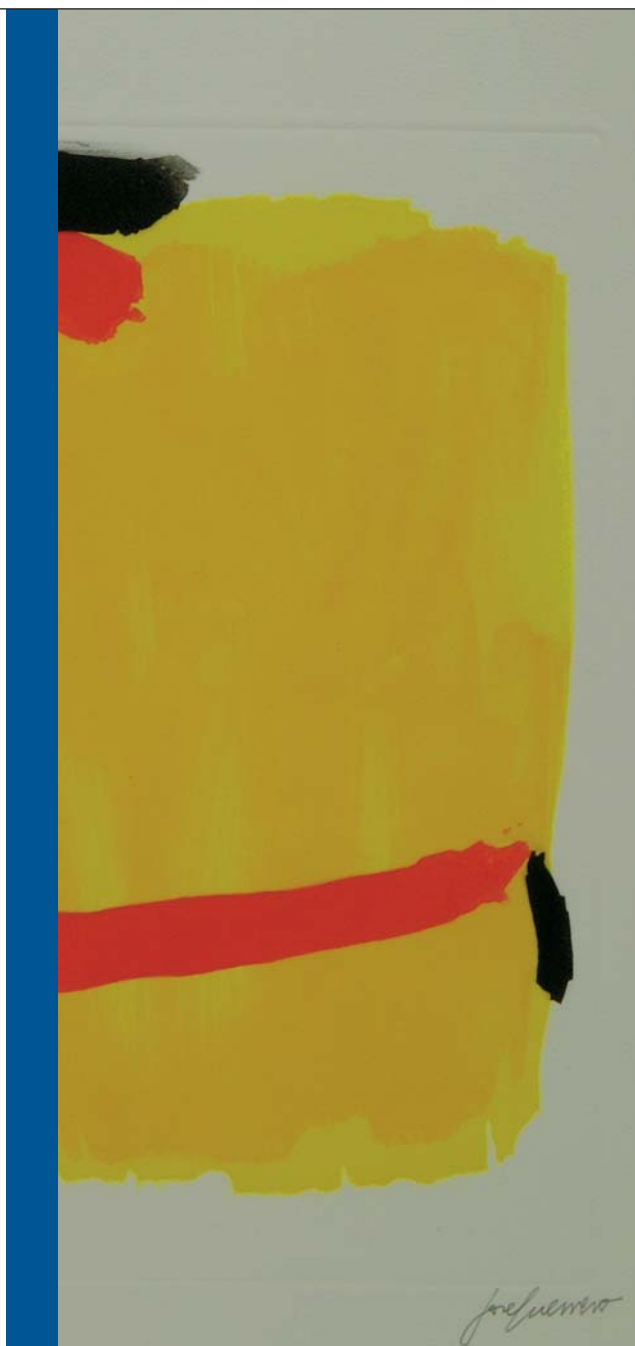


HUMAN RIGHTS

HIGH COMMISSIONER'S STRATEGIC MANAGEMENT PLAN 2006-2007



OFFICE OF THE UNITED NATIONS
HIGH COMMISSIONER
FOR HUMAN RIGHTS



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The lithographs in this publication are currently exhibited at the Palais Wilson and were presented to the Secretary-General by the King of Spain in 1984 in commemoration of the 500th anniversary of the birth of Fray Bartolomé de las Casas. Bartolomé de las Casas was a 16th century missionary and theologian who travelled to the Americas and was the first European advocate of the indigenous people of America and the first to oppose their enslavement and oppression.

The collection is composed of thirty lithographs, each celebrating an article of the Universal Declaration of Human Rights. The artists are ten famous painters: Canogar, Chillida, Clavé, Guerrero, Le Parc, Matta, Motherwell, Saura, Tamayo and Tapies.

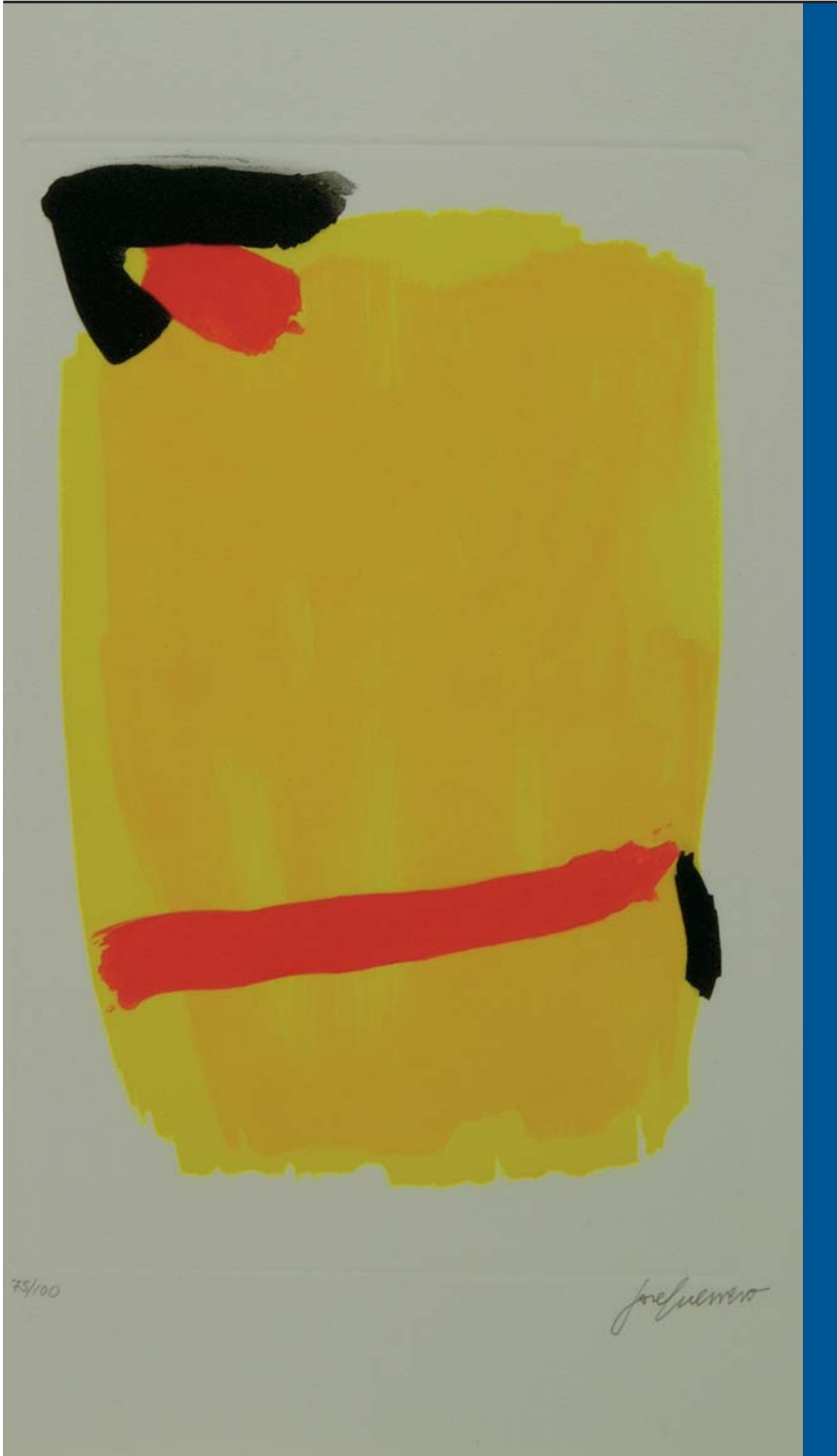


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TABLE OF CONTENTS

Introduction by the High Commissioner	5
Mission Statement	7
Executive Summary	9
OHCHR's Strategic Priorities	13
OHCHR's Programmes: Objectives and Strategies	19
■ Executive Direction and Management	19
■ Supporting Human Rights Bodies and Organs	23
■ Supporting Human Rights Thematic Fact-finding Procedures	26
■ Human Rights Mainstreaming, Right to Development, Research and Analysis	28
■ Advisory Services, Technical Cooperation, and Field Activities	32
■ Supporting the Programmes	44
Major Field Offices	49
■ Afghanistan	49
■ Angola	50
■ Burundi	51
■ Cambodia	52
■ Colombia	54
■ Democratic Republic of the Congo	55
■ Guatemala	57
■ Nepal	58
■ Palestine	60
■ Uganda	61
Humanitarian Funds	65
Funding and Budget	69
Annex: Structure of the Office	73



INTRODUCTION BY THE HIGH COMMISSIONER FOR HUMAN RIGHTS



“We will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights.” This observation, made by the Secretary-General in his report, *In Larger Freedom*, lies at the

heart of the United Nations’ current reform programme. Future generations will judge us on the commitment we demonstrate towards ensuring that we all do indeed come to enjoy development, security, and full respect for human rights.

This first Strategic Management Plan, which I have the pleasure to present here, is the response of the Office of the High Commissioner for Human Rights (OHCHR) to the challenges before us. The Strategic Plan articulates how we intend to play our role in helping to ensure that our commitment to the ideals of the United Nations is collectively realized.

If OHCHR’s Plan of Action, which we released in May 2005, presented an overall vision for the future direction of our Office, this Strategic Management Plan details the means by which we aim to work with Member States to operationalize this vision. The Strategic Plan provides a comprehensive overview of the areas of work on which OHCHR will focus during 2006 and 2007 and the resources that will be required.

This Strategic Plan is based on OHCHR’s fundamental goals – to protect human rights and empower all people to realize those rights – and is driven by the need to identify and address critical human rights problems in the world today, namely: poverty, discrimination, conflict, impunity, democratic deficits, and institutional weaknesses. The Plan acknowledges the magnitude of the challenges before us and the need to prioritize our activities so that our limited resources can be used effectively. In it, we elaborate on our five focus areas: developing

effective, appropriate strategies for country engagement; exercising leadership within the field of human rights; strengthening partnerships; providing high-calibre support to the United Nations human rights programme; and strengthening the management of OHCHR.

The Strategic Management Plan is different from previous OHCHR plans in a number of important ways. It is a biennial plan, designed to cover the biennial budget cycle of the United Nations Secretariat and to provide a comprehensive picture of our objectives, activities, and requirements irrespective of funding sources. By moving to a two-year cycle, not only for activities funded from the regular budget but for all our work, we can plan more effectively and enter into longer-term agreements with our partners. This Plan is also results-based and assumes a cross-branch, one-office approach to planning and implementing our activities.

In recent years we have sought to encourage Member States and other donors to provide funds that are either lightly earmarked or not assigned to a particular activity. We have also encouraged multi-year funding. We do this both to establish a stable basis for our planning and to ensure that we can be responsive to the entire range of human rights challenges faced in the world today: in other words, that the universality of rights is reflected in our programme of action. I am grateful for the positive responses that we have received in this regard, with an increased proportion of unearmarked voluntary contributions received in 2005, and I urge that we move further down this path.

This past September in New York, the largest-ever gathering of heads of states and governments generously responded to our call for a significant increase – a doubling, in fact – of regular budget resources for OHCHR, to be phased in over a five-year period. They immediately set about converting this commitment into reality, approving a regular budget for 2006/2007 which will give OHCHR an additional 91 posts - an unprecedented and quantum leap forward in capacity. These developments underscore the call for progress in human rights as one of the central

◀ This painting is by José Guerrero and is representative of article 18 of the Universal Declaration of Human Rights:

Article 18

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

declarations of the World Summit. They acknowledge both the importance of human rights in the work of the United Nations and the imperative of accelerating the growth of my Office so that it is better prepared to address the human rights challenges before us. Continuing to realize this commitment, and building on that growth, will be vitally important in the years to come.

