in human rights offered at global, regional and country levels spans the following key themes: equality and non-discrimination; indigenous peoples' and minority rights; women's human rights and gender; development, economic and social issues; rule of law, combating impunity, transitional justice and democracy; human rights-based approaches to development, peace and security, and humanitarian work; and human rights education, indicators, methodologies and capacity-building for activities such as national planning, monitoring and investigating.

## Current situation and challenges

The 2005 World Summit Outcome gave further impetus to the mainstreaming of human rights within the UN system, which will continue to be a priority for OHCHR. Partnerships were forged with UN development agencies under the Action 2 inter-agency initiative (2004-2009) that supported more than 60 UN country teams. In keeping with commitments at the global and country levels, an increasing number of UN country teams are integrating human rights into their work and supporting national capacity-building efforts aimed at strengthening national protection systems. These efforts include national law reform, contributions to the reporting and follow-up to UN treaty bodies, Special Procedures and the Universal Periodic Review processes, and supporting country-led programmes aimed at protecting vulnerable groups. As these efforts progressed, the demand on OHCHR increased for more specialized tools, advice, guidance and support, including from Resident and Humanitarian Coordinators and Special Representatives of the Secretary-General. There has also been significant demand for initiatives to further institutionalize the support and commitment to human rights mainstreaming in all areas of the United Nations' work.



© OHCHR Photo

Participants of the 'Voices' event expressed their appreciation to the High Commissioner, Navii Pillay, for providing them with a platform, during the Durban Review Conference, to speak out on the global call to end racism.

OHCHR's work in the field of equality and non-discrimination has focused on furthering implementation of the 2001 Durban Declaration and Programme of Action (DDPA) and the Outcome Document of the 2009 Durban Review Conference in areas where the legacies of racism, racial discrimination, xenophobia and intolerance still persist. It also supports initiatives within its overall mandate to combat discrimination against all persons or groups who are marginalized. OHCHR also provides secretariat support to four follow-up mechanisms that were established with the adoption of the DDPA, namely the Working Group of Experts on People of African Descent, the Intergovernmental Working Group on the effective implementation of the Durban Declaration and Programme of Action, the group of Independent Eminent Experts, and the *Ad Hoc* Committee on the elaboration of complementary standards. These mechanisms continue to study the manifestations of racism and intolerance, and tackle emerging issues and challenges to combating racism and intolerance.

The adoption of the UN Declaration on the Rights of Indigenous Peoples in September 2007 helped to create strong momentum to advance the rights of indigenous peoples. During the last biennium, OHCHR developed a leadership role in this area, including by promoting the Declaration in cooperation with indigenous representatives and UN agencies, and providing guidance on the key themes of the Declaration. OHCHR also strengthened its work to advance minority rights and promote the Declaration on Minorities at the regional and country levels, forging partnerships with institutions such as the African Commission on Human and Peoples' Rights, with a particular focus on policing and on increasing the participation of minorities in public life. The Office also facilitated the engagement of minorities in the Forum on Minority Issues and other UN mechanisms.

Eliminating discrimination on the basis of sex is an important part of the Office's overall work to fight discrimination. The past biennium saw a strong momentum for the advancement of women's rights, including through the 30th anniversary of the Convention of the Elimination of All Forms of Discrimination against Women, planning for the upcoming Beijing +15 review, the UN Secretary-General's Campaign to eliminate violence against women, and the General Assembly's endorsement of the creation of a new consolidated UN "Gender Architecture". The Office has been instrumental in launching deliberations at the Human Rights Council on equality before the law, maternal mortality and methods of work for gender integration. It also plays

an important role in UN Action, the inter-agency coordination network to eliminate sexual violence in conflict, including in the context of coordinated action to implement Security Council resolutions 1325, 1820 and 1888, which are related to women, peace and security, and rape as a weapon of war.

OHCHR's leadership within the UN system in several areas related to the rule of law was acknowledged during the past biennium. In partnership with UN and international rule of law bodies, OHCHR promoted the need to ensure that national law and practice comply with international human rights obligations. The Office helped to strengthen institutions providing human rights protection, particularly those devoted to administering justice and accountability such as judges and lawyers, and supported transitional justice programmes in more than twenty countries. OHCHR also provided guidance on the protection of human rights while countering terrorism, including through an address by the High Commissioner to the Security Council Counter-Terrorism Committee.

During the past biennium, the Office significantly strengthened its work on economic, social and cultural rights, giving priority to the effective realization of specific rights at the national level. To this end, the Office issued thematic reports, monitored the enjoyment of these rights, developed training materials and tools, and forged institutional relationships with UN system partners, national human rights institutions and civil society organizations. Following the adoption of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights in December 2008, the Office strengthened its advocacy for increased legal protection of these rights and participated in inter-agency efforts to ensure access to specific economic, social and cultural rights, such as the High-level Task Force for the Global Food Security Crisis.

Significant advancements were made in supporting states in implementing the Convention on the Rights of Persons with Disabilities (CRPD), in promoting and protecting human rights in the context of business activities, and in deepening understanding of the effects of climate change on human rights. The Office stepped up its migration-related activities through increased engagement in the Global Migration Group, country-level activities, and advocacy at global level. OHCHR has been one of the most active entities in the UN system in seeking a response to trafficking in persons that is based on law and human rights.

In the area of the Millennium Development Goals (MDGs) and poverty, OHCHR has focused on supporting countries in aligning their national policies and development strategies to reduce poverty and achieve the MDGs, in keeping with international human rights standards. The 2008 publication, *Claiming the MDGs*, provided an analytical framework to integrate human rights principles and standards in the MDGs, and served as a basis for broader exchanges between the human rights and development communities. OHCHR recognizes the need to move from the conceptual to the operational in order to support initiatives that seek to integrate human rights into national development planning, monitoring and assessment processes.

In 2008-2009, OHCHR devoted greater efforts to develop policies, methodological guidance, information resources and training programmes aimed at strengthening the capacity and

effectiveness of a wide range of government, national human rights institution, civil society and UN stakeholders. To this end, OHCHR developed and supported mechanisms for sharing and managing information on substantive human rights issues, elaborated field-oriented guidance tools in the areas of human rights monitoring, fact-finding and investigation, compiled best practices on the implementation of human rights education programmes at the national level, and helped to develop UN policies on integrating human rights in peace operations. OHCHR delivered training programmes for national human rights actors and OHCHR staff. The methodology on indicators for human rights assessment developed by OHCHR was endorsed by the treaty bodies and disseminated through workshops in Africa, Asia and Latin America. The methodology will help stakeholders to develop their own indicators to promote and monitor respect for human rights at country level.



Clean water is still a scarce resource in some countries.

## Programme

Activities **ensuring the realization of human rights in the context of migration** will seek to promote and protect the entire range of affected human rights throughout the migration process. Through engagement with national and international partners, OHCHR will seek to create awareness of the many forms of discrimination encountered by migrants and their families in various aspects of their lives. Guidance material will be developed and technical advice provided on the economic, social and cultural rights of migrants, particularly with regard to the right to adequate housing, education, health, work and social security. Continued systematic engagement with judges, lawyers, formal justice systems and legislators will aim to ensure that human rights standards are reflected in migration laws and policies at the national level. The Office will continue to advocate against the criminalization of irregular migrants and address concerns related to migration detention. It will also work to ensure adequate protection for the most vulnerable, such as unaccompanied children, asylum-seekers and victims of trafficking. In addition, OHCHR will address the impact of the global economic crisis on migrants through research, analysis and the production of awareness-raising and public information material, and will work with OHCHR field presences to respond to newly emerging human rights issues resulting from the crisis. In response to trafficking, OHCHR will continue to provide advocacy and guidance based on international law and human rights, and pursuant to the *Recommended Principles and Guidelines on Human Rights and Human Trafficking* developed by OHCHR in 2002.

**Fighting discrimination, in particular racial discrimination, discrimination on the grounds of sex, religion and against others who are marginalized** will continue to be a primary area of focus of the Office's work during the next biennium. OHCHR will continue to engage with international and regional intergovernmental bodies, governments, legislators and NGOs to raise public awareness about discriminatory laws, regulations, policies or practices. Work will also continue on developing guidelines on anti-discrimination and equal opportunity laws, including best practices, and establishing justice and accountability practices relating to discrimination, including violence against women and other forms of discrimination against women in both the private and public spheres. Particular attention will be given to other individuals and groups who are marginalized, and in this

regard, the High Commissioner will undertake initiatives including in relation to discrimination based on religion, disability and sexual orientation. OHCHR will provide training and other forms of technical assistance to government bodies, national human rights institutions and civil society with the aim of increasing participation in decision-making by those affected by discrimination, and will support national initiatives. In particular, OHCHR will develop a database and practical policy tools in the areas of racism and intolerance that can be used by stakeholders. The first two: guidelines for national anti-discrimination legislation and guidelines for national action plans against racism; will be published in 2010. As part of the implementation of the Durban Review Outcome Document, OHCHR plans to conduct a series of regional expert seminars to analyse legislative patterns, judicial practices and national policies in relation to incitement to religious hatred, and will prioritize capacity-building for states and other interlocutors, which is essential in moving from recommendations to changed realities on the ground. The Office will seek to mainstream the implementation of Durban documents in the programmes of other UN agencies in order to make this effort truly global.

### Follow up to the Durban Review Conference

In the fight against racism and intolerance, OHCHR will seek to capitalize on the momentum that was created at the Durban Review Conference that took place in Geneva in April 2009. OHCHR follow up on recommendations made in the Outcome Document of this Conference, as well as on the Durban Declaration and Programme of Action that preceded it, has the potential to contribute significantly to the elimination of discrimination, particularly racial discrimination, which the High Commissioner has identified as a strategic priority for the Office in the next biennium.

It is crucially important for discussions on racism and related intolerance to be evidence-based. Therefore, OHCHR will intensify research, analysis and identification of good practices. OHCHR will seek to develop practical policy tools for use in this area. It will also develop capacity-building tools, focusing primarily but not exclusively on helping countries to put in place effective anti-discrimination legislation and national action plans against racism as part of a Durban follow-up strategy. In addition, OHCHR will collaborate with national and civil society entities working in this field, particularly those focusing on public sensitization, and will work closely with other UN agencies to ensure that the fight against racism is a shared goal for all within the UN system.

### 'Delivering as One' on Human Rights

During 2010-2011, OHCHR will lead a new phase of UN system-wide human rights mainstreaming efforts under the United Nations Development Group (UNDG). On 30 November 2009, 32 member agencies of the UNDG endorsed an ambitious proposal, developed at the request of the Secretary-General, to strengthen coordinated and coherent support to Resident Coordinators and UN country teams in mainstreaming human rights and responding to requests to support national capacity-building efforts. This new initiative will build upon the achievements realized under the Action 2 inter-agency programme and will aim to institutionalize mainstreaming efforts and partnerships with UN agencies, including on thematic issues, developing national capacities, and following up on recommendations of UN human rights mechanisms at the request of countries.

Through its fellowship programmes for indigenous peoples and minorities, OHCHR will expand the pool of young experts with the knowledge and skills to assist victims of discrimination and work to strengthen national protection systems. The Office will continue its work on human rights indicators, particularly discrimination-related indicators, and disseminate them to country-level stakeholders. At the level of the UN system, OHCHR will provide additional training and develop guidance materials for our UN partners to advocate for including discrimination as a focus of UN Common Country Programmes and UN Development Assistance Frameworks; advance the implementation of relevant international standards, including the Declaration on the Rights of Indigenous Peoples; promote a non-discrimination approach within interagency initiatives; and ensure effective gender mainstreaming within OHCHR and throughout the UN system. The successful launch of the Expert Mechanism on the Rights of Indigenous Peoples has raised the profile of indigenous issues within the Human Rights Council, and United Nations Development Group (UNDG) Guidelines on Indigenous Issues have helped to mainstream these issues within the UN system. Yet, much work lies ahead in order to move the principles of the Declaration on the Rights of Indigenous Peoples from paper to practice.

In relation to gender mainstreaming, OHCHR will update the monitoring, investigation and training tools, develop guidance material, and provide technical and policy advice on selected issues such as violence against women, reproductive health, prosecution of sexual violence and the implementation of Security Council resolutions 1325,

1820 and 1888 related to women, peace and security, and rape as a weapon of war. Further guidance will be sought from the results of the 2009 office-wide Gender Evaluation, with the aim of adopting a new gender strategy and policy, and refining the Office's gender mainstreaming priorities.

Working closely with field presences, OHCHR will continue to **protect and promote economic, social and cultural rights and combat inequality and poverty, including in the context of the economic, food and climate crises**. The Office will continue to support a rights-based approach to development and poverty reduction, and will promote the legal protection of economic, social and cultural rights. A primary activity will be technical assistance to governments and other national stakeholders to ensure that national development policies adopt a human rights-based approach to tackling poverty and inequality, emphasizing the participation of the most vulnerable and marginalized in the policymaking and monitoring processes in view of the feminization of poverty. Tools and learning materials tailored to the national context will be developed to strengthen the capacity of national human rights institutions, non-governmental organizations, the media, judicial professionals and other stakeholders to monitor the impact of national laws, policies and programmes on economic, social and cultural rights and on poverty reduction. At the same time, OHCHR will build the capacity of marginalized and vulnerable groups to participate in legislative review, public policy and budgetary processes relating to economic, social and cultural rights, and to access remedies for violations of these rights. Strengthened cooperation with UN partners will continue to be pursued through institutional agreements, technical

### The Right to Development

The High Commissioner's mandate to promote and protect the realization of the right to development aligns closely with the Office's thematic strategies, particularly those that aim to increase integration of human rights standards and principles into UN-system policies and programmes, to strengthen international human rights mechanisms, and to develop international human rights law. In addition to supporting the mechanisms of the Human Rights Council in the area of the right to development, the Office will continue to strengthen the global partnership for development among member states, development agencies and the international development, financial and trade institutions, including within the Secretary-General's Strategic Framework for the period 2010-2011.

cooperation, and joint programmes and projects at the field level. In this regard, OHCHR will aim to ensure that human rights principles are fully reflected in training tools and materials used within the UN system to support national efforts to achieve the MDGs and to assess the impact of development programmes.

OHCHR will continue to support the intergovernmental Working Group and its high-level task force on the right to development, the Social Forum of the Human Rights Council, and the mandate of the independent expert on human rights and international solidarity. The Office will also continue to support the Human Rights Council's initiative to elaborate the draft guiding principles on human rights and extreme poverty.

In relation to the **protection of human rights in situations of armed conflict, violence and insecurity**, the Office will aim to further increase the methodological soundness and coherence of the work of field offices, commissions of inquiry, Special Procedures and rapid response. Using our expertise in international law and best practices, we will provide technical assistance and training to governments and other national stakeholders to ensure that laws and policies comply with international human rights standards. Where patterns of gross violations and abuses of human rights or international humanitarian law are identified, the Office will advocate for national or international criminal justice interventions as appropriate. The Office will continue our dialogue with governments, legislatures and other stakeholders on the impact of counter-terrorism measures on specific groups, building on the recommendations made by UN human rights mechanisms, and address human rights, protection of civilians and related issues with international military forces present in conflict or post-conflict states.

OHCHR also aims to ensure that justice and accountability mechanisms are established, and functioning in accordance with international human rights standards, to monitor, investigate and redress civil and political, as well as economic, social and cultural human rights violations. In this respect, OHCHR will continue to **combat impunity and strengthen accountability, the rule of law, and democratic societies**. The Office will update existing and develop new guidance materials for use by judges and judicial trainers, and develop new guidance and training tools on the freedom of opinion and expression, and accountability mechanisms, including commissions of enquiry. New guidance materials will be developed to assist states with victim- and witness-protection programmes, including in

cases of sexual violence. OHCHR will develop new guidance materials on transitional justice-related issues, including violations of economic, social and cultural rights; on gender, minority and anti-discrimination; on the reintegration of former combatants; and on the vetting process, to ensure that transitional justice mechanisms are established and functioning in accordance with international human rights standards and best practices. To combat impunity, the Office will work to ensure that legislative investigation and oversight mechanisms, and electoral laws and procedures, incorporate human rights norms. In particular, OHCHR will develop a public information campaign on the theme of combating impunity and promoting accountability and will prepare a best practices study outlining available accountability mechanisms for human rights violations. To ensure greater access to justice for marginalized groups, the Office will develop specialized policy and training tools on access to justice and legal assistance for key groups, with a special focus on victims of sexual and gender-based violence.

### Transitional Justice

OHCHR is the lead entity within the UN system on transitional justice. As such, it works with other UN partners to encourage and support processes and mechanisms designed to assist societies in coming to terms with a legacy of large-scale past human rights abuses, in order to ensure accountability, serve justice and achieve reconciliation. The Office's work on transitional justice in the coming years will be part of larger UN efforts to combat impunity, including by providing technical assistance on transitional justice mechanisms, particularly truth and reconciliation commissions, disarmament, demobilization and reintegration programmes, and vetting.

To support the implementation of the strategy on **strengthening international human rights mechanisms and the progressive development of international human rights law**, OHCHR will integrate the outcomes and recommendations of human rights mechanisms and bodies in its research and analytical work, particularly in developing tools and guidance materials. Further guidance tools and analytical studies will be developed to facilitate the ratification and implementation of the Convention on the Rights of Persons with Disabilities, and to promote the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights. OHCHR will also publish a detailed *Commentary on the Recommended Principles and Guidelines on Human Rights and Human Trafficking* that will provide a comprehensive legal and policy analysis of the *Principles and Guidelines*. Research conducted

by the Office will also inform the deliberations of the Human Rights Council on key women's rights issues, i.e. the human rights dimensions of maternal mortality and equality before the law, and integrating gender in its working methods.

Fundamental to effective work in all of the thematic strategies are quality guidance, methodologies and training tools to support **human rights analysis, monitoring and programming**. The development of gender-sensitive guidance tools and sharing of best practices will thus remain an important priority. OHCHR efforts to be more effective in the field will include strengthened knowledge management, including codifying and sharing best practices, to advance international human rights standards on the national level. These efforts will be complemented by a robust field-oriented publications programme, a fully accessible OHCHR library collection, and other resources, including the Human Rights Education and Training Resource Collection and Database, the UDHR Resource collection and knowledge resources.

In addition to assuring methodological soundness and strengthening national and UN capacities in the OHCHR thematic priorities, activities will include strengthening national human rights protection systems, monitoring and investigating, providing education and training, with an emphasis on evaluation methodologies, and integrating human rights in peace operations and within humanitarian emergencies. In line with recommendations of the treaty bodies, OHCHR will develop resource materials and tools to help disseminate and operationalize the use of indicators to promote and monitor respect for human rights. OHCHR will also seek to meet related technical assistance requests from national and international stakeholders, such as government and statistical agencies, national human rights institutions, UN country teams, and treaty bodies.

Other upcoming activities include supporting the United Nations Inter-agency Coordinating Committee for Human Rights Education in the School System in

developing a final evaluation report on the implementation of the first phase (2005-2009) of the World Programme for Human Rights Education and developing a Plan of Action for the second phase (2010-2014) of the World Programme for Human Rights Council consideration.

## Management

The Research and Right to Development Division's work grounds and informs OHCHR's policy development, advocacy and programming. The Division provides legal and policy advice, methodological guidance, knowledge and tools to stakeholders. It comprises two branches: one that deals with development, economic and social issues, and one that focuses on rule of law, equality and non-discrimination issues. Within the branches, eight units carry out work on specific thematic human rights issues: rule of law and democracy; anti-discrimination; indigenous peoples and minorities; women's human rights and gender; Millennium Development Goals; right to development; human rights, economic and social issues; and methodology, education and training.

Relying on in-house and external expertise, the division collaborates within the UN and the Office, and with external partners, to conduct research projects, identify emerging human rights trends and practices, and provide policy and methodological guidance and advice to contribute to the realization of the Office's thematic strategies. In the next biennium, the division will continue to support OHCHR's leadership on international standards and best human rights practice for external stakeholders, including in the area of human rights mainstreaming. In addition, it will ensure that skills and capacities within the United Nations and the Office - both at headquarters and in the field - continue to be developed so that OHCHR's global thematic strategies can be implemented effectively.

## Advisory Services and Technical Cooperation

OHCHR's activities at the country level are aimed at preventing and reducing human rights violations, mainly through strengthening national protection systems. Field presences and country-focused activities are a critical means of promoting implementation of international human rights standards. The Office advocates harmonizing national legislation and practice with States' human rights obligations under international human rights law and assists States in doing so.

At country and regional levels, OHCHR facilitates and supports the work of UN human rights mechanisms and provides technical support to national counterparts. It works closely with relevant national authorities and human rights institutions, NGOs and human rights defenders, as well as with UN partners.

## Current situation and challenges

The priority in 2008-2009 was to strengthen headquarters' capacity to engage effectively with countries and support the Office's field presences. That will remain a challenge in the upcoming biennium. Over the past biennium several new presences have opened, many of which had been planned for a number of years. The Office's support to human rights components of peace missions remained an important focus, and the Office also worked on strengthening cooperation with other UN entities and country teams, including through the work of human rights advisers.

At the end of 2009, OHCHR supported 55 field presences. During 2008-2009, regional offices were established for Central Asia (Bishkek), West Africa (Dakar), Europe (Brussels), and South America (upgrading of the former liaison office in Santiago de Chile), and a Training and Documentation Centre for South-West Asia and the Arab Region was

### Supporting National Human Rights Institutions

An important part of OHCHR's work with countries is the support it gives to establishing and strengthening national human rights institutions. The Office's work in this area is guided by its thematic strategies. In the area of **discrimination**, the Office will strengthen the capacity of these institutions to monitor the implementation of the Durban Declaration and Programme of Action. This will involve assisting in the development of national plans of action; encouraging ratification of the relevant international instruments and their implementation through domestic legislation; monitoring racism at local, regional and global levels; establishing focal points and networks on racism; and increasing engagement with the international and regional human rights systems.

The thematic priority of combating **impunity** will be addressed by focusing on protection issues,

including prevention of torture, in the context of the OPCAT, and protection of human rights defenders.

The Office will support the International Coordination Committee (ICC) working group on **economic, social and cultural rights** and provide substantive and secretariat support to the 10th international conference of national human rights institutions in 2010, which will focus on the theme of business and human rights. The Office will continue to provide support and technical advice to national human rights institutions on how to integrate a human rights-based approach to **migration** in their strategies.

On the basis of international human rights standards and the Paris Principles, OHCHR:

- Provides advice on appropriate constitutional or legislative frameworks to establish national human rights institutions and on

their nature, functions, powers and responsibilities.

- Facilitates activities with national stakeholders, particularly in those countries where the Office has a presence, to promote and raise awareness about national human rights institutions and build support for their establishment and functioning.
- Builds capacity of national human rights institutions to implement new international instruments or expand their mandated responsibilities, especially concerning economic social and cultural rights and the rights of discriminated groups.
- Provides advisory services and technical cooperation activities in collaboration with other UN partners and through regional networks of national human rights institutions, with a particular focus on the Universal Periodic Review.
- Supports the ICC Accreditation Sub-committee and the accreditation process.



A human rights officer from OHCHR's Nepal office on her bike.

opened in Doha. Seven human rights advisers were deployed to UN country teams in Albania, Great Lakes, Guinea, Kenya, Moldova, Niger and Papua New Guinea; preparations for the establishment of a new country office in Mauritania have begun, and the Office has been supporting two additional human rights components of peace missions: MINURCAT for Chad and UNAMID for Darfur. A number of presences were discontinued: Angola (country office), Guyana, Kyrgyzstan, the Maldives and Pakistan (human rights advisers). UNOMIG in Georgia and peace missions in Ethiopia/Eritrea were also discontinued.

Through its Peace Missions Support and Rapid Response Section, the Office supported the establishment and activities of five commissions of inquiry or fact-finding missions, either requested by a

Government, mandated by the Human Rights Council or upon request by the Secretary-General, and participated in several UN technical assessment missions. Enhancing the capacity and effectiveness of this support will remain a priority for the Office.

Through its National Institutions and Regional Mechanisms Section, the Office continued to support a large number of national human rights institutions. As a result, more of these actors are involved in the work of international human rights mechanisms and bodies. They are submitting more information to treaty bodies, are engaging in more exchanges with special procedures mandate-holders and are participating in the Human Rights Council, including the UPR process. In the coming biennium, the Office will also focus on cooperating with regional human rights mechanisms.

### Peace Missions Support and Rapid Response Facing new challenges and working in partnership

The peace missions support and rapid response section coordinates rapid response activities and provides specialized technical and operational support to field presences, geographic units and OHCHR leadership in the areas of: peace missions, fact-finding and investigations, the establishment and running of field presences, and humanitarian action.

With the establishment of the section in 2006, OHCHR created a dedicated capacity to ensure timely and systematic responses to unforeseen situations requiring urgent action, including deteriorating and potentially deteriorating human rights situations, and to facilitate the systematic integration of human rights in the UN peace and security agenda and in humanitarian action.

As of the end of 2009, OHCHR has deployed more than 130 staff in 33 different missions through its rapid response capacity. These missions involved conducting investigations, fact-finding, assisting commissions of inquiry, or responding to other urgent requirements. OHCHR has also established a Contingency Fund, a

flexible mechanism to fund urgent deployment of personnel and other expenses associated with rapid response activities.

The section regularly monitors and disseminates information about key human rights developments and OHCHR activities in the field, within the context of ensuring preparedness for response. It has developed internal early warning tools, and represents OHCHR in inter-agency humanitarian early warning efforts.

OHCHR participates in humanitarian coordination activities through its work in the Inter-Agency Standing Committee (IASC), the Executive Committee for Humanitarian Affairs, the Global Protection Cluster Working Group, the Humanitarian Coordinators Group, the Protection Capacity Steering Committee, and the IASC Sub-working Group on Preparedness and Contingency Planning. The objective of this work is to integrate human rights considerations into the programming and policies of humanitarian activities. The section supports OHCHR field presences, which are increasingly involved in mainstreaming human rights into

the delivery of humanitarian assistance in the aftermath of natural disasters, and in preparing and implementing Common Humanitarian Action Plans and the Consolidated Appeal Processes (CAP). OHCHR chairs or co-chairs protection clusters in 11 countries.

OHCHR's efforts to integrate human rights in UN peace missions marked a milestone in the promotion and protection of human rights within the context of multidimensional peacekeeping operations and special political missions. OHCHR provides substantive support and guidance to human rights components of UN peace missions, whose approved workforce totals more than 900 posts.

OHCHR participates in the planning, design and review of missions; supports the selection of human rights officers; and helps to develop and review policies, operational directives and guidance on issues related to integrating human rights in peace missions. OHCHR works in close cooperation with the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support.

## Programme

Through OHCHR's programmes and activities in the field, the Office will seek to ensure that duty-bearers are better informed about human rights standards and about how to translate them into national laws, regulations and policies; and that rights-holders are further empowered to claim their rights. This will be achieved through cooperation with government and non-governmental partners, including through capacity-building activities. OHCHR will emphasize assisting groups that are marginalized or discriminated against in participating in public policy decision-making and monitoring processes. In particular, OHCHR will support efforts to establish or strengthen justice and accountability mechanisms at the national level, in accordance with international human rights standards,

so that they can better monitor, investigate and redress violations of civil, political, economic, social and cultural rights. Public reports and statements will be issued to highlight critical country situations and human rights issues and make recommendations to address them at the national and regional levels. The work of national human rights institutions will also be highlighted as a key element of national human rights protection systems. In all these areas, the Office will focus its work on its thematic priorities.

For 2010-2011, **increasing the effectiveness and efficiency in supporting field operations** remains a priority. In this context, OHCHR will continue to promote the use of standard mandates for its presences. The Office's policies on human rights advisers and regional offices will be enhanced, as

these two forms of field presence have had increasing demands placed on them in the past biennium. In addition, standard operating procedures for rapid response activities will be developed in order to respond to human rights crises in a timely and systematic manner. The Office will continue to maintain internal and external rosters of experts, including one for senior-level staff, for rapid response activities and will develop its expertise in the area of investigation, fact-finding and human rights needs assessment.

OHCHR will continue to play a leading role in **partnerships for human rights mainstreaming**.

The Office provides support to the Department of Peacekeeping Operations (DPKO) and the Department of Political Affairs (DPA) led UN technical assessment missions in order to ensure that human rights strategies are reflected in the mandates of peace missions and are fully integrated into their plans. The Office will continue to make substantive inputs on human rights issues through the High Commissioner's participation in the Secretary-General's Policy Committee, the Executive Committee on Peace and Security, other UN Executive Committees and Inter-Agency bodies.

The Office will also continue to strengthen partnerships with UN country teams to enhance UN advocacy on human rights issues at the country level and ensure a coherent response to human rights challenges from the UN system. The human rights capacity of UN country teams will be expanded and strengthened through the follow-up to the "Action 2" programme and the Delivering as One process. This will include providing substantive advice to UN country teams, deploying human rights advisers, and contributing to the work of relevant inter-agency mechanisms in Geneva and New York.

OHCHR will pursue closer cooperation with civil society organizations at the national, regional and

international levels. It will conduct regular briefings, involve human rights NGOs in seminars, workshops and substantive activities, implement awareness-raising and capacity-building programmes, and provide information on OHCHR country-specific work for the implementation of human rights activities.

As mandated by the Human Rights Council, the Office will also enhance and further systematize its relations with regional human rights organizations and mechanisms, including by regularly organizing workshops on regional arrangements for the promotion and protection of human rights. These workshops are intended to allow sharing of information and strengthen cooperation between the United Nations and regional human rights arrangements.

The Office will continue to strengthen the link between work carried out at the field level and the **human rights mechanisms, including in follow-up to their recommendations**. Supporting the Universal Periodic Review mechanism will continue to be a major undertaking in the coming period.

Annex 2 provides a table containing the major expected accomplishments, in the context of their related thematic priorities, that will be sought by OHCHR field presences in the course of the biennium.

## Management

Leading the dialogue with countries on human rights issues is one of the main functions of OHCHR's Field Operations and Technical Cooperation Division. OHCHR's activities at the country level are aimed at preventing and reducing human rights violations, mainly through strengthening national protection systems.

# Field Activities

OHCHR field presences are established in consultation with governments concerned and UN partners, taking into account the human rights situation, security and political considerations, as well as available human and financial resources, and administrative arrangements.

OHCHR field presences observe the human rights situation, provide technical advice, implement technical cooperation projects, organize capacity-building and awareness-raising initiatives, and use international human rights mechanisms and standards to advocate change at the national level. They work in close partnership with governments and state institutions, civil society actors and UN and regional organizations to improve the promotion and protection of human rights at the country level.

## Country and stand-alone offices

OHCHR country offices are established on the basis of a standard agreement between OHCHR and the host Government. The mandate of a country office includes human rights observation, protection, technical cooperation activities and public reporting. The activities of a country office are developed in consultation with the concerned Government, and are based on an assessment of the human rights concerns and the capacity of national and international actors involved in human rights work, and on the most effective means available to OHCHR for addressing gaps in the realization of human rights. At the end of 2009, OHCHR had nine country offices: in Bolivia, Cambodia, Colombia, Guatemala, Mexico, Nepal, Togo and Uganda as well as two stand-alone offices: in Kosovo (Serbia) and the Occupied Palestinian Territory. In September 2009, OHCHR signed an agreement with the Government of Mauritania to establish a country office. OHCHR closed its office in Angola in mid-2008. Country and stand-alone offices are mostly funded by voluntary contributions.

## Regional offices and centres

OHCHR regional offices are established on the basis of a standard agreement between OHCHR and the host country, following consultations with countries of the region. Regional offices and centres focus on

cross-cutting regional human rights concerns and also support, at the national level, follow-up to treaty bodies and special procedures and matters relating to the Universal Periodic Review. They work closely with regional and sub-regional intergovernmental organizations. They also complement the expertise of human rights country presences by providing support on institutional and thematic issues. At the end of 2009, OHCHR had ten regional offices in East Africa (Addis Ababa), Southern Africa (Pretoria), West Africa (Dakar), South-East Asia (Bangkok), the Pacific (Suva), the Middle East (Beirut), Central Asia (Bishkek), Europe (Brussels), Central America (Panama City), and South America (Santiago de Chile), and the sub-regional Centre for Human Rights and Democracy for Central Africa (Yaoundé) and a Training and Documentation Centre for South-West Asia and the Arab Region (Doha). The establishment of an Office for North Africa is under consideration and OHCHR continues to consult with Member States in the Asia region on the possibility of opening other regional offices. Regional offices and centers are funded both by regular budget and extrabudgetary contributions.

## Human rights components of UN peace missions

OHCHR supports human rights components of peace missions, providing expert advice, technical assistance and functional support on human rights. Human rights components of peace missions have a dual reporting line: one to the head of the peace mission and one to the High Commissioner. Based on Security Council resolutions establishing the peace missions, the work of human rights components includes the following activities:

- ▶ Observing, documenting, investigating and reporting on the human rights situation.
- ▶ Ensuring that peace processes promote justice and equity.
- ▶ Preventing and redressing violations of human rights.
- ▶ Building human rights capacities and institutions.
- ▶ Mainstreaming human rights into all UN programmes and activities.

At the end of December 2009, there were 15 UN peace missions that incorporated human rights promotion and protection into their mandated

work, namely in Afghanistan, Burundi, the Central African Republic, Chad, Côte d'Ivoire, Darfur (Sudan), the Democratic Republic of the Congo, Guinea-Bissau, Haiti, Iraq, Liberia, Sierra Leone, Somalia, Sudan and Timor-Leste. Through its extrabudgetary resources, OHCHR contributes to the funding of human rights technical cooperation activities of some of these missions, which are mainly funded by the UN peacekeeping budget.

### Human rights advisers in UN country teams

Human rights advisers are deployed upon request by UN Resident Coordinators. They assist the Resident Coordinator, heads of UN agencies, and members of UN country teams in integrating human rights into their programme strategies and implementation. Human rights advisers typically perform the following functions:

- ▶ Advise the Resident Coordinator and the UN country team on strategies to build and strengthen national human rights capacities.
- ▶ Advise and provide training to independent national human rights institutions.
- ▶ Advise duty-bearers on how best to promote UN normative values.

- ▶ Build networks with, and provide practical support to, civil society actors at large.
- ▶ Provide operational support to human rights training and/or national capacity-building activities, including activities conducted under the Action 2 Programme.

As of the end of December 2009, OHCHR had 17 human rights advisers in Albania, Ecuador, Great Lakes (based in Burundi), Guinea, Indonesia, Kenya, Moldova, Nicaragua, Niger, Papua New Guinea, Russian Federation, Rwanda, Serbia, the South Caucasus (based in Tbilisi and covering Georgia, Azerbaijan and Armenia), Sri Lanka, the former Yugoslav Republic of Macedonia, and West Africa (UNOWA). Human rights advisers in Guyana, Kyrgyzstan, the Maldives and Pakistan discontinued their work in 2008-2009 and the human rights adviser in Indonesia will discontinue his work by the end of January 2010. Advisers are expected to be deployed to Honduras, Madagascar, Paraguay, and Tajikistan, during the coming biennium. Human Rights Advisers are in general funded by OHCHR extrabudgetary contributions, but in some cases cost sharing agreements have been reached with UNDP (Honduras) or they have been funded under the Action 2 programme (Albania).



In several countries, conflict and political instability continued to generate human rights violations and massive movements of populations. While peaceful and fair elections were held in several States, other votes were marred by repression used to manipulate election results and to stifle members of civil society, including opponents, journalists and human rights activists.

Poverty remains one of the most critical challenges in Africa, and the financial crisis, natural disasters and the worldwide food shortage have been felt sharply in the continent, dramatically increasing the percentage of the population dependent on food aid. Combined with mounting frustration with poor governance, these crises have triggered growing

social unrest in some countries that is often met with heavy-handed repression by State security forces. This trend is likely to persist in the coming biennium.

At the regional level, steady progress was noted in the institutional and legislative areas. The African Court of Justice completed its merger with the African Court on Human and Peoples' Rights, and the African Union approved a ground-breaking new treaty for internally displaced people in Africa. The African Network of National Human Rights Institutions grew in number and prominence.

Several States made impressive progress in fulfilling their reporting obligations under the international human rights treaties.

## Thematic priorities

- ▶ Human rights in situations of armed conflict, violence and insecurity, with a focus on the protection of human rights defenders and civil society in general, and respect for human rights standards by security forces (prevention of and accountability for torture, sexual and gender-based violence, and arbitrary executions).
- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies, focusing on access to justice, prosecution, transitional justice, accountability for war crimes and crimes against humanity, and the protection of human rights in electoral processes.
- ▶ Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex, religion, and against other marginalized groups, including minorities and indigenous peoples, persons with disabilities, persons living with HIV.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic and food crises, focusing on the rights to adequate housing, to education, to health, to safe drinking water.
- ▶ Protecting human rights in the context of migration, with a focus on internally displaced persons and the right to education.
- ▶ Strengthening regional human rights mechanisms, focusing on the African Union and the African Commission on Human and Peoples' Rights (ACHPR).

## Expected accomplishments and strategies

Bearing in mind that each country's situation requires a specific strategy, presences in the region will seek to strengthen **national protection systems** in the countries covered, through dialogue with relevant actors and raising awareness; assisting in the development and implementation of transitional justice mechanisms; advocating for the consideration of economic, social and cultural rights in conflict and post-conflict environments; and undertaking case-based monitoring in this area.

Field presences will also seek to promote the **use of the international protection system**, by advocating for the ratification of human rights instruments and for the implementation of recommendations made by human rights mechanisms. Overall, training and capacity-building

TYPE OF PRESENCE	LOCATION
Regional Offices and Centres	Central Africa (Yaoundé, Cameroon) Eastern Africa (Addis Ababa, Ethiopia) Southern Africa (Pretoria, South Africa) West Africa (Dakar, Senegal)
Country Offices	Togo Uganda
Human Rights Components in Un Peace Missions	Burundi Central African Republic Chad Côte d'Ivoire Democratic Republic of the Congo Guinea-Bissau Liberia Sierra Leone Somalia Sudan (UNMIS) Sudan (UNAMID)
Human Rights Advisers to UN Offices and Country Teams	Great Lakes Region (Burundi) Guinea Kenya* Madagascar** Niger Rwanda UNOWA (Senegal)

\* Deployed in 2008.

\*\* To be deployed in 2010-2011.

of national actors will be a main pillar of the strategy, with the aim of providing sustainable tools and skills to relevant national actors to better engage with the international human rights mechanisms.

In addition, OHCHR will seek the **involvement of other international actors in human rights work**, by providing reliable and impartial information and advice; engaging in early stages of peace negotiations, including in partnership with DPKO and the DPA mediation unit so that impunity concerns are addressed; and supporting the integration of human rights into UN programmes and poverty-reduction strategies.

OHCHR has four regional offices/centres, in Addis Ababa (covering East Africa), Dakar (covering West Africa), Pretoria (covering Southern Africa), and

Yaoundé (covering Central Africa); two country offices in Togo and Uganda; and human rights advisers to the country teams in Guinea, Kenya, Niger, Rwanda, and to the Great Lakes Region (based in Bujumbura), and a human rights adviser to the UNOWA (based in Dakar). The Office supports the human rights components of 11 UN peace missions in Africa: in Burundi, Central African Republic, Chad, Côte d'Ivoire, the Democratic Republic of the Congo, Guinea-Bissau, Liberia, Sierra Leone, Somalia, the Sudan, as well as the AU-UN hybrid mission in Darfur. During the 2010-2011 biennium, a human rights adviser will be deployed to Madagascar.

The Office will also continue to support the work of the Independent Expert on the situation of human rights in Burundi, the Independent Expert on the situation of human rights in Somalia, and the Special Rapporteur on the situation of human rights in the Sudan, as well as the thematic mandate-holders visiting the region.

## REGIONAL OFFICES AND CENTRES

### Sub-regional Centre for Human Rights and Democracy in Central Africa (Yaoundé, Cameroon)

**Date established** 2001

The human rights situation in Central Africa continues to be affected by past and ongoing conflicts and is aggravated by the economic crisis. In some countries of the sub-region, democracy and the rule of law have been threatened by coups d'état. Inadequate legal frameworks, unresponsive public administration, weak judiciaries and inadequate social policies also seriously affect the human rights situation in many countries of the sub-region. Discrimination on the basis of ethnicity, nationality, social and political affiliations, gender, sexual orientation and health status, remains a concern. Migrant workers are often subjected to human trafficking and inhumane treatment. National human rights protection systems throughout the region are weak.

Engagement with the international human rights mechanisms is uneven: several countries have yet to ratify some important human rights treaties, and others have failed to respect their reporting obligations.

The UN Centre for Human Rights and Democracy in Central Africa was established in Yaoundé by the

General Assembly and operates under the auspices of OHCHR. The Centre is increasingly recognized as a vital player in addressing challenges relating to human rights, democracy and conflict prevention in the region.

### Thematic priorities

- ▶ Countering discrimination, with a focus on women, children, indigenous peoples and minorities, people living with HIV/AIDS, and migrant workers.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty.
- ▶ Protecting human rights in the context of migration.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society.
- ▶ Protecting human rights in situations of armed conflict, violence and insecurity.

### Expected accomplishments and strategies

- ▶ Strengthened capacities of justice and law enforcement professionals to deliver adequate services in compliance with international human rights standards, and to fight impunity, through advocacy and capacity-building initiatives.
- ▶ Increased implementation of a human rights-based approach in national policies and programmes, particularly through capacity-building activities for national human rights institutions.
- ▶ Electoral systems and parliaments increasingly comply with relevant human rights standards, through capacity-building activities and sensitization events and campaigns.
- ▶ Governments and civil society organizations increasingly engage with the international human rights mechanisms. To this end, the Office will provide training and advisory services and facilitate contacts and information-sharing within the region.

### BUDGET 2010-2011 Sub-regional Centre for Human Rights and Democracy in Central Africa (Yaoundé, Cameroon)

	Extrabudgetary Requirements in US\$	Regular Budget Requirements in US\$
Staff costs	-	1,753,900
Operating costs	135,575	388,400
Activities	389,254	232,100
<b>Subtotal</b>	<b>524,829</b>	<b>2,374,400</b>
Programme support costs	68,228	-
<b>GRAND TOTAL</b>	<b>593,057</b>	<b>2,374,400</b>

## Regional Office for Eastern Africa (Addis Ababa, Ethiopia)

**Date established** 2002

The countries in the East Africa region are among the poorest in the world, with most of the population living below the poverty line. The underlying causes of poverty are often deep-rooted and exacerbated by the poor administration of justice, weak democratic institutions and lack of accountability. The global crises have fueled social tensions and inequalities, which have led to riots and outbreaks of violence in many countries of the sub-region. Ongoing conflicts add to the extreme poverty and to internal displacement, and affect the overall level of enjoyment of economic, social and cultural rights. The situation of migrants and refugees in the region is also a major concern.

OHCHR's Regional Office for East Africa will continue to strengthen its cooperation with the African Union (AU) and the Economic Commission for Africa (UNECA). It will also engage in human rights promotion and capacity-building with the host country of Ethiopia and with three countries in the region that do not have a human rights presence: Djibouti, Eritrea and Tanzania.

During the previous biennium, the Office supported AU institutions with a human rights mandate, helped to establish a national human rights institution in Djibouti, and assisted Ethiopia and Tanzania in submitting their the common core documents and nearly all overdue reports to UN treaty bodies.

### Thematic priorities

- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society.

### Expected accomplishments and strategies

- ▶ Enhance engagement of governments and civil society in the region with international human rights mechanisms. To this end, the Office will provide training and promote and facilitate discussions among relevant stakeholders.
- ▶ Increased integration of human rights standards and principles, including the right to development, into the work of the United Nations Economic Commission for Africa and the UN country teams through technical advice and capacity-building.
- ▶ Increased capacity of the AU human rights institutions to promote and protect human rights and to implement their decisions and recommendations, including by developing a coherent human rights strategy with stakeholders and by strengthening the AU NGO Forum.
- ▶ Law enforcement officials and national human rights institutions increasingly comply with international and national human rights standards relevant to their work, through training and support for the establishment and strengthening of investigation/ complaints units within the national institutions.
- ▶ Increased awareness of human rights standards relating to law enforcement activities through awareness-raising initiatives in cooperation with national partners.

### BUDGET 2010-2011 Regional Office for Eastern Africa (Addis Ababa, Ethiopia)

	Extrabudgetary Requirements in US\$
Staff costs	1,386,556
Operating costs	163,098
Activities	478,242
Subtotal	2,027,896
Programme support costs	263,627
<b>GRAND TOTAL</b>	<b>2,291,523</b>

## Regional Office for Southern Africa (Pretoria, South Africa)

**Date established** 1998

The southern African region includes some of the richest, and some of the poorest, states in Africa. Several countries have well-functioning national institutions and mechanisms to protect and promote human rights, but a number of human rights challenges remain widespread. The region has the highest prevalence rate of HIV/AIDS in the world. Some countries have recently faced, and others continue to face, political violence and insecurity, including serious human rights abuses. Discrimination remains an important human rights concern. The independence of the judiciary, access to justice, prison conditions, freedom of expression, economic, social and cultural rights, land issues, impunity and gender-based violence are among the main human rights challenges in the region.

Established in 1998, the Regional Office for Southern Africa was the first OHCHR regional presence. The Office covers 14 countries, namely Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia and Zimbabwe.

### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, with focus on conflict and post-conflict countries.
- ▶ Combating impunity and strengthening accountability and the rule of law with a focus on transitional justice.
- ▶ Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex and sexual orientation.
- ▶ Pursuing economic, social and cultural rights and combating inequality and poverty.

### Expected accomplishments and strategies

- ▶ Measures taken to improve access to justice for women victims of gender-based violence and victims of xenophobia, through training sessions and advocacy activities.
- ▶ Transitional justice mechanisms established that comply with relevant human rights standards, through technical advice and assistance.
- ▶ National human rights institutions established or strengthened to comply with the Paris Principles, by providing information, advice, training and

facilitating participation in regional and international networks.

- ▶ Increased integration of human rights standards and principles into UN country teams' programmes.
- ▶ Increased compliance and engagement with the international and regional human rights mechanisms, including the UN treaty-body system, the special procedures of the Human Rights Council and the Universal Periodic Review, including through advocacy, assistance and awareness-raising initiatives.

### BUDGET 2010-2011 Regional Office for Southern Africa (Pretoria, South Africa)

	Extrabudgetary Requirements in US\$
Staff costs	1,441,484
Operating costs	123,615
Activities	231,958
Subtotal	1,797,057
Programme support costs	233,618
<b>GRAND TOTAL</b>	<b>2,030,675</b>

## Regional Office for West Africa (Dakar, Senegal)

**Date established** 2008

The overall human rights situation in West Africa is one of substantive progress in some areas tempered by grave violations in others. There have been signs of progress in efforts to mainstream human rights and gender into policy responses to regional threats to peace and security, such as the food crisis, climate change, migration, and trafficking in persons. The resurgence of military coups in West Africa, however, has resulted in a wave of human rights violations, such as extortion, harassment and intimidation, destruction of property, and restrictions on freedom of expression. Against this backdrop of impunity, sexual and gender-based violence, violence against children, arbitrary arrests and detention, extrajudicial killings, and unlawful expropriation affecting the most vulnerable persons continue to be reported throughout the sub-region.

The socio-economic disparities in West Africa are rapidly emerging as a growing threat to peace and security in the region. Even in those countries that

have experienced sustained economic growth in recent years, this growth has been accompanied by increasing inequality and marginalization of some segments of the population. Exclusion and discrimination appear to be on the increase, and social services in many countries are on the verge of collapse. West Africa has the world's lowest human development indicators, which severely impedes progress towards achieving the Millennium Development Goals. As the sub-region strives to consolidate peace, stability and development, there must be greater emphasis on the administration of justice and on tackling impunity.

The interaction of some countries in the sub-region with human rights treaty bodies and the special procedures remains poor. Several countries have yet to submit state reports under treaties that they have ratified; requests for visits by special procedures mandate-holders have gone unanswered in many cases.

The OHCHR Regional Office for West Africa was established in 2008. The Office's achievements include raising awareness about the Universal Periodic Review process throughout the region; increased collaborating with the region's national human rights institutions, including the Office's active involvement in the formulation of the statute governing the network of West African National Human Rights Institutions; and encouraging Member States of the Economic Community of West African States (ECOWAS) to address the human rights-related aspects of climate change in the region. It has also provided support to and cooperated with eight human rights field presences based in the region.

### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises.

### Expected accomplishments and strategies

- ▶ Implementation of measures consistent with international human rights standards to improve access to justice by women who have been subjected to gender-based violence, through information-sharing, targeted awareness-raising campaigns, advocacy work and active lobbying of national stakeholders. In this context, the regional office plans to work with the Senegalese National Committee to Combat Violence against Women, the National Women's Council of the

Gambia, women's associations and other relevant stakeholders.

- ▶ Increased ratification of human rights treaties, especially the optional protocol to the International Covenant of Economic, Social and Cultural Rights, and increased engagement with human rights mechanisms, especially in relation to the submission of outstanding reports to the Committee on Economic, Social and Cultural Rights, by Cape Verde, Gambia and Senegal. To this end, the Office will organize awareness-raising and training activities and provide technical advice.
- ▶ Integration of human rights standards and principles into UN programmes in Burkina Faso and Cape Verde, through technical assistance and by assisting the UN country teams in identifying and bridging gaps between rights-holders and duty-bearers.

### BUDGET 2010-2011 Regional Office for West Africa (Dakar, Senegal)

	Extrabudgetary Requirements in US\$	Regular Budget Requirements in US\$
Staff costs	96,309	1,301,300
Operating costs	106,430	164,500
Activities	255,842	97,600
Subtotal	458,581	1,563,400
Programme support costs	59,616	-
<b>GRAND TOTAL</b>	<b>518,197</b>	<b>1,563,400</b>

## COUNTRY OFFICES

### Togo

**Date established** 2006

After years of political unrest, a General Peace Agreement was signed in August 2006. Following peaceful legislative elections in 2007, the Government has adopted a series of policies that could enhance the promotion and protection of human rights in the country. Presidential elections are scheduled for February 2010. Significant developments in human rights include the creation of a Truth, Justice, and Reconciliation Commission and legislative reforms to protect children's rights.

However, despite the ongoing security, economic and political reforms, growing poverty could undermine progress. State entities face difficulties in consolidating democracy and the rule of law and in widening the democratic space. The participation of vulnerable groups in decision-making processes is still inadequate. The use of ethnic and regional differences and discriminatory practices to win political gains threatens the reconciliation process and the fight against impunity.

The OHCHR office in Togo was established in 2006. In the previous biennium, the Office successfully supported the establishment of a Truth, Justice, and Reconciliation Commission, including by holding nationwide consultations on the subject. In 2010, the Office will be temporarily strengthened to conduct human rights monitoring in the context of the elections.

### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with a focus on political violence and transitional justice.
- ▶ Countering discrimination, with a focus on inter-ethnic tensions and discrimination based on ethnic and regional affinity, gender inequalities, children, people living with HIV/AIDSs and other vulnerable groups.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic and food crises, with a focus on access to basic services.

### Expected accomplishments and strategies

- ▶ Effective functioning of the Truth, Justice and Reconciliation Commission to monitor, investigate and redress human rights violations. In this context, the Office will support the work of the Commission by raising awareness about its work, providing policy and technical advice and capacity-building initiatives, and by holding strategic consultations with various national actors.
- ▶ National laws, regulations, programmes and institutions relating to discrimination increasingly comply with international human rights standards, through advocacy, support for the implementation of the National Human Rights Action Plan and the modernization of Justice Programme, and by providing training and technical advice, including for civil society actors.
- ▶ Rights-holders, especially groups that suffer discrimination, particularly women, increasingly use existing national protection systems and participate in decision-making processes and in

developing and monitoring public policies, by providing technical advice, training, and facilitating dialogue.

- ▶ Increased integration of human rights standards and principles in conflict-resolution mechanisms and in UN development programmes. To this end, the Office will continue to promote and provide technical advice and training.
- ▶ The Government engages more consistently with UN human rights mechanisms and bodies, including the Universal Periodic Review, through awareness-raising campaigns and technical workshops.

### BUDGET 2010-2011 Country Office in Togo

	Extrabudgetary Requirements in US\$
Staff costs	1,299,669
Operating costs	188,612
Activities	1,083,466
Subtotal	2,571,747
Programme support costs	334,327
<b>GRAND TOTAL</b>	<b>2,906,074</b>

### Uganda

**Date established** 2005

Although the Government of Uganda and the Lords Resistance Army have not yet signed the final peace agreement, relative peace has returned to northern Uganda. However, prolonged conflict and the consequent breakdown of law and order and stalled development have resulted in sharp regional disparities and discrimination in access to services and justice. Many of the civil and political rights concerns in Uganda stem from the public policies put in place to tackle security and public order issues. In northern Uganda and Karamoja, the extensive use of military and auxiliary forces to perform police functions during conflict hampers the establishment of an accountable civilian police force.

The development gap between the north and Karamoja and the rest of the country results in similar disparities in the fulfillment of economic and social rights. Poor basic services, especially sanitation, health and infrastructure in the areas to which internally displaced persons are returning hinder their resettlement.

Uganda is Party to most core international human rights treaties. The country has not yet issued a standing invitation to special procedures. It is scheduled to undergo the Universal Periodic Review in 2011.

OHCHR established its country office in Uganda in July 2005. In the previous biennium, the Office helped to establish national human rights desks in several local governments and supported the Uganda Human Rights Commission and the Civil-Military Cooperation Centre in their efforts to improve human rights monitoring, outreach and mediation work in camps and return areas.

### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, particularly in northern Uganda and Karamoja.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises.
- ▶ Fighting discrimination, with focus on women's rights.

### Expected accomplishments and strategies

- ▶ Effective implementation of the Uganda Human Rights Commission's constitutional mandate, mainly in relation to its role vis-à-vis the Government and the parliament, and the provision of effective redress to victims of human rights violations, through technical training and capacity-building activities.
- ▶ Efficient functioning of mechanisms that hold police in northern Uganda, Karamoja and Teso accountable for compliance with international human rights standards, by providing technical services and training. To this end, the Office will advocate for and facilitate an agreement between police and key stakeholders on the principal elements of such a mechanism.
- ▶ Greater presence and functioning of justice institutions in northern Uganda, Karamoja, and Teso addressing protection needs of groups rendered vulnerable by conflict, particularly returning internally displaced persons, women and children, through advocacy campaigns. To this end, the Office will document and publicize its findings, advocate for the necessary actions, and provide training to civil society organizations.

- ▶ Establishment of transitional justice mechanisms and processes in accordance with international human rights standards, with respect to victims' rights to truth, reparations, and protection, through training and advocacy activities. In this context, the Office will monitor the existing mechanisms, provide advice to civil society actors, particularly victims, and provide technical assistance to duty-bearers on legislative frameworks, and will work with UN agencies to support institutional strengthening.
- ▶ Greater awareness and integration of relevant international human rights standards in policy documents, and legal and protection frameworks in the context of the Karamoja Disarmament process and the upcoming elections, through awareness-raising campaigns, training and monitoring activities. Planned activities include technical assistance, analysis and information-sharing on reforms needed in the military justice system, monitoring of disarmament operations, and training for high-level military officials.
- ▶ National and district authorities in northern Uganda, Karamoja and Teso provide greater protection, and redress violations, of economic, social and cultural rights, by providing technical assistance and advice on preparing the overdue initial report under the International Covenant on Economic, Social and Cultural Rights, monitoring trends to ensure an appropriate assessment, and providing targeted capacity-building and advocacy assistance to institutions at district level based on that assessment.
- ▶ Legislation, policies, and practices related to non-discrimination increasingly comply with international human rights standards, through technical workshops and training, technical advice on formulating and reviewing legislation and policies, and on monitoring and evaluation systems, and by building capacity to report to treaty bodies.

### BUDGET 2010-2011 Country Office in Uganda

	Extrabudgetary Requirements in US\$
Staff costs	4,243,508
Operating costs	1,162,330
Activities	836,900
Subtotal	6,242,738
Programme support costs	811,556
<b>GRAND TOTAL</b>	<b>7,054,294</b>

## HUMAN RIGHTS COMPONENTS IN UN PEACE MISSIONS

### Human Rights and Justice Integrated Office in Burundi

<b>Date established</b>	<b>1995/2007</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$4,056,241</b>

The Arusha Peace and Reconciliation Accords of 2005, which put an end to the conflict, included provisions for establishing transitional justice mechanisms, but progress has been slow in this regard. A fragile legal and institutional framework for the protection of human rights, and the political tensions surrounding the general and presidential elections scheduled for 2010, have weakened the human rights situation, particularly with threats to freedom of expression. The lack of basic guarantees for the enjoyment of economic and social rights has precipitated a series of crippling strikes in the education and health sectors. The situation of the Batwa minority, women and children, and people with albinism is of particular concern.

OHCHR's former country office in Burundi, established in 1995, merged with the United Nations Integrated Office in that country in 2007, becoming the Human Rights and Justice Division within that mission. In the previous biennium, the division prompted widespread public debate on transitional justice and helped pave the way for national consultations on the issue.

#### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with a focus on transitional justice, fair elections, law enforcement and judicial institutions and addressing sexual and gender-based violence.
- ▶ Countering discrimination, with a focus on women and children, the Batwa minority and persons with albinism.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, with a focus on basic social services.

#### Expected accomplishments and strategies

- ▶ Adoption of a law establishing a truth and reconciliation commission that conforms to international human rights standards.



© OHCHR Photo

A Burundian soldier on a security patrol.

- ▶ National legislation and public policies increasingly comply with international human rights norms and standards. To this end, the Office will, support the promulgation of the draft Code of Criminal Procedure and the draft law on inheritance, advocate for the ratification of relevant international treaties, encourage the adoption of a national strategy on juvenile justice, and integrate human rights training into the security sector reform initiative.
- ▶ Judicial and law enforcement institutions increasingly comply with international human rights standards, with the aim of improving access to justice and basic services.
- ▶ Establishment and functioning of a national human rights commission that complies with the Paris Principles, including through training and technical advice.
- ▶ Concrete progress toward establishing legal and other guarantees for universal, free primary education, universal social security and health care, with a special focus on access for members of the Batwa minority, persons with albinism, and other vulnerable groups. To this end, the division will work with relevant UN agencies to develop concrete plans and provide them with training on rights-based approaches to their work.
- ▶ Increased compliance with relevant human rights standards during elections, including by providing support for the establishment of a judicial mechanism that addresses elections-related complaints, and increased human rights-based monitoring and reporting of the electoral process by civil society organizations.

## United Nations Integrated Peace-Building Office in the Central African Republic

**Date established** 2000

There is insecurity and violence in the north of the Central African Republic and increased inter-communal tension in the northeast that has caused significant internal displacement. The armed forces have been unable to control the territory and impunity is widespread for violations committed by both by State and non-State actors. In the north, serious human rights violations are perpetrated by armed groups and include summary and extrajudicial executions, illegal arrests and detention, forced recruitment of children, sexual and gender-based violence, limitations of movement and destruction of homes. As a result of many years of conflict, several areas in the country lack functional justice systems and institutions to guarantee

the rule of law. Insecurity, combined with the climate of impunity, severely limit humanitarian and human rights protection work. Sexual and gender-based violence prevail throughout the country and discrimination against indigenous groups, particularly the Pygmies in the south, remain of concern. The death penalty remains in force in spite of the Government's repeated commitments to abolish it.

While the Central African Republic has a poor record in reporting to human rights treaty bodies, its review under the Universal Periodic Review in May 2009 was constructive. The Government has committed, including during the UPR, to set up a national human rights commission and to adopt a national plan of action on human rights by the end of 2010.

In January 2010, the United Nations Integrated Peace Building Office in the Central African Republic (BINUCA) will succeed the United Nations Peace Building Office in the Central African Republic (BONUCA). The mandate of the Human Rights and Justice Section of BINUCA will be to promote respect for human rights, rule of law, justice and accountability, with particular attention to sexual and gender-based violence; support efforts to put an end to child recruitment and use of children by armed groups; recommend action to competent authorities with the aim of combating impunity; and enhance and strengthen national capacity, including of civil society, through training in human rights standards.

In the previous biennium, the Human Rights Section of BONUCA supported the review of the penal code and military law to ensure that they complied with international human rights and humanitarian law.

### *Thematic priorities*

- ▶ Protecting human rights in situations violence and insecurity with a focus on protection of vulnerable groups.
- ▶ Combating impunity, in particular for sexual and gender-based violence, and strengthening accountability and the rule of law with a focus on improving the correctional system.
- ▶ Countering discrimination, with a focus on women's rights and indigenous peoples.

### *Expected accomplishments and strategies*

- ▶ Establishment of a national human rights institution in accordance with the Paris Principles. To this end, the section will provide technical advice to the Government and assist in developing a strategy to make the institution operational.

- ▶ Elaboration of a national human rights plan to serve as an advocacy tool for resources mobilization. In this respect, the section will provide technical support to the Government.
- ▶ Implementation of the prison development plan, through monitoring, reporting, and providing expert advice.
- ▶ Adoption of a national action plan for the implementation of Security Council resolution 1325 on women, peace and security. Planned activities include organizing seminars, workshops, and field visits, sensitizing political and local community leaders and members of civil society, and facilitating the design of the plan.
- ▶ Increased engagement and compliance with the international human rights mechanisms, through capacity-building initiatives and advice.

To achieve the expected accomplishments, the section will continue to monitor and investigate human rights violations and abuses; bring human rights concerns to the attention of authorities and recommend related actions; lead human rights training and capacity-building activities; provide technical advice; and undertake public information campaigns as needed.

### United Nations Mission in the Central African Republic and Chad

**Date established** 2007

The political situation in eastern Chad has been marked by tense relations with neighbouring Sudan, which various peace initiatives have failed to alleviate. The volatility of the region, characterized by insecurity, banditry, circulation of small arms, coupled with a weak presence of state authorities, has fueled human rights violations and abuses by both state and non-state actors, including recruitment and use of children by armed groups and widespread violence against women and girls, mostly within the communities of refugees and internally displaced persons. The lack of a functioning judicial system and the practical non-existence of judicial officers and adequate infrastructure in the east contribute to rampant impunity. In addition, eastern Chad is home to about 250,000 Sudanese refugees and 166,000 internally displaced persons in need of humanitarian assistance. This has put significant pressure on the already limited resources of local communities.

Chad is Party to most core international human rights instruments and has recently made concrete efforts to improve compliance with its treaty-body reporting obligations.

The United Nations Mission in Central African Republic and Chad (MINURCAT) was established in 2007 to help create the security conditions conducive to a voluntary, secure and sustainable return of refugees and internally displaced persons, following the deterioration of the security situation in the region bordering the Sudan, Chad and the Central African Republic. Its mandate is limited to Eastern Chad. MINURCAT's Human Rights Section has five regional offices in Chad (Abéché, Farchana, Iriba, Guéréda and Goz Beida) and a liaison office in N'Djamena. In the previous biennium, the section supported efforts to develop a national human rights plan and to develop joint UN strategies and common tools on sexual and gender-based violence and child protection.

#### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity with a focus on children's rights and the recruitment of child soldiers.
- ▶ Combating impunity, including for sexual and gender-based violence, and strengthening accountability, the rule of law and democratic society.
- ▶ Countering discrimination, with a focus on women's rights.

#### Expected accomplishments and strategies

- ▶ Law enforcement officials and armed groups increasingly comply with relevant international human rights standards regarding the involvement of children in armed conflict. Planned activities include: monitoring and documenting incidents and cases of violations; advocating based on the findings; sensitizing authorities and conducting trainings for the UN police, military officers and law enforcement officials; and collaborating within the framework of the joint verification visits under the UN country team Task Force on Security Council resolution 1612.
- ▶ Greater number of measures taken to improve the protection of women and their access to justice, especially in relation to sexual and gender-based violence. To this end, the section will continue to document cases through monitoring; advocate for their systematic investigation; make recommendations to local authorities and law enforcement officials; design and implement a series of tailored capacity-building activities for various stakeholders; and sensitize victims and their families on the importance of lodging complaints.

- ▶ Adoption of a national action plan for human rights that prioritizes the fight against impunity, sexual and gender-based violence and child rights, and includes measures to strengthen the National Human Rights Commission.

## United Nations Operation in Côte d'Ivoire

<b>Date established</b>	<b>2004</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$352,803</b>

Despite progress in the overall human rights situation, serious concerns remain. In the northern part of the country, human rights violations flourish because of a lack of state authority and rule of law, with the total absence of the administration of justice. Cases of torture, ill-treatment in detention, sexual and gender-based violence, female genital mutilation, forced and early marriage, and violations of freedom of expression and movement, the rights to education and adequate health are growing and go unpunished. In the south, the main human rights issues are arbitrary executions, human trafficking, rape and forced marriage, poor prison conditions, prolonged pre-trial detention, excessive use of force, lack of access to education, health and housing. Impunity continues to fuel human rights violations and abuses. The situation of women and children has drastically deteriorated as a result of the war and its aftermath with high incidence of sexual and gender-based violence.

The United Nations Operation in Côte d'Ivoire (UNOCI) was established in 2004 with a mandate to facilitate implementation of the Linas-Marcoussis Peace Agreement (2003) and other relevant agreements signed by Ivorian parties. OHCHR supports the Human Rights Division of UNOCI whose mandate is to engage in training, advocacy, awareness-raising activities and technical assistance to address key human rights challenges. The Division is present in Abidjan and in nine regional offices. In the past biennium, the Division contributed to new policies to fight human trafficking and corruption and prosecute perpetrators of human rights violations; it also took part in field missions with the Ministry of Justice and Human Rights to monitor prison conditions and the establishment of human rights clubs in schools and colleges. The Division also supported the Ministry of Education in implementing the World Programme for Human Rights Education, and a national action plan for integrating human rights into primary and secondary school curricula was finalized.

## Thematic priorities

- ▶ Combating impunity and strengthening accountability and the rule of law, including a focus on supporting respect for human rights during the electoral process.
- ▶ Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex, and against marginalized groups.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty.

## Expected accomplishments and strategies

- ▶ Groups suffering discrimination, particularly women and children, have greater access to justice, and perpetrators of human rights violations are prosecuted, through monitoring and public reporting, advocacy, training and awareness-raising campaigns.
- ▶ Elections are carried out in compliance with relevant international human rights standards. To this end, the Division plans to launch a human rights sensitization campaign, organize training sessions for members of the electoral commission, monitor and report publicly during all phases of the electoral process, and engage in advocacy activities.
- ▶ Increased integration of human rights standards and principles into government and UN policies and programmes.

## United Nations Joint Human Rights Office in the Democratic Republic of the Congo

<b>Date established</b>	<b>1996/2008</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$631,312 US\$2,870,000 (Joint Human Rights Project to Fight Impunity against Sexual Violence in West DRC)</b>

While international attention is focused on the conflict in eastern Congo, structural human rights problems and lack of functional rule of law institutions affect the whole country. Corruption is endemic as state agents, mainly law enforcement officers, often abuse their power to extract money from the population. The judiciary and the penitentiary system are underfunded and lack functional administration. The systemic failure of the State to maximize its resources to further human rights continues. The ongoing pillage of minerals by armed groups, including the army, in eastern DRC has been a consistent drain on both state resources and on longer-term investment in those resources.

This situation is further compounded by the prevailing climate of insecurity and impunity. A significant number of human rights violations continue to be committed by security forces, namely the Congolese National Armed Forces and the Congolese National Police. Of particular concern is the situation in the Kivus and in Orientale Province, where armed groups continue to operate. In spite of the reinforcement of the laws punishing sexual violence, families of rape victims are encouraged to engage in out-of-court settlements, thus perpetuating the culture of impunity. Following general elections in 2006, the space for political tolerance has significantly shrunk and human rights defenders continue to be subjected to intimidation and harassment. The planned transition of the United Nations Mission in the Democratic Republic of Congo (MONUC) from the west to the east and its consequent handover to local authorities and the UN country team must also be taken into consideration.

The DRC was reviewed under the Universal Periodic Review in December 2009. The Special Representative of the Secretary-General on the human rights situation of internally displaced persons visited the DRC in January 2009 on behalf of the group of seven thematic special procedures that have been mandated by the Human Rights Council to assist the DRC in addressing the human rights situation. The Special Rapporteur on the situation of human rights defenders and the Special Rapporteur on extrajudicial, summary or arbitrary executions also visited the country in 2009.

OHCHR's former country office in the Democratic Republic of the Congo, established in 1996, has been integrated with the Human Rights Division of MONUC since February 2008. In the previous biennium, the presence contributed to the adoption of a law to protect persons suffering from HIV/AIDS from discrimination and stigmatization. It also assisted in drafting legislation to establish a national human rights institution, and helped to establish a victims- and witness-protection network and legal aid clinics that provide assistance to victims of rape and other forms of sexual violence. During the previous biennium, OHCHR led an exercise to map the most serious violations of human rights and international humanitarian law committed within the territory of the DRC between March 1993 and June 2003. It also began to assess the existing capacities within the national justice system to deal with such human rights violations and formulate a series of options to assist the Government of the DRC in identifying appropriate transitional justice mechanisms.



Sexual violence is difficult to prosecute in Congo but the women are fighting back and seeking justice.

### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, with a focus on preventing and ensuring accountability for summary and arbitrary executions, torture, death in detention, arbitrary arrests and illegal detention.
- ▶ Combating impunity, particularly for rape and other forms of sexual violence, and strengthening accountability and the rule of law.
- ▶ Countering discrimination on any grounds.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic and food crises, with a focus on the human rights implications of illegal mining.

### Expected accomplishments and strategies

- ▶ The judiciary increasingly complies with international human rights standards, through fostering links between civil society and judicial actors, increasing judicial actors' knowledge of past and present human rights violations, providing specific training on the justiciability of economic social and cultural rights, and advocating to change procedures.
- ▶ Establishment of a national human rights commission in accordance with the Paris Principles, including through legal advice, advocacy and awareness-raising initiatives aimed at supporting the ongoing process for the adoption of the law.
- ▶ Establishment and functioning of a State programme to protect victims and witnesses of human rights violations, through advocacy and technical assistance.