The United Nations is currently undergoing one of the most far-reaching reform processes in the history of the Organization. In no area of work is this more urgent than in the case of human rights. This Strategic Management Plan, together with the Plan of Action that preceded it, represents our contribution to this exercise. It recognizes both the vital need for OHCHR to be a reliable, professional, well-resourced, and an open partner in the field of human rights while at the same time remaining acutely conscious of the fact that we simply cannot wait until tomorrow to address today's human rights concerns. I am confident that this Strategic Management Plan will attract your full endorsement and support.



A handwritten signature in black ink, appearing to read 'Louise Arbour'. The signature is fluid and cursive, with a long, sweeping underline.

Louise Arbour
United Nations High Commissioner for Human Rights

MISSION STATEMENT

OHCHR's mission is to work for the 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; and
- Measure the impact of its work through the substantive benefit that is accrued, through it, to individuals around the world.

OHCHR, a department 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 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.



OHCHR'S PLAN OF ACTION

"We will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights." (see A/59/2005, para. 17)

The plan of action, which was called for by the Secretary-General in his report entitled *In Larger Freedom (A/59/2005)*, presents a strategic vision for the future direction of the Office of the United Nations High Commissioner for Human Rights (OHCHR). It builds on his assertion, shared by many, that much more needs to be done by the international community to address today's threats to human rights and that OHCHR must be considerably better resourced to play its central role in meeting this challenge.

The plan is anchored in the mandate given to the High Commissioner to promote and protect the effective enjoyment by all of all human rights and it seeks, in particular, to remedy long-standing shortcomings in the mandated task to "... play an active role in removing the current obstacles and in meeting the challenges to the full realization of all human rights and in preventing the continuation of human rights violations throughout the world ..." (General Assembly resolution 48/141, para. 4 (f)).

The historic legacy of the United Nations human rights programme is found especially in the wide-ranging body of human rights norms and standards produced in the past 60 years. But putting new resources and capacities to work in response to the human rights problems posed today by poverty, discrimination, conflict, impunity, democratic deficits, and institutional weaknesses will necessitate a heightened focus on implementation.

Thus, the present plan envisages attention to a range of "implementation gaps" on the ground, including those related to knowledge, capacity, commitment, and security. Helping to close those gaps and thereby protecting people and helping to empower them to realize their rights must be seen as the essential mission of the United Nations human rights office.

To these ends, the plan sets forth action points in five areas:

(a) Greater country engagement through an expansion of geographic desks, increased deployment of human rights staff to countries and regions, the establishment of standing capacities for rapid deployment, investigations, field support, human rights capacity-building, advice and assistance, and work on transitional justice and the rule of law;

- (b) An enhanced human rights leadership role for the High Commissioner, including through greater interaction with relevant United Nations bodies and actors and regular system-wide human rights consultations, a reinforced New York presence, an annual thematic World Human Rights Report, a global campaign for human rights, and more involvement in efforts to advance poverty reduction and the Millennium Development Goals;
- (c) Closer partnerships with civil society and United Nations agencies through the establishment of a civil society support function, support for human rights defenders, stepped up commitment to Action 2 activities for rights-based approaches and national protection systems, and human rights guidance to the resident coordinator system;
- (d) More synergy in the relationship between OHCHR and the various United Nations human rights bodies, an intergovernmental meeting to consider options for a unified standing human rights treaty body, including consideration of the possible relocation of the Committee on the Elimination of Discrimination against Women to Geneva, and a review of the special procedures; and
- (e) Strengthened management and planning for OHCHR through the establishment of a policy, planning, monitoring, and evaluation unit, significantly increased staffing levels, staff diversity initiatives, updated staff training, a staff field rotation policy, and new administrative procedures.

The implementation of aspects of the plan can begin in the coming months through more effective prioritization of existing resources and improved planning and policy development so that all components of OHCHR can work better towards bridging implementation gaps, at the country-level, in a coordinated and sustained manner. However, to be implemented in full, the plan requires that OHCHR receive considerably more resources, otherwise it will remain merely aspirational.

EXECUTIVE SUMMARY

This first Strategic Management Plan (SMP) aims to articulate how the Office of the High Commissioner for Human Rights intends to play its role in ensuring that human rights are protected. It maps out how the Office will change and organize itself, what projects it will implement, and how activities have been prioritized for the next two years.

The biennial SMP presents the means by which OHCHR, with the support of Member States, will fulfill its mandate and operationalize the vision presented in the Plan of Action it issued last May. The SMP is a results-based management tool that focuses on achieving tangible results in the protection of human rights and empowerment of all people. It is driven by the need to diagnose and address the most acute human rights problems in the world today, namely: poverty, discrimination, conflict, impunity, democratic deficits, and institutional weaknesses.

In October 2005, the High Commissioner held a senior staff retreat to agree on priorities for the biennium. These priorities, reflected in the planned activities, build on the five focus areas identified in the Plan of Action: developing effective and appropriate strategies for country engagement; exercising leadership in the field of human rights; strengthening partnerships; providing high-calibre, strong support to the United Nations human rights programme; and strengthening the management of OHCHR. Several task forces have been set up to examine and recommend strategies to carry forward work in each of these areas. The work of these task forces has been incorporated into the SMP to the greatest extent possible. Recommendations made by the task forces, which were due to complete their work after this document was written, will be considered during the review of the Strategic Management Plan in 2006.

All parts of OHCHR will help to achieve the identified objectives and priorities through a programme of work that has been categorized as follows in the Strategic Framework Document approved by the General Assembly:

- Executive Direction and Management
- Supporting Human Rights Bodies and Organs
- Supporting Human Rights Thematic Fact-Finding Procedures
- Human Rights Mainstreaming, Right to Development, Research and Analysis
- Advisory Services, Technical Cooperation, and Field Activities
- Supporting the Programmes

In addition, a section entitled "Major Field Offices" provides an overview of OHCHR's planned activities and requirements in this area. The selection of these field offices is based on a review that identified critical implementation gaps in the regions and the most appropriate form of engagement.

The activities of the Office of the High Commissioner for Human Rights are funded biennially from the United Nations regular budget. The Office also receives important support through voluntary contributions provided mainly by Member States. OHCHR's additional requirements for 2006-2007 are estimated at US\$245.6 million. Of this sum, US\$85.6 million will be funded from the United Nations regular budget. Accordingly, the High Commissioner is seeking US\$160 million from voluntary contributions to meet OHCHR's planned needs in the next biennium.

Executive Direction and Management

The priority focus for the current biennium will be enhancing the High Commissioner's global leadership, strengthening the New York Office, broadening partnerships, and building management capacity with the aim of ensuring more responsive engagement in the protection of human rights. Emphasis will be placed on reinforcing the High Commissioner's advocacy role, improving OHCHR's communications

capacity, developing a culture of evaluation, organizational strategic planning, and priority-setting in OHCHR, deepening partnerships with civil society and United Nations partners, appealing for flexible funding, enhancing the capacity of the New York Office to play a more effective role in promoting and mainstreaming human rights, and providing immediate support to the High Commissioner and the Deputy High Commissioner.

Supporting Human Rights Bodies and Organs

OHCHR will work to achieve greater awareness, understanding, and support for the implementation of treaty body recommendations at the national level. It will also help the treaty bodies to make these recommendations more concrete and targeted, and reduce the timeframe for considering individual complaints and adopting decisions, thereby strengthening the treaty bodies' capacity to monitor and support countries' compliance with the treaties' provisions. A strengthened capacity to provide legal advice to States Parties will be developed to assist them in reviewing and modifying legislation in accordance with international human rights standards. OHCHR will also support processes to reform the treaty bodies and to establish the Human Rights Council. Efforts will be made to consolidate the work of the seven treaty bodies and create a more unified, strategic, and effective system. Harmonizing the treaty-reporting procedures and providing training for States Parties in preparing the Expanded Core Document will also be undertaken.

The expected entry into force of the Optional Protocol to the Convention against Torture will require an adequate structure to support a new sub-committee that will make country visits. Substantive support will be provided to the Secretary-General's Study on Violence against Children, due for finalization in 2006.

Supporting Human Rights Thematic Fact-Finding Procedures

The strength of the special procedures lies in their independence and their concentration on a single issue or situation. Special procedures advance the discourse on human rights through the expertise they have developed over the years. During the biennium, OHCHR will work to strengthen the impact of the special procedures at the country level; enhance their thematic expertise and develop

channels to make public their thematic findings; enlarge the network of national institutions, NGOs, and civil society organizations collaborating with special procedures mechanisms; and improve coordination among thematic procedures and between special procedures mandate-holders and other mechanisms of the human rights machinery.

The Office will also continue to support the ongoing review of the special procedures system, triggered by the Secretary-General's reform report in 2002, which focuses on the development of coherent methods of work and effective channels for the implementation, at the country level, of recommendations made by the special procedures.

Human Rights Mainstreaming, Right to Development, Research and Analysis

OHCHR will work to strengthen its human rights expertise, which forms the basis of its new country-engagement, leadership, and partnership strategies. The focus of OHCHR's research will be on linking conceptual and normative analyses with practical actions, and strengthening capacities to protect the rights of individuals and groups. Emphasis will be placed on developing activities based on four cross-cutting themes: equality and anti-discrimination; development and economic, social, and cultural rights; the rule of law and democracy; and methodology and rights-based approaches. In designing its programmes on thematic and mainstreaming issues, OHCHR will aim to provide an adequate response to the needs of different actors, adjusting its plans to various models of country engagement, and recognizing that United Nations partners, governments, and civil society may have different human rights needs. The Action 2 Plan of the Secretary General provides a framework for coordination among agencies that assist in efforts to build national systems for human rights protection.

In addition to the six units of the Research and Right to Development Branch that will undertake this work, a Women's Human Rights and Gender Unit and a Millennium Development Goals and Rights-Based Approach Unit will be established, as will a unit responsible for the publication of an annual World Human Rights Report. The Report will identify and analyze priority human rights issues, trends, and policies, and be used as a policy and advocacy tool.

Advisory Services, Technical Cooperation, and Field Activities

The expansion of geographic desks and the rationalization and expansion of deployment of human rights staff to regional and country offices are considered essential to realizing OHCHR's new strategic vision. These actions will give OHCHR greater institutional credibility and trust by ensuring stronger relationships with governments and civil society. Standing capacities for rapid deployment, fact-finding, and field support will be created through the establishment of a rapid-response unit. The Capacity Building and Field Operations Branch will play the central role in coordinating OHCHR's country engagement efforts. Field offices will manage technical cooperation projects, integrate OHCHR's thematic expertise into their work, and assist countries in working with the special fact-finding procedures of the Commission on Human Rights, or its successor, and with the bodies that monitor the implementation of human rights treaties. Field presences take the form of regional offices, country offices, support for peace missions, or the assignment of human rights officers to the United Nations Country Teams.

OHCHR has regional offices in Central Asia (Almaty); East Africa (Addis Ababa); Latin America (Santiago de Chile); the Middle East and the Gulf countries (Beirut); the Pacific (Suva); Southeast Asia (Bangkok) and Southern Africa (Pretoria); as well as a Regional Human Rights Centre for Central Africa in Yaoundé. In the next biennium OHCHR intends to open new regional offices in North Africa, Central America and West Africa and a regional human rights centre in Qatar for the Arab Region and Southwest Asia. In addition, the functions of the New York Office will be enlarged to ensure closer cooperation with the countries of North America and the multilateral financial and development institutions located there.