- ▶ Establishment and functioning of special investigation units in prosecutors' offices and in the police to deal with sexual and gender-based violence, through advocacy, assisting in the drafting of training modules, and providing technical assistance based on the findings of the monitoring.
- ▶ Establishment and functioning of a mechanism to remove security officers responsible for human rights violations. To this end, the presence will support the creation of a government committee to study and define modalities for a vetting process and will ensure that the Government and civil society are aware of allegations of gross human rights violations by security officers.
- ▶ Increased use of the national protection system by victims of human rights violations, through strengthening the capacity of those in first contact with victims; facilitating victims, witnesses and alleged perpetrators networks; establishing a protection scheme for victims, witnesses and those assisting victims; supporting existing mobile investigation and prosecution teams, courts and legal aid clinics, and encouraging the decentralization of rule of law institutions to rural areas.
- ▶ The Ministry of Human Rights increasingly engages and complies with UN human rights mechanisms and bodies, through technical advice and training.
- ▶ Increased integration of human rights standards and principles in MONUC peacekeeping operations and UN country team discussions and programmatic responses, including the right to development, by participating in relevant meetings and capacity-building activities.

## United Nations Peace-Building Support Office in Guinea-Bissau

**Date established** 1999

In Guinea-Bissau, political instability and the consequent collapse of state institutions, combined with the effects of organized crime, have contributed to the deterioration of the human rights situation in recent years. Rises in the prices of food and basic commodities are resulting in social tensions. Failure to administer justice for recent crimes, especially the assassinations of key political figures, could hamper reconciliation and peace-building efforts, and further feed the pervasive instability. Gender-based violence and traditional harmful practices are widespread. The recent establishment of a new national human rights commission is a positive step, but the

commission needs to be strengthened so as to become compliant with the Paris Principles.

Guinea-Bissau has not ratified most of the regional and international human rights instruments and has failed to comply with its reporting obligations under the ratified treaties. The country has never been visited by any special procedures mandate-holder. In 2010, Guinea-Bissau will undergo the Universal Periodic Review of the Human Rights Council.

The United Nations Peace-Building Support Office in Guinea-Bissau (UNOGBIS) was established in 1999. The mandate requires UNOGBIS and the UN country team to contribute to long-term peace-building efforts, integrating development and peace into security activities. In the previous biennium, the peace mission helped to develop a police code of conduct, a number of radio programmes on human rights, and a journalist network for human rights. It also worked to improve detainees' access to food and health services and to mainstream gender issues into development cooperation programmes. As of January 2010, UNOGBIS will become a UN integrated peace-building office (UNIOGBIS), with a strengthened human rights presence. The number of staff will rise from two to 13 and the Office will have a more robust mandate that provides for monitoring, promotion and protection activities.

### Thematic priorities

- ▶ Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex, and against others who are marginalized.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, with a focus on the right to an adequate standard of living and the rights to water, education and health.
- ▶ Combating impunity, including for sexual gender based violence, and strengthening accountability and the rule of law.

### Expected accomplishments and strategies

- ▶ Strengthened national legal framework and capacities of law enforcement institutions to fight impunity, through dialogue, monitoring and reporting, advocacy and public information initiatives, policy advice and capacity-building.
- ▶ Strengthened national mechanisms to monitor, investigate and redress human rights violations, through capacity-building initiatives targeting national actors, particularly the national human rights institution, human rights defenders and the parliament, and by establishing an effective national institution that complies with the Paris Principles.

- ▶ Increased integration of a gender approach into peace-building, development and humanitarian frameworks, by collaborating with UN country teams and national partners. Incorporation of a gender perspective into all UN programmes and activities will be critical.

### United Nations Mission in Liberia

Date established	2004
Extrabudgetary financial requirements	US\$143,715

The conflict in Liberia destroyed much of the country's economy, infrastructure and basic services and disrupted education. Today, Liberia suffers from extreme and widespread poverty, corruption, inaccessibility of rural areas, discriminatory provisions in the constitutional and legal framework, lack of separation of powers and respect for the rule of law, a shortage of trained personnel, and a highly centralized political structure. Land disputes often lead to

violence, particularly at county borders, which could spread if the economic downturn continues.

Liberia's record of submitting reports to treaty bodies is poor. The country has not issued any invitations to special procedures mandate-holders.

The United Nations Mission in Liberia (UNMIL) was established in September 2004. In the previous biennium, the Human Rights and Protection Section, supported by OHCHR, helped to ensure that a human rights approach was integrated into the Poverty Reduction Strategy Papers and the Security Sector Reform Strategy. It also supported the work of the Truth and Reconciliation Commission.

### Thematic priorities

- ▶ Countering discrimination, with a focus on rural populations.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, with a focus on the right to health and labour rights of marginalized sectors outside the capital.
- ▶ Combating impunity and strengthening accountability and the rule of law.



© Pewee Flomoku

Liberian women demonstrate at the American Embassy in Monrovia at the height of the civil war.

### Expected accomplishments and strategies

- ▶ Successful implementation of a human rights-based approach to business practices and provision of primary education and basic healthcare, through monitoring and by providing capacity-building services and technical advice.
- ▶ Establishment of an independent national commission on human rights that is fully compliant with the Paris Principles and offers free and accessible human rights services throughout the country.
- ▶ The Government and civil society actors are increasingly engaged with international human rights protection mechanisms, and particularly with the upcoming UPR process, through workshops, training and awareness-raising campaigns.

### United Nations Integrated Peace-Building Office in Sierra Leone

<b>Date established</b>	<b>2008</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$869,415</b>

Over the past few years, there has been significant political, social and economic development in Sierra Leone. The transfer of power after the parliamentary and presidential elections in 2007 was smooth and local elections in 2008 generally peaceful. The establishment and strengthening of democratic institutions, including the Electoral Commission and the Anti-corruption Commission were positive steps towards improved governance. However, the socio-economic conditions are extremely challenging, with high levels of unemployment, especially among young people, many of whom are former combatants. The situation raises serious concerns in terms of economic, social and cultural rights and could undermine gains made in the area of civil and political rights. Discrimination, especially against women, remains an issue, both in law and practice. Women are discriminated against in relation to access to and control of land, election to public office, and the capacity to undertake legal actions in support of their legitimate interests. Sierra Leone's interaction with international human rights mechanisms remains weak.

The United Nations Integrated Peace-Building Office in Sierra Leone (UNIPSIL) was established in August 2008 to take over from the United Nations

Integrated Office in Sierra Leone. In the past years, the UNIPSIL human rights section has helped to create the country's Human Rights Commission and a vibrant and organized human rights civil society, helped to implement the recommendations of the Truth and Reconciliation Commission, and helped to integrate human rights into the Poverty Reduction Strategy Papers.

### Thematic priorities

- ▶ Combating impunity, including for sexual and gender-based violence, and strengthening accountability and the rule of law, with a focus on the justice system.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises, with a focus on vulnerable groups' access to health, education, sanitation and clean drinking water.
- ▶ Countering discrimination, with a focus on discrimination against women in the application of customary law and children's rights.

### Expected accomplishments and strategies

- ▶ Increased effectiveness of the national human rights institution to monitor, investigate and redress human rights violations, including gender-based violence, by building capacity and mobilizing resources.
- ▶ Increased number of measures taken to improve access to justice and basic services by women and vulnerable groups, including children and people with disability, through awareness-raising and advocacy campaigns and capacity-building initiatives, with a special focus on sexual and gender-based violence.
- ▶ Increased participation of women and vulnerable groups in decision-making processes and in developing public policies, by convening workshops and seminars for targeted organizations.
- ▶ Submission of Sierra Leone's pending reports under the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, the International Covenant of Civil and Political Rights and the International Covenant of Economic, Social and Cultural Rights, in accordance with reporting guidelines, through training on reporting procedures.
- ▶ Increased integration of human rights standards and principles into UN policies and programmes, through capacity-building activities.



© OHCHR Photo / Marco Kalbusch

An informal internally displaced settlement in Bossaso, northern Somalia.

## United Nations Political Office for Somalia

<b>Date established</b>	<b>2006</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$780,466</b>

2009 has been a pivotal year for Somalia, with the withdrawal of Ethiopian troops, the enlargement of parliament, a new president elected by parliament, and a new cabinet that established itself in Mogadishu in March. Fighting has moved into areas populated or frequented by civilians. The recruitment, training and use of children in the fighting, especially by armed groups, have been a particular concern. Years of violent conflict have taken their toll on the population, particularly in south and central Somalia, with major violations of international human rights and humanitarian law being reported over the years. Many national institutions have been destroyed or severely damaged and require rebuilding, both physically and in their capacity to function. Impunity for those who commit atrocities is rampant. A clause relating to justice and reconciliation was included in the 2008 Djibouti agreement and has served as a

reference for discussions among members of the Government and civil society. In terms of interaction with international human rights mechanisms, Somalia made an important step forward in sending a ministerial level delegation to participate in the September 2009 session of the Human Rights Council, when the country was examined under the Universal Periodic Review.

In 2010, the UN Political Office for Somalia (UNPOS) and its Human Rights Unit plan to open offices in Somaliland and Puntland. Activities are also likely to continue outside of Somalia.

### *Thematic priorities*

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with focus on law enforcement agencies and the military.
- ▶ Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex, religion and against others who are marginalized.

- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises.

### **Expected accomplishments and strategies**

- ▶ Transitional federal institutions and other Somali authorities increasingly comply with international human rights standards, by providing technical advice and capacity-building initiatives for relevant institutions.
- ▶ Establishment of justice and accountability mechanisms in accordance with international human rights standards, through training on establishing internal and external oversight mechanisms for the police and security forces, documenting past abuses, and organizing awareness-raising campaigns and public information strategies on impunity.
- ▶ Law enforcement officials, including police, corrections and judiciary personnel, increasingly comply with international human rights standards, by participating in all local and international working groups and planning mechanisms related to the security and justice sectors, and by supporting the inclusion of human rights principles and methodologies in the training programmes for relevant professional groups.
- ▶ The population is more aware of human rights, by strengthening outreach work to Somali communities inside and outside Somalia, and by developing information materials and media campaigns.

Monitoring and advocacy work are at the core of the unit's strategy. In the coming biennium, the unit will increase the number of missions it undertakes to gather information, issue public reports, and reinforce its engagement with the authorities.

## **United Nations Mission in the Sudan**

<b>Date established</b>	<b>2005</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$857,105</b>

The Sudan emerged from almost two decades of civil war between north and south with the signing of the Comprehensive Peace Agreement (CPA) in 2005. However, peace remains highly unstable. The security situation in southern Sudan and the Transitional Areas is even more volatile. In the south, different ethnic groups fight over scarce resources in relation to territorial disputes that the judicial system is unable to resolve. Widespread and systemic

discrimination against women prevails in all parts of the country. Inequalities range from forced and early marriage, custody rights, divorce rights, right of movement and property rights. Arbitrary arrest and detention are widespread and commonly linked to other serious human rights violations, such as torture or ill-treatment of detainees. There are serious concerns regarding respect for fair trial guarantees in all parts of the Sudan, although the problem appears particularly acute in the north. Freedom of expression, association and the right to political participation are not widely enjoyed. Human rights abuses are often not investigated, perpetrators are rarely identified, and it is uncommon for those responsible to be brought to justice. For many, access to basic economic social rights, including food and water, is a daily struggle, and some rights, such as the highest attainable standard of health, or free primary education, are a long way from realization. The country is scheduled to hold elections in April 2010. The Sudan has submitted reports to some human rights treaty bodies, but it has not ratified a number of human rights instruments. The Sudan is due for review at the Universal Periodic Review in 2011.

Security Council resolution 1590 established the United Nations Mission in the Sudan (UNMIS) in March 2005 to support implementation of the Comprehensive Peace Agreement between the Government of the Sudan and the People's Liberation Movement/Army. Since the January 2008 establishment of the African Union-United Nations Hybrid Operation in Darfur (UNAMID), UNMIS has been concentrating on monitoring and promoting human rights in both southern and northern Sudan, excluding Darfur. UNMIS's human rights unit has monitored, investigated and reported on human rights violations and has supported the establishment of a human rights commission in the south. It also provide technical support to the Government of the Sudan and the Government of Southern Sudan to build human rights capacity. Efforts are under way to help establish a human rights commission for the north.

### **Thematic priorities**

- ▶ Combating impunity and strengthening accountability and the rule of law, with a focus on arbitrary arrest and detention, and fair trial.
- ▶ Countering discrimination, with focus on women's rights.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, with a focus on the rights to housing, the right to an adequate standard of living, and the right to health.

### Expected accomplishments and strategies

- ▶ Domestic laws, policies and programmes, especially those related to access to justice, political rights and freedoms, and economic, social and cultural rights, increasingly comply with international human rights standards, through technical cooperation programmes.
- ▶ National human rights institutions functioning in accordance with international standards, accredited, and with ample territorial coverage for purposes of monitoring, reporting and advocacy. To this end, the unit will undertake capacity-building initiatives, provide technical support, and facilitate contacts and exchanges of experiences with other national human rights institutions in the region.
- ▶ The Government, national human rights institutions and civil society organizations increasingly engage with UN human rights mechanisms and bodies, including by submitting reports and cooperating with special procedures, by rights-holders making greater use of the mechanisms, and by the Government responding to complaints and concerns brought to its attention. In this context, the unit will organize workshops and seminars, produce information materials, and facilitate dialogue among the different stakeholders.
- ▶ Increased awareness of human rights standards, by broadly disseminating and institutionalizing human rights education in the curricula of key institutions.

## African Union-United Nations Hybrid Operation in Darfur

**Date established** 2008

The political dynamics in some parts of Darfur are complex unpredictable and have resulted in a precarious security situation. There has been indiscriminate killing of civilians, destruction of civilian property and displacements since June 2008. Weapons are ubiquitous and the rule of law is practically non-existent. In March 2009, there was a wave of arbitrary arrests and detentions. Thirteen international NGOs were expelled and the licenses of three national NGOs were revoked. Incidents of sexual and gender-based violence are often under-reported and frequently not investigated by the police. Rural court judges apply Sudanese and customary law,

often in contravention of international human rights standards. Emergency laws that curtail freedom of expression and association remain in effect in all three states of Darfur, and media and civil society presence is weak.

The African Union-United Nations Hybrid Operation in Darfur (UNAMID) was established in January 2008 to assist in implementing the Darfur Peace Agreement and any subsequent agreements.

### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity with a focus on protecting civilians in the camps for internally displaced persons.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society with a focus on access to justice.
- ▶ Countering discrimination, with focus on women's rights and sexual and gender-based violence.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises, with an emphasis on the rights to food, housing, health, water, sanitation and cultural rights.

### Expected accomplishments and strategies

- ▶ Increased number of measures taken by State and non-State actors to effectively protect civilians, by monitoring, strengthening dialogue with all parties to the conflict, and providing technical assistance.
- ▶ Justice and accountability mechanisms established and functioning in accordance with international human rights standards, especially in relation to transitional justice issues and access to justice for women and internally displaced persons. In this context, the Office will monitor the situation, provide technical advice and build the capacity of relevant justice-sector institutions.
- ▶ Increased integration of a human rights-based approach in UN programmes and policies, through training and advocacy.
- ▶ Increased engagement with the international human rights mechanism, particularly in relation to following up on their recommendations and to the UPR process. To this end, the Office will undertake capacity-building initiatives and facilitate the processes.

## HUMAN RIGHTS ADVISERS

Guinea

### Great Lakes Region

Date of deployment	2009
Extrabudgetary financial requirements	US\$671,535

The instability that permeates the Great Lakes region is largely related to weak governance and democracy, monopolization of political power by individuals or ethnic groups, policies of exclusion, widespread corruption, impunity, and ever deepening poverty. The impact on the human rights situation is significant, with weak institutional and human capacity in the administration of justice and more generally in providing public services; sexual violence; lack of protection of internally displaced persons and returning populations; the illegal exploitation of natural resources; widespread poverty and social inequality; and a lack of transitional justice mechanisms, which results in impunity. The Security, Stability and Development Pact of the International Conference on the Great Lakes Region (ICGLR) was established to address these challenges. OHCHR's regional human rights adviser has provided ongoing advice and support to the ICGLR since 2009. The adviser has helped to create a Regional Centre for Good Governance, Democracy and Human Rights, which includes an early warning system, a Regional Observatory with a mandate for monitoring human rights, and an election-monitoring team within ICGLR.

In the coming biennium, the regional human rights adviser will continue to advise, strengthen the capacity of, and foster collaboration among, UN country teams in the region and the ICGLR, and will focus on the rights of **internally displaced persons and returning populations, sexual violence**, the prevention of genocide, **economic, social and cultural rights**, and exploitation of natural resources. The adviser will assist in developing joint programmes with governments to strengthen national systems to promote and protect human rights, and will support the integration of a human rights approach into the activities of the Security, Stability and Development Pact.

Date of deployment	2008
Extrabudgetary financial requirements	US\$793,354

Guinea has suffered decades of bad governance, human rights abuses and impunity. Following the death in December 2008 of President Lansana Conté, who had ruled the country since 1984, a military junta known as the National Council for Democracy and Development seized power in a bloodless coup. The National Council of Transition, composed of representatives of the Government and civil society, is not functioning and has not started working on the constitutional reform needed to prepare and accompany the elections, which have now been postponed until 31 January 2010. On 16 October 2009, the UN Secretary-General established an international commission of inquiry to determine the accountability of those security forces involved in the violent suppression of a peaceful demonstration in the capital on 28 September 2009, which resulted in more than 150 deaths and scores of injuries. Sexual violence, including rape and looting were also perpetrated by security officers. Guinea is Party to most international human rights treaties and will be reviewed under the Universal Periodic Review in 2010.

OHCHR deployed a human rights adviser to the UN country team in Conakry in May 2008. In the previous biennium, the adviser helped to establish a National Human Rights Observatory, which may be a first step towards establishing a national human rights institution based on the Paris Principles. In the coming biennium, the adviser will undertake a range of technical cooperation activities including capacity-building workshops for civil society organizations and the Guinean administration, and awareness-raising and advocacy campaigns aimed at improving the Government's compliance with international human rights standards and engagement with the international human rights mechanisms. The human rights adviser will support efforts to establish justice and accountability mechanisms and to integrate human rights standards and principles, including the right to development, into UN policies and programmes.

## Kenya

<b>Date of deployment</b>	<b>2008</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$928,878</b>

The deployment of a human rights adviser to the UN country team in Kenya followed the breakdown in social order and increase in human rights violations in the aftermath of the bitterly contested December 2007 presidential elections. The negotiations that created the Coalition Government agreed on a National Peace Accord. In the area of strengthening human rights and the rule of law, Agenda 4 of this Accord proposes institutional reforms in the security sector, some institutions of governance, a complete overhaul of the electoral system, and the establishment of a Truth, Justice and Reconciliation Commission. Accountability for human rights violations is a major challenge in the fight against endemic **impunity** in Kenya. The country will be the subject of the Universal Periodic Review in May 2010.

In the coming biennium, the human rights adviser will continue to concentrate on providing technical expertise and advice on the transitional justice process, especially in the framework of the Truth, Justice and Reconciliation Commission, and on measures to improve access to justice and basic services by groups suffering **discrimination**. The adviser will provide training and advice on integrating human rights standards and principles, including the right to development, into UN country team policies and programmes.

## New Madagascar

<b>Date of deployment</b>	<b>2010</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$635,111</b>

OHCHR plans to deploy a human rights adviser to the UN country team in Madagascar in the coming biennium. The political crisis has exacerbated poverty and has had a negative impact on the human rights situation. Human rights violations during civil unrest have been reported, including summary executions, arbitrary detention, torture and harassment of journalists, opposition members, teachers and students. The implementation of the agreement reached among political parties is still pending. Madagascar will be reviewed under the Universal Periodic Review in February 2010.

Priority areas for the human rights adviser include addressing **accountability** for human rights violations committed in the context of the 2009 crisis, including extra-judicial, summary and arbitrary executions, arbitrary arrest and detention. The adviser will also focus on transitional justice. Through awareness-raising campaigns, advisory services, technical cooperation initiatives and training, the adviser will support the re-establishment of a Human Rights Commission in accordance with the Paris Principles, and will strengthen the capacities of the justice sector and of civil society organizations. The human rights adviser will provide technical advice and training on integrating human rights standards and principles into UN policies and programmes.

## Niger

<b>Date of deployment</b>	<b>2008</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$618,005</b>

Before 1999, Niger went through a series of socio-political crises that adversely affected development and respect for human rights and fundamental freedoms. Continued political instability leads to human rights violations, including arrests and detention of political opponents, journalists and human rights defenders, discrimination and violence against women, trafficking in persons, the practice of slavery by some groups, and child labour. The enjoyment of economic and social rights is limited due to widespread poverty. Niger has a large backlog in fulfilling its reporting obligations to the treaty bodies and it has not issued a standing invitation to special procedures. The country will be examined under the Universal Periodic Review in 2010.

A human rights adviser was deployed to the UN country team in Niger in July 2008. In the next biennium, the adviser will continue to help to ensure that domestic laws, policies, programmes and institutions comply with international human rights standards, and will encourage Government and civil society to become more engaged with international human rights mechanisms. Building on the successes in the previous biennium, the human rights adviser will work to incorporate human rights standards and principles into UN policies and programmes. To these ends, the human rights adviser will provide technical advice and organize technical cooperation activities, including seminars, training, and advocacy and awareness-raising campaigns.

## Rwanda

Date of deployment	2007
Extrabudgetary financial requirements	US\$607,960

Achievements in democratization and good governance since the genocide of 1994 remain fragile. The Constitution, adopted in 2003, recognizes a number of rights for all Rwandans without discrimination, but several recently passed bills raise human rights concerns. The number of Rwandans living in poverty has increased in absolute terms by more than half a million since 2001, despite progress in reducing overall poverty rates. Presidential elections will take place in 2010. Rwanda's engagement with the international human rights mechanisms has been weak. There is no standing invitation to the special procedures. The country will be going through the Universal Periodic Review process in 2011.

With support from the Action 2 Global Programme, OHCHR deployed a human rights adviser to Rwanda's UN country team in October 2007. The adviser has assisted the Government in preparing its reports to the Committee on the Elimination of Discrimination against Women, the Human Rights Committee, the Committee on Economic, Social and Cultural Rights, and the Committee on the Elimination of Racial Discrimination. In the coming biennium, the human rights adviser will continue to provide technical advice and assistance to the UN country team on strengthening the capacity of Rwandan authorities and institutions to comply with the country's international reporting obligations, and ensure that the recommendations of international human rights mechanisms inform development programmes and policies. The adviser will support the creation of a mechanism to address violations of the rights of groups that suffer **discrimination** and that have historically been marginalized, and will work to ensure that the constitutional guarantees of equity and non-discrimination are integrated into the country's social programmes and public policies.

## United Nations Office for West Africa

Date of deployment 2003

The United Nations Office for West Africa (UNOWA) was established in January 2002 in Dakar, Senegal, to enhance the United Nations' contribution to peace and security in West Africa. UNOWA works in partnership with the Economic Community of West African States (ECOWAS), the Mano River Union (MRU), civil society organizations and other UN entities to address cross-border issues, mainstream security-sector reform into development strategies, formulate a meaningful, effective and integrated sub-regional approach to humanitarian, human rights and gender issues, address transitional justice issues, and curb corruption, youth unemployment and rapid urbanization.

The human rights adviser has provided ongoing advice and support to UNOWA since 2003. In the coming biennium, the human rights adviser plans to provide human rights training and guidance to UNOWA staff and civilian observers for the Cameroon-Nigeria Mixed Commission. The adviser will also provide technical support to OHCHR's field presences in countries where elections are planned (Côte d'Ivoire and Togo) and will undertake joint activities with the OHCHR Regional Office for West Africa, particularly with regard to human trafficking. UNOWA plans to publish thematic public reports addressing specific human rights issues of cross-border concern.



Most countries in the region are relatively stable democracies, with strong legal frameworks for human rights protection and a well developed human rights community, used to working with regional and, to a lesser degree, international human rights mechanisms. Throughout the Americas, with the exception of the Caribbean and the United States, the rate of ratifications of human rights treaties is high, and most countries have national human rights institutions that comply with the Paris Principles.

Violence, especially drug-related, is a concern in much of Latin America. In some countries, the worsening crisis in public security is, to a certain degree, eroding democratic gains and improved political stability, as criminal activity permeates local and national politics, the justice system, and government and business sectors. Violence against women and children is also widespread, as are continued abuses by law enforcement agents. The

death penalty remains in use in some countries in the Caribbean and the United States.

Despite an improvement in macroeconomic indicators during the past decade, the gap between the richest and poorest has remained wide, and Latin America and the Caribbean continue to have one of the highest levels of social inequality in the world. The financial, food and oil crises have added further dislocation and political pressures in most countries in the Americas. In addition, as new sources of revenue are sought, conflicts over the exploitation of land and natural resources, usually in territories belonging to indigenous peoples, are on the increase.

Discrimination and racism against indigenous populations and Afro-descendants continue to be among major human rights concerns throughout the continent, as is discrimination against women, who often suffer the combined effects of gender and

ethnic-based discrimination. Discrimination against migrants is common. At the same time, new opportunities have arisen to redress the centuries-long exclusion of indigenous peoples and Afro-descendants, such as those afforded by the new constitutions in Bolivia and Ecuador, and in some national and regional jurisprudence, especially concerning land rights and participation.

Steps have been taken to advance transitional justice in Latin America, especially in the Southern Cone, but much remains to be done to curb impunity for both past and current human rights violations. Judiciaries and law enforcement need to be strengthened. Freedom of expression and of the press are under attack by state and non-state actors alike in many countries. Concerns exist regarding legislative initiatives to curb media and civil society activity, and regarding attacks on and criminalisation of human rights defenders.

With a few exceptions, countries in the region remain actively engaged with the international human rights mechanisms.

### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, with a focus on the impact of organized crime on the enjoyment of rights and the ability of states to protect those rights. The effects of counter-terrorism measures on human rights will continue to be a particular focus in North America.
- ▶ Countering discrimination, with a focus on indigenous peoples and Afro-descendants and migrants.
- ▶ Pursuing economic, social and cultural rights in an effort to combat inequalities and poverty, including in the context of the economic, food and climate crises.
- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies, with a focus on transitional justice.

### Expected accomplishments and strategies

OHCHR's presences in the region will seek to bring about **changes in national protection systems** by ensuring that national legislation, policies and programmes comply with international human rights standards, and by supporting the development and strengthening of national human rights institutions. The Offices will advocate for the inclusion of human rights considerations in efforts to curb violence and crime, and in peace efforts. They will promote treaty ratification; advocate for or provide advice on justice

and accountability mechanisms to monitor, investigate and redress all kinds of human rights violations; assist groups that suffer discrimination in accessing justice; and promote rights-holders' participation in decision-making processes and in developing and monitoring public policies.

In addition, the Offices in the region will seek to promote the **use of the international human rights protection system** by encouraging greater reporting to treaty bodies, facilitating the Universal Periodic Review process, and fostering greater engagement with human rights mechanisms among rights-holders and civil society organizations.

OHCHR will also seek the **involvement of other international actors in human rights work**, working closely with UN country teams and regional UN bodies, and developing stronger partnerships with regional and sub-regional organizations.

OHCHR has two regional offices, one in Santiago de Chile, which covers South America, and one in Panama, which covers Central America; four country offices in Bolivia, Colombia, Guatemala and Mexico; and human rights advisers to the UN country teams in Ecuador and Nicaragua. The Office supports the human rights component of the UN peace mission in Haiti and will continue to support the work of the Independent Expert on the situation of human rights in Haiti. It also provides support to the thematic mandate-holders visiting the region.

In the coming biennium, OHCHR plans to deploy two new human rights advisers to Honduras and Paraguay.

TYPE OF PRESENCE	LOCATION
Regional Offices	Central America (Panama City, Panama) South America (Santiago, Chile)
Country Offices	Bolivia Colombia Guatemala Mexico
Human Rights Components in Un Peace Missions	Haiti
Human Rights Advisers to UN Country Teams	Ecuador Honduras* Nicaragua** Paraguay*

\* To be deployed in 2010-2011.

\*\* To be discontinued in 2011.

## REGIONAL OFFICES

### Regional Office for Central America (Panama City, Panama)

**Date established** 2007

Most countries in the region have well developed national human rights protection systems and have seen improvements in their macroeconomic indicators in the last years. However, despite government efforts, poverty, extreme poverty, and inequality remain matters of concern. The economic crisis has hit the region particularly hard, as remittances from migrant workers, now greatly diminished, represent an important source of national income. The Caribbean coast, particularly vulnerable to natural disasters and inhabited mainly by indigenous populations and Afro-descendants, is the least developed area in the region. Exclusion and discrimination against these groups persist. While indigenous communities are becoming more aware of their collective rights, external pressure on their lands and territories has been high, resulting in tensions that are likely to remain one of the main concerns in the coming biennium.

Insecurity is widespread throughout the sub-region, with an impact on a wide range of civil, social, political and economic rights. The lack of security, which had been restricted to cities, has now spread to rural areas. Public policies adopted to tackle criminality have tended to prioritize harsh responses over dealing with the root causes of violence, with little impact on the levels of violence, but worrying consequences in terms of human rights. Levels of impunity remain high, excessively long bureaucratic processes persist, and victims' concerns continue to be disregarded, particularly in relation to violence against women.

The regional office began its work in Panama in August 2007. The Office works with governments, national human rights institutions and civil society organizations to promote and protect human rights. UN regional offices, also based in Panama, and UN country teams are key partners. In the previous biennium, the Office introduced human rights training-of-trainers sessions for UN country teams and organized regional seminars to disseminate the UN Declaration on the Rights of Indigenous Peoples. These seminars led to the establishment of follow-up activities at country level. The Office also worked in partnership with the Inter-American

© UN Photo / Mark Garten



Indigenous children from the Embera people displaced by the conflict.

Commission on Human Rights and UNICEF in developing a report on citizen security and human rights.

#### Thematic priorities

- ▶ Pursuing economic, social and cultural rights in an effort to combat inequalities and poverty, including in the context of the economic and food crises, with a focus on indigenous rights and the right to food.
- ▶ Countering discrimination, with a focus on indigenous peoples and Afro-descendants.
- ▶ Protecting human rights in the context of responses to violence and insecurity.
- ▶ Combating impunity and strengthening accountability and the rule of law, with a focus on violence against women.

### Expected accomplishments and strategies

- ▶ Increased number of countries in the region have ratified the Optional Protocol of the International Covenant on Economic, Social and Cultural Rights, by organizing workshops and discussions for relevant authorities in cooperation with national human rights institutions, UN partners and civil society organizations.
  - ▶ Increased integration of human rights standards and principles into the UN Pan-American Alliance for Nutrition and Development initiative and UN country teams' programmes in the region, especially in relation to the right to food and indigenous rights. Planned activities include organizing a "training-of-trainers" workshop for UN country teams, and activities to promote the UN Development Group guidelines on indigenous peoples. These activities will be implemented in cooperation with the Regional Office for South America.
  - ▶ Increased use of international human rights protection systems and standards by key indigenous and Afro-descendants' organizations, including in drafting alternative reports to treaty bodies, and by organizing capacity-building and awareness-raising activities in cooperation with the UN Inter-agency Regional Working Group on Indigenous Issues, chaired by OHCHR.
  - ▶ More national human rights institutions using international human rights standards and commitments relating to the rights of Afro-descendants, especially the Durban Declaration and Plan of Action and the outcome document of the Durban Review Conference, in their monitoring activities. To this end, the Office will provide technical advice and undertake capacity-building initiatives.
  - ▶ Greater integration of a human rights approach into the proposals of the System for the Integration of Central America in relation to security. OHCHR will advocate and provide technical advice for the implementation of the recommendations of the report on citizen security and human rights.
  - ▶ Increased number of measures adopted to improve the investigation, prosecution and reparation of femicide and other forms of violence against women. In cooperation with the Salvadorian Institute for Women, the Office of the Ombudsman, and civil society organizations, OHCHR will use the recommendations of treaty bodies and the Special Rapporteur on Violence against Women to raise awareness among relevant authorities.
- ▶ Greater implementation of the recommendations of the Universal Periodic Review, by providing technical advice on best practices, including inter-ministerial mechanisms tasked with establishing a plan of action for follow-up.

#### BUDGET 2010-2011 Regional Office for Central America (Panama City, Panama)

	Extrabudgetary Requirements in US\$	Regular Budget Requirements in US\$
Staff costs	-	1,301,500
Operating costs	51,250	189,800
Activities	62,382	112,100
Subtotal	113,632	1,603,400
Programme support costs	14,772	-
<b>GRAND TOTAL</b>	<b>128,404</b>	<b>1,603,400</b>

#### Regional Office for South America (Santiago, Chile)

**Date established 2009**

Most countries in South America are relatively stable democracies, with strong legal frameworks for human rights protection and an active civil society. The rate of ratification of major human rights treaties is relatively high, and all countries in the region, with the exception of Chile and Uruguay, have functioning national human rights institutions. Despite these achievements, large parts of the population in the region experience serious difficulties in enjoying their human rights. Poverty, discrimination and violence are key concerns. Inequality is one of the highest in the world. Other pressing human rights concerns include inefficient administration of justice, weak institutions, social exclusion, corruption, and impunity, not only for past human rights abuses committed under various dictatorial regimes, but also for recent violations. The human rights situation of indigenous peoples and Afro-descendants, who represent a significant percentage of the population, is of particular concern.

Countries covered by the regional office include Argentina, Brazil, Chile, Peru, Uruguay and Venezuela. In the previous biennium, the Office concentrated its efforts on promoting the justiciability of economic, social and cultural

rights, establishing national human rights institutions in accordance with Paris Principles, and promoting international human rights instruments. The programme in the coming biennium will build on the results of these efforts.

### Thematic priorities

- ▶ Countering discrimination, with a focus on indigenous peoples and Afro-descendants.
- ▶ Protecting human rights in situations of violence and insecurity.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic societies.
- ▶ Pursuing economic, social and cultural rights in an effort to combat inequalities and poverty, including in the context of the economic, food and climate crises.

### Expected accomplishment and strategies

- ▶ Greater number of countries in the region having ratified the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights; the Convention on the Rights of Persons with Disabilities; and the International Convention for the Protection of all Persons from Enforced Disappearance. Planned activities include seminars, workshops and discussion panels.
- ▶ Establishment of a national human rights institution in Chile and effective functioning of a national human rights institution in Uruguay, both in accordance with the Paris Principles. Planned activities include organizing international seminars on best practices in both countries and training workshops for parliamentarians and government officials.
- ▶ Increased engagement and compliance with the Universal Periodic Review mechanism by countries in the region. To this end, the Office will provide technical advice and organize seminars on best practices.
- ▶ Greater use of international human rights mechanisms by key civil society organizations, especially indigenous organizations, and existing national human rights institutions, through capacity-building workshops and by providing technical advice.
- ▶ Increased integration of human rights standards and principles, including the right to development, into UN Development Frameworks, and into the UN Pan-American Alliance for Nutrition and Development, with a special focus on the rights of indigenous peoples and the right to food. Regional activities in this field will be implemented in cooperation with the UN Regional Directors' Team.

To achieve these results, OHCHR will raise awareness about international human rights norms and strengthen capacities to make the best possible use of the international human rights machinery to promote change at the national level. The regional office will continue working with countries in the region to strengthen the capacity of national governments, national human rights institutions and civil society organizations to promote and protect human rights.