OHCHR has country offices in Angola, Bosnia and Herzegovina, Burundi, Cambodia, Colombia, Democratic Republic of the Congo, Guatemala, Mexico, Nepal, Palestine, the Russian Federation, Serbia and Montenegro (including Kosovo) and Uganda. In the next biennium OHCHR intends to open new country offices in Bolivia and Togo. It intends to phase out its offices in Bosnia and Herzegovina and Serbia and Montenegro, except in Kosovo where the Office will be strengthened.

Human rights officers are deployed in the United Nations Country Teams in Ecuador, Guyana, Mongolia, Southern Caucasus (Georgia) and Sri Lanka. In the next biennium, support to the human rights components of peace missions will be strengthened.

Supporting the Programmes

Strengthening OHCHR's management capacity is critical for OHCHR's work. This will involve seeking greater delegation of authority in administrative and financial matters, developing new administrative procedures and policies to respond to expanded operational needs (i.e. managing human resources and developing personnel rosters), seeking greater geographical distribution, and supporting a rapid-response capacity in the Capacity Building and Field Operations Branch. In addition, a new staff development and training section will be established to encourage opportunities for learning and career development of staff, including orientation for new staff.



OHCHR'S STRATEGIC PRIORITIES

Introduction

OHCHR's strategic priorities are based on an assessment of the most pressing human rights challenges facing the world today. The purpose of this section is, in brief, to outline what these challenges are, how strategies might be designed for overcoming them, and what means are required to implement these strategies. All three components are critical to the successful implementation of this Strategic Management Plan.

In the World Summit *Outcome Document*, governments reaffirmed that human rights were universal, indivisible, interdependent, and interrelated. They further stated that human rights were one of the foundations for collective security and well-being, and that "the promotion and protection of the full enjoyment of all human rights and fundamental freedoms for all are essential to advance development, peace and security."

Every day, however, people throughout the world continue to face enormous obstacles to realizing their human rights. While legal standards have been agreed that define the rights of individuals and the responsibilities of governments, such standard-setting has not automatically led to the realization of these rights. Indeed, major impediments to the full enjoyment of human rights for all remain.

Human Rights Challenges

The most pressing challenges to the enjoyment of human rights are also chronic problems related to poverty, discrimination, armed conflict and violence, impunity, democracy deficits, and weak institutions, all of which are inextricably linked.

More than one billion people in the world live on less than US\$1 per day. Living in extreme poverty means being marginalized and disempowered and having little or no access to the institutions and services of government that aim to protect and defend human rights. Essentially, deep inequalities between rich and poor seriously undermine the commitment to universal human rights.

Despite international standards on equality, discrimination based on race, colour, sex, language, religion, political or other opinion, and national or social origin is endemic. The legal framework and practices in many countries still permit or tolerate discrimination, particularly discrimination based on gender and racial or ethnic origin.

Many of the world's most egregious human rights abuses occur in situations of armed conflict. Massacres and targeted or indiscriminate killings, forced displacement, rape, mass detentions, and disappearances are prevalent in times of war or armed conflict. The increase in terrorism around the globe also threatens the enjoyment of human rights.

Yet government responses to terrorism may also inadvertently threaten human rights. Governments have the right and duty to protect their citizens from attacks. The threat of international terrorism calls for increased coordination by law enforcement authorities within and across borders. Limitations on certain rights may sometimes be permitted if danger is perceived to be clear and imminent. However, certain rights, for example the right to be free from torture and cruel, inhuman or degrading treatment, can never be subject to any limitation, anywhere, under any condition.

Impunity for gross violations of human rights, either through design or inefficient institutions, persists. The failure to seriously investigate and punish persons for violations of human rights only encourages further abuse. National laws that call for the punishment of perpetrators of genocide, crimes against humanity, and war crimes must be enforced.

Human rights are at the heart of a democratic state. Any meaningful concept of democracy must include economic, social, and cultural rights, freedom of religion, speech, association, and assembly, and freedom to dissent. True democracies safeguard the rights and interests of the vulnerable, disadvantaged, and marginalized. But weak institutions, even in democracies, undermine these safeguards. In many places around the world, such institutions, particularly in the justice and security sectors, are inefficient or corrupt.

Gaps in Implementation

Governments have the primary responsibility for protecting human rights. It is through action at the national level that international human rights obligations are transformed into meaningful rights for individuals. But significant gaps persist that relate to knowledge, capacity, commitment, and security. The knowledge gap in relation to international human rights law is chronic. Governments need more information and access to human rights expertise to help them to identify and redress human rights problems. The capacities of many countries, in terms of both human and financial resources, must be strengthened, particularly those of less developed countries. But even if resources are provided, a lack of political will to reform or to provide remedies for victims often hinders the full realization of human rights. Of course, access to information, sufficient capacity, and political will do nothing to ensure the realization of human rights if there is no protection against repression, intimidation, torture, killings, and disappearances.

Current Institutional Challenges for OHCHR

As stated by the United Nations Secretary-General in his report *In Larger Freedom*, notwithstanding the growing demands to respond to emerging crises around the world, OHCHR is “woefully ill-equipped” to respond to these challenges. The international community’s commitment to human rights, as made clear in the General Assembly’s World Summit *Outcome Document*, para. 124, must be matched by the resources to effectively strengthen OHCHR’s ability to discharge its broad mandate. The *Outcome Document* states that “doubling of regular budget resources over the next five years” will be required. Without this increase, OHCHR’s ability to address these challenges to human rights will remain very limited, even aspirational.

The Office is inadequately equipped to provide swift and effective assistance to States; its capacity in the field, and its ability to analyze and build on lessons learned through its field experience is limited. Properly resourced, the Office will be able to develop operational and administrative procedures to systematize and make more effective the establishment and backstopping of field offices.

United Nations policy discussions on matters of peace, security, and development, and efforts to fully integrate human rights issues into the core

United Nations agenda are centred in New York. Attempts to stimulate and coordinate human rights action in New York, support the mainstreaming of human rights into the work of the four executive committees, and assist the human rights mechanisms that convene in New York are hampered by inadequate resources.

OHCHR’s management capacity and administrative and planning functions need to be reformed so that the Office can better prioritize, plan, and implement its work. There must be a shift from the current micro project-planning approach to an organization-wide programme approach. Programme and project management skills must be developed, and recruitment and staff administration procedures, including providing greater stability in staff contracts, must be revised so that they respond to the operational needs and growth of OHCHR. In addition, OHCHR must ensure that its staff members reflect geographic and gender diversity, are recruited for their competence and management skills, and are fully accountable once they join OHCHR. At the moment, there is no systematic, comprehensive, mandatory training in human rights work provided at OHCHR, nor is there a staff-rotation policy, which would enhance and enrich the links between the field presences and Headquarters.

Addressing these Challenges

The Plan of Action and the High Commissioner’s Strategic Management Plan seek to outline the means by which these weaknesses can be corrected. Considered together, both documents, which take as their starting point the High Commissioner’s mandate as outlined in General Assembly resolution 48/141, provide a strategic vision to enable the Office to implement its mandates more effectively, and to strengthen its capacity to respond to new challenges, including by realigning office structures as needed, and identify priority areas of work. While the Plan of Action has a time frame of five to six years, the Strategic Management Plan is a two year plan for the 2006-2007 biennium.

Implementation of the Plan of Action has been underway since the Plan was published in May 2005. A small Steering Committee, established and chaired by the High Commissioner, created twelve task forces to consider specific aspects of the Plan and produce proposals for their implementation, including detailing policy options and structural, workflow, and resource implications for 2006-2007. The task forces considered: country engagement

strategies; field presences; developing a rapid-response capacity; the role of OHCHR's New York Office; budget, administration, and finance issues; human resources; a thematic World Human Rights Report; Millennium Development Goals and economic, social, and cultural rights; enhancing OHCHR's thematic expertise; strengthening OHCHR's partnerships with United Nations actors; strengthening partnerships with civil society; and staff training. The Plan's proposals relating to treaty bodies are being considered by the Treaties and Commission Branch of OHCHR. The Office systematically sought the views of our United Nations partners throughout the process, through consultations, questionnaires, and, in some cases, representation on the task forces. The work produced by the task forces has also informed the drafting of this Strategic Management Plan. Once all task force reports have been reviewed by the Steering Committee, the recommendations contained in them will guide the work of the Office during the next five to six years.

The Plan of Action is underpinned by the broader United Nations reform agenda, particularly the Secretary-General's and Member States' reaffirmation of the links between peace and security, development, and human rights. The Plan identifies two overarching goals for OHCHR's work: protection and empowerment. It focuses on a range of "implementation gaps," particularly those concerning knowledge, capacity, commitment, and security, and outlines action points in five areas of equal priority.

Priority Areas

The first is greater country engagement by OHCHR in an effort to move from the rhetoric of rights to the fulfilment of rights on the ground. Country engagement will allow the Office to support both rights-holders and duty-bearers in a timely and context-specific manner. Engagement will be pursued using the range of approaches available to OHCHR: interaction at the national level via country or regional offices where they exist, engagement by the desk staff based in Geneva, forming partnerships with United Nations actors, and working with countries in the context of the human rights mechanisms, such as follow-up to treaty-body recommendations.

A number of elements are required to increase OHCHR's capacity for effective country engagement: an expansion of geographic desks, increased deployment of human rights staff to countries and regions, the establishment of standing capacities for rapid deployment, investigations, field support,

technical cooperation in the form of human rights capacity-building, and advice on, and assistance in, building thematic expertise.

COUNTRY ENGAGEMENT STRATEGIES

Country engagement will allow OHCHR to support both rights-holders and duty-bearers in a timely and context-specific manner. Country engagement means interaction with all countries on all human rights, as no country is free of challenges in the area of human rights. Engagement will be pursued using the range of approaches available to OHCHR: interaction at the national level via country or regional offices where they exist; engagement by desk officers in Geneva: forming partnerships with United Nations actors; and working with countries in the context of the human rights mechanisms, such as follow-up to treaty body recommendations.

More focused country engagement strategies will require a streamlining of processes within OHCHR to undertake country assessments and build country strategies. An integrated assessment process, driven by the geographic desks but involving all other parts of the Office, will bring together all the information and analysis available in-house, including the work of United Nations treaty bodies and special procedures. The assessments will be grounded in an analysis of the implementation gaps in each specific country situation and lead to the development, in consultation with all stakeholders, of strategies that include clear objectives, indicators, and the most appropriate tools to achieve the best possible protection and empowerment results in each case. The implementation of country engagement strategies will be a dynamic process based on ongoing monitoring of progress and impact.

More focused and realistic country engagement strategies will require streamlined processes within OHCHR to ensure that the capacities and expertise of all parts of the Office are available for undertaking country assessments and developing country strategies. OHCHR will implement a process to integrate the assessment, strategy-development, impact-monitoring, and lessons-learned stages of closer country engagement.

A second area of emphasis is the High Commissioner's leadership role in human rights. This role, which is central to the High Commissioner's mandate, involves identifying, highlighting, and developing appropriate responses to today's human rights challenges. OHCHR will publish an annual thematic World Human Rights Report, seek greater involvement in efforts to advance poverty-reduction and the Millennium Development Goals, and develop its capacity to communicate with our partners and others in a stronger voice. The leadership role will

be bolstered by closer interaction with United Nations bodies and actors, and by reinforcing OHCHR's New York Office so that OHCHR can make a more effective contribution to policy development in all areas of the United Nations' work in New York.

Closer partnerships with civil society and United Nations agencies constitute a third area of focus, recognizing that OHCHR often works best when it works with and through others. Partnerships will be strengthened by establishing a civil society support function, supporting human rights defenders, emphasizing commitment to Action 2 activities for rights-based approaches and national protection systems, and advising the resident-coordinator system on human rights.