### BUDGET 2010-2011 Regional Office for South America (Santiago, Chile)

	Extrabudgetary Requirements in US\$	Regular Budget Requirements in US\$
Staff costs	405,342	890,000
Operating costs	306,147	-
Activities	291,387	-
Subtotal	1,002,876	890,000
Programme support costs	130,374	-
<b>GRAND TOTAL</b>	<b>1,133,250</b>	<b>890,000</b>

## COUNTRY OFFICES

### Bolivia

**Date established** 2007

Human rights challenges in Bolivia are many and varied. The country has one of the highest inequality rates in Latin America and suffers from high levels of discrimination, poverty and social exclusion that affect primarily indigenous and Afro-descendent populations, most notably women and children in rural areas. Bolivia has undergone important political, social and institutional changes in recent years, the most significant of which was the adoption of a new constitution, approved by referendum in January 2009. The Constitution incorporates a wide number of rights enshrined in international human rights instruments and strongly upholds the rights of indigenous peoples, including by incorporating provisions of the United Nations Declaration on Indigenous Peoples. Some of the changes introduced by the Constitution have met strong resistance from certain regions and groups; in some instances,

tension has erupted in violent clashes and has resulted in some deaths. The implementation of the Constitution will be one of the main challenges for the years to come, as it entails a profound change of executive, legislative and judicial institutional frameworks.

Bolivia is party to most international and regional human rights instruments and will be examined under the Universal Periodic Review mechanism in February 2010. The country has not extended a standing invitation to special procedures.

OHCHR's office in Bolivia was established in 2007. The Office has provided technical assistance in the context of constitutional reform and the development of a national human rights action plan. It has also supported mechanisms to monitor, investigate and redress human rights violations and has undertaken capacity-building activities targeting various stakeholders.

### Thematic priorities

- ▶ Countering discrimination, with a focus on indigenous peoples and Afro-descendants.
- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies.

### Expected accomplishments and strategies

- ▶ Implementation of the legislative framework that supports the legal pluralism enshrined in the new constitution, by helping to develop a participatory process and sharing good practices from other countries.
- ▶ Reinforcement of the normative and institutional frameworks to combat racial discrimination, including through provisions in the national human rights action plan. To this end, OHCHR will offer advice on drafting new legislation, particularly the bill currently under consideration by Congress to modify the Penal Code on this matter, and will facilitate dialogue among concerned actors so as to guarantee wide participation in the design of laws and public policies in this field.
- ▶ Implementation of key recommendations of the Special Rapporteur on Indigenous Peoples and the United Nations Permanent Forum on Indigenous Issues, particularly in relation to combating human bondage of the Guarani population in the Chaco region. In this context, OHCHR will hold a series of workshops and provide technical assistance to stakeholders in designing a follow-up mechanism.

- ▶ Increased participation by minority groups, Afro-descendants and Guarani peoples in designing and implementing public policies, through capacity-building initiatives.
- ▶ Greater number of right-holders and civil society actors, especially those representing minority groups, Afro-descendants and Guarani peoples, using international, regional and national human rights mechanisms.
- ▶ Key officials of judicial institutions have greater understanding of international human rights standards.
- ▶ Improved effectiveness of the mechanisms providing reparations for victims of past and present human rights violations, through advocacy and technical advice.
- ▶ State institutions are more engaged with international human rights mechanisms in areas such as racial discrimination, indigenous rights and the rule of law. To this end, OHCHR will undertake capacity-building activities addressed to relevant duty-bearers and rights-holders and will provide technical advice, with a special focus on overdue reports to treaty bodies.
- ▶ Increased integration of human rights standards and principles, including the right to development, into the United Nations Development Framework, as well as in a selected number of joint UN programmes. Planned activities include participating in the inter-agency groups on multicultural and gender issues to provide technical advice, and organizing specialized trainings.

The Office will accomplish these goals by monitoring the main human rights developments in the country, supporting the Government and other stakeholders in their interaction with regional and international human rights mechanisms, providing advisory services and technical assistance, undertaking capacity-building and awareness-raising initiatives, and facilitating dialogue among the different stakeholders.

### BUDGET 2010-2011 Country Office in Bolivia

	Extrabudgetary Requirements in US\$
Staff costs	2,547,625
Operating costs	315,454
Activities	596,571
Subtotal	3,459,650
Programme support costs	449,753
<b>GRAND TOTAL</b>	<b>3,909,403</b>

## Colombia

**Date established** 1996

Over the past 40 years, Colombia has been plagued by widespread violence, a result of the conflict between the public security forces and several armed groups, and high levels of criminal activity. In recent years, Colombia has benefited from significant security gains and sustained economic growth. However, a conclusion to the lengthy armed conflict is elusive, and Colombia's sustained economic growth has neither reduced poverty, which affects nearly 45 percent of the population, nor helped to improve income distribution. Deep-rooted institutional weaknesses weigh heavily on the human rights situation, which overall shows few signs of improvement. Impunity is widespread, although recent steps taken by the Government to curb human rights violations and punish perpetrators are beginning to take effect.

The economic crisis is likely to force even more Colombians below the poverty line, especially in areas of the country affected by armed conflict. Indigenous and Afro-Colombians have been disproportionately affected by the conflict and criminal violence, not least because most of their communities are located in strategic areas, rich in mineral and energy resources. The resulting forced displacement is now a serious humanitarian challenge. The human rights impact of mega-development projects and free-trade agreements on the human rights of all Colombians, and particularly of indigenous and Afro-descendants, is also a matter of concern.

OHCHR has operated in Colombia for more than ten years. It conducts its activities through the Bogotá office, and through three sub-offices in Medellín, Cali and Bucaramanga. Its recommendations have become both a tool and a road map for state institutions, civil society organizations, the United Nations and the international community.

### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity.
- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies.
- ▶ Combating discrimination, with a focus on indigenous peoples, Afro-Colombians, women and girls.
- ▶ Pursuing economic, social and cultural rights in an effort to combat inequality and poverty,

including in the context of the economic, food and climate crises, with a focus on the impact of mega-projects and free-trade agreements on the rights of indigenous peoples and Afro-Colombians.

### Expected accomplishments and strategies

- ▶ All state entities, including the national human rights institution, and domestic laws, policies and programmes, comply with international human rights standards to a greater extent. This will be accomplished through a promotion and consensus-building programme that includes:
  - National early warning systems effectively responding to risk situations arising from internal conflict and serious violations of human rights and international humanitarian law, including actions attributed to illegal armed groups that emerged after the demobilization of paramilitary organizations.
  - Implementation of the Ministry of Defence's human rights/international humanitarian law policy. The Office will monitor some of the directives, especially those design to curb extrajudicial executions and to facilitate the prosecution of serious cases of human rights/international humanitarian law violations by civilian courts.
  - Political decision-makers provided with analysis to develop public policies and programmes consistent with human rights standards on issues such as extrajudicial executions, land grabbing and restitution, the impact of mega-projects on economic, social and cultural rights, the impact of free trade agreements on human rights, and prior, free and informed consultation with indigenous and Afro-descendant communities.
  - Violations of civil and political rights during election periods effectively monitored and reported to the proper authorities.
- ▶ Ratification and implementation of international and regional human rights instruments and review of reservations are promoted; and human rights standards and treaty body and special procedures' recommendations are incorporated into actions aimed at curbing impunity, focusing on:
  - The Supreme Court and the Attorney General's Office increasingly comply with relevant human rights standards and principles related to judicial proceedings.
  - Rights-holders, especially groups at risk, and particularly women, increasingly use existing national protection systems and participate in legal proceedings.



© OHCHR Colombia Photo

The High Commissioner for Human Rights with a member of staff meeting victims of the conflict in Colombia.

- Inter-institutional working groups on enforced disappearances and children in armed conflict discuss and propose relevant regulations to ensure implementation of corresponding laws consistent with international standards and principles.
  - Greater public awareness about sensitive human rights issues, especially victims' right to reparations, sexual violence against women, children in armed conflict, and enforced disappearances.
  - An assessment and strategy for strengthening the Ombudsman's Office, designed to ensure better protection for victims and improved reporting of serious human rights violations.
- ▶ Greater number and diversity of rights-holders and national human rights institutions and civil society actors working on their behalf make use of UN and regional human rights mechanisms and bodies. This includes:
- Increased awareness among state entities, NGOs, the Church, and the private sector about the importance of human rights and international humanitarian law in fostering lasting peace.
  - Increased civil society participation in implementing and monitoring UPR recommendations.

The cornerstone of the Office's strategy to achieve these goals is extensive monitoring. Information gathered through field monitoring is used in developing technical cooperation projects, legal advice and public advocacy to support Colombia's state and society. Partnership with all key stakeholders is key to the strategy's success. In the coming biennium, the Office will expand and foster partnerships with the government, NGOs, victims' organizations, the church, the private sector, and civil society at large, as well as with the diplomatic corps, the UN country team and the Inter-American human rights protection system.

#### BUDGET 2010-2011 Country Office in Colombia

	Extrabudgetary Requirements in US\$
Staff costs	11,864,728
Operating costs	1,559,025
Activities	1,974,605
<b>Subtotal</b>	<b>15,398,358</b>
Programme support costs	2,001,786
<b>GRAND TOTAL</b>	<b>17,400,144</b>

## Guatemala

**Date established 2005**

Thirteen years after the peace agreements were signed, poverty and high levels of violence and impunity continue to hinder the full enjoyment of human rights in Guatemala. Racism and discrimination remain paramount concerns in a country where more than 40 percent of the population is indigenous, belonging to 23 different ethnic groups. The deep political crisis of early 2009 only exacerbated the polarization of the society and the long-standing crisis of governability.

Guatemala ranks low on the human development scale and has a highly unequal distribution of income. In this context, the Government has declared social investment a priority for the immediate future. Fifty percent of the population lives in poverty, and 15 percent of that group—a large proportion of which are indigenous peoples—lives in extreme poverty. Tax revenues are among the lowest in the region and attempts by the current Government to undertake fiscal reforms have been unsuccessful, seriously limiting the State's capacity to fulfill its obligations.

The levels of violence and personal insecurity, with up to 48 homicides per 100,000 inhabitants, are among the highest in the world for countries not experiencing armed conflict. It is estimated that around 98 percent of crimes are perpetrated with impunity. Organized crime has penetrated state institutions, presenting a growing threat to political stability and governability. In this context, in 2009 Congress extended the mandate of the UN-sponsored International Commission against Impunity in Guatemala. In April 2009, the President of Guatemala, the presidents of the Congress and the Supreme Court of Justice, and the Public Prosecutor signed the National Agreement for the Advancement of Security and Justice, which establishes the country's agenda in these areas.

Guatemala was among the first countries to be examined by the Universal Periodic Review mechanism in May 2008. It has extended a standing invitation to special procedures and the level of ratifications of international human rights instruments is high.

OHCHR's office in Guatemala was established in 2005. Its mandate was extended for three years in September 2008. During the past biennium, the Office helped to ensure the adoption of a law on femicide and other forms violence against women and the development of legislation in compliance with international law. The Office presented *amicus*

*curiae* briefs in cases of human rights violations during the military regimes. These drew attention to the obligation, under international law, to investigate, try and punish the perpetrators of human rights violations. These actions contributed to a Constitutional Court ruling that opened the door to prosecutions for the tens of thousands of enforced disappearances in the country. The Office also contributed to the integration of a human rights-based approach into the new United Nations Development Framework (UNDAF 2010-2014), and leads the UN Interagency Thematic Group on Human Rights, Justice, Security and Governance.

### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies, with a focus on internal accountability mechanisms, the independence of judges and prosecutors, transitional justice systems and access to justice, particularly for women and indigenous peoples.
- ▶ Pursuing economic, social and cultural rights in an effort to combat inequalities and poverty, including in the context of the economic and food crises and climate change, with a focus on a human rights-based approach to policies and programmes in relation to food security, health and education; and the justiciability of economic, social and cultural rights.
- ▶ Protecting human rights in situations of violence and insecurity, with a special focus on measures to combat organized crime, violence against women, extrajudicial executions, and deaths in custody.
- ▶ Countering discrimination, with a focus on indigenous peoples, women and persons with disabilities.

### Expected accomplishments and strategies

- ▶ Key laws relating to the administration of justice, security, racial discrimination and poverty comply with international human rights standards. The Office will do this by providing legal advice on relevant standards.
- ▶ The judiciary and Public Prosecutor's Office adopt key administrative measures aimed at establishing internal disciplinary mechanisms; increase their independence and their effectiveness regarding the investigation and prosecution of grave human rights violations; and improve access to justice for indigenous peoples. To this end, the Office will provide technical assistance to these institutions on the use of relevant international human rights standards.

## Mexico

Date established 2002

- ▶ Incorporation of human rights standards into the training programmes of law enforcement actors, including by undertaking an independent assessment of the main human rights challenges faced by the different actors.
- ▶ Enhanced monitoring of the justice system by civil society organizations, especially in relation to indigenous rights, the justiciability of economic, social and cultural rights, and the independence of the judiciary. In this context, OHCHR will carry out capacity-building activities and promote civil society networks, including through an extensive programme of strategic litigation and legal clinics.
- ▶ Key state institutions have greater understanding of the human rights-based approach to policies and programmes relating to food security, health and education, particularly regarding indigenous peoples. Technical advice will be provided in close cooperation with UNDP.
- ▶ Increased use of human rights standards to plan, implement and monitor public policies by the Commission on Discrimination and Racism, the Office for the Defense of Indigenous Women, the Presidential Secretariat for Women, and the National Council for the Attention to Persons with Disabilities. In this context, the Office will provide training and technical advice on designing and using human rights indicators.

The Office will achieve these goals by monitoring the human rights situation and providing advisory services and technical assistance to state institutions and other national actors, geared towards implementing the recommendations made by the High Commissioner and the human rights mechanisms.

**BUDGET 2010-2011**  
**Country Office in Guatemala**

	Extrabudgetary Requirements in US\$
Staff costs	4,175,780
Operating costs	1,810,765
Activities	2,031,960
Subtotal	8,018,505
Programme support costs	1,042,407
<b>GRAND TOTAL</b>	<b>9,060,912</b>

Mexico is a country of contrasting human rights realities. Although progress has been made in harmonizing the federal legal framework with international human rights standards, this has not always translated into changes at the local level, resulting in significant differences in human rights protection among states. The financial, food, and energy crises are straining the country's economy. Women, indigenous peoples, migrants and people living with disabilities are those most likely to live in poverty, and an increasing level of social and political conflict is related to violations of the economic and social rights of these groups.

Impunity, corruption, and cronyism continue to hamper the democratic process, the functioning of the system of checks and balances, and the improvement of the human rights situation. Journalists, human rights defenders and freedom of expression in general are increasingly under attack. In the past few years, the security situation has deteriorated considerably, mainly in relation to organized crime. The Government has continued to deploy the military to handle public security operations.

At the international level, Mexico has ratified most of the core UN human rights treaties as well as those of the Inter-American human rights system. It has recognized the competence of all judicial and quasi-judicial bodies set up to deal with individual complaints and has extended a standing invitation to special procedures. In 2009 Mexico underwent the Universal Periodic Review.

OHCHR's office in Mexico was established in 2002 as part of a technical cooperation agreement. In 2008, a new agreement was signed extending the presence and activities of OHCHR until 2012. During the last biennium, the Office contributed to the process of constitutional reform and promoted the elaboration of human rights assessments at the state level as a necessary step towards the development of public policies, and, in accordance with its expanded mandate, produced its first public report highlighting the situation of human rights defenders.

### Thematic priorities

- ▶ Protecting human rights in situations of violence and insecurity, with a special focus on the human rights implications of the armed forces' involvement in combating organized crime, and on the use of preventive detention and internal accountability mechanisms.
- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies, with a focus on women's and indigenous peoples' access to justice, violence against women, and the use of military jurisdiction in cases of human rights violations.
- ▶ Pursuing economic, social and cultural rights in an effort to combat inequalities and poverty, including in the context of the economic, food and climate crises, with a focus on a human rights-based approach to developing and monitoring public policies and the right of indigenous peoples to be consulted in the context of development projects.
- ▶ Countering discrimination, with a focus on indigenous peoples, especially in relation to land rights and evictions; and women's rights, particularly in relation to structural discrimination and gender inequality.
- ▶ Ensuring the realization of human rights in the context of migration, with a focus on migration law, migrant women and migrant children.
- ▶ Freedom of expression, with a special focus on protecting journalists and human rights defenders, media plurality and indigenous broadcasting.

### Expected accomplishments and strategies

- ▶ Greater harmonization between international human rights standards and the legislative framework, namely by consolidating constitutional reform, the federal legal frameworks relating to freedom of expression, human rights defenders, enforced disappearances and the rights of migrants and indigenous peoples; and improvements in the legal framework of a number of selected states in relation to the rights of indigenous peoples, personal integrity rights and human rights institutions. To this end, OHCHR will analyze draft legislative proposals and provide technical advice, working closely with civil society organizations.
- ▶ Increased use of international human rights standards in the rulings of the Supreme Court of Justice, by providing technical cooperation and establishing a network of trainers on human rights international law.
- ▶ Adoption of measures to improve access to justice for women, especially in relation to reparations, and indigenous peoples, especially in relation to access to legal assistance in indigenous languages, the recognition of indigenous legal systems and their right to be consulted. In this context, the Office will undertake advocacy initiatives and provide technical advice. Planned activities include publishing a report on reparations from a gender perspective.
- ▶ Adoption of measures to ensure compliance with international human rights standards by military forces performing public security tasks, including revising the military jurisdiction framework. In this context, OHCHR will exchange information concerning critical human rights situations in which military elements are allegedly involved, and facilitate discussions on the measures to be adopted; will evaluate the Ministry of Defence's internal training programmes on human rights and gender; and will support the development of a set of indicators to measure the impact of such programmes.
- ▶ Increased incorporation of human rights and a gender perspective in budget analysis and in defining and monitoring public policies, including the National Human Rights Plan and Mexico City's Human Rights Plan. In this context, the Office will follow up on the mechanisms to implement the human rights plans, highlighting the importance of the participation of human rights organizations, and will share its expertise in this field, including regarding the elaboration of human rights indicators.
- ▶ Increased use of international human rights standards by national and state human rights institutions and their adoption of specific approaches for the protection of human rights defenders and economic, social and cultural rights.
- ▶ Establishment of concrete mechanisms to protect journalists and human rights defenders against human rights violations, as recommended in OHCHR's report on the subject. Planned activities include providing technical advice to assist federal authorities in elaborating a protocol for investigating and addressing human rights violation committed against human rights defenders.
- ▶ Increased use of international and regional human rights mechanisms by civil society organizations and integration of international human rights standards in their alternative reports to the Committee on the Rights of Persons with Disabilities and the Committee on the Elimination of Discrimination against Women. To this end, the Office will provide technical assistance and organize capacity-building activities for civil society organizations.

The Office will pursue these goals by providing advice and technical cooperation to federal and local authorities and civil society organizations, and observing the human rights situation in the country. The Office will also continue to encourage dialogue between authorities and civil society organizations.

### BUDGET 2010-2011 Country Office in Mexico

	Extrabudgetary Requirements in US\$
Staff costs	2,486,806
Operating costs	620,535
Activities	638,575
Subtotal	3,745,916
Programme support costs	486,969
<b>GRAND TOTAL</b>	<b>4,232,885</b>

## HUMAN RIGHTS COMPONENTS IN UN PEACE MISSIONS

### United Nations Stabilization Mission in Haiti

<b>Date established</b>	<b>2007</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$437,587</b>

The Human Rights Section of the UN Stabilization Mission in Haiti (MINUSTAH) was deployed to Haiti in early 2005. Despite encouraging advances in security and the enjoyment of fundamental freedoms, poverty and insufficient access to basic social services and sources of income continue to stand out as serious human rights challenges. These difficult conditions were exacerbated by destructive hurricanes in 2008 that left hundreds of people dead and an estimated one million homeless or displaced and in dire need of humanitarian assistance.

The rule of law is undermined by prolonged pre-trial detention, impunity, and inhumane detention conditions, caused in part by widespread corruption. The judicial reform process has stagnated. Incidences of sexual abuse of women and girls, trafficking of human beings between Haiti and the Dominican Republic, child domestic workers and inadequate access to primary education by the majority of children remain alarming.

MINUSTAH's Human Rights Section is deployed in eight departments throughout the country and engages in monitoring, public reporting and capacity-development initiatives. OHCHR supports the section's work by assisting with recruitment, and providing advice and substantive support on human rights-related issues. During the past biennium, the section raised awareness about the right to safe drinking water through a national campaign and helped to reduce the number of detainees in prolonged pre-trial detention through its legal aid programme. The Human Rights Section leads the UN inter-agency protection cluster and, in the past, ensured that a human rights-based approach was incorporated into the national/UN contingency plan for the cyclonic period.

### Thematic priorities

- ▶ Pursuing economic, social and cultural rights in an effort to combat inequalities and poverty, including in the context of the economic, food and climate crises.
- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies.

### Expected accomplishments and strategy

- ▶ Ratification of the International Covenant on Economic, Social and Cultural Rights and the Additional Protocol to the American Convention on Human Rights in the area of economic, social and cultural rights, including through advocacy and by providing technical advice.
- ▶ Integration of human rights standards and principles into UN-system policies and programmes with respect to development, economic and social issues and responses to natural disasters, including by leading the UN protection cluster and through capacity-building workshops.
- ▶ Greater participation of right-holders, especially groups suffering discrimination, particularly women, in decision-making processes, and developing and monitoring public policies that make greater use of existing national human rights protection systems. The section will conduct a multipronged "Public Policy Monitoring Programme" to build the capacity of civil society organizations and support open and constructive participation.
- ▶ Compliance of the Ombudsman's Office with the Paris Principles, and greater involvement by the Ombudsman's Office in investigating human rights violations. To this end, the section will promote the adoption of a draft law and undertake capacity-building activities.

- ▶ Increased compliance of law enforcement agencies with international human rights standards, including by providing support for police vetting and capacity-development activities in cooperation with the United Nations Police and other relevant UN agencies.

## HUMAN RIGHTS ADVISERS TO UN COUNTRY TEAMS

### Ecuador

Date of deployment	2007
Extrabudgetary financial requirements	US\$1,001,228

A new constitution was approved in 2008 that enhanced the justiciability of economic, social and cultural rights. However, the economic crisis is likely to have a negative impact on the Government's capacity to maintain high rates of social investment. Following up on the results obtained since he was deployed to Ecuador in June 2007, the human rights adviser will continue working, in collaboration with the UN country team, with the **judiciary**, particularly on implementing the recently adopted law on the judiciary and on ensuring international human rights standards are taken into account by indigenous communities when applying customary law. Pursuing **economic, social and cultural rights** in an effort to combat inequality and poverty will also be a priority. The human rights adviser will work with government and non-governmental bodies to improve their capacity to apply a human rights-based approach in their work. In assisting the implementation of the Plan of Action of the World Programme for **Human Rights Education**, the adviser will support the Government in its follow-up to the recommendations of the Committee on the Elimination of Discrimination against Women and the Committee on the Elimination of Racial Discrimination and help to institutionalize human rights training for young people. The human rights adviser will also continue to strengthen the Human Rights Unit of the Ministry of Defence by undertaking a human rights mainstreaming assessment within the Ministry and defining a work plan for the Unit.

A human rights-inspired UNDAF, finalized in 2009 for the period 2010-2014, and a human rights-responsive UN country team – both results of **human rights mainstreaming** work undertaken since 2007 – will be fundamental for improving human rights results during the biennium.

### New Honduras

Date of redeployment	2010
Extrabudgetary financial requirements	US\$611,556

Following a coup that ousted President José Manuel Zelaya Rosales in June 2009, human rights violations, particularly excessive use of force by the security forces, torture and ill-treatment and arbitrary detention, increased. Nonetheless, many human rights concerns predate the coup and have been exacerbated by it, such as violence and insecurity; threats on human rights defenders; discrimination; impunity; treatment of prisoners, and lack of access to justice and lack of independence of the judiciary. Prevailing social and economic inequality was another issue of concern.

OHCHR will deploy a human rights adviser to the UN country team in Honduras in 2010. The human rights adviser's task will be to provide support and advice on four thematic priorities: protecting human rights in the context of **violence and insecurity**, with a focus on violence against women and children; combating **impunity** and strengthening accountability and the rule of law, with a focus on transitional justice issues, the independence of the judiciary, access to justice, and prevention of torture and ill treatment; countering **discrimination** against women, children, HIV/AIDS patients, and indigenous peoples and Afro-descendants; and pursuing **economic, social and cultural rights** in an effort to combat inequality and poverty.

The human rights adviser will promote engagement between national actors and international human rights mechanisms, and provide advice and assistance to the UN country team on human rights issues, including in the context of formulating the forthcoming UN Development Framework. The human rights adviser's work strategy will depend largely on the evolution of the political crisis emerging from the coup and will be refined as the situation evolves.

## Nicaragua

Date of deployment	2007
Extrabudgetary financial requirements	US\$515,657

Pressing human rights issues include access to economic and social rights, especially for the indigenous and Afro-descendants in the Atlantic autonomous regions, and ongoing discrimination against women in political, social and economic spheres, with impunity for gender-based violence extremely high. In 2008, Nicaragua submitted its pending reports to the Human Rights Committee, the Committee against Torture, the Committee on Economic, Social and Cultural Rights, the Committee on the Elimination of Discrimination against Women and the Committee on the Elimination of Racial Discrimination, as well as to the Universal Periodic Review (UPR). The treaty bodies examined the reports that year, while the UPR will take place in early 2010.

The human rights adviser will continue to concentrate on strengthening the Government's capacity to follow up on the recommendations of international human rights mechanisms and bodies, and on strengthening the capacity of the UN country team to work on human rights issues. The adviser will also provide technical advice to national universities on incorporating human rights standards in their research and curricula. In all these areas, the focus will be on the rights of indigenous peoples and Afro-descendants, racial **discrimination** and discrimination against women. As the adviser is expected to have finished his work by 2010, further activities will be carried out from the Regional Office for Central America. The adviser's final tasks will include establishing coordination mechanisms between the UN country team in Nicaragua and the regional office.

## New Paraguay

Date of deployment	2010
Extrabudgetary financial requirements	US\$1,274,075

Paraguay is facing serious institutional and human rights challenges. According to the latest national census, nearly 36 percent of the population lives below the poverty line, and 20 percent of those people live in conditions of extreme poverty. Paraguay's history has been characterized by long periods of authoritarian governments. The country has ratified most of the international human rights instruments, but has faced difficulties in fulfilling its reporting obligations. Paraguay will be reviewed by the Committee on the Rights of the Child in January 2010 and will undergo the Universal Periodic Review in 2011.

OHCHR's work with Paraguay had, until 2009, consisted in a limited number of technical cooperation projects. In response to a request for increased cooperation both with the Government and the UN country team, the Office will deploy a human rights adviser to the country in 2010. A human rights officer arrived in Asunción in 2009 to define the programme of work with the UN Resident Coordinator and the Government. Based on the assessment made by the human rights officer, three thematic priorities have been identified, namely: countering **discrimination**, particularly discrimination related to indigenous peoples, women and children; pursuing **economic, social and cultural rights**, particularly the rights to land, an adequate standard of living, health and education, and labour rights; and fighting **impunity**, strengthening accountability and the rule of law.

The human rights adviser will promote the work of international human rights mechanisms, support the executive's inter-institutional human rights network, the preparation of reports to treaty bodies and the Universal Periodic Review, and the design and formulation of a national human rights action plan. The adviser will also assist the UN country team in integrating human rights into its programming, especially in relation to indigenous peoples. The adviser will also provide advice to Congress, particularly to the commissions on human rights and foreign affairs, on the approval of bills or proposals to amend legislation relating to human rights, and will help to build the capacity of parliamentarians and staff from both chambers of Congress.



Asia and the Pacific, stretching from Afghanistan and Iran in the west to the Pacific islands in the east, is a diverse and dynamic region that is home to two-thirds of the world's population. Several countries are undergoing important processes of democratic, legal and institutional reform. The deepening of long-standing armed conflicts in other countries poses serious human rights challenges concerning the protection of civilians, the rights of displaced persons and impunity issues. Post-conflict transition remains constrained by insecurity and political uncertainty in some States.

Rapid economic development over the past decades has been accompanied by widening inequities. The global food and economic crises have created additional social dislocation and political pressure. Forced evictions, land disputes and displacements, in the context of either conflict or economic

development, remain widespread. Migration patterns and all-important remittance payments have been disrupted, and migrants have become more vulnerable to discrimination. Natural disasters are an additional obstacle to the full enjoyment of human rights in several countries in the region. Discrimination takes multiple forms, from gender- and caste-based discrimination to discrimination against indigenous peoples, persons with disabilities, persons living with HIV/AIDS, and sexual minorities. The ratification of international treaties remains slow. There have, however, been some new ratifications of the International Covenant on Civil and Political Rights, and progress is being made on ratifying the Optional Protocol to the Convention against Torture. The establishment of the first regional human rights body in the region, the Intergovernmental Commission on Human Rights of the Association of South East Asian Nations (ASEAN), represents an important development.

### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies, with a focus on transitional justice, prevention of torture and death penalty.
- ▶ Protecting human rights in situations of armed conflict, violence and insecurity.
- ▶ Economic, social and cultural rights in efforts to combat inequities and poverty, with a particular focus on land rights and forced eviction.
- ▶ Protecting human rights in the context of migration.
- ▶ Countering discrimination, with a particular focus on women and caste.
- ▶ Strengthening human rights mechanisms, particularly the ASEAN human rights body.

### Expected accomplishments and strategies

OHCHR's presences in the region will seek to bring about **changes in national protection systems** by strengthening national institutions and specialized bodies; advocating for or supporting accountability and transitional justice mechanisms; ensuring that national legislation, policies and programmes comply with international human rights standards, especially in relation to prison and law enforcement issues, and particularly for preventing torture; and improving access to justice and human rights protection systems, particularly in relation to violence against women and land issues. Presences in the region will seek to empower civil society organizations by supporting their participation in decision-making processes and in the development, monitoring and implementation of public policies.

In addition, the presences will seek to promote the **use of the international human rights protection system** by contributing to increased reporting and follow-up to treaty bodies and facilitating the Universal Periodic Review process, and by encouraging rights-holders and civil society organizations to engage with human rights mechanisms.

OHCHR will seek the **involvement of other international actors in human rights work**, working closely with UN country teams both on development and humanitarian protection issues. OHCHR will seek closer collaboration with regional organizations, particularly in the context of the new ASEAN human rights mechanism.

OHCHR has two regional offices, one in Bangkok, which covers South-East Asia, and one in Suva, which covers the Pacific; two country offices, one in Cambodia and one in Nepal, and human rights advisers to the UN country teams in Indonesia, Papua New Guinea and Sri Lanka. The human rights adviser in Indonesia will discontinue his work on 31 January 2010. The Office supports the human rights components of UN peace missions in Afghanistan and Timor-Leste. OHCHR continues to consult with Member States in the region on the possibility of opening other regional offices.

The Office also supports the work of the Special Rapporteurs on the situation of human rights in Cambodia, the Democratic Republic of Korea and Myanmar, and provides support to the thematic mandate-holders visiting the region.

TYPE OF PRESENCE	LOCATION
Regional Offices	South-East Asia (Bangkok, Thailand) Pacific (Suva, Fiji)
Country Offices	Cambodia Nepal
Human Rights Components in Un Peace Missions	Afghanistan Timor-Leste
Human Rights Advisers to UN Country Teams	Indonesia * Papua New Guinea Sri Lanka

\* To be discontinued on 31 January 2010.

## REGIONAL OFFICES

### Regional Office for South-East Asia (Bangkok, Thailand)

**Date established** 2002

The South-East Asia region has made important progress on human rights, especially by adopting an ASEAN Charter with provisions to promote and protect human rights, and by subsequently creating the ASEAN Intergovernmental Commission on Human Rights (AICHR), the first such human rights mechanism in the region. The Universal Periodic Review process has also focused attention on human rights and new commitments by several countries in the region. However, internal armed conflicts affect several countries in South-East Asia. The energy, food and economic crises have adversely affected the enjoyment of human rights in the region, especially the economic and social rights of the most vulnerable groups, particularly indigenous peoples, ethnic minorities and persons living with HIV/AIDS. Migration and human trafficking raise specific protection concerns, while the new Convention on the Rights of Persons with Disabilities has increased the visibility of this group. Freedom of opinion and expression have gained ground along with democratization, however the restrictions allowed under international law to uphold public order, public morality and national security are sometimes misused to suppress legitimate political dissent. Torture is reported in almost all countries, and the death penalty is applied by many.

National protection systems remain weak and impunity often prevails. Independent national human rights institutions operate in several countries but often face difficulties in maintaining their independence and operational capacity. Civil society continues to grow and play an important role, though the situation varies a great deal from country to country. At the regional level, ASEAN has recently established a new intergovernmental human rights body, with plans for other more specialized bodies, which opens new possibilities for cooperation.

OHCHR's regional office in Bangkok covers Brunei Darussalam, Cambodia, Indonesia, the Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste and Viet Nam. In the cases of Cambodia and Timor-Leste,

the Office complements the work of other OHCHR field presences. In the previous biennium, the Office supported the establishment of an ASEAN human rights mechanism and developed the capacity of the UN country teams and regional programmes to promote and protect human rights.

#### *Thematic priorities*

- ▶ Protecting human rights in the context of migration and combating trafficking.
- ▶ Pursuing economic, social and cultural rights and combating inequalities, poverty and discrimination, including against indigenous peoples and minorities, people living with HIV/AIDS, and disabled persons.
- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies, with a focus on preventing torture.
- ▶ Strengthening the ASEAN human rights system.
- ▶ Freedom of expression, thought and religion.

#### *Expected accomplishments and strategies*

- ▶ All States engage with UN human rights mechanisms and bodies, including by following up on their recommendations, especially in relation to migration and human trafficking, torture and freedom of expression and religion. To this end, the Office will support the establishment of mechanisms within the UN country teams, provide training and technical advice on reporting to treaty bodies and the Universal Periodic Review, and establish a follow-up system to track communications from special procedures mandate-holders.
- ▶ Increased number of national human rights institutions, regional organizations and civil society actors using the international human rights mechanisms, especially those working on migration and trafficking, indigenous peoples and minorities, torture, freedom of expression, thought and religion. In this context, the Office will concentrate its efforts on increasing the capacity of civil society actors.
- ▶ Increased integration of human rights standards and principles into the UN programmes in the region, including through participation in UN Development Group and UN Economic and Social Commission for Asia and the Pacific regional processes and in the inter-agency mechanisms established at the Office's initiative in the previous biennium.
- ▶ National legislation complies with international standards in relation to migration and human trafficking, HIV/AIDS, disability, torture and freedom of expression. To this end, the Office will

identify areas of non-compliance, facilitate the sharing of experiences at the regional level, and provide technical advice for legislative and policy review.

- ▶ Increased ratification of international human rights instruments, particularly the International Convention on the Rights of All Migrant Workers and Members of their Families, the Palermo Protocol on trafficking, the Convention against Torture and its Optional Protocol, the International Covenant on Civil and Political Rights and its First Optional Protocol, and the International Convention for the Protection of All Persons from Enforced Disappearance. In this context, the Office will advocate and increase awareness about the treaties, including by organizing regional meetings.
- ▶ Strengthening of an ASEAN regional human rights system, especially in relation to the ASEAN Intergovernmental Commission on Human Rights. In this regard, the Office will organize capacity-building activities with Member States, the ASEAN secretariat, and civil society organizations.

### BUDGET 2010-2011 Regional Office for South-East Asia (Bangkok, Thailand)

	Extrabudgetary Requirements in US\$
Staff costs	1,631,546
Operating costs	203,893
Activities	284,604
Subtotal	2,120,043
Programme support costs	275,605
<b>GRAND TOTAL</b>	<b>2,395,648</b>

### Regional Office for the Pacific (Suva, Fiji)

**Date established** 2005

The Pacific region includes a large number of small island communities that are extremely isolated, both geographically and politically, along with the industrialized countries of Australia and New Zealand. Melanesia has experienced the most conflict, including civil war in the Solomon Islands and coups in Fiji. Poverty, inequality and hardship are significant in the region. The Pacific has made less progress than any other region, outside of

Sub-Saharan Africa, in its efforts to achieve the Millennium Development Goals, despite the highest per capita aid receipts. The global economic crisis and high prices, as well as growing numbers of natural disasters linked to climate change have also had a negative impact on human rights in the region. Human rights are perceived as an imported concept that conflicts with traditional culture and values. The region has low levels of ratification of human rights treaties and of engagement with the international human rights mechanisms. The Universal Periodic Review has provided a good opportunity to engage the region with the international human rights system. Human rights issues to be addressed include violence against women and children, indigenous rights, migrants and asylum-seekers, torture and ill-treatment of detainees, poverty and inequality, and housing rights.

OHCHR's regional office for the Pacific is located in Suva, Fiji, and covers the 16 Pacific Island Forum countries of Australia, the Cook Islands, the Federated States of Micronesia, Fiji, Kiribati, Nauru, New Zealand, Niue, Palau, Papua New Guinea, the Marshall Islands, Samoa, the Solomon Islands, Tonga, Tuvalu and Vanuatu.

### Thematic priorities

- ▶ Countering discrimination, with a focus on violence against women and children, including sexual violence and sorcery-related killings.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises, with a focus on the right to adequate housing and adequate standard of living.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society with a focus on torture and, ill-treatment of detainees.

### Expected accomplishments and strategies

- ▶ Establishment of national human rights institutions in compliance with the Paris Principles, by working with relevant partners to help garner resources and to provide technical expertise.
- ▶ Increased number of countries that have ratified the Convention against Torture and its Optional Protocol, by cooperating with national, regional, and international stakeholders as well as UN partners to promote ratification and improve understanding about international standards.
- ▶ Increased number of civil society actors submitting documented cases of violence against women and torture to treaty bodies and special procedures, including through training and by facilitating their interaction with those mechanisms.

## COUNTRY OFFICES

### Cambodia

**Date established** 1993

- ▶ Increased prosecution of perpetrators of violence against women and torture, through human rights education, advocacy and the implementation of a technical cooperation programme in cooperation with other UN agencies.
- ▶ Greater number of measures taken to improve access to adequate housing by groups that suffer discrimination, particularly women and indigenous peoples. In this context, the Office will undertake an assessment in order to design appropriate programming, will assist the UN country teams to adopt a human rights approach, and will use media to increase awareness.
- ▶ Increased responsiveness by the international community to human rights issues, through regular contacts and exchange of information and by providing technical advice on incorporating human rights standards and principles into policies and programmes.

As cross-cutting strategies towards all these expected accomplishments, the Office will continue to raise the profile of the Universal Periodic Review throughout the region and use the media to promote relevant human rights issues.

#### BUDGET 2010-2011 Regional Office for the Pacific (Suva, Fiji)

	Extrabudgetary Requirements in US\$
Staff costs	1,132,723
Operating costs	106,887
Activities	230,629
Subtotal	1,470,239
Programme support costs	191,132
<b>GRAND TOTAL</b>	<b>1,661,371</b>

Cambodia has enjoyed strong economic growth and relative political stability. As a result, violence and human rights violations have abated. However, genuine checks and balances have not been institutionalised. The reforms of the justice system and other key institutions needed to curb impunity are still pending. As the country enters a period of economic uncertainty triggered by the global financial crisis, progress in civil, cultural, economic, political and social rights will come under pressure, since protection structures have remained weak or non-existent. Recent instances in which freedom of expression was curtailed have prompted renewed cause for concern.

Cambodia has a good record on ratification of human rights treaties, as it is a State Party to most major instruments and has now reported at least once to all treaty bodies. The Khmer Rouge trials progress slowly, though shadowed by political interference and corruption.

OHCHR has had an Office in Cambodia since 1993. In March 2009, a new Special Rapporteur on the human rights situation in Cambodia was appointed by the Human Rights Council, and in October 2009 the mandate was renewed.

In the previous biennium, the Office helped to implement prison reform and define land protection and tenure measures. In the coming biennium, the Office will build on these achievements while working with the UN country team, NGOs and international organizations, such as the World Bank and the Asian Development Bank, to develop effective interventions on human rights issues.

#### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with a focus on administration of justice and the prison system.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises, with a focus on the use of natural and land resources.
- ▶ Freedom of expression and association.



Detainees at Kampot prison in Cambodia excavate an old sanitation pipe.

© OHCHR Cambodia Photo / S. Sem

### Expected accomplishments and strategies

- ▶ Effective functioning of the administration of justice, including by advocating for the review of emblematic cases and providing technical advice for the judicial and legal reform process. Planned activities include convening a national seminar on the independence of institutions, and a programme to stimulate professional discussions among judges, prosecutors and lawyers, as well as civil society.
- ▶ Adoption of laws for the establishment of a national preventive mechanism under the Optional Protocol of the Convention Against Torture and a national human rights institution in accordance with Paris Principles, including through advocacy and by providing legal advice.
- ▶ The prison system complies with international human rights standards to a greater extent, by supporting the Directorate of Prisons through legal assistance, systematic monitoring of the prisons, training of staff, and improvement of water and sanitation infrastructures.
- ▶ Improved legal and institutional frameworks, in compliance with international standards, to protect the land rights of poor urban and rural communities, including indigenous peoples, and to ensure their access to justice in cases of land dispute. To this end, the Office will support the adoption of national guidelines on evictions and resettlement, and individual and community interventions to claim their rights through peaceful and legitimate means.
- ▶ Increased use of national protection systems by rights-holders, particularly groups that have suffered discrimination, including women, their increased participation in decision-making

processes, and the development and monitoring of public policies, by adopting or amending relevant legal frameworks. In this context, the Office will monitor the exercise of the freedoms of expression, assembly, association, movement and media to identify emblematic instances and patterns of violations; encourage corrective action by relevant ministries or law enforcement authorities; organize workshops and seminars to foster mutual understanding and dialogue; and provide legal advice.

- ▶ Increased engagement of the Government with international human rights mechanisms, by submitting overdue reports to the treaty bodies, ratifying the Convention on the Rights of Persons with Disabilities, and formulating a programme of action within its national development policy and strategy to follow up on the recommendations of these mechanisms. To this end, the Office will provide support and technical assistance and engage and work in close cooperation with the UN country team, development partners, and civil society organizations.

### BUDGET 2010-2011 Country Office in Cambodia

	Extrabudgetary Requirements in US\$	Regular Budget Requirements in US\$
Staff costs	457,986	3,030,200
Operating costs	388,065	523,400
Activities	1,232,802	87,400
Subtotal	2,078,853	3,641,000
Programme support costs	270,252	-
<b>GRAND TOTAL</b>	<b>2,349,105</b>	<b>3,641,000</b>

### Nepal

**Date established 2005**

An historic step toward peace and democracy was taken in 2008 through the successful election of a constituent assembly. While the human rights situation has improved noticeably over the past three years, various human rights issues that were at the root of the conflict and could threaten sustainable peace have yet to be addressed. These include establishing effective transitional justice mechanisms that will respond to calls for truth and justice. The constitutional process is also to be completed in 2010.

Over the past year, growing activities of criminal and armed groups, acts of politically motivated violence and increased political pressure on law enforcement agencies have reinforced a high level of impunity. Structural poverty and inequality have been exacerbated by the recent global economic crisis. Caste-based discrimination is endemic and women, indigenous groups, and cultural, regional, and sexual minorities face discriminatory practices, which is sometimes reflected in violence.

OHCHR's Office in Nepal was established in May 2005 following the ceasefire between the Nepalese Army and Maoist insurgents. The current agreement between OHCHR and the Government, which provides the legal basis for the Office's work in the country, was extended until June 2010. The Office has helped to prevent human rights violations and violence in the country, and has helped to expand the space for human rights defenders, victims and disadvantaged groups, and for public dialogue on human rights. The Office has also increasingly been working on building the capacity of national counterparts.

### Thematic priorities

- ▶ Protecting human rights in situations of violence and insecurity, with a focus on law enforcement issues, particularly torture, and the protection of human rights defenders.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic societies, with a focus on transitional justice issues.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty.
- ▶ Countering discrimination, in particular racial discrimination, discrimination on the grounds of sex, religion and against others who are marginalized, with a focus on violence against women.

### Expected accomplishments and strategies

- ▶ Reduction in the use of violence within the political context, through increased compliance with human rights standards by security forces and political groups. Planned activities include monitoring and reporting on public protests and political activities likely to trigger conflict; issuing guidelines and other advocacy tools; maintaining contacts with dissident groups; and undertaking capacity-building activities.
- ▶ Increased accountability for human rights violations, including the establishment and functioning of transitional justice mechanisms and the prosecution of emblematic cases, through outreach and awareness initiatives, facilitating

consultation processes, and providing training and technical advice.

- ▶ Increased number of measures to improve access to justice for women who suffer sexual and gender-based violence, including through monitoring, advocacy and legislative review.
- ▶ Strengthened human rights-based approach to national poverty-reduction plans and humanitarian assistance.
- ▶ National legislation, including the constitutional framework, antidiscrimination laws, security laws and the criminalization of disappearances and torture, complies with international human rights standards. In this context, the Office will provide legal advice and share best practices from other countries.
- ▶ Ratification of the International Criminal Court Statute and the Convention for the Protection of All People against Enforced Disappearance, through sustained advocacy, awareness-raising activities and the provision of technical advice.

### BUDGET 2010-2011 Country Office in Nepal

	Extrabudgetary Requirements in US\$
Staff costs	8,691,721
Operating costs	2,903,343
Activities	1,338,012
Subtotal	12,933,076
Programme support costs	1,681,300
<b>GRAND TOTAL</b>	<b>14,614,376</b>

## HUMAN RIGHTS COMPONENTS IN UN PEACE MISSIONS

### United Nations Assistance Mission in Afghanistan

<b>Date established</b>	<b>2007</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$1,598,184</b>

The on-going intensification and spread of armed conflict has resulted in a rising toll of civilian casualties, exacerbated dire poverty and inhibited access to essential services. Poor governance, characterized by massive corruption and an inability to provide essential services, including security and justice has compounded a deeply entrenched culture of impunity.



© OHCHR Photo

Celebrations marking International Women's Day in Bamyán, Afghanistan.

The 2005 Action Plan on “Peace, Reconciliation and Justice”, which represented the framework for addressing past violations and abuses and building effective accountability mechanisms, expired in March 2009 without having met its objectives.

Despite some gains in the spheres of health, education and employment opportunities, women continue to suffer from discriminatory laws and policies, attitudes and practices. The culture of violence against women in Afghanistan is deeply rooted and occurs in many different forms, including rape, so-called “honour” killings, sexual enslavement, early and forced marriages, kidnapping, domestic violence and sexual abuse in detention.

The country underwent the Universal Periodic Review in May 2009.

OHCHR has contributed to the work of the human rights team of the UN Assistance Mission in Afghanistan (UNAMA) with dedicated staff since 2007. High profile public reporting on civilian casualties, arbitrary detention, violence against women, and the human rights aspects of elections has had significant impact. OHCHR has sustained advocacy and offered practical assistance on the transitional justice agenda, but progress will require high-level political commitment and international attention. In the previous biennium, OHCHR partnered closely in many of its activities with the Afghan Independent Human Rights Commission and provided support to human rights mainstreaming under the Ministry of Justice.

### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, with a focus on protecting civilians and on conflict-related detention.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with a focus on transitional justice issues.
- ▶ Countering discrimination, particularly on the grounds of sex and violence against women.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises.
- ▶ Freedom of expression, particularly for human rights defenders and journalists.

### Expected accomplishments and strategies

- ▶ Increased number of measures taken to reduce casualty rates of civilians, including in detention, through analysis, public reporting and related advocacy with national and international actors, and by supporting the implementation of the Office’s recommendations regarding detention and fair trial guarantees.
- ▶ Establishment and strengthening of transitional justice mechanisms, through local and international initiatives, including in partnership with the national human rights institution, civil society and victims’ groups, and by supporting the protection and investigation of mass graves sites and the development of forensic capacity.

- ▶ Increased number of measures taken to address violence against women, specifically sexual violence and violence against women who work in the public sphere, and to provide remedial action.
- ▶ Increased implementation of a human rights-based approach to poverty-reduction strategies, by implementing targeted programmes in Dai Kundi province and providing technical support for the National Development Plan.
- ▶ Increased number of measures taken to effectively implement the Kabul Declaration on freedom of expression, by providing technical advice, advocacy on media laws, and initiatives to protect and support human rights defenders and journalists.

In addition, UNAMA will monitor the parliamentary elections in 2010, in cooperation with the national human rights institutions, to help to create an environment conducive to free and fair elections.

## United Nations Integrated Mission in Timor-Leste

<b>Date established</b>	<b>1999 (UNTAET)/ 2006 (UNMIT)</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$1,400,898</b>

Although Timor-Leste has seen a dramatic improvement in security since the 2006 political crisis, the security and political situation remains fragile due to political friction and limited justice for crimes committed in the past. Poverty remains widespread, with 50 percent of the population living below the poverty line, 63 percent of children enrolled in primary education, and only 60 percent of the population benefiting from improved water sources. The judicial system has been functioning more regularly at the district level, but traditional dispute-resolution mechanisms remain prevalent and do not always respect women's rights, especially in relation to cases involving rape and serious domestic violence. The Provedoria, equivalent to a national human rights institution, was established in 2005. Timor-Leste has ratified seven core human rights treaties and the Rome Statute on the International Criminal Court.

The Human Rights and Transitional Justice Section is an integrated component of the United Nations Integrated Mission in Timor-Leste (UNMIT). OHCHR co-leads the UN protection cluster in humanitarian response. Major achievements from the previous biennium include support for the investigation and prosecution of past abuses, strengthening of the

Provedoria, and the incorporation of human rights education programmes in primary schools.

### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with a focus on the judicial and law enforcement reforms and transitional justice issues.
- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, with a focus on violence against children and women.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises, with a focus on land rights and the right to education.

### Expected accomplishments and strategies

- ▶ Strengthening of the national human rights institution, through technical assistance and advice and the facilitation of exchanges on best practices with other institutions in the region.
- ▶ Establishment and functioning of transitional justice mechanisms in accordance with international human rights standards. This includes establishing a follow-up mechanism to the Truth Commissions; ensuring that the reparations scheme is functioning; completing investigations and first instance trials of all cases described in the 2006 report by the Commission of Inquiry, and investigations into outstanding crimes against humanity and other serious crimes committed in 1999; and ensuring that any possible amnesty laws comply with human rights standards. To this end, HRTJS will observe trials, support the judiciary by funding an international prosecutor, provide technical advice for finalizing relevant laws, and support the establishment of a nation-wide network of groups of victims of past violations.
- ▶ The police and military increasingly comply with human rights standards and principles, including by providing technical support for reforming the legal frameworks for the national police and army and for incorporating human rights training into the regular training programmes of both forces.
- ▶ Greater number of measures taken to improve access to justice by women and children victims of violence. Planned activities include issuing public reports and providing legal advice on legislation relating to domestic violence and on the relation between traditional and formal justice systems.
- ▶ Civil society organizations increasingly use existing national protection systems, particularly in the areas of land and housing rights, the rights of internally displaced persons, and the right to

education, including through training and technical advice.

- ▶ Adoption of a land law that respects the right of women to own land, through sustained advocacy and by providing legal advice.
- ▶ Adoption of a human rights-based approach to education programmes, through capacity-building initiatives.
- ▶ Submission of the state report and stakeholders' reports under the Covenant on Economic, Social and Cultural Rights and Universal Periodic Review. In this context, the section will organize trainings and provide expert advice.
- ▶ Increased integration of human rights standards into UN-system policies and programmes, by providing technical advice and organizing capacity-building activities.

## HUMAN RIGHTS ADVISERS TO UN COUNTRY TEAMS

### Papua New Guinea

Date of deployment	2008
Extrabudgetary financial requirements	US\$866,164

The level of human development in Papua New Guinea remains constrained by weak infrastructure and social service delivery mechanisms, as well as inadequate government and civil society capacity. Inter-tribal violence, often related to conflicts over land and property rights, including in the context of resource extraction, remains a serious human rights issue. In addition, the country's crime problem is often met with a violent police response. Papua New Guinea does not have a national human rights institution and its engagement with international human rights mechanisms remains limited, although in 2009 the country ratified the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights.

OHCHR deployed a human rights adviser to the UN country team in Papua New Guinea in February 2008. In the coming biennium, the human rights adviser will provide technical support for the establishment of a national human rights institution in accordance with the Paris Principles. The adviser will work with the police and support NGO monitoring efforts with the aim of ensuring that **law enforcement** authorities comply with relevant human rights

standards. In cooperation with relevant UN agencies, the adviser will help to build the capacities of the government and civil society organizations so that they can be **more engaged with international human rights mechanisms**. In this context, the adviser will advocate for and provide training aiming at furthering the ratification and implementation of international human rights treaties.

### Sri Lanka

Date of deployment	2004
Extrabudgetary financial requirements	US\$941,514

Despite the end of armed conflict in May 2009, serious human rights challenges remain. Hundreds of thousands of internally displaced persons have begun to return to their homes or be resettled, but security, access to services, and freedom of movement are inadequate. There are also concerns about the legal status and treatment of those separated as former combatants or otherwise detained under emergency regulations. The country will hold presidential and parliamentary elections in 2010, but the contours of a broader framework for political reconciliation remain unclear. Human rights defenders and journalists continue to face threats, harassment and attack. There have been no serious steps to ensure accountability for abuses committed by all sides during the conflict.

Sri Lanka has ratified most major human rights treaties, reported to treaty bodies, invited special procedures mandate-holders, and underwent the Universal Periodic Review in May 2008. The country is preparing a National Human Rights Action Plan. In October 2007, the International Coordination Committee of National Institutions downgraded the status of the Human Rights Commission of Sri Lanka.

A senior human rights adviser has been working with the UN country team in Sri Lanka since June 2004. The main role of the adviser is to support the UN Resident Coordinator and UN agencies on strategies to protect human rights and build the capacity of Sri Lankan institutions, civil society and the UN itself. The adviser assists in joint UN efforts to support the development of Sri Lanka's National Human Rights Action Plan and national institutions in line with international standards. OHCHR has also provided specialized assistance in follow-up to treaty body or special procedures recommendations, such as in police training aimed at improving investigative capacity and preventing torture.



The Europe and Central Asia region comprises a vast area that includes 54 countries at different stages of economic and political development, with different human rights challenges, and with various kinds of regional economic and security cooperation arrangements. It also includes a supranational organization and a number of territories the status of which remains to be determined by the international community.

There are concerns that the human rights situation in the region will continue to be adversely affected by the financial and economic crisis over the coming biennium. Migration flows and trafficking to, from and through countries in the region are unlikely to diminish significantly, while remittances are expected to continue falling. Discrimination will remain a critical issue. Xenophobic tendencies and fear of an uncertain future may feed impulses to heighten security and impose economic reform agendas at the expense of human rights. In some countries of the region, institutions to protect human rights, including the judiciary, remain weak and full separation of powers remains a challenge. The use of torture, particularly in the context of anti-terrorism policies, needs to be adequately addressed.

Following the ratification of the Lisbon treaty, the European Union (EU) will emerge with a new

operational structure, making the EU Charter of Fundamental Rights legally binding.

The region cooperates well with the international human rights mechanisms, including through regular visits by special procedures mandate-holders, and through reporting to the UPR mechanism and treaty bodies.

### Thematic priorities

- ▶ Protecting human rights in the context of migration, including combating human trafficking.
- ▶ Countering discrimination, in particular racial discrimination and discrimination on the grounds of sex, religion, and against others who are marginalized.
- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, including in the context of the economic, food and climate crises.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society.
- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, including protecting the human rights of conflict-affected persons, in the context of the fight against terrorism, and the prevention of torture.

### Expected accomplishments and strategies

OHCHR's presences in the region will seek to bring about **changes in national protection systems** by ensuring that national legislation, policies and programmes comply with international human rights standards, especially in relation to discrimination; by encouraging greater ratification of international regional human rights instruments; and by establishing justice and accountability mechanisms, especially in relation to economic, social and cultural rights. The presences will assist those groups that suffer discrimination, particularly internally displaced persons, returnees, women and migrant workers, in accessing justice and basic services. They will also encourage those groups to make use of existing national protection systems and to participate in decision-making processes and in developing and monitoring public policies.

In addition, the field presences in the region will work to promote the **use of the international human rights protection mechanisms** by rights-holders and civil society organizations and will support governments' efforts to engage with these mechanisms.

OHCHR will seek the **involvement of other international actors in human rights work**. The region is host to a number of well-established regional organizations with strong human rights protection mechanisms, including the Council of Europe and the Organization for Security and Cooperation in Europe. The opening of OHCHR's regional office in Brussels in October 2009 offers an opportunity to deepen relations with the institutions of the European Union, particularly the Fundamental Rights Agency. OHCHR will continue to work in close partnership with these organizations with the aim of maximizing its effectiveness and creating synergies to promote and protect human rights, particularly at country level. Throughout the region, OHCHR will also continue to work closely with the UN country teams, particularly through human rights advisers.

OHCHR has two regional offices, one in Bishkek, which covers Central Asia, and one in Brussels, which covers Europe; a stand-alone office in Kosovo; and human rights advisers to the UN country teams in Albania, Moldova, the Russian Federation, Serbia, the South Caucasus and the Former Yugoslav Republic of Macedonia. In the coming biennium, OHCHR intends to deploy human rights adviser to Tajikistan.

TYPE OF PRESENCE	LOCATION
Regional Offices	Central Asia (Bishkek, Kyrgyzstan) Europe (Brussels, Belgium)**
Stand-Alone Offices	Kosovo (Serbia)
Human Rights Advisers to UN Country Teams	Albania Moldova Russian Federation Serbia South Caucasus (based in Tbilisi, Georgia) Tajikistan* The former Yugoslav Republic of Macedonia

\* To be deployed in 2010-2011.

\*\* New in 2009.

## REGIONAL OFFICES AND CENTRES

### Regional Office for Central Asia (Bishkek, Kyrgyzstan)

Date established	2006 (Regional Representative) 2008 (Regional Office)
------------------	--

Protecting human rights in Central Asia is hampered by legislation that does not always comply with international human rights standards; state institutions without evident authority over human rights issues; the predominant role of the General Prosecutors within the law enforcement apparatus and inadequate checks and balances; and weak instruments for human rights protection. The energy, financial and economic crises have increased the potential for social tension, prompting governments to harden security measures. This has serious human rights implications. Forced evictions and homelessness have increased significantly in the region, as have efforts to control religious and civil society organisations and to limit freedom of assembly, association and expression.

In 2009, Kazakhstan issued a standing invitation to the UN special procedures mandate-holders. In December 2008, Turkmenistan and Uzbekistan had their Universal Period Review. Kazakhstan and Kyrgyzstan will come under review in February and May 2010, respectively, while Tajikistan will be examined in 2011.

OHCHR has had a regional representative in Bishkek since 2006. In June 2008, the Kyrgyz Republic and OHCHR signed an agreement to establish a regional office in Bishkek, offering its services to Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan. During the previous biennium, the Office assisted Kazakhstan and Kyrgyzstan in ratifying the Optional Protocol to the Convention against Torture.

### Thematic priorities

- ▶ Pursuing economic, social and cultural rights and combating inequalities and poverty, with a particular focus on the right to adequate housing.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with a focus on torture, the death penalty, detention and enforced disappearances.

### Expected accomplishments and strategies

- ▶ Governments in the region engage and comply with UN human rights mechanisms and bodies, especially with the UPR process, to a greater extent. This will be achieved by providing advisory services and facilitating events aimed to encourage consultations between relevant government actors and civil society organizations.
- ▶ Establishment of a national preventive mechanism under the Optional Protocol to the Convention against Torture in Kyrgyzstan, and steps taken towards the establishment of the mechanism in Kazakhstan, and towards the ratification of the Optional Protocol in Tajikistan. To this end, the Office will organize seminars to discuss possible models among key stakeholders, provide technical and legal advice, and undertake training sessions and awareness-raising activities.
- ▶ Increased number of civil society organizations using the international human rights mechanisms related to the right to adequate housing. Planned activities include providing technical advice, organizing training-for-trainers' sessions, supporting regional networks, translating relevant information materials and distributing grants.
- ▶ The ombudsman institutions in Kazakhstan, Kyrgyzstan and Tajikistan comply with the Paris Principles to a greater extent. To this end, the

Office will provide specific technical and legal advice and practical information in cooperation with other UN and international agencies.

- ▶ Rights-holders, particularly human rights defenders, make greater use of existing national protection systems, and participate more in decision-making processes and in developing and monitoring public policies. In this context, the Office will facilitate the exchange of practices and skills within the region and will organize capacity-building and awareness-raising initiatives.
- ▶ Greater number of countries in the region having ratified the Optional Protocol of the Covenant on Economic, Social and Cultural Rights, following the conduct of training sessions and seminars with key government and civil society actors.
- ▶ Increased integration of human rights standards and principles into UN country teams' programmes and policies, including by providing necessary advice and training and establishing sustainable information exchange.

These goals will be pursued by providing advice and guidance on the various issues in consultation with concerned partners, particularly government representatives, civil society and international organizations. This work will be accompanied by awareness-raising activities, support to special procedures mandate-holders during their visits, translation of relevant resources into national languages, training sessions and grants.

### BUDGET 2010-2011 Regional Office for Central Asia (Bishkek, Kyrgyzstan)

	Extrabudgetary Requirements in US\$
Staff costs	256,652
Operating costs	154,570
Activities	887,548
<b>Subtotal</b>	<b>1,298,770</b>
Programme support costs	168,839
<b>GRAND TOTAL</b>	<b>1,467,609</b>



© OHCHR Photo

The High Commissioner for Human Rights opens the regional office in Europe.

## New Regional Office for Europe (Brussels, Belgium)

**Date established** 2009

Europe is host to strong regional and national human rights protection mechanisms and three major regional organizations, namely the European Union (EU), the Council of Europe (CoE) and the Organization for Security and Cooperation in Europe (OSCE). It has a vibrant and active civil society and human rights-sensitive media. The development of the EU *acquis* or its implementation can, at times, fall short of international human rights standards. Key human rights concerns in the region include the situation and treatment of asylum-seekers, migrants, minorities and victims of trafficking; counter-terrorism measures and security measures; racial discrimination and xenophobia; gender

inequality with regard to equal pay for equal work; and the remaining differences in law between same sex and heterosexual partnerships.

The regional office was officially opened in Brussels in October 2009, and will be fully staffed in 2010.

Thematic priorities for the Office include combating **discrimination**, with a focus on racial discrimination and xenophobia, minorities and discrimination on the grounds of sex and discrimination on the basis of religion; protecting human rights in the context of **migration**; pursuing **economic, social and cultural rights** and fighting inequality and poverty, including in the context of the economic, food and climate crises; combating **impunity** and strengthening accountability, the rule of law and democratic society; and protecting human rights in situations of **insecurity**, with a focus on the fight against terrorism.

The Office will strive to address these human rights challenges by helping to integrate UN human rights standards and principles into EU-wide internal policies, legislation and implementation measures. It will also seek to ensure that these standards and principles are integrated in the EU's external policies and activities, including technical assistance projects, peacekeeping and peace-building operations, development and mediation efforts, and trade initiatives. To these ends, the Office will provide policy advocacy and advisory services and will work with governments, parliaments, judicial and national human rights institutions, civil society organizations and the UN offices in Brussels. Key regional partners will include the EU institutions based in Brussels (the Council, the Commission, and the Parliament), the EU Agency for Fundamental Rights in Vienna, the CoE, and the OSCE.

### BUDGET 2010-2011 Regional Office for Europe (Brussels, Belgium)

	Extrabudgetary Requirements in US\$
Staff costs	440,537
Operating costs	207,944
Activities	448,040
<b>Subtotal</b>	<b>1,096,521</b>
Programme support costs	142,546
<b>GRAND TOTAL</b>	<b>1,239,067</b>

## STAND-ALONE OFFICE

### Kosovo (Serbia)

**Date established** 1998

Human rights concerns stemming from the recent conflicts include missing persons, impunity for war crimes, ethnically motivated crimes, and internally displaced persons. Although the legislative framework is well-developed, its implementation is limited. The judicial system is weak with large case backlogs and frequent allegations of corruption. Since the conflict, the Serbian minority has been most often subject to discrimination; members of other minorities, particularly Roma, Ashkali and Egyptians, are in a particularly deplorable position. Although an anti-discrimination law was adopted, it has been poorly implemented.

The OHCHR office in Kosovo was established in Pristina in 1998, as a sub-office of the office in Serbia and Montenegro. In 2009, it expanded from two to seven UN staff members.<sup>1</sup>

#### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, with a focus on transitional justice issues.
- ▶ Countering discrimination, particularly on the basis of ethnicity.

#### Expected accomplishments and strategies

- ▶ Sustained engagement with international human rights mechanisms, including through training and advisory services.
- ▶ Consolidation and strengthening of mechanisms for human rights protection, by assisting the Ombudsperson, supporting the creation of a mechanism to prevent torture, monitoring the human rights situation and issuing public reports, translating materials, training policymakers and organizing awareness-raising activities.
- ▶ Effective implementation of the anti-discrimination law and related legislation. In this context, the Office will monitor cases and situations of discrimination, observe the implementation of legislation, and engage with stakeholders through advisory services and training.

- ▶ Increased integration of human rights standards and principles in the work of the UN system, by providing technical advice, including on the establishment of internal accountability mechanisms, supporting the Human Rights Advisory Panel of the United Nations Interim Administration Mission in Kosovo (UNMIK), and conducting capacity-building activities.

#### BUDGET 2010-2011 Stand-alone Office in Kosovo (Serbia)

	Extrabudgetary Requirements in US\$
Staff costs	1,302,611
Operating costs	147,559
Activities	193,623
Subtotal	1,643,793
Programme support costs	213,694
<b>GRAND TOTAL</b>	<b>1,857,487</b>

## HUMAN RIGHTS ADVISERS

### Albania

**Date of deployment** 2009

Albania has achieved impressive economic, social and political progress over the past 19 years following the collapse of the communist regime at the end of 1990. However, corruption is still a serious problem, unemployment remains high and gender inequality and discrimination in the areas of social services, education and health care remain sources of concern. Albania has had relatively good relations with UN human rights mechanisms, but it has not extended a standing invitation to special procedures mandate-holders. In 2009 the country underwent the Universal Periodic Review of the Human Rights Council. Albania is a "One United Nations" pilot country.

A human rights adviser was deployed to the UN country team in May 2009. Priority areas of work are **discrimination; economic, social and cultural rights and social exclusion; and rule of law and security of the person**. In the next

<sup>1</sup> On 17 February 2008, Kosovo unilaterally declared its independence from Serbia; four months later, a new Constitution entered into force. The United Nations has adopted a neutral position vis-à-vis its status. The resolution of the Security Council 1244 establishing the United Nations Interim Administration Mission in Kosovo (UNMIK) remains in force, although its role is not accepted by the new Kosovo institutions.

biennium, the adviser will encourage greater government engagement with the international human rights system, including follow-up to recommendations of human rights bodies and the ratification of the Convention on the Rights of Persons with Disabilities and its Optional Protocol. He/She will also provide legal advice in the context of the adoption and implementation of a comprehensive anti-discrimination law; and undertake capacity-building activities to ensure the functioning of the People's Advocate in accordance with the requirements of the Optional Protocol to the Convention against Torture. In addition, the adviser will continue to help to integrate human rights standards and principles into One United Nations programming.

## Moldova

<b>Date of deployment</b>	<b>2008</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$516,264</b>

The situation in Moldova remains unstable, particularly since the economic crisis has significantly impoverished the population. While there have been some positive trends, such as improving some laws so that they better comply with international human rights law, major areas of concerns persist, including corruption in the judicial system, violence against women, discrimination on various grounds, and restrictions to freedoms of religion, assembly and expression. The health care system is of particular concern. Poverty, particularly in rural areas, exacerbates human rights problems and obstructs change in a number of areas.

In July 2008, a human rights adviser was deployed to the UN country team in Moldova through the Action 2 Global Programme, originally with co-funding from the country team. The adviser assisted the Government in drafting a national action plan for human rights. In the coming biennium, the adviser will provide expert advice to the UN country team and to relevant stakeholders, especially in relation to the upcoming treaty bodies' and UPR reviews, and will follow up on previous visits by special procedures mandate-holders. In addition, the adviser will provide legal advice on the anti-**discrimination** legal framework and other laws crucial to improving the country's compliance with international human rights standards, and will support the work of the Centre for Human Rights, with the aim of obtaining accreditation with the International Coordinating Committee of National Human Rights Institutions.



At the Moscow Book Fair, OHCHR presented the three participating Universities with the first comprehensive compilation of Russian language publications on human rights.

## Russian Federation

<b>Date of deployment</b>	<b>2007</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$2,182,670</b>

Serious human rights challenges, both with regard to civil and political freedoms, and economic, social and cultural rights, remain despite efforts and initiatives by national and local stakeholders. The Russian Federation was reviewed by the Human Rights Council under the Universal Periodic Review (UPR) in February 2009. While Russia has not issued a standing invitation, it cooperates with the special procedures mandate-holders on country visits and communications.

At the request of the Russian Government and following the adoption of OHCHR's Framework for Cooperation with the Russian Federation in August 2007, a senior human rights adviser was deployed to the UN country team in Moscow in March 2008. The framework focuses on four main areas: rule of law; equality and tolerance; education and dissemination of information on human rights; and human rights mainstreaming. In the past biennium, the adviser provided technical assistance to the Office of the Commissioner for Human Rights of the Russian Federation, which was reviewed and re-accredited with A-status by the International Coordinating Committee of National Human Rights Institutions. The adviser also established a framework, in cooperation with leading universities, for developing a Human Rights Masters Programme.

## South Caucasus

Substantive work was undertaken to promote the Convention on the Rights of Persons with Disabilities, which was signed by Russia in September 2008. The adviser also facilitates the Moscow component of the OHCHR fellowship programme for Russian-speaking representatives of indigenous communities. In 2008, a large number of activities were carried out in celebration of the 60<sup>th</sup> anniversary of the Universal Declaration of Human Rights. An international expert conference to promote the role of administrative justice in the protection of human rights was organized in December 2009.

In the coming biennium, the human rights adviser will continue to work in these areas. In addition, OHCHR Moscow will support the establishment of a network of judges, work towards setting up a juvenile justice system that complies with international standards, and will follow up on UPR recommendations. The Office will also facilitate the translation and maintenance of the OHCHR website into Russian.

## Serbia

<b>Date of deployment</b>	<b>2007</b>
---------------------------	-------------

Since the break-up of the former Yugoslavia in the early 90-s, people of Serbia have endured the consequences of the country's involvement in the protracted armed conflicts in the region, including economic collapse, sharp decline in living standards, population displacement, social exclusion, discrimination and rising racism and xenophobia. Since OHCHR closed its country office in Belgrade in 2007, it has supported a national human rights adviser to the UN country team.