OHCHR's relationship with the United Nations human rights mechanisms is the focus of the fourth priority area. Specific proposals include an intergovernmental meeting to consider options for a unified standing human rights treaty body, the possible relocation to Geneva of the Committee on the Elimination of Discrimination against Women, and a review of the special procedures. The proposals build on the ongoing support that OHCHR provides to the treaty bodies on harmonizing working methods and developing an expanded core document. The close links between OHCHR and the treaty bodies and special procedures bring added value to the Office's task of assessing and addressing gaps in implementing human rights. Similarly, the benefits that OHCHR can bring to the work of the treaty bodies and the special procedures can be found in our specific geographic and thematic expertise in both advising and assisting States parties in the preparation of periodic reports and following up on concluding observations. Broadening and deepening OHCHR's thematic and geographic expertise will strengthen our ability to support the treaty bodies and the special procedures mandate-holders. Initiatives relating to the proposed Human Rights Council will be developed once the structure and profile of the Council have been agreed by Member States.

The fifth area of focus – strengthening OHCHR's management and planning capacities – is essential for realizing our workplan in the coming biennium. Weaknesses in these areas have been identified by a number of reviews of OHCHR, most recently in the reports of the Office for Internal Oversight Services (OIOS) and the Joint Inspection Unit (JIU). In the context of the regular budget process, OHCHR proposed structural changes to begin to address its management deficiencies. As acknowledged in the World Summit, more far-reaching reforms are

necessary in order to allow OHCHR to proceed on a firmer management footing. The establishment of a policy, planning, monitoring, and evaluation section, significantly increased capacity in budget, finance, administration, and human resources, staff-diversity initiatives, updated staff training, a staff-rotation policy, and new administrative procedures are major initiatives in this regard. For the Office to be able to re-orientate itself closer to the national level in order to assist Member States in meeting their human rights obligations, a much greater degree of administrative independence and flexibility is required. To this end, OHCHR will be working with the Secretariat to secure more frequent and greater delegation of authority in the areas of finance, administration, and human resources.

OHCHR's Expected Accomplishments and Key Indicators for 2006-2007

The overall objective of the Strategic Management Plan for 2006-2007 is to focus the capacities and organize the work of OHCHR so that people around the world are protected from human rights abuses and are empowered to realize their rights.

The above-mentioned five focus areas, through which this goal will be pursued during the next six years, are closely interlinked; OHCHR has made the conscious decision of pursuing them all in parallel. The assumption is that by focusing on these areas OHCHR will help to bridge gaps in implementation (knowledge, capacity, commitment, and security) and will therefore have a greater effect on protecting people and empowering them to realize their rights.

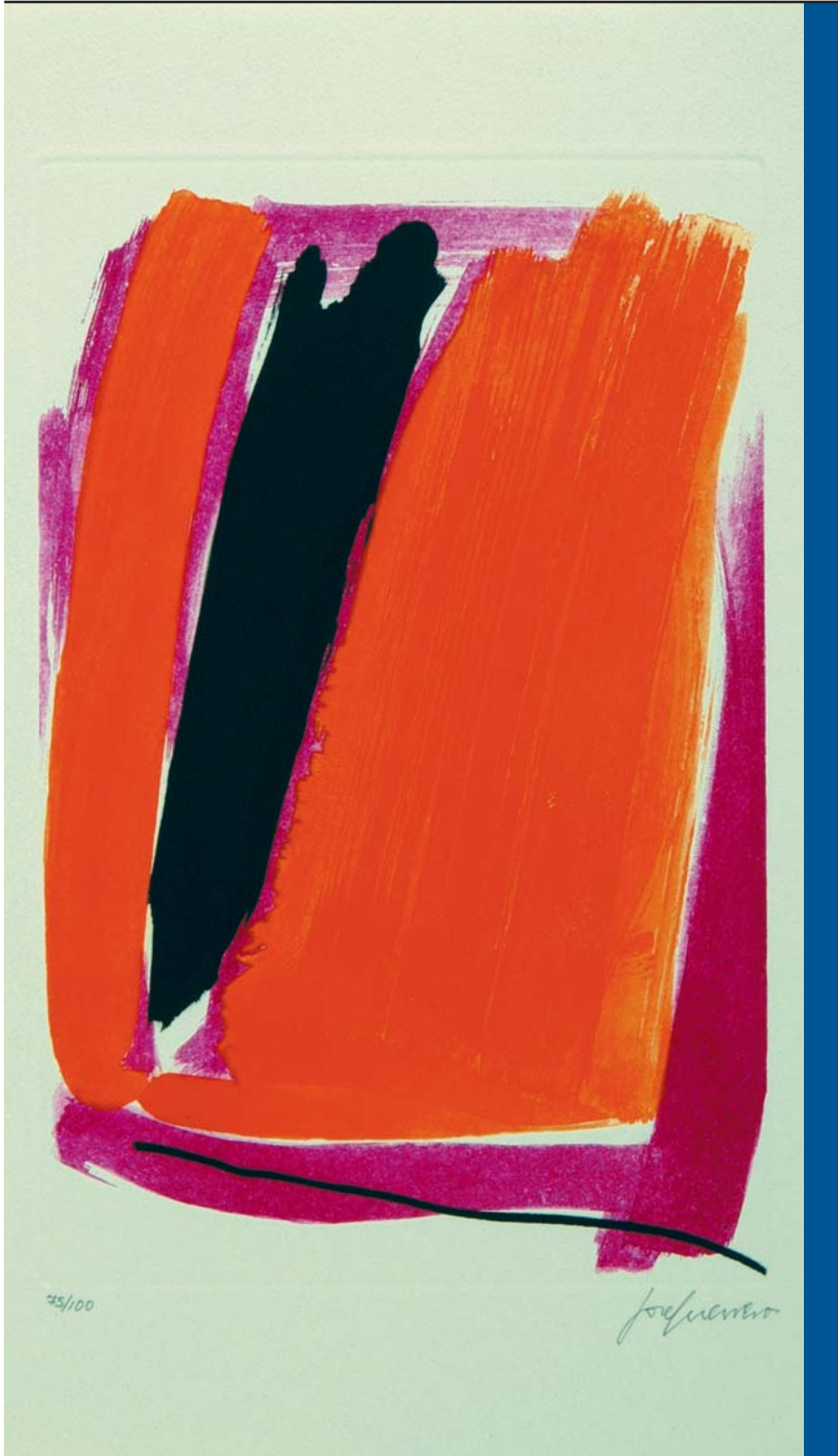
Corporate priorities for the Office in the biennium 2006-2007 have been established. These priorities are reflected in the key results and major outputs of the matrix. A first attempt has been made to define indicators against which these results should be measured at the end of the five-year period.

Everything OHCHR does in the next biennium, in the field and at Headquarters, in Geneva and in New York, in servicing the different United Nations human rights mechanisms and in implementing the elements of the human rights programme, is interdependent and should contribute to the achievement of these results. Baseline indicators and targets for each indicator will be established during 2006 and progress will be monitored annually.

Overall Goal: To protect people and empower them to realize their rights

Objectives: To help bridge gaps in implementation (knowledge, capacity, commitment and security) at the national level

Expected Accomplishments for 2006-2011	Major Outputs and Strategies for 2006-2007	Key Indicators
<p>COUNTRY ENGAGEMENT Strengthen OHCHR's engagement with countries to close implementation gaps</p>	<ul style="list-style-type: none"> - Common human rights country-assessment and country-engagement strategy tools developed and in use in at least 10 pilot countries - Geographic desks strengthened - Field deployment rationalized - Establishment of a rapid-response unit - Capacity to support fact-finding missions and commissions-of-inquiry strengthened - Methodological guidelines and tools in relevant substantive areas developed (human rights assessment, monitoring, and investigation); education; indicators; discrimination; rights of minorities, indigenous peoples, migrants; internally displaced persons, women; trafficking; HIV/AIDS; rights-based approaches; rule of law) 	<p>Increased number of policy, legislative, and institutional changes/developments to close human rights implementation gaps introduced at the national level with the support or at the initiative of the United Nations human rights programme</p> <p>Increased number of institutionalized human rights training and education programmes introduced at the national level with the support or at the initiative of the United Nations human rights programme</p> <p>Rapid-response capacity to deploy human rights officers at short notice established</p>
<p>LEADERSHIP Enhanced human rights leadership role for the High Commissioner to identify and analyze human rights problems and propose solutions to close implementation gaps</p>	<ul style="list-style-type: none"> - Communication capacity enhanced - Annual thematic World Human Rights Reports published - New York Office strengthened - Unit on Legal Advocacy and Advice on international human rights law established - Unit on Women's Human Rights and Gender established - Work on economic, social and cultural rights with a focus on legal protection and advocacy increased - Strengthen thematic expertise in a number of areas to be prioritized based on the recommendations of the task forces (human rights assessment, monitoring, and investigation; education; indicators; discrimination; rights of minorities, indigenous peoples, migrants, internally displaced persons, women; trafficking; HIV/AIDS; rights-based approaches; rule of law) 	<p>Increased reference to OHCHR policy positions and commentaries by concerned United Nations organs and bodies in policy and planning documents, in civil society campaigns, and in major human rights reports</p> <p>Increased and more accurate reporting on human rights issues and the work of the Office by the media</p> <p>Increased public interest in the United Nations human rights programme and support for the work of the Office</p>
<p>PARTNERSHIPS Strengthened partnerships with United Nations agencies and programmes and with civil society to close gaps in implementation</p>	<ul style="list-style-type: none"> - Awareness of human rights issues enhanced among Resident and Humanitarian Coordinators, Special Representatives of the Secretary-General, and other senior officials - Human rights capacity of United Nations Country Teams strengthened, including through Action 2 - Unit on Millennium Development Goals and rights-based approach to development established - A senior civil-society function within OHCHR established - Partnership with DPKO, DPA and humanitarian agencies strengthened - Partnerships with the World Bank and the International Monetary Fund developed 	<p>Increased number of United Nations Development Assistance Frameworks (UNDAFs) and Poverty Reduction Strategy Papers (PRSPs) integrating a human rights-based approach to development</p> <p>Increased integration of human rights into United Nations peace and security and humanitarian activities</p> <p>Increased awareness, understanding, and use of various human rights mechanisms and programmes by civil society actors</p>
<p>UNITED NATIONS HUMAN RIGHTS BODIES Enhanced synergy in the relationship between OHCHR and the various United Nations human rights bodies to close implementation gaps</p>	<ul style="list-style-type: none"> - Proposals for a unified standing treaty body developed - More strategic and effective support and better integration of treaty bodies into OHCHR's work (country engagement) - More strategic and effective support and better integration of human rights fact-finding procedures into OHCHR's work (country engagement) - Transition to a new intergovernmental body (Human Rights Council) supported - Proposals made for the rationalization of existing mandates - Links made with ExComs, IASC, Security Council, Peacebuilding Commission, and Democracy Fund 	<p>Increased joint initiatives among the components of the human rights programme (briefings, cross references, statements, missions, implementation of recommendations)</p> <p>Increased attention to human rights dimensions of issues discussed in United Nations bodies and agencies.</p>
<p>MANAGEMENT AND PLANNING Strengthened OHCHR management and planning capacity to close implementation gaps</p>	<ul style="list-style-type: none"> - Policy, Planning, Monitoring, and Evaluation Section established - Increased delegation of authority received - Administrative guidelines and standard internal procedures developed - Office human-resources policies strengthened, including staff rotation plan, personnel rosters, staff training programmes, policy to ensure greater geographic diversity 	<p>Established priorities and policies guide the allocation of resources and work plans</p> <p>Reduced timeframe in recruiting staff and deploying staff to the field in a safe and efficient manner</p> <p>Reduced vacancy rates and turnover</p>



OHCHR'S PROGRAMMES: OBJECTIVES AND STRATEGIES

EXECUTIVE DIRECTION AND MANAGEMENT

Introduction

OHCHR is the focal point for and provides leadership on all United Nations human rights activities. The High Commissioner has the principal responsibility within the United Nations for promoting and protecting human rights. OHCHR's mandate is both wide in scope and diverse in content. The High Commissioner and the Deputy High Commissioner will spearhead the Office's work on the priorities identified for the current biennium. For executive direction, those priorities include enhancing the High Commissioner's global leadership role, strengthening the New York Office, broadening partnerships, and building management capacity with the aim of ensuring more effective protection of human rights.