In the next biennium, the human rights adviser will continue to provide technical and advisory services to the UN Resident Coordinator and UN country team in Serbia. Priority areas of work include advancing **economic, social and cultural rights**; supporting independent human rights institutions and the country's engagement with international human rights mechanisms; helping groups that face **discrimination** to access their rights and use national protection systems; ensuring that domestic laws and policies comply with international standards; and establishing justice and **accountability** mechanisms to monitor, investigate and redress human rights violations.

<b>Date of deployment</b>	<b>2007</b>
<b>Extrabudgetary financial requirements</b>	<b>US\$2,279,475</b>

The conflicts in Abkhazia, South Ossetia and Nagorno Karabakh, which date back to the aftermath of the Soviet Union's breakup, remain unresolved; relatively large territories in the region are outside of central government control. These protracted conflicts cause considerable personal security threats and deficits in the rule of law. The uncertainty over the status of these territories, and the difficulties in access to them, exacerbate the challenges. Throughout the region, freedom of expression and assembly are threatened, and police brutality has increased, particularly in the context of anti-government protests.

The region faces serious social and economic rights challenges, including those related to labour and property rights and to the right to an adequate standard of living. A senior human rights adviser based in Georgia, supported by national programme staff, provides advice to the UN country teams, as well as to the Governments, national human rights institutions and NGOs in Georgia, Azerbaijan and Armenia.

Thematic priorities for the next biennium include combating **impunity** and strengthening accountability, the rule of law and democratic society; pursuing **economic, social and cultural rights** and combating inequality and poverty; and protecting human rights in the context of **armed conflict, violence and insecurity**. The human rights adviser will support the use of international human rights standards and mechanisms by all relevant actors. The adviser will provide technical and legal advice to the national preventive mechanisms established in accordance with the Optional Protocol against Torture. He will assist national human rights institutions and civil society organizations in monitoring public policies from a human rights perspective and in promoting and protecting human rights in the region. Technical advice and training will be provided to support UN country teams in their efforts to integrate human rights standards and principles into their programmes.

## New Tajikistan

**Date of deployment** 2010

A national programme officer, working from OHCHR's Regional Office for Central Asia, supported the work of the human rights component of the United Nations Tajikistan Office of Peace-Building (UNTOP) until it terminated its operations in mid-2007. The national officer will continue to carry out her work within the regional office in the coming biennium. In addition, OHCHR plans to deploy a human rights adviser to the UN country team in Tajikistan. In 2009, the UN country team elaborated a new UNDAF, covering the period 2010-2014. The human rights adviser will seek to strengthen the team's capacity to integrate human rights into its programmes, focusing on discrimination and marginalized groups.

## The former Yugoslav Republic of Macedonia

**Date of deployment** 2007

Since it became independent in 1991, the former Yugoslav Republic of Macedonia has been facing many challenges, including the transition into a

democracy and market economy, armed inter-ethnic conflict, and slow institutional reforms. At least one-third of the population is unemployed and one-quarter of the population depends on meager state welfare and pensions as the main source of income. Deep social, political and ethnic divisions and the marginalization of the most disadvantaged group, the Roma, are also subjects of concern. However, awareness of international human rights standards and of the recommendations made by human rights bodies is gradually growing.

OHCHR has supported a national human rights adviser to the UN country team in the country since April 2007. The post was established following the closure of OHCHR's technical cooperation programme at the end of 2006. In the past biennium, the human rights adviser supported the Government's efforts to develop a plan of action to follow up on recommendations of treaty bodies and special procedures. **Discrimination, security of person, and economic, social and cultural rights** are the key thematic priorities for engagement in the next biennium. The human rights adviser will continue to undertake awareness-raising and capacity-building activities, as well as provide technical assistance to government and civil society actors in these areas. The adviser will assist the UN country team in its efforts to integrate human rights standards and principles into its work.



Armed conflicts and political instability persist in Iraq, the Occupied Palestinian Territory (OPT), Lebanon and Yemen. A highly restrictive blockade of the Gaza strip, which has lasted for nearly three years, escalated into an intense armed conflict between Israel and Palestinian armed groups in December 2008. The United Nations Fact-Finding Mission on the Gaza Conflict was established by the Human Rights Council in response. In September 2009, the Mission reported that both Israel and Palestinian armed groups had committed violations of human rights and international humanitarian law.

Resort to the death penalty continues throughout the region, especially in Iraq, Jordan, Kuwait, Saudi Arabia and Yemen. The lack of gender equality remains a matter of grave concern. Honour crimes and forced marriage are still common, despite efforts to criminalize such practices in some countries. Respect for the rights of non-citizens, notably refugees, stateless persons and migrant workers, needs to be improved. Widespread racial discrimination against such persons is a serious concern, and minorities continue to undergo arbitrary arrest, detention and other limitations on their activities.

Positive developments include the March 2009 election of the first Arab Human Rights Commission.

The Commission will oversee the implementation of the Arab Charter for Human Rights, which came into force in March 2008 and was ratified by ten States by September 2009.

### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law, and democratic societies, with a focus on torture, the death penalty, fair trial and due process rights, and juvenile and transitional justice.
- ▶ Protecting human rights in situations of armed conflict, violence and insecurity.
- ▶ Countering discrimination, with a focus on gender equality, honour crimes and minority rights.
- ▶ Protecting human rights in the context of migration, including the rights of non-citizens and stateless persons.

### Expected accomplishments and strategies

The presences in the region will seek to bring about **changes in national protection systems** by helping to improve compliance of national legislation, policies and programmes with international human rights standards and by supporting the development and strengthening of

national human rights institutions. They will advocate for and help develop rule of law and accountability mechanisms, focusing on legislative review and law enforcement policies related to the prevention of torture and abolition of the death penalty, and on violence against women, minority rights and rights of stateless and migrant populations.

In addition, OHCHR's presences will promote the use of the **international human rights protection system** by encouraging more reporting to treaty bodies and facilitating the Universal Periodic Review process and the engagement of rights-holders and civil society organizations with human rights mechanisms.

Finally, OHCHR will support the involvement of other actors in human rights work, including UN agencies, regional organizations and the international community at large.

OHCHR has a regional office in Beirut, which covers the Middle East, and an office in the OPT. The United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab region, based in Qatar, was officially inaugurated by the High Commissioner on 27 May 2009. OHCHR also supports the human rights component of the United Nations Assistance Mission in Iraq. In addition, OHCHR has signed an agreement to establish an office in Mauritania, and negotiations to establish a regional office for North Africa are underway.

TYPE OF PRESENCE	LOCATION
Regional Offices and Centres	Middle East (Beirut, Lebanon) North Africa ** South-West Asia and the Arab Region, Human Rights Training and Documentation Centre (Qatar)*
Country and Stand-Alone Offices	Mauritania* Occupied Palestinian Territory
Human Rights Components in UN Peace Missions	Iraq

\* New in 2009

\*\* To be opened in 2010-2011

## REGIONAL OFFICES AND CENTRES

### Regional Office for the Middle East (Beirut, Lebanon)

**Date established** 2002

Long-running political tensions in Lebanon and violent conflicts in Iraq, Israel, the Occupied Palestinian Territory and Yemen all have implications for the entire region and complicate efforts to protect and promote human rights. Despite signs of improvement in the enjoyment of some human rights in some countries, several concerns remain. While some countries are holding elections regularly, the level and effectiveness of democratic participation remains low, in part because most formal institutions are not truly representative. Gender inequality remains a matter of grave concern despite improvements, such as the appointment and election of several women to senior posts in government in recent years.

Freedoms of expression, association, assembly and movement remain seriously constrained, with periodic crackdowns on journalists, human rights defenders and democracy activists in several countries. The situation of prisons and detention centres demands attention, and the death penalty remains in force in nearly all countries. Of particular concern is the situation for millions of refugees, migrant workers and stateless persons who continue to suffer the negative implications of their status on enjoying their human rights. Similarly, the rights of minorities in several countries are tenuous.

Most countries in the sub-region underwent the Universal Periodic Review in previous years. Lebanon, Kuwait and Qatar are scheduled to be reviewed in 2010 and Oman and Syria in 2011.

#### Thematic priorities

- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, including national human rights institutions.
- ▶ Countering discrimination, with focus on gender discrimination and women's rights.
- ▶ Protecting human rights in the context of migration, with a focus on the human rights of non-citizens, including refugees, stateless persons and migrant domestic workers.
- ▶ Protecting human rights in situations of armed conflict, violence and insecurity.

### Expected accomplishments and strategies

- ▶ Establishment or strengthening of national human rights institutions, in compliance with Paris Principles, including through the Office's participation in and support to regional network initiatives.
- ▶ Adoption of a National Plan of Action by Lebanon, by providing technical assistance and organizing public workshops in cooperation with UNDP and the Office of the United Nations Special Coordinator for Lebanon.
- ▶ Increased harmonization of national legislation with international human rights standards relating to freedom of expression and freedom of association, by following up on the recommendations of the report on the use of UN mechanisms by civil society organizations.
- ▶ Adoption of measures to increase gender equality and the protection of women's rights, including through enhanced partnership with UN agencies and programmes.
- ▶ Increased awareness of the situation and rights of stateless persons and other non-citizens in the region, and steps taken towards strengthening their protection in compliance with international standards. The Office will develop a strategy with UNHCR and other relevant actors, will advocate for the ratification of the two conventions on stateless persons, and will inform and mobilize civil society organizations and national human rights institutions on these issues.
- ▶ Adoption of a draft law for the protection of migrant domestic workers in Lebanon and steps taken in other countries in the same direction, by providing legal advice and facilitating exchange of experiences.
- ▶ Steps taken by the Human Rights Department of the Lebanese Internal Security Forces to implement procedural guarantees in the work of the Internal Security Forces, by completing a study of human right safeguards in laws and procedures, and developing training programmes.

#### BUDGET 2010-2011 Regional Office for the Middle East (Beirut, Lebanon)

Extrabudgetary Requirements  
in US\$

Staff costs	1,808,092
Operating costs	444,483
Activities	459,848
Subtotal	2,712,423
Programme support costs	352,614
<b>GRAND TOTAL</b>	<b>3,065,037</b>

### New Regional Office for North Africa

**Date to be established** 2010

North Africa is in the process of developing more effective legal frameworks to promote and protect human rights. In recent years, governments in the sub-region have focused on counter-terrorism, national security and public safety policies. The need to ensure the consistency of such policies with international human rights obligations is now a priority. While national dialogues regarding democracy, good governance and accountability have advanced, patterns of human rights violations and a lack of public participation continue to affect the sub-region.

Migration to Europe through North Africa affects all countries of the sub-region. None of the countries has established a legal framework or a functioning mechanism to deal with the challenges related to migration in a comprehensive and systematic manner, nor have they developed institutional or administrative capacities to address protection issues effectively.

Countries of the sub-region have ratified most core human rights treaties, but not all of the Optional Protocols. Some countries have removed their reservations, in particular to the Convention on the Elimination of Discrimination against Women (CEDAW) and the Convention on the Rights of the Child (CRC), but a number maintain reservations to CEDAW on the basis of the Shari'a.

No standing invitations to special procedure mandate-holders were issued by any of the countries of the sub-region. Mauritania, Egypt and Libya will be reviewed at the UPR in 2010, whereas Morocco, Tunisia and Algeria were reviewed in 2008.

OHCHR intends to open a regional office for North Africa in the coming biennium. Based on a preliminary assessment, thematic priorities for the Office are likely to include **discrimination**, especially against women, **migration**, and the protection of human rights in the context of **counter-terrorism measures and policies**.

OHCHR's presence in the sub-region will support countries' engagement with international human rights mechanisms; provide legal advice, including regarding trafficking in persons and violence against women; organize seminars on the human rights implications of migration and counter-terrorism policies; and support greater participation of women in decision-making processes.



© OHCHR / Francesca Albanese

The new documentation centre in Qatar.

## New United Nations Human Rights Training and Documentation Centre for South West Asia and the Arab Region (Qatar)

**Date established** 2009

In 2005, the General Assembly called for the establishment of a UN Human Rights Training and Documentation Centre for South West Asia and the Arab Region. The Centre was officially inaugurated in Qatar in May 2009 and will become fully operational in the coming biennium.

The Centre will offer on-line facilities and services, along with traditional core library services. It will also contribute to the implementation of the World Programme for Human Rights Education by providing human rights education and professional training programmes, including for integrating human rights in the region's academic curricula. The Centre will also develop public awareness campaigns, in cooperation with the media, and organize public human rights events.

The Centre will focus its training efforts and other services on the six thematic priorities identified by OHCHR for the biennium.

## BUDGET 2010-2011 United Nations Human Rights Training and Documentation Centre for South West Asia and the Arab Region (Qatar)

	Extrabudgetary Requirements in US\$
Staff costs	1,277,306
Operating costs	149,343
Activities	242,956
Subtotal	1,669,605
Programme support costs	217,047
<b>GRAND TOTAL</b>	<b>1,886,652</b>

## COUNTRY AND STAND-ALONE OFFICES

New Mauritania

**Date established** 2009

Mauritania is a multicultural and multi-ethnic country. Poverty and gender discrimination are endemic, and human rights protection is hindered by a weak judiciary. In addition, Mauritania faces two major human rights challenges: transitional justice issues and slavery, forced labour and related practices. Both challenges reveal a history of racial discrimination, dysfunctional judicial systems and lack of human rights awareness among the public. Mauritania has ratified most of the core human rights treaties. The country is scheduled to be examined by the Human Rights Council under the Universal Periodic Review in 2010.

In September 2009, OHCHR signed an agreement with the Government of Mauritania to establish a country office. Based on a preliminary assessment, the Office will work to combat **discrimination**, with a focus on gender discrimination and the eradication of slavery and related practices, **fight impunity**, and strengthen accountability, the rule of law and democratic society, focusing on transitional justice issues, including integrating returnees.

The Office will provide legal assistance on constitutional reform, establishing transitional justice mechanisms, and translating Government policy pronouncements on negative practices against

women into applicable laws. It will support efforts to reform the judiciary system, including by opening a judicial training centre, and efforts to establish a legal redress mechanism for slaves and ex-slaves. The Office will also assist all stakeholders in increasing their engagement with international human rights mechanisms and will support the incorporation of a human rights-based approach into the UN country team's programmes and policies.

### BUDGET 2010-2011 Country Office in Mauritania

	Extrabudgetary Requirements in US\$
Staff costs	1,095,651
Operating costs	211,355
Activities	188,221
Subtotal	1,495,227
Programme support costs	194,379
<b>GRAND TOTAL</b>	<b>1,689,606</b>

### Occupied Palestinian Territory

**Date established** Gaza: 1996  
Ramallah: 2000

Palestinians live in a constant state of conflict. Their situation is characterized by frequent grave human rights violations. Severe restrictions on the right to freedom of movement impede the fulfilment of their economic, social and cultural rights. Women, children and Bedouins are disproportionately affected by the occupation and conflict-related violence. Widespread impunity for human rights violations undermines efforts to establish the rule of law.

OHCHR's office was established in Occupied Palestinian Territory (OPT) in 1996. Its main office is located in Ramallah (West Bank), with a sub-office in Gaza. Human Rights Council resolution S-9 mandates OHCHR to monitor and report on human rights violations in the OPT.

#### Thematic priorities

- ▶ Countering discrimination, in particular against women, children and the Bedouin population.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society, in particular by reinforcing the roles of local and national institutions and international efforts to address these challenges.

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, with a focus on arbitrary detention and torture of civilians.
- ▶ Ensuring freedom of expression and opinion, by drawing attention to the need to protect journalists and human rights defenders and prevent excessive use of force against peaceful demonstrators.

#### Expected accomplishments and strategies

- ▶ OPT laws, policies and programmes comply to a greater degree with international human rights standards, especially in relation to the rights of women, freedom of expression and association, and the administration of justice. This will include promoting the accountability of all duty-bearers.
- ▶ Improved access to legal aid and other forms of assistance for victims of human rights violations, particularly women, children and Bedouin, including by providing advisory services and carrying out initiatives to build the capacity of civil society organizations.
- ▶ Increased number of women's and children's organizations making use of UN human rights mechanisms and bodies, by carrying out initiatives to build the capacities of rights-holders.
- ▶ Reduced number of death penalty sentences, through monitoring, advocacy and legal advice.
- ▶ Increased responsiveness of the international community to critical human rights situations, through reports to relevant UN bodies and the Office's leadership of the UN protection cluster.
- ▶ Expanded human rights education, by providing technical advice and other support for relevant initiatives of the United Nations Relief and Works Agency (UNRWA) and the Palestinian Authority.
- ▶ Empowered civil society and national institutions addressing the OPT's human rights challenges by strengthening the capacities of key actors within the Palestinian Authority and among civil society.

### BUDGET 2010-2011 Stand-alone Office in Occupied Palestinian Territory

	Extrabudgetary Requirements in US\$
Staff costs	3,863,922
Operating costs	682,363
Activities	342,024
Subtotal	4,888,309
Programme support costs	635,480
<b>GRAND TOTAL</b>	<b>5,523,789</b>

## HUMAN RIGHTS COMPONENTS IN UN PEACE MISSIONS

### United Nations Assistance Mission for Iraq

**Date to be established** 2003

Iraq's security situation remains highly precarious, even though the rate of violent and criminal acts has steadily decreased since 2007. Reports of improved security have prompted a number of refugees and internally displaced persons to return to their homes, although a majority seems to have opted to remain in their places of displacement. In accordance with the Status of the Forces Agreement, which entered into force in January 2009, the multinational forces began releasing or transferring security internees to the Iraqi Government, based on review of internees' files.

Weak rule of law remains of concern and is potentially destabilizing for the country. Violence and related psychological trauma, displacement and family breakdown have affected all Iraqis, but especially children, who remain the most vulnerable segment of Iraqi society. Incidents of discrimination, displacement, threats and murder on the grounds of religious beliefs, sexual orientation, or ethnic identity remain of concern.

Given the security situation in Iraq, engagement by the international community is limited. The country is scheduled to be reviewed under the Universal Periodic Review in February 2010.

Supported by OHCHR, the human rights officers of the United Nations Assistance Mission for Iraq (UNAMI) have been actively participating in all strategy and policy development processes since its inception in 2003. In 2009, offices were opened in Kirkuk and Mosul, adding to those already existing in Baghdad, Basra and Erbil.

#### Thematic priorities

- ▶ Protecting human rights in situations of armed conflict, violence and insecurity, with a focus on targeted killings or attacks against children, educators, parliamentarians, human rights

defenders, humanitarian workers, judges, lawyers, religious leaders and members of minority groups; and violence against women, especially honour-crimes.

- ▶ Countering discrimination, in particular against ethnic and religious minorities, as well as on the basis of sexual orientation.
- ▶ Combating impunity and strengthening accountability, the rule of law and democratic society with special attention to practices in detention centres.
- ▶ Protecting human rights in the context of migration with a focus on abuses of workers brought in by foreign contractors.
- ▶ Freedom of expression for journalists and media workers.

#### Expected accomplishments and strategies

- ▶ Increased awareness and understanding of the human rights situation in the country by key national and international stakeholders, including by issuing public human rights reports and conducting media campaigns.
- ▶ Strengthened national human rights capacities and the rule of law, through monitoring and advocacy and by providing advisory services. In concrete terms, the Office will strengthen the capacity of the Ministry of Human Rights in relation to mass grave exhumations and the documentation of cases of disappearances; and it will support the establishment of a national human rights commission and undertake projects aiming at tackling violence against women, reforming the juvenile justice system and empowering civil society organizations.
- ▶ Increased integration of human rights standards and principles into UN policies and programmes, including through participation in UN country team and sector outcome teams meetings.

The Office monitors the human rights situation, advocates for necessary changes and undertakes capacity-development initiatives, working closely with government counterparts and civil society organizations. The Office also co-chairs the UNHCR-led United Nations Protection Sector Outcome Team. As a result of the Office's multi-year training activities for Iraq's human rights defenders, Iraq now has a number of active and competent non-governmental human rights organizations.

# Executive Direction and Management

The High Commissioner's direct role in promoting and protecting human rights worldwide and facilitating the necessary engagement on human rights issues with all stakeholders underpins each activity that the Office undertakes both at headquarters and in the field. The High Commissioner and the Deputy are assisted by several organizational units that comprise Executive Direction and Management (EDM): the Executive Office, the Donor and External Relations Section, the Communications Section, the Civil Society Unit, the Safety and Security Unit, the Policy, Planning Monitoring and Evaluation Section and the New York Office. From 1 January 2010, the Documents Processing Unit will also be located in EDM. In order to strengthen coordination among the EDM sections, as well as with the substantive divisions, it was decided to create a Chief of Office post at the D1 level reporting to the High Commissioner and the Deputy.

## Civil Society Liaison

### Current situation and challenges

The contribution that civil society has made towards developing international human rights standards and the functioning of the human rights mechanisms cannot be overstated. OHCHR's collaboration with civil society remains a strategic priority.

In the past biennium, the Office developed the *OHCHR Handbook for Civil Society: Working with the United Nations Human Rights Programme*. The publication has been widely welcomed by Member States, human rights experts and civil society actors. Published in print and online, the Handbook is available in five official UN languages, with a Chinese-language edition expected for early 2010. Enhanced support for NGO engagement, particularly in the Human Rights Council, the Universal Periodic Review and the Durban Review Conference and Preparatory Processes, were key achievements in this period.

### Programme

In the coming biennium, OHCHR will continue to organize consultations and briefings for NGOs to explore synergies in relation to its thematic priorities. Taking into consideration the results of two surveys

conducted in 2009, OHCHR will implement a new communications strategy to make its information-sharing services with civil society actors more targeted and appropriate to the needs of different interest groups. To this end, the Office will develop new programmes and tools to reach out to an increasingly diverse constituency of civil society actors engaged in human rights work and continue to undertake capacity-building initiatives in collaboration with NGOs. Priority will be given to developing tools to guide groups that suffer discrimination in participating in and using the UN human rights protection systems.

### Management

The Civil Society Unit acts as a catalyst to encourage civil society actors to engage more with OHCHR and with the UN human rights system as a whole.

## Donor and External Relations

### Current situation and challenges

Compared with the previous biennium, 2008-2009 saw a substantial increase in both the level of donor support to OHCHR, which rose from US\$181 million to almost \$235 million, and in the proportion made available without earmarking, which rose from 40 percent to 57 percent. The number of Member States making voluntary contributions rose from 61 in 2005 and 2006 to 64 in 2007 to 83 in 2008, when many Member States, including 12 that had not previously contributed to OHCHR, responded to a one-off appeal to mark the 60<sup>th</sup> anniversary of the Universal Declaration of Human Rights. These positive trends suggest growing donor confidence in the Office's ability to deliver its programme of work effectively and to obtain anticipated results.

2009 saw a dramatic deterioration in the fundraising climate as many Member States, including almost all major donors to OHCHR, suffered the effects of the global financial and economic crisis. In spite of the downturn, contributions to OHCHR held up well, although the US dollar value of many contributions was affected by a strengthening of the dollar during the first five

months of 2009. Overall, the total value of contributions in 2009 is expected to be 5-10 percent lower than in the previous year.

The outlook for 2010-2011 remains challenging. Several major donors expect to see further cuts in multilateral aid budgets, with implications for the level of voluntary contributions. Some donors have also raised the prospect of drawing more heavily on tightly restricted budget lines in order to sustain the overall level of their funding to OHCHR, with inevitable implications for the current ratio between earmarked and unearmarked funding. In addition to working to consolidate a broader donor base by seeking the renewed support of many of those new donors that contributed in recent years, OHCHR will seek a substantial increase in the flow of funding received from a number of new and emerging donors that have the capacity to increase their contributions.

Given these challenges, sustaining the current level of donor support will require dedicated investment in donor relations, outreach and servicing, as well as creative efforts to enlarge the current donor base, maximizing funding from countries with the capacity to provide a higher level of support. It will also require a continuing emphasis on planning, management, evaluation and reporting to sustain donors' confidence in OHCHR.

## Programme

In the 2010-2011 biennium, OHCHR will continue to mobilize resources in a diversified and sustainable way, with flexible use, to allow the Office to meet its strategic objectives as outlined in the thematic strategies. To this end, the Office will:

- ▶ Engage with Member States, through regular briefings, contacts with permanent missions in Geneva and New York and with donors in the field, and visits to selected donor capitals.
- ▶ Maximize the level of contributions from existing donors, by organizing annual consultations with major donors to present priorities and funding needs and discuss utilization of recent contributions; and providing donors with high-quality funding proposals and reports.
- ▶ Encourage unearmarked funding, by emphasizing its benefits for the Office; setting out the Office's programmatic plans and funding needs in sufficient detail to satisfy donor requirements; and developing an effective monitoring system to provide detailed and reliable reporting on progress towards expected accomplishments.

- ▶ Secure contributions from former and first-time donors, by targeting them with appeals to become regular donors, and by encouraging dialogue between the High Commissioner, her Deputy and other senior officials with potential new donors.
- ▶ Engage with foundations and the private sector, by preparing tailored funding proposals, promoting online donations via OHCHR's website, and exploring ways to partner with corporate donors on an *ad hoc* basis, subject to the exercise of due diligence and relevant legal advice.
- ▶ Support fundraising in the field, by maintaining contacts with locally-based donor representatives through OHCHR's field presences, targeting local embassy-managed funds, and participating in UN consolidated appeals.

## Management

The Donor and External Relations Section (DEXREL) is responsible for securing sufficient voluntary contributions from donors to meet in full the Office's extra-budgetary resource requirements as set out in the biennial Strategic Management Plan. To this end, DEXREL maintains close contact with donor representatives in Geneva, New York and capitals and disseminates information on the Office's current work and future plans and funding needs through regular briefing sessions, annual consultations and written reports, proposals and other materials. The section is also responsible for producing the annual *OHCHR Report on Activities and Results*, published each May, which reviews the Office's human rights work around the world during the preceding year.

## Communications

### Current situation and challenges

Effective public information strategies are instrumental to achieving OHCHR's human rights objectives. In the previous biennium, public information campaigns contributed to the success of the Durban Review Conference. In cooperation with the UN Department of Public Information, OHCHR mobilized support for the Review's objectives, countered disinformation, and managed media reporting. The Conference outcomes will inform much of OHCHR's communications work in the 2010-2011 biennium.

An evaluation of the year-long campaign to mark the 60<sup>th</sup> anniversary of the Universal Declaration of

Human Rights found the 2008 strategy remarkably successful in generating wide participation by multiple stakeholders. The review also found examples of governments and activists using the occasion of the 60<sup>th</sup> anniversary to make pledges and commitments on human rights. The short films collection, "Stories on Human Rights", which featured in numerous film festivals, was screened at events and training sessions worldwide throughout 2009 and will be promoted, distributed and screened into 2010.

## Programme

Over the next two years, communications will be a central element of the Office's strategy to address its six thematic priorities. OHCHR plans to focus on raising awareness about discrimination throughout 2010, starting with events led by the High Commissioner on Human Rights Day, 10 December 2009. The Office will also devote a section of its website to discrimination issues, including OHCHR's work in those areas.

**embrace diversity**  
**end discrimination**

Communications strategies will be targeted at rights-holders, especially groups that suffer discrimination, to help improve their access to justice and basic services, their use of national protection systems and their participation in public policy development and decision-making processes. Public information actions will also aim to increase the number and diversity of rights-holders who are aware of and use UN and regional mechanisms and bodies.

The Office will distribute information designed to increase States' compliance and engagement with UN human rights mechanisms and bodies. Engagement with the media will be essential for highlighting critical human rights situations and issues so that international and local communities are mobilized to respond.

OHCHR will continue its efforts to strengthen the integration of human rights into the UN system's public information apparatus, by networking with counterparts and engaging with policy-making bodies.



A child who infiltrated the impromptu press conference by the High Commissioner for Human Rights in the Santa Marta favela in Rio, Brazil.

Preparations for a full overhaul of the organisation's website will be completed during the biennium. The main objective of the rebuild is to ensure that the website supports OHCHR's mission and priorities and meets the needs of users. The project will begin with the development of internal web governance procedures and mechanisms. These will provide the blueprint for creating a flexible Internet platform that can exploit emerging web-based technologies. The project will involve and affect all parts of OHCHR, both at headquarters and in the field.

## Management

The Communications Section in Geneva is responsible for most of OHCHR's external communication. The section's communications capacity will be enhanced by dedicated officers who will focus on the work of special procedures and the treaty bodies. New regional communications officers will assist the section in improving its outreach capacity in the field and disseminating its messages among external audiences. The Communications Section will also help to develop an internal communications strategy for the Office.

## New York Office

### Current situation and challenges

The mission of the New York Office (NYO) is to represent the High Commissioner in New York, and to ensure that the norms, standards, methodologies, policies and mechanisms of the UN human rights system are integrated into the work of the New York-based UN organs, policy-development processes, and public information initiatives. The Office is a substantive outpost of OHCHR, responsible for advancing OHCHR's work in New York in a number of areas and fora, including intergovernmental bodies and interdepartmental coordination mechanisms.

During the 2008-2009 biennium, NYO led the efforts in the adoption of system-wide rights-based or rights-sensitive policies in a number of areas, including democracy, the rule of law, mediation, gender, and development, the integration of human rights in a number of UN peace missions, and the conclusion of the final phase of the Action 2 programme.

The work will continue during this biennium to deepen the mainstreaming project and address needs associated with system-wide coherence and coordination.

### Programme

Given its role in integrating human rights in the broad agenda of the United Nations in New York, NYO will focus on strengthening the involvement of other international actors in human rights work and integrating human rights standards and principles into the UN system.

The effective functioning of NYO is crucial to OHCHR's leadership in human rights mainstreaming. NYO functions as the principal point of exchange between the UN human rights programme and the broader UN system. In this context, the NYO will continue to advocate for and support the adoption of rights-sensitive policies by New York-based UN intergovernmental bodies and interdepartmental mechanisms.

NYO will also work jointly with key counterparts on implementing the agreed follow-up to Action 2, and on the newly established mechanism on human rights under the United Nations Development Group. NYO will establish a collaborative coordination mechanism for the various UN entities with human rights-related mandates and activities, and will lead in system-wide consultations to retool the current inter-agency architecture so that it better reflects human rights as the organization's "Third Pillar".

The NYO will also continue to play an instrumental role in providing effective support to human rights work of field operations through its participation in Integrated Task Forces/Integrated Mission Task Forces and its engagement with the Department of Peacekeeping Operations, the Department of Political Affairs, the United Nations Development Programme and other entities. Outreach and public information initiatives will also be strengthened in the next biennium.

## Management

The NYO structure is organized around seven thematic teams, largely mirroring the New York-based UN functions. NYO staffing has been reinforced during the past two biennia, and its organizational structure will be consolidated in the next biennium, including through the upgrade of the Director post to Assistant Secretary-General, as well as through new posts to address the Office's communications, rule of law and coordination functions. Strengthened communication and coordination with OHCHR Geneva headquarters and field presences will be a management priority.

## Policy, Planning, Monitoring and Evaluation

### Current situation and challenges

OHCHR has strengthened its policy, planning, monitoring and evaluation capacity in recent years. Senior Management Team meetings have increasingly become a forum for policy and strategic discussion. Staff understanding of the purpose and logic of the programming cycle has increased, particularly in the field, leading to an improvement of the planning documents prepared for 2010-2011. OHCHR's vision has been operationalized in thematic strategies and field presences' programmes, based on priorities agreed at national and regional levels and consolidated at global level into the six OHCHR thematic priorities for 2010-2011. The Office has also developed its monitoring frameworks, for both expected accomplishments and management outputs, including by defining a set of office-wide indicators to be used by all field presences and divisions at headquarters.

However, there are still some constraints on this area of work. The Office has a limited capacity to draw significant lessons, scan the environment and forecast for mid- to long-term periods, which affects its ability to plan and develop policies. The two-year planning cycle has led to a certain level of planning fatigue and an "output mentality" favoured planning and measuring activities instead of focusing on results.

### Programme

In order to address the constraints identified, in the next biennium OHCHR will focus its work in relation to policy, planning, monitoring and evaluation on achieving the following management outputs:

- ▶ Shared understanding of OHCHR strategic direction, by developing and implementing an internal communication strategy on OHCHR's strategic direction; using a fully functioning Results Monitoring system across OHCHR; sharing good practices and lessons-learned in relation to thematic strategies; developing processes and tools for monitoring global management outputs; consolidating and systematizing changes effectuated in the course of 2008-2009 in planning, monitoring and evaluation-related processes and guidance; and scanning the environment to help senior management better understand external forces to change. Along with evaluating major issues related to OHCHR's strategy, this will allow us to improve our policies and our short- and long-term planning.
- ▶ Effective, timely and transparent strategic decision-making process, by ensuring that priority policy guidance is developed and approved by senior management, bringing strategic decisions that need to be made to their attention and monitoring their implementation.
- ▶ Increased effectiveness and efficiency in supporting field operations, by adjusting planning frameworks to different types of field presences.
- ▶ OHCHR staff have the necessary competencies and skills to implement OHCHR global thematic strategies, by continuing to build the planning, monitoring and evaluation capacity of all OHCHR staff, through group and online training, and individualized coaching.

### Management

The Policy, Planning, Monitoring and Evaluation Service is responsible for implementing this programme. The section facilitates the formulation and implementation of OHCHR's vision within the Office and through selected external actors by setting up systems and providing guidance on strategic programme management.

# Programme Support and Management Services

## Current situation and challenges

Programme Support and Management Services (PSMS) functions as a service provider to OHCHR, in Geneva, in New York and in the field, supplying and coordinating a full range of administrative and management services. The primary objective of PSMS is to ensure the efficient and effective use of resources while providing the necessary support to substantive divisions and field presences to enable them to meet the strategic objectives of the Office, as outlined in its thematic strategies.

With its capacity considerably strengthened during 2008 and 2009, PSMS has moved from providing basic support services to proactive service delivery. This new approach focuses on the expansion and quality of services while improving their delivery.

While the former is achieved by establishing clear and transparent procedures and stricter controls and by developing information tools, the latter includes more intensive outreach to staff members, field presences and partner organizations, and improving the client-orientation skills of PSMS staff members.

## Programme

PSMS services are provided by five organizational units and include finance and budget services, human resources management, information management and technology, staff development, and general administrative support services, which include travel, procurement, logistical support and record-keeping.



© OHCHR Photo

OHCHR's new staff participating in the Office's Orientation Programme.

With regard to financial matters, PSMS has benefited from an enhanced delegation of authority in the administration of extrabudgetary resources. As a result, OHCHR can now monitor the use of all resources and allocate voluntary contributions in accordance with approved cost plans. The same delegation of authority allows for more efficient and timely support to field missions and presences. In addition, a number of tools enhance the financial monitoring capability of programme managers and improve financial controls in the field.

The human resources management section handles the first-level administration of contracts and the recruitment and assignment of temporary and regular staff and of consultants in Geneva and in the field. The section advises both management and staff on human resources policy and reform, but also on how best to utilize the resources available. It assists the High Commissioner in meeting her obligations under the Human Resources Action Plan. The section also manages OHCHR's internship programme. PSMS continues to rely on the UN Office in Geneva for overall human resources and international staff management. Delegation of authority relating to administration of entitlements and appointments of temporary staff and consultants may be forthcoming. This will greatly assist the Office in meeting staffing requirements and adapting to situations as they develop. Two objectives are especially important in that regard: PSMS will need to ensure a smooth transition to the new human resources policies being implemented on a Secretariat-wide level; and improving the geographic diversity of staff members remains a priority for OHCHR.