Current situation

Under its executive direction and management programme, OHCHR develops policies, sets the strategic direction of the Office, identifies priorities, and manages the Office. The programme is implemented by the High Commissioner, the Deputy High Commissioner, the executive office, the New York Office, the policy, planning, monitoring, and evaluation section, the communications section, the resource mobilization unit, and the civil society unit. Together, these entities work to: improve OHCHR's capacity to prioritize, plan, and assess the effectiveness of its work; improve partnerships with civil society organizations; raise awareness about human rights and create support for OHCHR's work; ensure that adequate resources are obtained for implementing OHCHR's activities; address human rights concerns in policy discussions on peace, security, and development in the United Nations; and integrate human rights issues more fully into the core agenda of the United Nations.

OHCHR works with the media to highlight human rights issues, establishing closer working relations

with the NGO community and civil society. However, it is generally recognized that OHCHR needs to do much more to disseminate human rights messages more widely. In 2005, a consultant was hired to recommend strategies for developing a more robust communications section. A project proposal, designed that same year, laid the foundation for the establishment of a new communications section that would include critical posts under the leadership of the Deputy High Commissioner.

In an effort to develop OHCHR's strategic planning, evaluation, and management, the High Commissioner established a policy analysis, planning, monitoring, and evaluation function. The Policy, Planning, Monitoring, and Evaluation Section, created in 2005, is responsible for: coordinating strategic planning, priority setting and evaluation; ensuring that evaluation findings are used in future decision-making; formulating and monitoring recommendations on organizational performance; conducting risk assessments intended to facilitate audit planning; working with United Nations oversight bodies; and coordinating internal and external audit reviews and the implementation of recommendations. This unit is expected to be fully staffed in 2006.

In recent years, the New York Office has helped to integrate human rights in United Nations system-wide policies, including in the work of the Security Council, and helped to transform the United Nations' approach to peace missions, development programming, and humanitarian aid. But while expectations on the New York Office's time and resources have continued to grow, staffing levels have remained constant and low. The current round of reforms will significantly expand OHCHR's New York-based work, especially given the higher profile of human rights within the United Nations system, the need to expedite human rights mainstreaming, and the High Commissioner's greater and more frequent engagement with the Security Council and the proposed Peacebuilding Commission. OHCHR will only be able to meet these demands if the New York Office is equipped with more political, financial, and human resources.

◀ *This painting is by José Guerrero and is representative of article 27 of the Universal Declaration of Human Rights:*

Article 27

1. Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

2. Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

The Executive office provides immediate support to the High Commissioner and the Deputy High Commissioner and coordinates OHCHR's programme of work.

As a result of support for and donor confidence in the work of OHCHR, OHCHR has received additional contributions, provided earlier in the year and with less earmarking. This is a welcome development that OHCHR hopes will continue, especially since the Office needs to receive increased levels of funding during the next biennium. With a revived planning process based on priorities and regular sharing of information, the Resource Mobilization Unit will provide Member States with the information they require to make funding decisions. The unit will continue to encourage them to provide funding that is flexible, predictable, and timely.

To date, the modest one-person NGO Liaison Unit, renamed the Civil Society Unit, has worked towards enhancing OHCHR's interactions and partnerships with NGOs at the international and national level. A task force on civil society has been established that will help to further define the unit's role and how OHCHR can improve its partnerships with civil society.

Programme

The overall objectives for the biennium are to:

- Strengthen the High Commissioner's leadership role
- Advance the human rights agenda through partnerships
- Provide Office-wide support for management and programme implementation
- Ensure the realization of the Plan of Action with a clear roadmap for implementation

Leadership: A strong leadership role for the High Commissioner is essential in providing a United Nations response to human rights challenges. The High Commissioner will continue to advocate for the protection of human rights and engage with actors around the world in the areas of development and security. She will be supported by a small executive office. The staff of the executive office will advise the High Commissioner and the Deputy High Commissioner, solicit the views of managers with the aim of harmonizing priorities across the Branches, liaise with United Nations agencies, programmes, and bodies, governments, and key stakeholders.

A principal legal adviser will provide the High Commissioner with authoritative advice and policy guidance on a full range of complex legal issues and questions of law that have a direct impact on the work of the Office. A speechwriter will draft and coordinate the High Commissioner's public speaking commitments and review speeches produced by other staff members to ensure that the High Commissioner's views are presented in a consistent and recognizable voice to as wide an audience as possible.

A WORLD HUMAN RIGHTS REPORT

As part of the High Commissioner's enhanced leadership role in the area of human rights, OHCHR will publish a World Human Rights Report. The Report will provide a substantive analysis of human rights issues with the aim of setting the international human rights agenda. The Report will enable the High Commissioner to raise concerns and share considered opinions on issues that affect the universal enjoyment of human rights. With a strong analytical basis and documented empirical findings, the Report will also be an advocacy tool targeted at those stakeholders who are familiar with the human rights agenda and those who can influence the realization of human rights.

The need to strengthen OHCHR's public communication is premised on the belief that in order for OHCHR to be successful in pursuing its goals and strategies, it must be able to communicate them effectively. As the Office moves towards a focus on implementation, there is a need for a dynamic communications strategy that will raise awareness about human rights among rights-holders and create support for the work of the United Nations and OHCHR in "promoting and protecting all human rights for all". The communications strategy will also enable the Office to build public support for human rights principles. The communications section will comprise three units: editorial and publications, media relations, and a web and audiovisual unit.

The communications section will disseminate information on the United Nations human rights programme through the media, encouraging more reporting on human rights issues and on the work of the Office. The Office website will be made more user-friendly. Information materials on the United Nations human rights programme and on OHCHR and its work will be developed and widely disseminated.

New York Office: It will be difficult to ensure that human rights are placed at the core of the United Nations' work unless OHCHR's New York Office is significantly strengthened. The New York Office is a substantive out-posting of OHCHR that ensures a

sustainable, consistent, and high level of involvement in the policy discussions that take place in New York. It will be strengthened and tasked with a range of substantive, policy, and representational functions linked to the activities of international bodies located in New York and North America, including the United Nations Headquarters. Staff with expertise in the rule of law, mainstreaming, the Millennium Development Goals, democracy, Action 2, and peace and security will be deployed to the office. OHCHR's New York Office will work with partners, under the strategic direction of the High Commissioner, in implementing all of OHCHR's activities. It will also support the mainstreaming of human rights into the work of the four executive committees and related institutions, and support the work of human rights institutions or mechanisms that convene in New York.

The capacity of the New York Office will be strengthened to ensure that the High Commissioner is effectively represented at United Nations Headquarters as a member of the Secretariat with a central, cross-cutting mandate, at meetings of policy-making organs, with permanent missions of Member States, at the executive committees and subsidiary bodies, at inter-departmental and inter-agency meetings, and at meetings with the media and NGO partners. Emphasis will also be placed on strengthening the Office's capacity to contribute substantively to policy discussions in Geneva and at the inter-agency or departmental level.

Partnerships: Strengthening partnerships with governments is critically important for the United Nations human rights programme. The Office will actively engage with governments through consultations and information exchanges for the purpose of making the national human rights machinery more effective in human rights protection. OHCHR will contribute to the human rights reform agenda, particularly by helping to establish the Human Rights Council, building a unified treaty-body system, and strengthening the special-procedures mechanisms. OHCHR will build on existing partnerships with United Nations agencies and programmes, including by providing training in human rights.

OHCHR will work with human rights defenders and prioritize its support to civil society when designing its strategies. A senior civil society function will be created in the Office that will develop policy and procedural guidelines, design strategies, and foster partnerships between OHCHR and civil society.

ACTION 2

Action 2 of the Secretary-General's second report on United Nations reform calls for strengthened United Nations actions at the country level in support of Member States' efforts to bolster their national systems to promote and protect human rights. Since 2003, when the heads of 21 United Nations agencies adopted the interagency plan to strengthen the capacity of United Nations Country Teams to this end, the Action 2 initiative has improved coordination within the United Nations system relating to human rights capacity-building. United Nations agencies and programmes have issued updated policy and programme guidelines to reflect the Organization's Common Understanding of a Human Rights-based Approach. An increasing number of United Nations Country Teams have adopted a human rights-based approach to their programming and have integrated human rights into their common country programming process.

OHCHR has contributed to the implementation of the Action 2 plan by providing Resident Coordinators and Country Teams with expert advice, training, and guidance, and by facilitating their interactions with national and international human rights mechanisms. During 2006-2007, these activities will be fully integrated into OHCHR's country engagement and partnership strategies. At the same time, OHCHR will deepen its commitment to more coordinated inter-agency support to Resident Coordinators and Country Teams, develop additional methodological tools to support rights-based approaches by Country Teams, and mobilize resources and expertise available from other United Nations agencies and programmes through the Action 2 global initiative to ensure the sustainability of United Nations support to national capacity-building.

In addition, a database on NGOs will be developed, a handbook for NGOs on working with OHCHR, will be produced and disseminated, and an interactive web-space will be developed within OHCHR's remodelled website. Overall, OHCHR aims to improve understanding and use of the human rights mechanisms among civil society actors while rendering entry points for them more accessible.

Management: In order to ensure effective delivery and greater accountability, the Office will improve its capacity to prioritize, plan, and implement its work. A dedicated, centrally-placed Policy, Planning, Monitoring, and Evaluation Section will work with other parts of the Office to ensure that the strategic vision of OHCHR is translated into concrete activities and operational plans, and that those activities are monitored for their impact and results.

The section will be responsible for strategic planning and developing an effective management system, which will include guiding the Office through its biennial strategic-planning process with a results-based management approach. It will draw on existing expertise in the Office to analyze trends in the operating environment, more effectively monitor results, and promote OHCHR's work as an integrated entity. This will involve leading and coordinating the development of a corporate, strategic planning process, working to harmonize regular and voluntary contributions, managing the annual review of the implementation of OHCHR's work plan at Headquarters and in the field, and coordinating the preparation of the annual report on the implementation of OHCHR's activities. Systematic situation and policy analysis will lead to the development of internal and external policies on human rights issues. Institutional priorities, strategies, and policies will be formulated and will guide OHCHR's work.

An important part of the strategic planning and management system is monitoring and evaluation. A performance-monitoring system and an evaluation policy will be developed. The objective is to ensure that lessons learned are translated into the design and implementation of projects and programmes. The implementation of the Strategic Management Plan will be regularly monitored with the aim of determining relevance, efficiency, effectiveness, and impact in relation to established priorities. Significant departures from the Plan will be analyzed and adjustments made. A system will be designed to monitor the development and implementation of country-engagement strategies. The Office will also develop a two-year evaluation plan. Moving the focus from the project level to the programmatic, thematic, and strategic levels, OHCHR will work towards an evaluation culture built around the needs of users and the impact on rights-holders. Evaluation will serve as a tool for learning and for enhancing performance.

With the Strategic Management Plan, OHCHR has established a biennial planning process that determines needs regardless of funding source and

provides a comprehensive overview of OHCHR's work. In order to meet the requirements for this biennium, OHCHR will work to elicit an increase in funding, including from the regular budget.