Information Management and Technology supports OHCHR's work by ensuring that the hardware and software required by staff members are available, by publishing information on the OHCHR website and extranets and providing access to this information to

persons with disabilities, and by developing applications to support the unique needs of OHCHR, such as managing grants, monitoring extrabudgetary resources, or recording human rights cases.

The newly established Staff Development Unit provides opportunities for learning and skills development to all staff. The unit assesses organizational and individual learning needs, proposes learning solutions and critically evaluates their impact. The Staff Development Unit will continue to shape a culture of learning and skills development across all functions, units and geographical locations to ensure that all staff members have the necessary skills and competencies to implement OHCHR global thematic strategies and achieve related targets.

The greatest challenges in administrative services lie in ensuring that requirements of field presences are met and that a cost-effective and consistent level of support is in place to enable field offices and headquarters to be fully functional. The new electronic travel system, the delegation of authority in property management, and the fine-tuning of a record-keeping and archiving system will lead to greater efficiency and ensure that the PSMS can respond quickly to new operational requirements, especially in emergency situations. The new delegation of authority for low-value procurement will further enhance the ability of PSMS to fulfill OHCHR's requirements.

Overall, PSMS will continue to strengthen its services and service delivery while simultaneously adapting to UN system-wide changes. These include the new focus on "One United Nations" in the field, preparing for the new Enterprise Resource Planning system, supporting the Green UN initiative, and transitioning to the new human resources policies.

# Funds Administered by OHCHR

## Humanitarian funds

In addition to its core human rights work, OHCHR will continue to service three long-established humanitarian trust funds: the Voluntary Fund for Victims of Torture; the Voluntary Trust Fund on Contemporary Forms of Slavery; and the Voluntary Fund for Indigenous Populations. Each fund was established by a General Assembly resolution and is designed to provide financial support to individuals and NGOs working in related human rights fields. These funds, which are financed through voluntary contributions, are formally administered by the Secretary-General, acting on the advice of a Board of Trustees, with OHCHR providing the secretariat support.

### United Nations Voluntary Fund for Victims of Torture

The Voluntary Fund for Victims of Torture, established in 1981 by General Assembly Resolution 36/151, gives grants to organizations that help alleviate the physical and psychological effects of torture on victims and their families.

The Fund's Board of Trustees meets twice a year to determine priorities, review the workings of the Fund, and award grants. With OHCHR's secretariat support, in 2008-2009 the Fund disbursed over US\$ 18.5 million in grants to more than 190 projects to assist victims of torture worldwide.

The types of assistance provided by organizations supported by the Fund range from psychological, medical, and social assistance to legal aid and financial support.

Grants for psychological and medical assistance are the most common, but often recipient organizations use a holistic approach in which more than one form of assistance is provided to victims. This approach has proven effective in helping victims cope with the after-effects of trauma, find reparation and reintegrate into society.

Estimated requirements for the 2010-2011 biennium: US\$29,477,463.

## United Nations Voluntary Fund for Indigenous Populations

The Voluntary Fund for Indigenous Populations was established in 1985 by General Assembly Resolution 40/131 with the purpose of providing indigenous peoples with the opportunity to raise issues of concern to them in international fora, thus contributing to the development of international standards and national legislation to protect their rights. Funds contributed by donors are distributed in the form of travel grants to enable indigenous peoples to participate in UN fora.

The Fund has provided support to more than a thousand indigenous representatives, thereby ensuring that the voice of indigenous peoples is heard in the halls and meeting rooms of the United Nations. With the Fund's assistance, indigenous representatives have been able to take part in meetings where decisions are taken that affect the lives of indigenous peoples around the world. They have also been enabled to engage directly with governments and with UN agencies, network with other indigenous peoples and non-governmental organizations, and develop follow-up activities at the local level.

The Board of Trustees, composed of indigenous representatives, meets annually to determine priorities, review the Fund's work, approve new grants, and evaluate the impact of past grants. The Fund has recently strengthened its pre-screening and evaluation mechanisms, improved its methods of work and considerably expanded its outreach in under-represented regions.

During 2008-2009, the Board awarded 267 grants, representing US\$980,000 out of a total of 1,143 applications representing US\$3.2 million, to support participation in the Permanent Forum on Indigenous Issues and Expert Mechanism on the Rights of Indigenous Peoples.

The Board also recommended expanding the mandate of the Fund to include financial support for travel grants to support indigenous peoples' participation in the meetings of the Human Rights Council and human rights treaty bodies.

Estimated requirements for the 2010-2011 biennium: US\$1,264,723.

## United Nations Voluntary Trust Fund on Contemporary Forms of Slavery

The United Nations Voluntary Trust Fund on Contemporary Forms of Slavery, which was established by the General Assembly in 1991, provides small grants for grassroots projects that provide humanitarian, legal, and financial aid to victims of contemporary forms of slavery. Projects supported by the Fund cover a variety of issues, including trafficking for the purpose of sexual exploitation, domestic servitude, bonded labour and child labour.

The distinctive value of the fund is its ability to provide concrete assistance to the victims of contemporary forms of slavery, including housing, legal aid, psycho-social support, food, medical care and sustainable sources of incomes. Additionally, the Fund bridges the gaps not addressed by other UN programmes and has a holistic, dynamic and integrated approach. Most projects are directed towards eliminating the root causes of slavery, while addressing the security, educational, and psychological needs of the victim as well as victims' rights through legal or humanitarian recourse.

Since 1998, the Fund has provided, or is in the process of providing, funding to approximately 350 projects that have directly assisted thousands of victims of contemporary forms of slavery. Projects undertaken with Trust Fund grants include medical and psychological aid, food, shelter, and vocational training to victims of trafficking for sexual and economic exploitation; support to rehabilitation centres for sexually and physically abused street children; and a project to identify and release bonded labourers in the carpet industry and stone quarries. Other projects have provided victims with the means to generate sustainable sources of income, such as sewing machines, hairdressing equipment, or farming tools.

The Fund is administered by the Secretary-General on the advice of a Board of Trustees that is composed of five human rights experts with particular expertise in contemporary forms of slavery.

In 2008-2009, 134 grants were awarded, representing US\$1.45 million out of a total of 455 applications representing US\$6.5 million. These grants provided assistance to victims of contemporary forms of slavery in 67 countries.

At the request of the Board, a global review on the Fund was undertaken by the OIOS from November

2006 to January 2007 to review the impact of the Fund's activities on the target groups and to assess the efficiency and effectiveness of its reporting and monitoring processes. The final report issued in June 2007 determined that the Fund is fulfilling its mandate and has a positive impact on victims of contemporary forms of slavery. The report contained 21 recommendations to improve the efficiency and effectiveness of the Funds' activities and these are now implemented.

The Board and Secretariat developed a number of methodological tools to enhance the effectiveness of grants, including new guidelines and policies, improved tools to assess the impact of project grants, a new pre-screening policy, a new reporting format for organizations, and promotional tools to raise awareness about the Fund, including a new website. The Fund is now closely collaborating with the Special Rapporteur on contemporary forms of slavery, including its causes and consequences, to the benefit of both mandates.

Estimated requirements for the 2010-2011 biennium: US\$2,822,465.

## Other funds

### Optional Protocol to the UN Convention against Torture Special Fund

The Optional Protocol to the UN Convention against Torture (OPCAT) entered into force on 22 June 2006. As of December 2009, 50 States had ratified the OPCAT.

The OPCAT creates a two-pillar system, at the international and national levels, to prevent torture and other forms of ill-treatment in all places of detention, and establishes the Subcommittee on the Prevention of Torture of the Committee against Torture, which became operational in 2007. The Subcommittee consists of ten independent, multi-disciplinary experts who will conduct regular visits to places of detention in all States Parties and who will advise and assist national mechanisms in preventing torture. As mandated by OPCAT, as a result of its 50<sup>th</sup> ratification, the number of members of the Subcommittee will increase to 25. The OPCAT also provides for the creation of a Special Fund to help finance the implementation of recommendations made by the Subcommittee after a visit to a State Party, and to support national education programmes to prevent torture.

The Special Fund may be financed through voluntary contributions made by governments, intergovernmental and non-governmental organizations, and other private or public entities. OHCHR has been entrusted to manage the Special Fund.

### Funds set up to assist the Universal Periodic Review

Human Rights Council Resolution 5/1, which sets the modalities of the Universal Periodic Review mechanism, envisages the establishment of a voluntary trust fund “to facilitate the participation of developing countries, particularly the least developed countries, in the said mechanism”. The Human Rights Council followed up on that issue and formally asked the Secretary-General to establish such a fund in its Resolution 6/17. That fund is known as the Voluntary Fund for Participation in the Universal Periodic Review Mechanism.

Resolution 6/17 also asks the Secretary-General to establish “a new financial mechanism called The Voluntary Fund for Financial and Technical Assistance”, to be administered jointly with the above trust fund. In conjunction with multilateral funding mechanisms, this fund will provide financial and technical assistance to countries that request support in implementing the recommendations contained in the Universal Periodic Review.

Both Trust Funds have been formally established and their Terms of Reference adopted.

The Voluntary Fund for the Participation in the UPR Mechanism provides funding so that official representatives of developing countries can travel to Geneva to present the national report, take part in ensuing discussions, and be involved in adopting the report in the UPR Working Group sessions during which their country is considered. Interested delegations must request this assistance. In accordance with its Terms of Reference, training in preparing the national report and the review of the report are also covered by the Trust Fund. The Fund is fully operational and has financed the participation of over 25 participants in the UPR sessions and 10 UPR regional and cross-regional training workshops.

The Trust Fund for financial and technical assistance for the implementation of the UPR provides funding for the integration of UPR outcomes in development programming and the development of national capacity, among other activities. So far, the Trust Fund has provided for the financing of one follow-up activity. With the follow-up to and implementation of UPR recommendations becoming increasingly important, it is expected that substantial resources will be required for this fund in the next biennium.



# III. BUDGET AND FUNDING REQUIREMENTS



## III. Budget and Funding Requirements

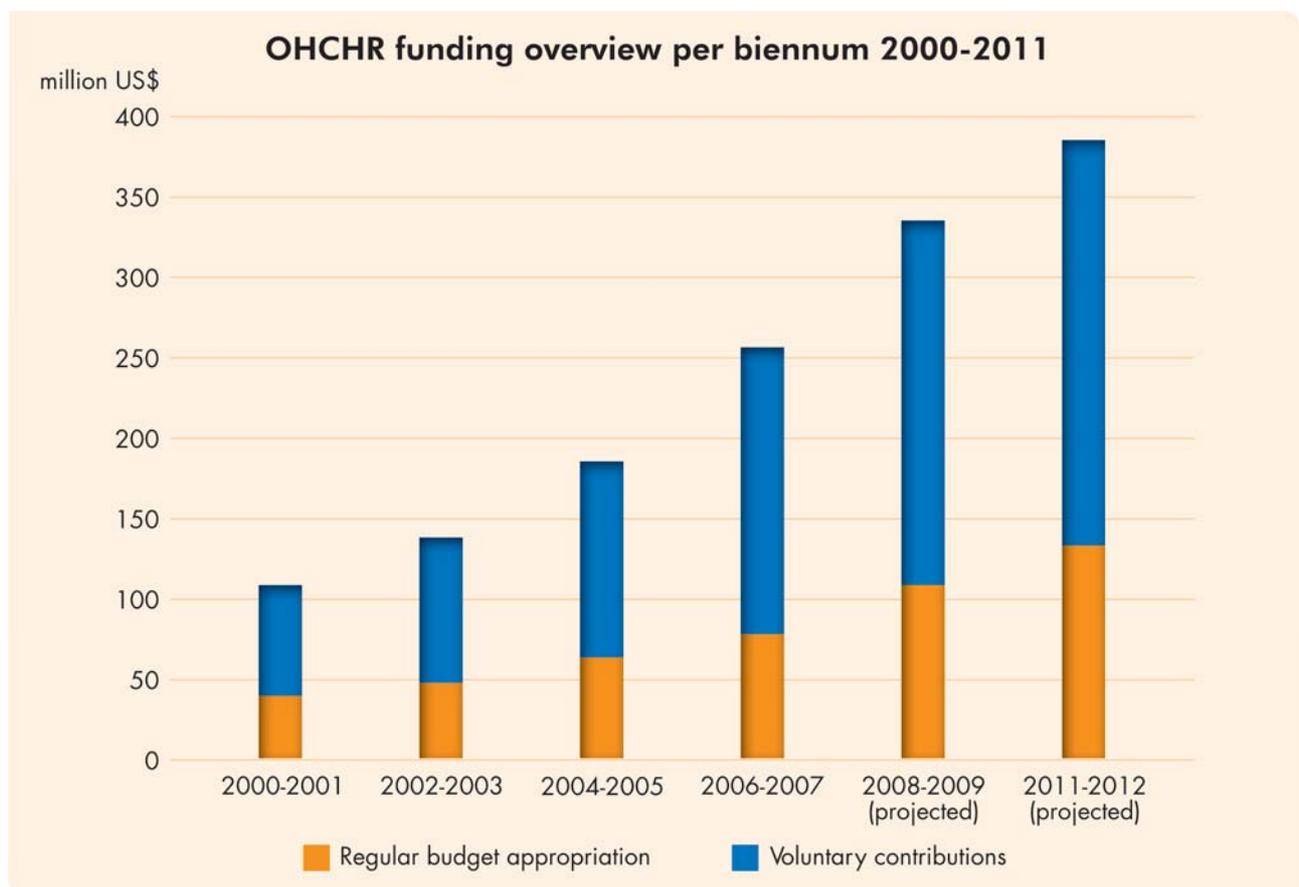
OHCHR depends on funding from the UN regular budget and a steady flow of voluntary contributions from Member States and other donors to meet its funding needs. Human rights is recognized as one of the three pillars of the United Nations—alongside security and development—and the amount of funding allocated to the UN human rights programme has grown in recent years, in line with a commitment made by leaders at the 2005 World Summit to double resources for human rights. Even so, the UN human rights programme today receives less than three percent of the UN regular budget. In 2008-2009, for example, approximately US\$118 million was allocated to OHCHR out of a total of US\$4.17 billion. During this period, some 37.8 percent of OHCHR expenditure was covered by the regular budget, with the remaining 62.2 percent funded from voluntary contributions, which have grown strongly in recent years, in pace with increases in the regular budget.

The importance of voluntary contributions is unlikely to diminish significantly in the coming years, particularly as further increases under the regular

budget are considered unlikely. Total resource requirements for 2010-2011 have been set at US\$407.4 million—an increase of approximately US\$94.7 million over the 2008-2009 budget. With regular budget funding expected to provide some US\$141.5 million in 2010-2011, the Office will rely on its donors to provide the remaining US\$265.9 million needed to implement its programme of work in full.

### United Nations regular budget

The UN regular budget is funded from dues payable by all Member States under the Charter of the United Nations, with the level of each Member State's contribution based on a number of factors, including its share of the world economy. Every two years, the Secretary-General proposes a biennial budget for the entire organization to the General Assembly for review and approval. In addition to its programme budget (Section 23), OHCHR receives a small share of the total UN budget under the Regular Programme of Technical Cooperation (Section 22).



Of the US\$141.5 million OHCHR expects to receive in funding under the regular budget in 2010-2011, US\$138 million will be provided under the programmatic budget for human rights and US\$3.5 million under the Regular Programme of Technical Cooperation.

## Voluntary contributions

Voluntary contributions are provided directly by donors to OHCHR to support implementation of the Office's programme of activities. While the bulk of these contributions are provided by Member States, OHCHR also accepts contributions from intergovernmental organizations, NGOs, foundations, companies and private individuals. Despite recent increases in its share of the UN regular budget, the Office remains heavily reliant on voluntary contributions to pay for much of its work. With a few notable exceptions, the regular budget has traditionally provided very little support for fieldwork, for example, which means that the cost of establishing and maintaining OHCHR's network of field presences is covered almost entirely by voluntary contributions. Across the Office, voluntary contributions are used to pay for activities that could not otherwise be afforded or to supplement resources available under the regular budget.

In recent years, OHCHR has appealed to donors not only to increase the level of their voluntary contributions, but, to the extent possible, to make more funding available on an unearmarked basis. Unearmarked funding gives the Office greater flexibility in planning and setting priorities, and ensures that activities can be recalibrated as conditions change and new needs emerge. A high level of unearmarked funding also reinforces OHCHR's political independence, ensuring that programmes are developed and implemented in line with priorities established by intergovernmental decisions and by the High Commissioner on the basis of her mandate.

## Recent trends in support

Since 2002, voluntary contributions have almost tripled, rising from US\$40 million in 2002 to a projected figure of more than US\$115 million in 2009. Over the same period, the proportion of unearmarked funding has risen steadily from seven percent to a projected figure of 57 percent.

These results reflect a number of positive external factors and real efforts made by OHCHR's

### OHCHR's Trust Funds

Voluntary contributions to support OHCHR's activities at headquarters and in the field are channelled and managed through two major funds: the Trust Fund for the Support of the Activities of the High Commissioner for Human Rights, used as a general funding pool to support a wide range of activities, and the Voluntary Fund for Technical Cooperation in the field of Human Rights, which is used to fund activities in the field of technical cooperation with Member States, including capacity-building projects.

In addition, there is a small special fund to support human rights education activities in Cambodia.

OHCHR also acts as the secretariat for three grant-making funds, known as the Humanitarian Funds, which provide funding to civil society organizations and, in some cases, individuals operating in specified fields of human rights. These funds, established by General Assembly resolutions and supported by OHCHR, are the Voluntary Fund for Indigenous Populations, the United Nations Voluntary Trust Fund on Contemporary Forms of Slavery, and the United Nations Voluntary Fund for Victims of Torture. In addition, OHCHR manages a small fund for the prevention of torture in places of detention (stemming from the Optional Protocol to the Convention against Torture and Other Forms of Cruel, Inhuman and Degrading Treatment). Two new funds were established during the last biennium to assist participation in and follow-up on the Universal Periodic Review process. Information on these funds is provided in the chapter on voluntary funds.

leadership to address internal weaknesses and build donor confidence in the capacity of the Office to deliver results. Over the past five years, OHCHR has implemented a series of reforms designed to address perceived internal weaknesses and has set out ambitious plans that have elicited strong interest among the donor community. Increased donor confidence in the Office has translated into an increased willingness to provide a greater proportion of funding free of earmarking.

The level of individual contributions and therefore the aggregate total of all contributions are also affected, sometimes significantly, by fluctuations in the value of the US dollar, which is the currency into which all contributions are ultimately converted. From early 2003 to mid-2008, the steady decline in the dollar's value relative to other major currencies increased the value, in dollars, of many contributions made in other currencies. Between mid-2008 and mid-2009, this trend went into rapid reverse as the US currency rallied, leading to a drop in the dollar value of most contributions registered during this period. During

the first quarter of 2009, the relative strength of the dollar effectively wiped between 20 and 40 percent off of the dollar value of a number of major contributions, with significant implications for the overall level of extrabudgetary income.

## Challenges

The overriding fundraising challenge for the new biennium is to sustain and, as far as possible, increase the overall level of voluntary contributions, including of unearmarked contributions, at a time when most donor countries are still struggling to recover from the effects of the global economic recession. While donor support held up relatively well in 2009, with only a handful of Member States cutting substantially the level of their support in response to the economic crisis, the outlook for 2010-2011 remains challenging. Several donors have already warned that a significant increase in funding is unrealistic in the short term, while some may be forced to make cuts in the level of their support. With the downturn disproportionately affecting the human rights of the world's poorest and most vulnerable people, there could be no worse time to reduce funding for human rights work.

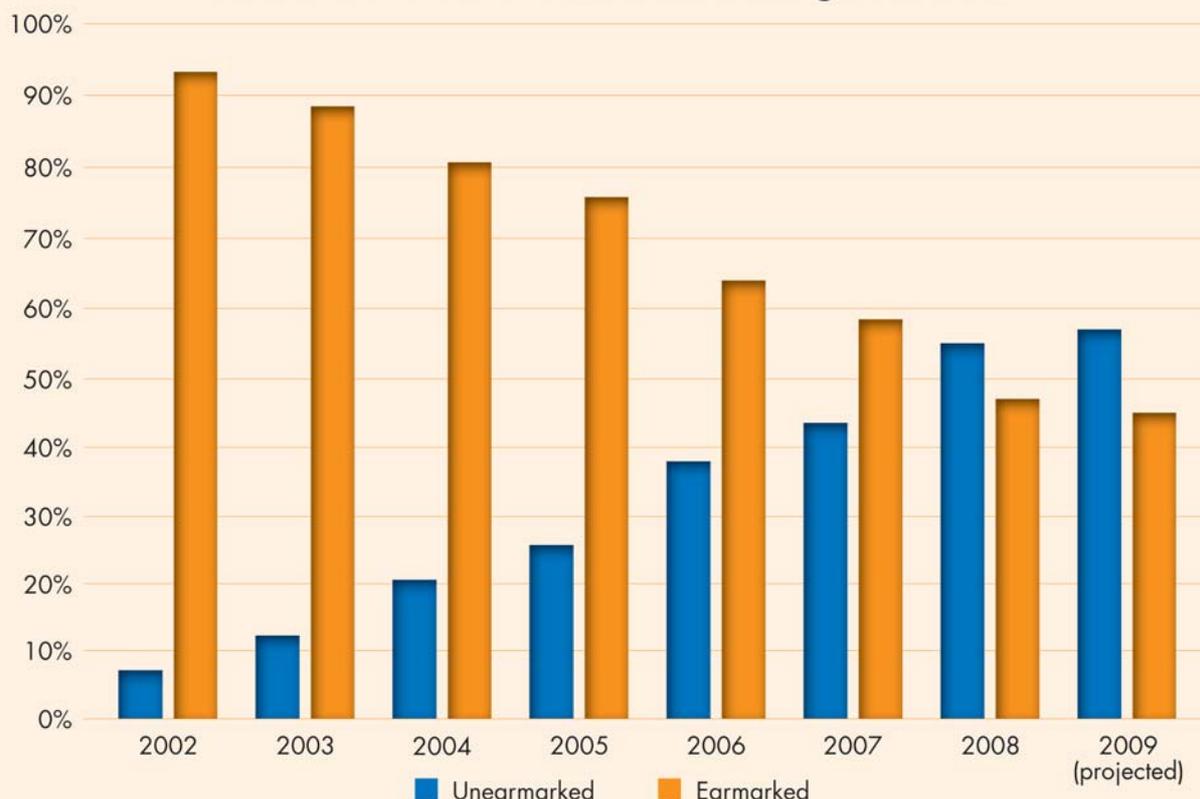
In the current environment, OHCHR must rely on the willingness of many of its traditional donors to maximize the level of their support to the extent possible while at the same time seeking to establish and expand new funding sources. A special effort will be made to mobilize additional support from those countries that have not traditionally ranked high in OHCHR's donor table but that have the capacity to increase the level of their support, and to retain and, to the greatest extent possible, build on the support of new donors that contributed for the first time in 2008-2009.

## 2010-2011 resource requirements

OHCHR's budget is the product of intensive internal consultation and review. Programme plans are developed with an eye on what is practical and affordable in the current fundraising environment.

At US\$407.4 million, the 2010-2011 budget represents an increase of 30 percent over the budget presented in the High Commissioner's 2008-2009 Strategic Management Plan. Of the US\$94.7 million overall increase in the budget, approximately US\$26.2 million will come from growth in the regular budget, while US\$68.5 million will need to

**Earmarked versus unearmarked funding 2002-2009**





© OHCHR Nepal Photo / Mukunda Bogati

The Deputy High Commissioner for Human Rights and OHCHR-Nepal Representative visiting a camp in Nepal.

be met from extrabudgetary income. For 2010-2011, an overall target of US\$265.9 million has been set for extra-budgetary spending. Any additional expenditure over this amount will be approved only where equivalent additional resources are identified.

Excluding expenditure associated with three grant-making humanitarian funds administered by OHCHR, approximately 61.8 percent of all planned extrabudgetary expenditure will be devoted to OHCHR's field operations, 13.7 percent to thematic human rights research, 6.7 percent to supporting the Human Rights Council and its special procedures, and 4.7 percent to supporting the work of treaty bodies.

### How to Help

OHCHR accepts contributions from Member States, intergovernmental organizations, foundations, NGOs and individuals. Prospective donors are encouraged to contact OHCHR's Donor and External Relations Section before making a pledge to discuss the Office's priorities and possible conditions attached to the contribution, and for all other issues related to funding. If you, or the institution you represent, would like to make a contribution, please contact the Office's Donor and External Relations Section at the address below:

Donor and External Relations Section  
Office of the High Commissioner for Human Rights  
United Nations Office at Geneva (UNOG)

Geneva 10, CH 1211 Switzerland  
Tel: +41 22 917 96 44  
Fax: +41 22 917 90 04  
Email: [DexRel@ohchr.org](mailto:DexRel@ohchr.org).

## STRATEGIC MANAGEMENT PLAN 2010-2011 Combined Regular and Extrabudgetary Requirements

(in thousands of US\$)

	Regular Budget 1/ 2/	Extrabudgetary requirements	Total
<b>I. OPERATING RESOURCES</b>			
<b>Headquarters</b>			
Executive Direction and Management	14,312.8	19,410.5	33,723.3
Policy-making Organs	11,030.8	-	11,030.8
<b>Programme of Work</b>			
Subprogramme 1: Human Rights Mainstreaming, Right to Development, Research and Analysis	20,736.1	31,872.1	52,608.2
Subprogramme 2: Supporting the Human Rights Treaty Bodies	16,661.1	10,994.9	27,656.0
Subprogramme 3: Advisory Services and Technical Cooperation 2/	23,419.0	23,797.4	47,216.4
Subprogramme 4: Supporting the Human Rights Council and its Special Procedures 2/	28,365.8	15,615.5	43,981.3
Total Programme of Work - Headquarters	89,182.0	82,279.9	171,461.9
Programme Support and Management Services	11,899.1	10,809.2	22,708.3
Subtotal Headquarters operating resources	126,424.7	112,499.6	238,924.3
<b>Field presences</b>			
Advisory services, technical cooperation and field activities	3,424.0	-	3,424.0
Africa	3,937.8	30,860.3	34,798.1
Americas	2,493.4	39,705.1	42,198.5
Asia and the Pacific	3,641.0	26,726.7	30,367.7
Europe and Centra Asia	1,523.7	9,846.6	11,370.3
Middle East and North Africa	-	12,759.4	12,759.4
Subtotal Field presences operating resources	15,019.9	119,898.1	134,918.0
<b>TOTAL I. OPERATING RESOURCES</b>	<b>141,444.6</b>	<b>232,397.7</b>	<b>373,842.3</b>
<b>II. HUMANITARIAN TRUST FUNDS</b>			
Voluntary Fund for Victims of Torture	-	29,477.5	29,477.5
Voluntary Fund for Indigenous Populations	-	1,264.7	1,264.7
Trust Fund on Contemporary Forms of Slavery	-	2,822.5	2,822.5
<b>TOTAL II. HUMANITARIAN TRUST FUNDS</b>	<b>-</b>	<b>33,564.7</b>	<b>33,564.7</b>
<b>GRAND TOTAL</b>	<b>141,444.6</b>	<b>265,962.4</b>	<b>407,407.0</b>

1/ Excludes Commission on Missing Persons in Cyprus (USD 1,140.9 in 2010-2011).

2/ Includes Human Rights Council activities and trust funds for the Universal Periodic Review.

## EXTRABUDGETARY REQUIREMENTS 2010-2011

Programmes	Requirements (in US\$)
<b>HEADQUARTERS</b>	
<b>Executive Direction and Management (EDM)</b>	
Office of the High Commissioner	3,392,080
Civil Society Liaison	894,874
Donor and External Relations	4,114,846
Communications	3,459,758
New York Office	1,714,179
Policy, Planning Monitoring and Evaluation	2,153,267
Safety and Security Unit	3,681,511
	Sub-total 19,410,515
<b>Programme of Work</b>	
<b>Subprogramme 1 - Human Rights Mainstreaming, Right to Development, Research and Analysis</b>	
Coordination and Management	2,875,111
Anti-discrimination	3,846,595
Indigenous Peoples and Minorities	3,780,831
Women's Human Rights and Gender	4,365,647
Rule of Law and Democracy	3,786,358
MDGs and Human Rights-based Approach	1,622,436
HIV and AIDS	698,435
Economic and Social Issues	2,009,119
Business and Human Rights	173,738
Right to Development	1,550,823
Methodology, Education and Training	5,706,772
Trafficking	631,246
Disabilities	824,953
	Sub-total 31,872,064
<b>Subprogramme 2 - Supporting the Human Rights Treaty Bodies</b>	
	10,994,871
	Sub-total 10,994,871
<b>Subprogramme 3 - Advisory Services and Technical Cooperation</b>	
Coordination and Management	2,251,050
Africa	4,846,440
Americas	1,467,687
Asia and the Pacific	2,960,683
Europe and Central Asia	3,036,265
Middle East and North Africa	2,214,652
National Institutions	3,330,241
Rapid Response and Peace Missions	3,690,361
	Sub-total 23,797,379
<b>Subprogramme 4 - Supporting the Human Rights Council and its Special Procedures</b>	
Coordination and Management	891,545
Human Rights Council	2,106,901
Special Procedures	11,836,384
Trust Funds for Universal Periodic Review	780,636
	Sub-total 15,615,466
	Total Programme of Work 82,279,780
<b>Support to the Programmes</b>	
Programme Support and Management Services	2,086,148
Information Technologies Section	4,163,269
Human Rights Case Database Project	4,559,766
	Sub-total 10,809,183

## EXTRABUDGETARY REQUIREMENTS 2010-2011

Programmes	Requirements (in US\$)
<b>TOTAL HEADQUARTERS</b>	<b>112,499,478</b>
<b>FIELD PRESENCES</b>	
<b>AFRICA</b>	
Burundi - Peace Mission Support	4,056,241
Central Africa, Yaoundé - Sub-regional Centre	593,057
Côte d'Ivoire - Peace Mission Support	352,803
Democratic Republic of the Congo - Peace Mission Support	631,312
Democratic Republic of the Congo - Joint Human Project to Fight Impunity against Sexual Violence in West Congo	2,870,000
East Africa, Addis Ababa - Regional Office	2,291,523
Great Lakes, Burundi - Human Rights Adviser	671,535
Guinea - Human Rights Adviser	793,354
Kenya - Human Rights Adviser	928,878
Liberia - Peace Mission Support	143,715
Madagascar - Human Rights Adviser	635,111
Niger - Human Rights Adviser	618,005
Rwanda - Human Rights Adviser	607,960
Sierra Leone - Peace Mission Support	869,415
Somalia - Peace Mission Support	780,466
Southern Africa, Pretoria - Regional Office	2,030,675
Sudan (UNMIS alone) - Peace Mission Support	857,105
Togo - Country Office	2,906,074
Uganda - Country Office	7,054,294
West Africa, Dakar - Regional Office	518,197
New Human Rights Advisers	650,539
<b>Sub-total Africa</b>	<b>30,860,258</b>
<b>AMERICAS</b>	
Bolivia - Country Office	3,909,403
Central America, Panama - Regional Office	128,404
Colombia - Country Office	17,400,144
Ecuador - Human Rights Adviser	1,001,228
Guatemala - Country Office	9,060,912
Haiti - Peace Mission Support	437,587
Honduras - Human Rights Adviser	611,556
Mexico - Country Office	4,232,885
Nicaragua - Human Rights Adviser	515,657
Paraguay - Human Rights Adviser	1,274,075
South America, Chile - Regional Office	1,133,250
<b>Sub-total Americas</b>	<b>39,705,101</b>
<b>ASIA and the PACIFIC</b>	
Afghanistan - Peace Mission Support	1,598,184
Cambodia - Country Office	2,349,105
Nepal - Country Office	14,614,376
Pacific, Suva - Regional Office	1,661,371
Papua New Guinea - Human Rights Adviser	866,164
South East Asia, Bangkok - Regional Office	
Sri Lanka - Human Rights Adviser	941,514
Timor Leste - Human Rights components in Peace Mission	1,400,898
New Human Rights Adviser	899,483
<b>Sub-total Asia-Pacific</b>	<b>26,726,743</b>



## EXTRABUDGETARY REQUIREMENTS 2010-2011

Programmes	Requirements (in US\$)
<b>EUROPE and CENTRAL ASIA</b>	
Central Asia, Bishkek - Regional Office	1,467,609
Europe, Brussels - Regional Office	1,239,067
Kosovo - Stand-alone Office	1,857,487
Moldova - Human Rights Adviser	516,264
Russian Federation - Human Rights Adviser	2,182,670
South Caucasus - Human Rights Adviser	2,279,475
New Human Rights Adviser	304,021
Sub-total Europe and Central-Asia	9,846,593
<b>MIDDLE EAST and NORTH AFRICA</b>	
Mauritania - Country Office	1,689,606
Middle East, Beirut - Regional Office	3,065,037
Occupied Palestinian Territory - Stand-alone Office	5,523,789
Qatar - South-West Asia & Arab Region Training and Documentation Centre	1,886,652
New Human Rights Adviser	594,367
Sub-total Middle-East, North-Africa	12,759,451
<b>TOTAL FIELD PRESENCES</b>	<b>119,898,146</b>
<b>TOTAL HEADQUARTERS AND FIELD PRESENCES</b>	<b>232,397,624</b>
<b>HUMANITARIAN TRUST FUNDS</b>	
Voluntary Fund for Victims of Torture	29,477,463
Voluntary Fund for Indigenous Populations	1,264,723
Trust Fund on Contemporary Forms of Slavery	2,822,465
<b>TOTAL HUMANITARIAN TRUST FUNDS</b>	<b>33,564,651</b>
<b>GRAND TOTAL OHCHR</b>	<b>265,962,276</b>



# ANNEXES



## Annex 1. OHCHR's Thematic Expected Accomplishments 2010-2011

Global Expected Accomplishments	Thematic Expected Accomplishments
<b>Relating to changes in national protection systems</b>	
<p>1. Increased compliance with international human rights standards by all States entities, including national human rights institutions and the Judiciary, as well as with domestic laws, policies and programmes.</p>	<p>Increased adoption or revision of national anti-discrimination legislation and administrative measures in compliance with international norms and standards in the area of anti-<b>discrimination</b>, in particular the International Convention on the Elimination of All Forms of Racial Discrimination.</p>
	<p>Increased number of democratic institutions engaged in issues related to <b>combating impunity</b>.</p>
	<p>Increased compliance with international human rights standards by relevant State institutions in domestic laws, policies and programmes relevant to development, poverty reduction and <b>economic, social and cultural rights</b>.</p>
	<p>Increased compliance of <b>migration</b> policies and legislation with international human rights standards.</p>
<p>2. Increased ratification of international and regional human rights instruments and review of reservations related to international human rights instruments.</p>	<p>Increased ratification of human rights treaties with <b>discrimination</b>-related provisions and review of reservations related to non-discrimination provisions in these treaties.</p>
	<p>Increased ratification of international and regional human rights instruments related to <b>economic, social and cultural rights</b>, particularly the ICESCR and its Optional Protocol, and review of reservations related to these instruments.</p>
	<p>Increased ratification of the International Convention on the Rights of All <b>Migrant Workers and Members of their Families</b>.</p>
<p>3. Justice and accountability mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress civil and political, as well as economic, social and cultural human rights violations.</p>	<p>Increased number of justice and accountability mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress civil, cultural, economic, political and social human rights violations related to <b>discrimination</b>.</p>
	<p>National accountability mechanisms increasingly established and functioning for <b>combating impunity</b> in accordance with international human rights standards and best practices.</p>
	<p><b>Transitional justice</b> mechanisms progressively established and functioning in accordance with international human rights standards and best practices.</p>
	<p>Increased number of mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress violations of <b>migrants'</b> human rights.</p>
<p>Justice and accountability mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress violations of civil, political, economic, social and cultural right (<b>armed conflict, violence and insecurity</b>).</p>	



Global Expected Accomplishments	Thematic Expected Accomplishments
4. Increased number of measures taken to improve access of discriminated groups, and particularly women, to justice and basic services.	<p>Increased number of measures taken to improve access to justice and basic services of those affected by <b>discrimination</b>, particularly women, and with regard to the right to education.</p> <p>Increased access to justice for marginalized groups (<b>impunity, accountability, the rule of law and democratic society</b>).</p> <p>Increased number of measures taken to improve access to justice and to quality <b>economic and social services</b> by discriminated groups, and particularly women, indigenous and minority groups, and people living in poverty.</p> <p>Increased number of measures taken to improve access of <b>migrants</b>, and particularly women, to basic services.</p>
5. Right holders, specially 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.	<p>Increase in use by individuals facing <b>discrimination</b> of existing national protection systems and their meaningful participation in decision-making processes and monitoring of public policies.</p> <p>Discriminated groups, and particularly women, indigenous and minority groups, and people living in poverty, increasingly advocate for their <b>economic, social and cultural rights</b> and participate in decision-making processes and the formulation and monitoring of relevant public policies.</p> <p>Rights-holders, especially women and other who have suffered discrimination, increasingly use existing national protection systems and participate in decision-making processes and the development and monitoring of public policies (<b>armed conflict, violence and insecurity</b>).</p>
<b>Relating to changes in the international protection system or its use</b>	
6. Increased compliance and engagement by States with UN human rights mechanisms and bodies (treaty bodies, special procedures, Human Rights Council/Universal Periodic Review – UPR).	<p>Increased compliance by States with UN human rights mechanisms and bodies with regard to <b>migrants’</b> right.</p> <p>Increased compliance and engagement by Governments with UN Human Rights mechanisms and bodies (<b>armed conflict, violence and insecurity</b>).</p> <p>More effective follow-up to treaty body, special procedures and UPR recommendations and outcomes (<b>human rights mechanism and international human rights law</b>).</p>
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.	<p>Increased number of victims of <b>discrimination</b>, and national human rights institutions acting on their behalf, making use of the Human Rights Council and its subsidiary bodies, special procedures and treaty bodies in order to promote equality and <b>non-discrimination</b>.</p> <p>Increased engagement of rights holders, national human rights institutions and civil society actors making use of UN and regional human rights mechanisms and bodies to promote <b>migrants’</b> right.</p>
8. International and regional human rights law and institutions progressively strengthened and/or developed.	<p>Increased integration of human rights standards and principles related to <b>migration</b> into regional human rights law and institutions.</p> <p>Advances in the progressive development of <b>international human rights law</b> in selected areas of focus.</p>



Global Expected Accomplishments	Thematic Expected Accomplishments
9. Enhanced coherence and consistency of UN human rights mechanisms and bodies.	Enhanced coherence and consistency in the system of <b>human rights mechanisms</b> .
<b>Relating to changes in the involvement of other international actors in human rights work</b>	
10. International community increasingly responsive to critical human rights situations and issues.	International community, increasingly responsive to situations characterized by <b>discrimination</b> against individuals and group.
	International entities, including the International Criminal Court (ICC), international tribunals and the Human Rights Council and other UN human rights mechanisms increasingly responsive to critical <b>accountability</b> situations.
	The progressive involvement of increasingly knowledgeable and committed international community in <b>combating impunity</b> .
	International community increasingly responsive to human rights dimensions of poverty and the realization of <b>economic, social and cultural rights</b> .
	International community increasingly responsive to <b>migrants'</b> rights.
	International community increasingly responsive to critical human rights situation and issues ( <b>armed conflict, violence and insecurity</b> ).
	Increased responsiveness of the human rights system, in particular the Human Rights Council, to chronic and urgent human rights situations as well as any other emergencies, including in thematic areas, and to emerging issues, <b>human rights mechanism and international human rights law</b> ).
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.	Increased integration of equality and non- <b>discrimination</b> standards and principles into UN policies and programmes with respect to development, humanitarian action, peace and security and economic and social issue.
	Increased integration of human rights standards and principles, in particular those relevant to <b>economic, social and cultural rights</b> , into policies and programmes of the UN system and other inter-governmental bodies in development, humanitarian action and in response to global crises.
	Increased integration of human rights standards and principles related to <b>migration</b> into the work of international and regional processes on migration.
	Increased integration of human rights standards and principles, including the right to development, into UN system wide policies and programmes with respect to development, humanitarian action, peace and security and economic and social issues ( <b>armed conflict, violence and insecurity</b> ).

## Annex 2. OHCHR Field Presences' Thematic Priorities and Results 2010-2011<sup>1</sup>

Global Expected Accomplishments	Thematic Expected Accomplishments	Field Presence
<b>Relating to changes in the national protection systems</b>		
1. Increased compliance with international human rights standards by all State entities, including national human rights institutions and the judiciary, and with domestic laws, policies and programmes.	Countering discrimination, in particular racial <b>discrimination</b> , discrimination on the grounds of sex, religion, and against others who are marginalized.	Afghanistan, Albania, Colombia, East Africa Regional Office, Ecuador, Guatemala, Mauritania, Mexico, Nepal, North Africa Regional Office, Serbia, South East Regional Office, The former Yugoslav Republic of Macedonia, Timor-Leste, Uganda.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Afghanistan, Albania, Burundi, Cambodia, Central Africa Centre for Human Rights and Democracy, Colombia, Cote d'Ivoire, Democratic Republic of the Congo, East Africa Regional Office, Guatemala, Guinea-Bissau, Iraq, Madagascar, Mauritania, Mexico, Middle East Regional Office, Moldova, Nepal, Occupied Palestinian Territory, Papua New Guinea, Paraguay, Russian Federation, Serbia, Somalia, South America Regional Office, South Caucasus, Timor-Leste, Uganda.
	Pursuing economic, social and cultural rights and combating inequalities and <b>poverty</b> , including in the context of the economic, food and climate crises.	Cambodia, Colombia, Guatemala, Nepal, Pacific Regional Office, Paraguay, Serbia.
	Ensuring the realization of human rights in the context of <b>migration</b> .	Mexico, Middle East Regional Office, North Africa Regional Office, South-East Asia Regional Office.
	Protecting human rights in situations of <b>armed conflict</b> , violence and insecurity.	Afghanistan, Chad, Colombia, Ecuador, Great Lakes, Guatemala, Mexico, Moldova, Nepal, North Africa Regional Office, Serbia, Sri Lanka, Sudan/Darfur, The former Yugoslav Republic of Macedonia, Uganda.
	Other priorities.	Afghanistan, Burundi, Cambodia, Nepal, Nicaragua, Qatar, South-East Asia Regional Office.
	Cross-cutting (over a number of priorities).	Europe Regional Office, Guinea-Conakry, Honduras, Niger, Sudan.
2. Increased ratification of international and regional human rights instruments and review of reservations of international human rights instruments.	Countering discrimination, in particular racial <b>discrimination</b> , discrimination on the grounds of sex, religion, and against others who are marginalized.	Albania, Central African Republic, Mauritania, Moldova, North Africa Regional Office, Pacific Regional Office, Papua New Guinea, South Caucasus.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Mauritania, Moldova, Nepal, Papua New Guinea, South East Asia Regional Office.
	Pursuing economic, social and cultural rights and combating inequalities and <b>poverty</b> , including in the context of the economic, food and climate crises.	Central America Regional Office, Haiti, Mauritania, North Africa Regional Office, Serbia.
	Ensuring the realization of human rights in the context of <b>migration</b> .	South East Asia Regional Office.

<sup>1</sup> Results included in this table are major expected accomplishments that will be sought by OHCHR Field Presences in the course of the biennium with relation to their identified priorities.



Global Expected Accomplishments	Thematic Expected Accomplishments	Field Presence
3. Justice and accountability mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress civil and political, as well as economic, social and cultural human rights violations.	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Afghanistan, Albania, Bolivia, Burundi, Cambodia, Central Africa Centre for Human Rights and Democracy, Central America Regional Office, Central Asia Regional Office, Chad, Democratic Republic of the Congo, Guinea-Bissau, Guinea-Conakry, Kenya, Kosovo, Mauritania, Mexico, Nepal, Rwanda, Serbia, Sierra Leone, Somalia, South Caucasus, Southern Africa Regional Office, Sri Lanka, Sudan, Sudan/Darfur, Timor-Leste, Togo, Uganda.
4. Increased number of measures taken to improve access of discriminated groups, and particularly women, to justice and basic services.	Countering <b>discrimination</b> , in particular racial discrimination, discrimination on the grounds of sex, religion, and against others who are marginalized.	Afghanistan, Bolivia, Burundi, Chad, Cote d'Ivoire, Kenya, Kosovo, Mauritania, Mexico, Nepal, Occupied Palestinian Territory, Pacific Regional Office, Papua New Guinea, Serbia, Sierra Leone, Southern Africa Regional Office, Sudan, Sudan/Darfur, West Africa Regional Office.
5. Rights-holders, specially discriminated groups, and particularly women, increasingly use existing national protection systems and participate in decision-making processes and in developing and monitoring public policies.	Countering <b>discrimination</b> , in particular racial discrimination, discrimination on the grounds of sex, religion, and against others who are marginalized.	Burundi, East Africa Regional Office, Guatemala, Guinea-Bissau, Haiti, Kenya, North Africa Regional Office, Paraguay, Sierra Leone, Sudan, Timor-Leste Kenya, Guinea Bissau, Burundi, Sudan, Timor Leste, Paraguay, Guatemala, Haiti, North Africa Regional Office, East Africa Regional Office.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Central Asia Regional Office, Democratic Republic of the Congo, Togo.
	Pursuing economic, social and cultural rights and combating inequalities and <b>poverty</b> , including in the context of the economic, food and climate crises.	Guatemala, Timor-Leste.
<b>Related to changes in the international protection system or its use</b>		
6. Increased compliance and engagement by States with UN human rights mechanisms and bodies (treaty bodies, special procedures, Human Rights Council/Universal Periodic Review).	Countering <b>discrimination</b> , in particular racial discrimination, discrimination on the grounds of sex, religion, and against others who are marginalized.	Afghanistan, Bolivia, Cote d'Ivoire, Kosovo, Paraguay.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Bolivia, Democratic Republic of the Congo, Kosovo, North Africa Regional Office, Paraguay, Sierra Leone.
	Pursuing economic, social and cultural rights and combating inequalities and <b>poverty</b> , including in the context of the economic, food and climate crises.	Albania, Kosovo, Serbia, Sierra Leone, Timor-Leste, West Africa Regional Office.
	Ensuring the realization of human rights in the context of <b>migration</b> .	North Africa Regional Office.



Global Expected Accomplishments	Thematic Expected Accomplishments	Field Presence
	Strengthening international <b>human rights mechanisms</b> and the progressive development of international human rights law.	Central Africa Centre for Human Rights and Democracy, Central America Regional Office, Cote d'Ivoire, Kenya, Liberia, North Africa Regional Office, Papua New Guinea, Paraguay, Russian Federation, South America Regional Office, Southern Africa Regional Office, Timor-Leste.
	Other priorities.	Kosovo, North Africa Regional Office, South-East Asia Regional Office.
	Cross-cutting (over a number of priorities)	Albania, Cambodia, East Africa Regional Office, Guinea-Conakry, Honduras, Mauritania, Niger, Nicaragua, Pacific Regional Office, Papua New Guinea, Rwanda, Serbia, South East Asia Regional Office, Sri Lanka, Sudan, Togo.
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.	Countering <b>discrimination</b> , in particular racial discrimination, discrimination on the grounds of sex, religion, and against others who are marginalized.	Mauritania, Mexico, North Africa Regional Office, Pacific Regional Office, Occupied Palestinian Territory, Paraguay, South America Regional Office.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Bolivia, Pacific Regional Office.
	Pursuing economic, social and cultural rights and combating inequalities and <b>poverty</b> , including in the context of the economic, food and climate crises.	Central Asia.
	Other priorities.	North Africa Regional Office.
	Cross-cutting (over a number of priorities).	Cambodia, Cote d'Ivoire, East Africa Regional Office, Guinea-Conakry, Honduras, Nepal, Niger, South East Asia Regional Office, Sudan.
8. International and regional human rights law and institutions progressively strengthened and/or developed. <sup>2</sup>	Countering <b>discrimination</b> , in particular racial discrimination, discrimination on the grounds of sex, religion, and against others who are marginalized.	South East Asia Regional Office.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Great Lakes.
	Ensuring the realization of human rights in the context of <b>migration</b> .	South-East Asia Regional Office.

<sup>2</sup> Global Expected Accomplishment "9. Enhanced coherence and consistency of UN human rights mechanisms and bodies." is not reflected on this table, as it is not that relevant for OHCHR's field presences.



Global Expected Accomplishments	Thematic Expected Accomplishments	Field Presence
<b>Relating to changes in the involvement of other international actors in human rights work</b>		
10. International community increasingly responsive to critical human rights situations and issues.	Countering <b>discrimination</b> , in particular racial discrimination, discrimination on the grounds of sex, religion, and against others who are marginalized.	Pacific Regional Office.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Occupied Palestinian Territory, Pacific Regional Office.
	Pursuing economic, social and cultural rights and combating inequalities and <b>poverty</b> , including in the context of the economic, food and climate crises.	Pacific Regional Office.
	Protecting human rights in situations of <b>armed conflict</b> , violence and insecurity.	Central America Regional Office, Sri Lanka.
	Cross-cutting (over a number of priorities).	Central Asia Regional Office, Guinea-Conakry.
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.	Countering <b>discrimination</b> , in particular racial discrimination, discrimination on the grounds of sex, religion, and against others who are marginalized.	Albania, Central America Regional Office, Guatemala, Mauritania, Paraguay, South America Regional Office, South-East Asia Regional Office.
	Combating <b>impunity</b> and strengthening accountability, the rule of law and democratic societies.	Democratic Republic of the Congo, Haiti, Liberia, South America Regional Office, West Africa Regional Office.
	Pursuing economic, social and cultural rights and combating inequalities and <b>poverty</b> , including in the context of the economic, food and climate crises.	Afghanistan, Albania, Bolivia, Central America Regional Office, Cote d'Ivoire, Guatemala, Haiti, Macedonia, Papua New Guinea, South America Regional Office, South Caucasus, Southern Africa Regional Office, West Africa Regional Office.
	Ensuring the realization of human rights in the context of <b>migration</b> .	South-East Asia Regional Office.
	Protecting human rights in situations of <b>armed conflict</b> , violence and insecurity	Nepal, Sudan/Darfur, Togo.
	Cross-cutting (over a number of priorities).	Central Asia Regional Office, East Africa Regional Office, Europe Regional Office, Guinea-Conakry, Honduras, Iraq, Kenya, Kosovo, Madagascar, Nicaragua, Niger, Sierra Leone, Tajikistan, Timor-Leste.

## Annex 3. OHCHR's Expected Accomplishments and Indicators 2010-2011<sup>1</sup>

Global Expected Accomplishments	Global Level Indicators	National Level Indicators
<b>Relating to changes in national protection systems</b>		
1. Increased compliance with international human rights standards by all States entities, including national human rights institutions and the judiciary, as well as by domestic laws, policies and programmes.	Number and percentage of countries of engagement where national human rights institutions (NHRIs) have been established and/or have been working in compliance with international standards (Paris Principles).	Extent to which NHRI has been established and/or worked in conformity with international standards (Paris Principles).
	Number and percentage of countries of engagement where the level of compliance of legislation/policy with international human rights standards in selected human rights areas has significantly improved.	Number of selected policy areas where the level of compliance of legislation/policy with international human rights standards has significantly improved.
	Number and percentage of countries of engagement where the level of compliance of selected State institutions and programmes with international human rights standards has significantly improved.	Number of selected State institutions/ programmes in selected human rights areas where the level of compliance with international human rights standards has significantly improved.
	Number of countries of engagement where one or more key selected human rights areas has institutionalized human rights training.	Number of selected human rights areas where a significant level of institutionalized training in human rights has been established.
	Number of countries of engagement where the Government has responded positively to a substantive number of human rights violations' cases.	Proportion of human rights violations cases raised by OHCHR with the Government which were positively responded to.
2. Increased ratification of international and regional human rights instruments and review of reservations of international human rights instruments.	Total number of countries of engagement where one or more treaties have been ratified a) international human rights treaties and b) regional human rights treaties.	Number of a) international and b) regional human rights treaties ratified by the country.
	Total number of countries of engagement which have removed one or more reservations from international treaties.	Number of reservations removed by the country of engagement from international treaties.
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.	Number and percentage of countries of engagement where mechanisms which conform to international human rights standards are in place for effective monitoring, investigation and attainment of redress for violations of civil and political rights.	Extent to which mechanisms that conform to international human rights standards are in place for effective monitoring, investigation and attainment of redress for violations of civil and political rights.

<sup>1</sup> Some of the indicators presented in this table might be reformulated as OHCHR's finalizes the protocols for their monitoring.



Global Expected Accomplishments	Global Level Indicators	National Level Indicators
	Number and percentage of countries of engagement where established mechanisms in the area of civil and political rights are functioning as intended.	Extent to which established mechanisms in the area of civil and political rights are functioning as intended.
	Number and percentage of countries of engagement where mechanisms which conform to international human rights standards are in place for effective monitoring, investigation and attainment of redress for violations of economic, social and cultural rights.	Extent to which mechanisms that conform to international human rights standards are in place for effective monitoring, investigation and attainment of redress for violations of economic, social and cultural rights.
	Number and percentage of countries of engagement where established mechanisms in the area of economic, social and cultural rights are functioning as intended.	Extent to which mechanisms in the area of economic, social and cultural rights are functioning as intended.
4. Increased number of measures taken to improve access of discriminated groups, and particularly women, to justice and basic services.	Number of countries of engagement where adequate legislation and policies are in place to ensure access of selected discriminated groups to justice and selected basic services.	Extent to which adequate legislation and policies are in place to ensure access of selected discriminated groups to justice and selected basic services.
5. Right-holders, specially 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.	Number of countries of engagement showing significant improvement in the level of participation of discriminated groups in selected policy and legislative bodies.	Level of participation of right-holders in selected policy and legislative bodies.
	Number of countries of engagement where the quality of participation of selected discriminated groups in selected policy and legislative bodies has increased significantly.	Quality of participation of selected discriminated groups in selected policy and legislative bodies.
	Number of countries of engagement where the level of use of national protection systems by selected discriminated groups has increased significantly.	Level of use of national protection systems by selected discriminated groups.
<b>Relating to changes in the international protection system or its use</b>		
6. Increased compliance and engagement by States with UN human rights mechanisms and bodies (treaty bodies, special procedures, Human Rights Council/Universal Periodic Review -UPR).	Number of countries of engagement where significant progress has been achieved in the implementation of priority outstanding treaty bodies, special procedure or Human Rights Council recommendations.	Number and percentage of priority outstanding treaty bodies, special procedures or Human Rights Council recommendations substantially implemented.
	Number of countries of engagement with a satisfactory or record of treaty bodies/UPR report submission.	Percentage of due treaty bodies/UPR reports which have been submitted on time since 2005.
	Proportion of submitted treaty bodies/UPR reports from countries of engagement which substantially or fully conform to reporting guidelines.	Proportion of submitted treaty bodies/UPR reports which substantially or fully conform to reporting guidelines.



Global Expected Accomplishments	Global Level Indicators	National Level Indicators
	Number and percentage of countries of engagement which have issued a standing invitation to special procedures mandate-holders.	Existence of a standing invitation to special procedures mandate-holders.
	Number and percentage of countries of engagement with a satisfactory record of response to special procedures' visit requests.	Proportion of special procedures visit requests which resulted in a visit within 12 months.
	Number and percentage of countries of engagement with a satisfactory record of response from the Government to special procedures communications.	Proportion of special procedures communications substantially replied to by the Government.
7. Increased number and diversity of right-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.	Number of countries of engagement where there was a significant increase in either the level of submission or the diversity of submitting actors, of substantive documents from non-governmental actors to treaty bodies or special procedures.	Number of substantive documents submitted to 1) treaty bodies and 2) special procedures by a) total, b) NHRI, c) civil society organizations and d) individuals.
	Total number of national human rights institutions, civil society organizations and individuals that have submitted substantive documents to treaty bodies and special procedures in countries of engagement.	Number of national human rights institutions, civil society organizations and individuals that have submitted substantive documents to treaty bodies and special procedures.
8. International and regional human rights law and institutions progressively strengthened and/or developed.	Number of countries of engagement where international human rights law has been used to a significant extent in litigation processes and court decisions.	Extent to which international human rights law has been used in litigation processes and court decisions.
	Number of countries of engagement where the level of awareness and understanding of political, sectoral and civil society leaders of international human rights law and the role of international and regional human rights institutions in its application has increased significantly.	Level of awareness and understanding of political, sectoral and civil society leaders of international human rights law and the role of international and regional human rights mechanisms in its application.
	Number of countries of engagement where the effectiveness of the Human Rights Council, treaty bodies and special procedures as perceived by stakeholders working in the field of human rights has increased significantly.	The effectiveness of the Human Rights Council, treaty bodies and special procedures as perceived by stakeholders working in the field of human rights.
9. Enhanced coherence and consistency of UN human rights mechanisms and bodies.	Percentage of treaty bodies and special procedures recommendations taken up by the Human Rights Council in the context of the UPR.	
	Number and percentage of countries of engagement which submitted common core documents in their most recent submission round.	
	Degree of progress made in improving the level of harmonization of treaty bodies' work as assessed by the treaty bodies' Chairs.	

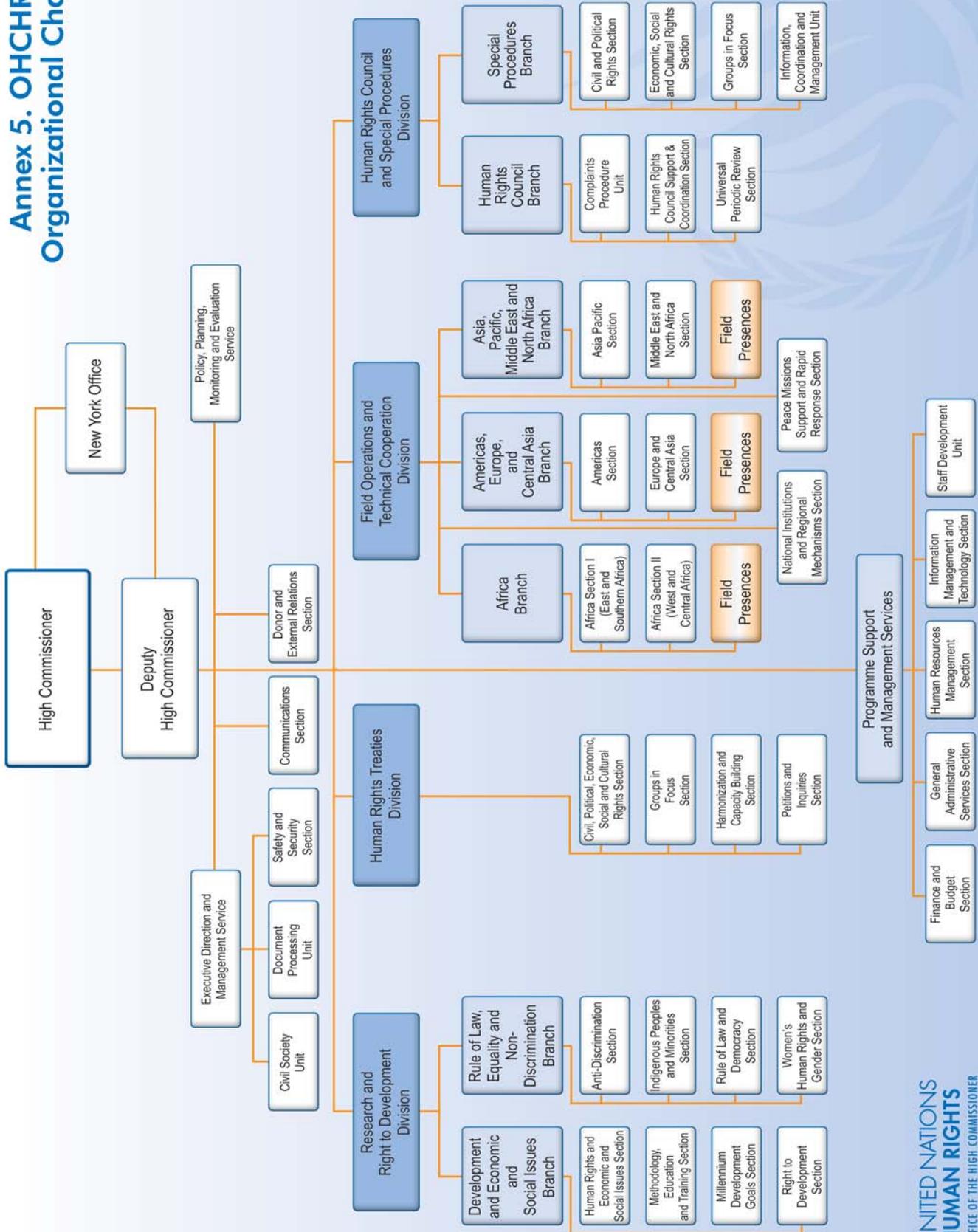


Global Expected Accomplishments	Global Level Indicators	National Level Indicators
<b>Relating to changes in the involvement of other international actors in human rights work</b>		
10. International community increasingly responsive to critical human rights situations and issues.	Number of countries of engagement for which critical human rights issues were raised in major international fora.	Extent to which critical human rights issues for the country were raised in major international fora.
	Number of countries of engagement where a significant level of approach/engagement has been made by the international community with the Government in relation to specific human rights issues.	Extent to which formal approaches/engagements have been made by the international community with the Government in relation to specific human rights issues.
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.	Number of countries of engagement with UN peace-keeping missions which have adequately integrated international human rights standards.	Extent to which the peace-keeping mission integrated international human rights standards.
	Number of countries of engagement with humanitarian operations which have adequately integrated international human rights standards.	Extent to which the humanitarian operation integrated international human rights standards.
	Number of countries of engagement where the UN guidelines incorporating rights-based approaches have been used by a selection of the main programmes of UN agencies.	Extent to which the UN guidelines on incorporating rights-based approaches have been used by a selection of the main programmes of UN agencies.
	Number of countries of engagement where the UN Common Country Programme/UNDAF has satisfactorily integrated international human rights standards and principles into its operations.	Degree to which UN common Country Programme/UNDAF has satisfactorily integrated international human rights standards and principles into its operations.

## Annex 4. Global Management Outputs and Monitoring Framework

Output	Indicators
<b>Output 1:</b> Understanding of OHCHR strategic direction is shared across the office, with coordination and communication strengthened between management and staff, between HQ and field presences, and among divisions.	Proportion of OHCHR resources allocated to the implementation of the global thematic strategies.
	Number and percentage of staff who understand OHCHR's strategic direction.
	Number and percentage of division plans and Headquarters and Field Presences Annual Workplans that substantially reflect OHCHR thematic strategies.
	Percentage of reviewed country, regional and global programmes that meet quality assurance standards.
	Number of expected accomplishments that achieve or nearly achieve the annual targets.
	Existence of an internal communication strategy based on an assessment of existing tools and processes.
	Percent of staff satisfied with internal communication tools and processes.
	Percent of staff aware of and using an established comprehensive and user-friendly system for capturing, documenting and disseminating knowledge internally in all areas.
	Number and percent of field presences who apply treaty body, special procedures and/or Universal Periodic Review recommendations for programme delivery.
<b>Output 2:</b> Strategic decisions are made in a timely and transparent manner, and effectively implemented and followed-up.	Number and percent of the expected accomplishments not achieved for which recommendations and follow-up decisions have been made.
	Percent of staff that feels adequately consulted on decisions that concern them.
	Percent of issues identified by the High Commissioner or Senior Management Team (SMT) for the SMT's consideration examined by set deadlines.
	Number of issues taken up by the SMT and the Programme and Budget Review Board that have resulted in clear and implementable decisions by senior managers.
<b>Output 3:</b> Increased effectiveness of OHCHR's lead role in partnerships for human rights mainstreaming.	Extent to which OHCHR has provided substantive input for the establishment and functioning of the United Nations Development Group "human rights network".
	Number of joint initiatives undertaken with five key partners.
	Number and percent of key stakeholders assessing OHCHR as a valuable partner.
<b>Output 4:</b> Increased effectiveness in servicing human rights mechanisms and in supporting follow-up to their recommendations.	Number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by thematic mandate-holders and treaty bodies.
	Compliance rate for timely submission of documents.
	Number and percent of Member States, treaty body members and special procedures mandate-holders providing positive feedback on servicing and support provided by OHCHR, including in the field where the office is present.
<b>Output 5:</b> Increased effectiveness and efficiency in supporting field operations.	Existence of an up-to-date global field strategy.
	Number of OHCHR field staff providing positive feedback on Headquarters support.
	Number of critical work processes involving Headquarters and field that have gained efficiency following documentation and redesign.
	Existence of accountability frameworks for field-related functions.
<b>Output 6:</b> OHCHR staff have necessary competencies and skills to implement OHCHR global thematic strategies, and to consistently adopt and diligently achieve related targets.	Number and percent of professional staff who have acquired new skills in relation to at least one of the six thematic priorities (disaggregated by Headquarters and field staff).
	Number and percent of professional staff who understand results based management concepts and their implication on their work (disaggregated by Headquarters and field staff).
<b>Output 7:</b> OHCHR website supports OHCHR's mission and priorities and meets the needs of users.	Existence of a central web strategy and office-wide web governance mechanism.
	Extent to which web functions are aligned with the office's organizational objectives.
	Number and percent of staff who believe the website meet their needs.
<b>Output 8:</b> Resource mobilized in a diversified and sustainable way, with flexible use for OHCHR.	Percent of donors maintaining or increasing their voluntary contributions.
	Percent of unearmarked funding from the total voluntary contribution.
	Number of new and traditional donors.

# Annex 5. OHCHR's Organizational Chart



# List of Acronyms

<b>ACHPR</b>	African Commission on Human and People's Rights
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>AU</b>	African Union
<b>BINUB</b>	United Nations Integrated Office in Burundi
<b>BINUCA</b>	United Nations Interagency Peace-Building Office – Central African Republic
<b>BONUSA</b>	United Nations Peace-Building Office – Central African Republic
<b>CAP</b>	Consolidated Appeal Process
<b>CAR</b>	Central African Republic
<b>CAT</b>	Committee against Torture
<b>CCA</b>	Common Country Assessment
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women Committee on the Elimination of Discrimination against Women
<b>CERD</b>	Committee on the Elimination of Racial Discrimination
<b>CESCR</b>	Committee on Economic, Social and Cultural Rights
<b>CHAP</b>	Common Humanitarian Action Plan
<b>CMW</b>	Committee on Migrant Workers
<b>CoE</b>	Council of Europe
<b>CPA</b>	Comprehensive Peace Agreement
<b>CRC</b>	Committee on the Rights of the Child
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>DDPA</b>	Durban Declaration and Programme of Action
<b>DPA</b>	Department of Political Affairs
<b>DPKO</b>	Department of Peacekeeping Operations
<b>DRC</b>	Democratic Republic of the Congo
<b>ECOWAS</b>	Economic Community of West African States
<b>EDM</b>	Executive Direction and Management

<b>EU</b>	European Union
<b>HIV</b>	Human Immunodeficiency Virus
<b>HRC</b>	Human Rights Council
<b>IASC</b>	Inter-Agency Standing Committee
<b>ICC</b>	International Criminal Court International Coordinating Committee for National Human Rights Institutions
<b>ICCPR</b>	International Covenant on Civil and Political Rights
<b>ICERD</b>	International Convention on the Elimination of All Forms of Racial Discrimination
<b>ICESCR</b>	International Covenant on Economic, Social and Cultural Rights
<b>ICGLR</b>	International Conference on the Great Lakes Region
<b>ICRMW</b>	International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families
<b>IDP</b>	Internally Displaced Person
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>MDGs</b>	Millennium Development Goals
<b>MINUGUA</b>	United Nations Verification Mission in Guatemala
<b>MINURCAT</b>	United Nations Mission in the Central African Republic and Chad
<b>MINUSTAH</b>	United Nations Stabilization Mission in Haiti
<b>MONUC</b>	United Nations Mission in the Democratic Republic of the Congo
<b>NYO</b>	New York Office
<b>NGOs</b>	Non-governmental organizations
<b>NHRIs</b>	National human rights institutions
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>OIOS</b>	United Nations Office of Internal Oversight Services

<b>OPCAT</b>	Optional Protocol to the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
<b>OPT</b>	Occupied Palestinian Territories
<b>OSCE</b>	Organization for Security and Cooperation in Europe
<b>PSMS</b>	Programme Support and Management Services
<b>SMP</b>	Strategic Management Plan
<b>UDHR</b>	Universal Declaration of Human Rights
<b>UNAMA</b>	United Nations Assistance Mission in Afghanistan
<b>UNAMI</b>	United Nations Assistance Mission in Iraq
<b>UNAMID</b>	African Union/United Nations Hybrid Operation in Darfur
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>UNESCAP</b>	United Nations Economic and Social Commission for Asia and the Pacific
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees

<b>UNICEF</b>	United Nations Children's Fund
<b>UNIOGBIS</b>	United Nations Integrated Peace-Building Office in Guinea-Bissau
<b>UNIPSIL</b>	United Nations Integrated Peace-Building Office in Sierra Leone
<b>UNMEE</b>	United Nations Mission in Ethiopia and Eritrea
<b>UNMIK</b>	United Nations Mission in Kosovo
<b>UNMIL</b>	United Nations Mission in Liberia
<b>UNMIN</b>	United Nations Mission in Nepal
<b>UNMIS</b>	United Nations Mission in Sudan
<b>UNMIT</b>	United Nations Mission in East Timor
<b>UNOCI</b>	United Nations Operation in Côte d'Ivoire
<b>UNOG</b>	United Nations Office at Geneva
<b>UNOGBIS</b>	United Nations Peace-Building Office in Guinea-Bissau
<b>UNOMIG</b>	United Nations Observer Mission in Georgia
<b>UNOWA</b>	United Nations Office for West Africa
<b>UNPOS</b>	United Nations Political Office for Somalia
<b>UNRWA</b>	United Nations Relief and Works Agency
<b>UNTOP</b>	United Nations Tajikistan Office for Peace-Building
<b>UPR</b>	Universal Periodic Review
<b>WHO</b>	World Health Organization



HIGH COMMISSIONER'S STRATEGIC MANAGEMENT PLAN 2010-2011  
Office of the High Commissioner for Human Rights

Palais des Nations  
CH 1211 Geneva 10 – Switzerland  
Telephone: +41.22.917 90 00  
Fax : +41.22.917 90 08  
[www.ohchr.org](http://www.ohchr.org)



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