Voluntary contributions will continue to be a vital source of funding for the Office. The Resource Mobilization Unit will work to build a transparent and systematic relationship with donors for sharing information on needs. Developing an open and constructive dialogue with Member States and with potential partners in the public and private sectors will be essential for securing voluntary contributions. OHCHR will seek financial support from new budget lines among existing donors and secure regular funding from new donors who contribute less or irregularly.

The Strategic Management Plan will serve as a planning tool and will also be used as a fund-raising tool, presenting OHCHR's needs to all donors. OHCHR will appeal for funds from a broad base of donors and will ask that contributions be provided in a flexible, predictable, and timely manner. These efforts will be undertaken with the aim of improving the Office's outreach with partners and providing more analytical reports on implementation.

KEY INDICATORS

Executive Direction and Management's contribution to OHCHR's expected accomplishments will be measured by the following key indicators:

- OHCHR policy positions and commentaries used as a reference by concerned organs, bodies, and agencies of the United Nations in the areas of peace, security, development, humanitarian affairs, and economic and social affairs;
- Country-engagement strategies used by the entire Office;
- Increased public outreach of the United Nations human rights programme and support for the work of the Office;
- More initiatives in place aimed at empowering and/or protecting civil society actors;
- Lessons learned translated into the design and implementation of projects and programmes;
- A comprehensive approach to evaluations developed; and
- Greater funding provided with predictability and flexibility, contributed earlier in the year and on a multi-year basis, with a high proportion of funding provided with light or no earmarking.

SUPPORTING HUMAN RIGHTS BODIES AND ORGANS

Introduction

OHCHR's Plan of Action calls for greater engagement between the Office and the United Nations human rights bodies in an effort to bridge implementation gaps at the national level. The role of the Treaties and Commission Branch (TCB) is to ensure the smooth functioning of the system that underpins the Office's human rights work. Through the process of reporting to treaty bodies and following up on their recommendations at the country level, the work of the treaty bodies lies at the heart of OHCHR's country engagement with States Parties.

Current situation

TCB currently provides support to six of the seven treaty bodies that monitor implementation of the core human rights instruments and to intergovernmental human rights bodies. The Branch also coordinates all official documentation prepared by OHCHR for use by these and other intergovernmental bodies.

The number of States Parties to the seven international human rights treaties has tripled since 1995. Individual complaints submitted to OHCHR have increased from fewer than 1,000 in 1997 to over 5,000 in 2005. Inquiries are initiated at a rate of approximately one every two years. Challenges persist in making the treaty system more accessible and in providing effective relief to rights holders.

Consultations are already underway to develop proposals to harmonize the work of the treaty bodies so that they can function as a unified system. These reforms will have considerable implications for the work of TCB, particularly concerning new procedures, modalities of work, and work plans.

In 2005, the intergovernmental human rights machinery included the Commission on Human Rights (Commission), composed of 53 members elected for a three-year term. The Commission meets in Geneva annually for six weeks. The Sub-Commission on the Promotion and Protection of Human Rights is the main subsidiary body of the Commission. It is composed of 26 experts, acting in their personal capacities, who are elected by the Commission for a four-year term, with due regard given to equitable geographical representation.

TCB provides extensive support to the Commission and the Sub-Commission.

Subject to agreement by Member States, TCB will play a key role in helping to replace the Commission on Human Rights with a Human Rights Council.

Programme

Country Engagement: To enhance the impact of the treaty bodies at the country level.

OHCHR will strive to strengthen the capacity of the treaty bodies to monitor compliance with, and support the implementation of, the provisions in the treaties at the country level by providing more concrete and targeted recommendations to States Parties. It will work to improve awareness and understanding of treaty-body recommendations at the national level and to encourage staff with geographical expertise, other United Nations agencies, United Nations Country Teams, national human rights institutions, and NGOs to get involved in the treaty bodies' work.

TCB, in close cooperation with CBB, will organize more training workshops on the work of the treaty bodies and on the different ways in which various actors can participate in the reporting and implementation process. The workshops will target government representatives, members of national human rights institutions and NGOs, and representatives of the media and the legal profession. Participating countries will be selected in close coordination with CBB, in accordance with OHCHR's strategies for country engagement. TCB will develop DVDs and CD-ROMs, update fact sheets on the treaty system, and prepare new compilations of concluding observations and make them accessible on-line. With the assistance of external technical experts, improvements will be made to the relevant web pages and to the treaty-body database.

OHCHR will aim to reduce the time it takes treaty bodies to consider individual complaints and adopt decisions, and will improve follow-up of such decisions at the country level. A thematic digest of jurisprudence will be published and a complaints manual will be prepared to provide further guidance to staff and complainants. The petitions database will be modernized and new features will be added for increased efficiency.

The expected entry into force of the Optional Protocol to the Convention against Torture (as of

12 December 2005, there were 15 ratifications out of the 20 necessary for its entry into force) will necessitate additional support for the new sub-committee of 10 experts who will visit countries in an effort to prevent torture.

Leadership: To improve the capacity to provide legal advice on international human rights law to States Parties and other United Nations agencies, and to support OHCHR activities.

The establishment of a new Legal Advocacy and Advice Unit will enable OHCHR to consolidate and coordinate its in-house legal expertise and to strengthen its capacity to conduct legal analyses and provide advice on international human rights law. This greater legal capacity will enable OHCHR to provide advice to States Parties and United Nations partners on how best to comply with international human rights standards. Specifically, the Office will assist States in reviewing and revising their existing legislation and in drafting new legislation that complies with international standards. National legislation that conforms to international human rights norms will advance the rights of individuals while providing a solid basis from which legal practitioners can conduct their analyses and adjudications. Best practices will be compiled and disseminated among practitioners.

United Nations Bodies: To improve coherence and unity within the United Nations human rights system.

Reform of treaty bodies and proposals for a unified treaty system

In his 2002 report, "Strengthening the United Nations: an agenda for further change", the United Nations Secretary-General identified further modernization of the treaty system as a key element of the United Nations' goal of promoting and protecting human rights. He called on the human rights treaty bodies to coordinate their activities and standardize their varied reporting requirements. Creating a more unified system and consolidating the work of the seven treaty bodies will enhance the effectiveness of the system. States find it onerous to report separately to different treaty bodies, often on very similar or overlapping issues. Currently, reports are delayed or, when submitted, are often incomplete and there is insufficient time to give them further consideration. The concluding observations adopted by the treaty bodies often lack the precision needed to guide reform efforts; and States often do not give these observations sufficient attention.

OHCHR will assist the treaty bodies in enhancing and streamlining their working methods, which, in turn, will improve their overall effectiveness, coherence, and unity. This will be achieved by harmonizing their reporting procedures, applying innovative approaches to the treaty bodies' working methods, and promoting the expanded core document. The core document contains basic information that is relevant to all treaties; States would thus not have to make repetitive submissions. The treaty bodies are currently considering a proposal to expand the scope of the core document to include substantive rights information relevant to more than one treaty. States will be offered assistance and training in the preparation of the expanded core document and treaty-specific reports. It is expected that, as a result, States Parties will comply more fully with their reporting obligations, and that treaty-body documentation will be rationalized.

In 2006, OHCHR will organize a meeting at which States will be asked to consider options for the creation of a unified treaty body.

A Study on Violence against Children

In 2003, the General Assembly appointed an Independent Expert to undertake a Study on Violence against Children in collaboration with OHCHR, UNICEF, and WHO. The purpose of the study is to provide an in-depth global picture of violence against children and propose clear recommendations for the improvement of legislation, policies, and programmes. The study will document the magnitude, incidence, and consequences of various types of violence against children. OHCHR will continue to provide substantive and administrative support to the Independent Expert. In the two years since he was appointed, the Independent Expert has considered the question of violence against children in all its forms and contexts, from the administration of justice to organized crime, trafficking, and sexual exploitation, to violence in the school, at home, in public institutions, and in the community. United Nations partner agencies have conducted research and organized consultations with stakeholders at the regional level and questionnaires have been sent out to all Member States and their results analyzed. As the study enters its final phase, the focus will shift to designing strategies, including preventive actions, to combat violence against children. This work will be guided by the Convention on the Rights of the Child, its two optional protocols, and the concluding observations of the relevant treaty bodies. The final report by the Independent Expert is expected to be available towards the end of 2006.



Transition from the Commission and Sub-Commission to a new Human Rights Council

OHCHR will provide improved support to the intergovernmental human rights machinery during plenary meetings, the high-level segment, meetings of working groups, and meetings of the Expanded Bureau. Support will also be provided during the inter-sessional period. High-quality legal and technical advice will be provided to the Chair, the Bureau, and plenary and relevant working groups in order to ensure that these bodies have adequate time and information to address the issues before them. The deliberations of the Commission are recorded in an annual report to the Economic and Social Council (ECOSOC), and a CD-ROM containing all the documentation of the session is produced and distributed to States, NGOs, and others. TCB will provide support and assistance under the confidential procedure established by ECOSOC resolution 1503, including support to fact-finding missions conducted by independent experts.

The Branch is already taking steps to ensure that support will be available to the Human Rights Council, the composition and functions of which remain to be determined by Member States. States will need to be imaginative in defining the Council's

methods of work, modalities, and agenda. OHCHR will be available to provide advice, guidance and support, as requested, during the consultations organized by Member States and throughout the implementation phase.

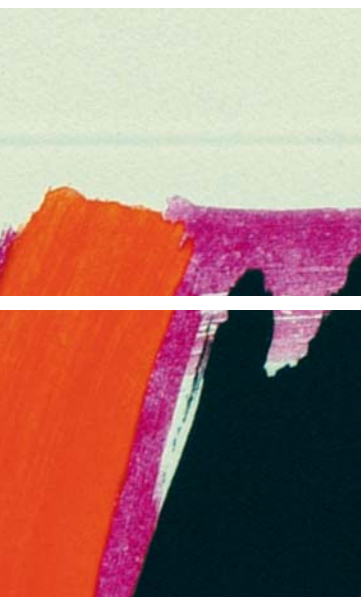
OHCHR must ensure that relevant information is widely and expeditiously disseminated inside and outside the Office. This task will be undertaken by the Documents Management Unit, which coordinates the submission of documentation for intergovernmental and expert meetings in close cooperation with the Documents Management Section in Geneva and New York. The Documents Management Unit handles all OHCHR documents relating to the General Assembly and ECOSOC, the Commission and Sub-Commission (and their related working

groups and procedures), the 1503 confidential procedure, Geneva-based treaty bodies, and all communications, complaints, and publications produced by the Office. In cooperation with Conference Services, a specific database, E-Meets, is used to coordinate the calendar of meetings. Another database, I-Drits, is used to coordinate the flow of all documentation.

KEY INDICATORS

The Supporting Human Rights Bodies and Organs programme's contribution to OHCHR's expected accomplishments will be measured through the following key indicators:

- Enhanced participation by national human rights institutions, NGOs and the media in the work of the treaty bodies and overall reporting process;
- Reduction in the interval between the submission of a complaint and its review by a committee;
- Rationalization of the reporting burden on States Parties through greater use of the Expanded Core Document;
- Improved compliance with reporting requirements by States Parties and an increase in the number of States adopting the Expanded Core Document for reporting purposes; and
- Compliance with rules and regulations pertaining to documentation, including timely delivery and high quality.



SUPPORTING HUMAN RIGHTS THEMATIC FACT-FINDING PROCEDURES

Introduction

The fact-finding procedures established by the Commission on Human Rights to address specific country situations or issues play a crucial role in United Nations efforts to protect people and empower them to realize their rights. OHCHR supports these mechanisms through the Special Procedures Branch, providing them with thematic, fact-finding, and legal expertise, research and analytical work, and administrative and logistical support.

Current situation

In 2005, there were 41 individual special procedures mechanisms: eight covering civil and political rights; eight covering economic, social, and cultural rights; eight focusing on specific groups; thirteen on specific countries; and four working groups, on arbitrary detention, enforced and involuntary disappearance, mercenaries, and people of African descent. These mechanisms submitted more than 100 reports to the Commission in 2004, including reports on specific human rights developments in some 40 countries. The same year, more than 1,300 communications were sent to 142 governments concerning 4,448 individual cases.

The strength of the special procedures lies in their independence and the concerted focus with which they address a single issue or situation. The special procedures constitute a unique link between governments, national institutions, and non-governmental and civil society organizations. They address human rights concerns and make recommendations directly to governments and at the highest levels of the United Nations' intergovernmental machinery. They interact daily with actual and potential victims of human rights violations around the world and advocate vocally for the respect of their rights. Through the expertise they have developed over the years, the special procedures have advanced the discourse on human rights.

All major stakeholders have, however, emphasized that the special procedures, both as individual mandates and as a system, lack the tailored support and resources they need. As a result, they argue, the special procedures cannot adequately fulfill their mandate to affect positively the human rights situation around the world. Observers have noted a number of weaknesses in the system, particularly

a lack of coordination among the various mandates, inadequate public awareness about the special procedures in general, and only limited follow-up to recommendations and individual complaints.

OHCHR has taken a number of steps in the recent past to correct these weaknesses. Support to all thematic rapporteurs has been grouped under a new branch, the Special Procedures Branch. Mechanisms for improving coordination among mandate-holders and between mandate-holders and OHCHR staff have been established. These include convening an annual meeting, establishing a coordination committee, and holding an electronic discussion forum. Services common to all special procedures mandates have been considerably enhanced. A Quick Response Desk and a special procedures communications database help to coordinate the sending and tracking of communications to governments. Common tools for information, training, and awareness-raising have been developed. The Office systematically consults with governments and United Nations and non-governmental partners in preparing, conducting, and following up on fact-finding missions.

The system has shown that it has the capacity to detect and provide early warnings about crises, to contribute to crisis management, and to provide post-conflict support at the national level. However, improvements must be made if the system is to have long-term impact, at the country level, on closing the implementation gaps it has identified.

At the request of the Commission on Human Rights, OHCHR organized a seminar in October 2005 on "Enhancing the effectiveness of the special procedures' system." All stakeholders of the system—mandate-holders, Members States, NGOs, the United Nations system, and OHCHR—participated in the seminar. They highlighted the need for greater coordination among the mandate-holders, particularly in their working methods; greater coherence among the various mandates; and more effective follow-up to communications and fact-finding visits by the special procedures.

Programme

In order to enhance the special procedures' contribution to closing the human rights implementation gaps at the national level, in 2006-2007 OHCHR intends to provide more strategic and effective support to the special procedures system to assist them in increasing their effectiveness and to ensure better integration of their work into the Office's strategic priorities for the greater benefit of rights-holders.

Country Engagement: To strengthen the special procedures impact at the country level.

The information gathered from the work of the special procedures is crucial in identifying, assessing, and addressing the implementation gaps at the country level. Ensuring follow-up of the special procedures' recommendations is one way OHCHR can more meaningfully engage with countries. Providing adequate and tailored information to the High Commissioner and other parts of the Office will involve: preparing analytical notes based on the special procedures' reports on specific countries and thematic areas that are priorities for the Office; the ongoing "packaging" of available special procedures information; analyzing trends and patterns; and developing additional information-sharing, analytical, and methodological tools for improved follow-up to special procedures' communications and fact-finding missions. These tools will be used in Geneva and in the field to develop and implement country strategies.



Leadership: To enhance the thematic expertise of the special procedures.

Through the expertise they have developed over the years, the special procedures have advanced the discourse on human rights. The Office plans to continue supporting the production of thematic reports and studies and to participate in conferences and seminars, either through the mandate-holders or through OHCHR staff servicing the relevant mandates. In an effort to make public the results of the system's work, a compilation of special procedures' analyses and recommendations will be prepared, and OHCHR will facilitate the dissemination of their work.

Partnerships: To enlarge the network of NGOs, national institutions, and civil society organizations working with the special procedures mechanism.

Since there is only limited awareness of the special procedures mechanism in most spheres, it is crucial to continue to develop civil society networks and broaden the range of actors making use of the mechanism. To this end, the Office intends to:

- Identify NGOs and civil organizations that work with special procedures;
- Raise awareness about the special procedures among NGOs and civil society through briefings, presentations, newsletters, and information networks;
- Produce a training module on the special procedures; and
- Compile success stories on the impact of the work of the special procedures for public dissemination.



Limited follow-up to the work of the special procedures has undermined the system's protection role. There have been some initiatives, developed in the recent past, to monitor the steps undertaken to implement the recommendations made by the special procedures. However, it is essential to encourage and facilitate actions taken by local partners to follow up those recommendations. During 2006-2007, OHCHR intends to organize a pilot workshop in which local partners, including governments, OHCHR field offices, national human rights institutions, United Nations Country Teams, and NGOs, can share their experiences in following up special procedures' recommendations. On the basis of this workshop, good practices and methodologies to encourage and facilitate follow-up will be developed.

United Nations Human Rights Bodies: To improve coordination among thematic procedures and between special procedures mandate-holders and other mechanisms of the human rights machinery.

For a number of years, increased coordination among the various special procedures has been correctly perceived as a precondition for more effective functioning of the special procedures and for the increased impact of their work. At the 12th annual meeting of the special procedures, held in June 2005, participants established a coordination committee whose principal role is to help individual experts carry out their mandates and promote the standing of the special procedures system within the broader framework of the United Nations and its human rights programmes. In 2006-2007, OHCHR intends to strengthen its support to the coordination committee by establishing a new Coordination Unit.

A new Communications and Quick Response Desk Unit will also be established to process communications with governments on allegations of human rights violations, monitor follow-up to communications with governments and civil society partners, develop innovative ways to encourage and facilitate substantial responses from governments and civil society partners to communications sent by the special procedures, and monitor trends and patterns based on analyses of those communications. The Unit will also maintain the thematic database and develop a compatible database on enforced disappearances.

KEY INDICATORS

The Supporting Human Rights Thematic Fact-Finding Procedures' contribution to OHCHR's expected accomplishments will be measured through the following key indicators:

- Number of references to special procedures and their recommendations in major human rights reports, United Nations technical cooperation projects, and UNDAFs;
- Number of NGOs and civil society organizations making use of the special procedures mechanisms;
- Number of joint actions among special procedures mandate holders, including statements, missions, communications, and cross references in the reports; and
- Number of references to special procedures and their recommendations in Security Council resolutions and treaty body documents.

HUMAN RIGHTS MAINSTREAMING, RIGHT TO DEVELOPMENT RESEARCH AND ANALYSIS

Introduction

Enhanced thematic expertise, including on the right to development and on mainstreaming human rights within the United Nations system, is the basis of OHCHR's country engagement, leadership, and partnership strategies. Thematic expertise will assist the Technical Cooperation Programme in the field and help OHCHR to better support the work of the treaty bodies and special procedures, rendering OHCHR's work in bridging implementation gaps at the national level more effective. Strengthening the thematic expertise of the Office will involve capacity-building, protection, advocacy, training, policy development and analysis, and providing advice to partners within and outside the United Nations. The core of OHCHR's thematic and mainstreaming expertise is contained in the Research and Right to Development Branch (RRDB).

Current situation

Realizing OHCHR's vision will require a closer alignment among the different Branches of the Office. RRDB's research and analysis aim to be practically oriented and to contribute to all stages of OHCHR's country engagement, leadership, and partnership activities, from needs assessment through strategy design to implementation.

RRDB currently consists of the following units:

- Rule of Law and Democracy
- Human Rights and Development
- Human Rights and Economic and Social Issues
- Anti-Discrimination
- Indigenous Peoples and Minorities
- Methodology, Education, and Training

During the 2006-2007 biennium a Women's Human Rights and Gender Unit and a Millennium Development Goals and Rights-Based Approach Unit will be established, as will a unit responsible for the publication of an annual thematic World Human Rights Report.

WOMEN'S HUMAN RIGHTS AND GENDER UNIT

OHCHR will establish a unit to work on women's human rights and gender. The unit, located within the Research and Right to Development Branch, will work closely with all other parts of the Office and fill a gap in OHCHR's human rights expertise. The new unit will focus on:

- encouraging and facilitating the mainstreaming of women's human rights and gender issues within all OHCHR activities and ensuring that the expert bodies serviced by OHCHR address these issues;
- developing policies, research, analysis, and advice, and coordinating and overseeing the Office's work on women's human rights and gender;
- ensuring that training is provided to OHCHR staff on women's human rights and gender issues;
- coordinating OHCHR's participation in inter-agency initiatives broadly concerning women, including at the field level; and
- developing partnerships with United Nations agencies and civil society to enhance women's human rights.

OHCHR's research will focus on linking conceptual and normative analyses with practical actions and strengthening the capacity to protect the rights of individuals and groups.

When designing programmes on thematic issues, OHCHR will work to provide appropriate responses to the various needs of different actors. This will require not only adjusting its plans to different models of OHCHR country engagement, but also recognising that United Nations partners, governments, and civil society may have different needs when it comes to human rights. Through stand-by agreements with research institutions and experts, OHCHR will remain flexible enough to allow for swift responses to emerging needs.

By developing methodologies based on best practices, OHCHR will improve the effectiveness and coherence of its work, especially at the country and regional levels, and facilitate rights-based approaches by partners and knowledge management and organizational learning within the Office itself.

OHCHR will focus its work in this area on four cross-cutting themes:

- Equality and anti-discrimination;
- Development, economic, social, and cultural issues and human rights;
- The rule of law and democracy; and
- Methodology and rights-based approaches.

Programme

Country engagement: To strengthen substantive and methodological human rights expertise in priority areas, including as it relates to the right to development.

Enhancement of thematic and methodological expertise over the next biennium is essential to provide the necessary substantive underpinnings for OHCHR's country engagement strategies. It should allow OHCHR to provide greater support to the special procedures and treaty bodies.

OHCHR will work to enhance its expertise on strengthening national systems of human rights protection, including institutional capacities for the administration of justice and remedies available for those claiming their rights. This will involve providing assistance to governmental and civil society programmes aimed at combating impunity and providing effective remedies and reparations to victims of human rights violations. OHCHR will also strengthen its role within the United Nations system in fostering transitional justice, strengthening the rule of law, and administering justice in post-conflict situations.

The Office will also support the development of good-governance practices that protect human rights. In accordance with the recommendation made by the Commission on Human Rights, emphasis will be placed on the human rights aspects of anti-corruption programmes.

OHCHR will strengthen the human rights capacity of democratic institutions at the national level, particularly parliaments and parliamentarians. The recently issued *Human Rights Handbook for Parliamentarians*, produced in cooperation with the Inter-Parliamentary Union (IPU), provides a basis for this programme. The IPU and United Nations Country Teams will be strategic partners in working with local democratic and self-government institutions.

The Office will enhance its cooperation with UNAIDS, WHO, and regional organizations in an effort to ensure that the rights of people affected by HIV/AIDS are protected and that those individuals have access to health care. Programmes that address these issues will be included in country strategies and in programmes implemented with United Nations Country Teams.

Ensuring the right to be free from discrimination contributes substantially to sustainable peace and development. OHCHR therefore intends to strengthen the capacities of United Nations agencies and United Nations Country Teams to assist States in developing

legislation and other measures to counter racism and xenophobia. OHCHR will also promote activities aimed at encouraging the implementation of the Durban Declaration and Programme of Action at the national level.

OHCHR will expand its work on economic, social, and cultural rights, focusing on legal protection and advocacy. OHCHR will assist Member States, at their request, in strengthening protection of those rights by providing training and advice and developing methodological tools.

Discrimination against women, a worldwide phenomenon, undermines development efforts and results in the victimization of women. In conflict situations, women and girls are affected differently and disproportionately. OHCHR will help to integrate gender perspectives in all United Nations peace and development activities by emphasizing women's human rights in its country-engagement strategies.

OHCHR will integrate activities on the right to development into the work programmes of its national and regional presences, and in its country strategies. The Office will promote a rights-sensitive understanding of poverty and development and advance the practical application of rights-based approaches to development. By integrating a human rights-based approach into national budgetary processes, OHCHR

will support national and United Nations partners in implementing the Millennium Development Goals and in strengthening national development policies and poverty-reduction strategies. To this end, a dedicated Millennium Development Goals and Rights-Based Approaches Unit will be established. OHCHR will also support a decentralized capacity in regional offices to advise United Nations Country Teams and national partners on a human rights-based approach to development.

Greater expertise in selected thematic areas will provide the basis for the development of methodologies for human rights work and for the identification of good practices to be applied by OHCHR, its United Nations partners, and human rights actors at the national level. Methodology development during 2006-2007 will focus on country assessment, human rights monitoring and investigations, the development of indicators to support the implementation of human rights, human rights-based approaches to peace, security, and development, humanitarian work, and human rights education and training.

OHCHR will develop training materials and programmes in support of its activities and those carried out by its partners under the World Programme for Human Rights Education. These programmes will be targeted at primary and secondary school systems and other professional groups. The use of new technologies will ensure more effective knowledge-sharing and management among United Nations and national partners.

Leadership: To strengthen the leadership role of the High Commissioner.

OHCHR aims to strengthen its thematic expertise in:

- Human rights, development, and the Millennium Development Goals;
- Protecting economic, social, and cultural rights;
- Human rights, peace-building, and peacekeeping; and
- Strengthening the rule of law.

In addition to enhancing thematic expertise in these priority areas, the Plan of Action calls for the publication of an annual World Human Rights Report that would identify and analyze human rights issues, trends, and ideas and would be used as a policy and advocacy tool. A unit to oversee production of the World Report will be created.

DEVELOPMENT AND THE MILLENNIUM DEVELOPMENT GOALS

In her Plan of Action, the High Commissioner committed OHCHR to focusing on human rights, development, and the Millennium Development Goals. The Office will establish a Millennium Development Goals and Human Rights-based Approaches Unit which will consolidate and add to existing expertise on these issues within OHCHR. Working closely with our field presences and colleagues in the United Nations Country Teams, the new Unit's tasks will include:

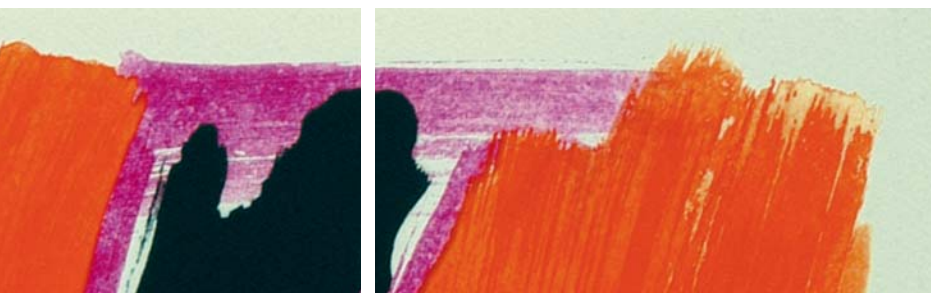
- Integrating development issues into OHCHR's country engagement strategies;
- Providing support to United Nations Country Teams, particularly in CCA/UNDAF rollout countries;
- Supporting initiatives to apply a human rights-based approach to PRSPs
- Raising the Office's profile as a centre of excellence and information on human rights-based approaches to development; and
- Coordinating OHCHR involvement on issues relating to the Millennium Development Goals with United Nations partners, the Bretton Woods Institutions, and civil society.



In an effort to build expertise on the right to development, OHCHR will explore the practical dimensions of the right to development, how that right affects the needs of marginalized groups and its input to international cooperation. OHCHR will support the Working Group on the Right to Development, which was established by the Commission on Human Rights in 1998. During 2006-2007, research and analysis capacity will be expanded to meet the increasing demands for expertise from the High-level Task Force on the implementation of the right to development. OHCHR will also develop its capacity to promote a rights-based approach and apply it to the development of policies and programmes.

THE RIGHT TO DEVELOPMENT

Promoting and protecting the right to development is one of OHCHR's core mandated activities. While OHCHR supports the Working Group on the Right to Development and its High-Level Task Force, the right to development is also reflected in much of the Office's work, especially in activities undertaken at the country level to create or strengthen national human rights capacities and infrastructures in various ministries, national institutions, educational systems, and judiciaries. In Geneva, right-to-development activities are coordinated by a special unit, located within the Research and Right to Development Branch, which is tasked with driving OHCHR's work on this issue.



The High Commissioner's leadership role on economic, social and cultural rights will be strengthened by providing substantive support to intergovernmental discussions on a possible Optional Protocol to the International Covenant on Economic, Social, and Cultural Rights and on the proposed new Convention on the Rights of Persons with Disabilities. Support will also be provided for the Global Compact and the mandate of the Special Representative of the Secretary-General on human rights and trans-national corporations or other business enterprises.

Research will focus on the rule of law, particularly on the justice sector, transitional justice, impunity, security issues, and remedies for victims of human rights violations. OHCHR will also examine human rights aspects of counter-terrorism measures, the rights of victims of terrorism, policing, law enforcement, detention, conscientious objectors to military service, non-derogable rights, and states of emergency.

OHCHR will strengthen its expertise in the area of anti-discrimination and the protection of special groups, including minorities, indigenous peoples, migrants, victims of trafficking, and persons with disabilities. It will also establish a women's human rights and gender unit and reinforce initiatives to prevent trafficking and provide protection to victims of trafficking.

Partnerships: To mainstream rights-based approaches to peace and security activities, including anti-terrorism initiatives and development and humanitarian work, implemented by United Nations Country Teams.

The Plan of Action calls on OHCHR to assist in integrating human rights into the core of the United Nations agenda for development and security. The Action 2 Plan, which aims to help United Nations agencies and United Nations Country Teams to provide more effective assistance to Member States in their efforts to build national capacities to protect human rights, will help to strengthen partnerships within the United Nations agencies and to incorporate a human rights dimension into all of their development, peace, security, humanitarian, and rule-of-law activities.

OHCHR will work within the interagency framework to ensure more consistent rights-based approaches to United Nations peace, security and humanitarian activities, in keeping with the requirements of integrated missions. It will improve its capacity to develop operational guidelines and methodological tools, and to provide advice and training to all components of peace operations, particularly senior officials. With strengthened capacity to address women's human rights and gender, OHCHR will also be better equipped to help integrate gender perspectives into United Nations peace and development activities, particularly those focusing on women's human rights.

OHCHR will identify good practices and lessons learned through annual reviews of the application of human rights-based approaches within United Nations country-programming processes. As part of Action 2, OHCHR will work with United Nations Country Teams to develop tools to design rights-based programmes in priority areas relevant to building national protection systems.

KEY INDICATORS

The Human Rights Mainstreaming, Right to Development, Research and Analysis programme's contribution to OHCHR's expected accomplishments will be measured through the following key indicators:

- Increased reference to OHCHR's policy positions and commentaries by concerned organs and bodies of the United Nations, and in policy and planning documents, civil society campaigns, and major human rights reports;
- Increase in the number of United Nations common country programmes and Poverty Reduction Strategy Papers integrating a human rights-based approach to development;
- Greater awareness of human rights issues among Resident and Humanitarian Coordinators, Special Representatives of the Secretary-General (SRSGs) and other senior officials, and strengthened human rights capacity of United Nations Country Teams;
- Greater attention to human rights in discussions under the Executive Committees and other United Nations bodies, such as the Peacebuilding Commission, and stronger links among partners involved;
- Increased methodological coherence in the implementation of OHCHR's activities in critical areas; and
- The extent of support provided to mandates relevant to the right to development, and better integration of such mandates into OHCHR's work.

ADVISORY SERVICES, TECHNICAL COOPERATION, AND FIELD ACTIVITIES

Introduction

OHCHR's Capacity Building and Field Operations Branch (CBB) will play the central role in coordinating OHCHR's country engagement efforts, the development of country assessments, and the implementation of strategies for action in the field. The field component will build on the expertise developed at Headquarters and will encourage governments to cooperate with the special fact-finding procedures of the Commission on Human Rights (or its successor) and with the bodies that monitor the implementation of human rights treaties.

The High Commissioner's Plan of Action asserts that expanding the geographic desks and deploying more human rights officers to regional and country offices are two key steps towards realizing the new strategic vision for OHCHR. During 2006-2007, OHCHR will focus on rationalizing field deployments, strengthening the mandates and resources of some existing offices, and phasing out other offices. In addition, a Rapid Response Unit will be created to build standing capacities for rapid deployment, fact-finding, and field support.

Programme

OHCHR aims to bridge the four implementation gaps identified in the Plan of Action: knowledge, capacity, commitment, and security. To this end, the Office aims to ensure that: national authorities are better informed of international human rights standards and how to translate these into laws, regulations, and policies; officials and civil society have greater capacities to address human rights problems; authorities are more aware of their human rights obligations and can design ways to overcome obstacles to the realization of human rights; and that individuals are better protected from policies that threaten their personal security.

CBB will coordinate the development and implementation of country-engagement strategies, including field deployment, ensuring more coordinated and focused OHCHR work in the field. The basis for any OHCHR field activity, including responding to early warnings of crises, will be established following an assessment and analysis of the human rights situation, implementation gaps, and the activities

and capacities of the various stakeholders, and after reviewing the policies and strategies of the United Nations system.

ADDRESSING HUMAN RIGHTS IMPLEMENTATION GAPS

Moving from the rhetoric of human rights to the reality of the enjoyment of rights requires an assessment of the obstacles to implementation. Building on Member States' and OHCHR's experiences, the Plan of Action outlines four implementation gaps that can arise, often concurrently:

The **knowledge** gap. Governments need to know how to translate their human rights obligations into effective laws, policies, and programmes. While there is a significant amount of knowledge sharing underway, gaps remain and OHCHR must find ways to fill them and work with others to do so.

The **capacity** gap. Even when the course of action is clear to a government, nothing will materialize if there are significant gaps in capacity, i.e., a lack of human, financial, or other resources. OHCHR can help governments to identify their needs and, through its technical cooperation programme, help to build capacities to address human rights problems.

The **commitment** gap. No amount of policy analysis or marshalling of resources will suffice when governments lack the commitment to reform or to redress a pattern of abuse. There are two types of commitment gaps: when a government is determined to pursue a course of action that breaches its international human rights obligations; and when a government admits breaching its obligations, but fails to implement needed reforms. OHCHR and the broader United Nations system have a responsibility to remind governments of their obligations, and to assist them in realizing the required reforms.

The **security** gap. Where personal security and property are deliberately threatened, protective responses are urgent. Much can be done, short of the use of armed force, to protect individuals in these and situations of lesser gravity, including deploying human rights officers to the area. OHCHR can play an important role in these circumstances.

To help close the knowledge gap, OHCHR will support governments, United Nations Country Teams and peace missions, national human rights institutions, and civil society organizations in integrating human rights into national and regional legislation, policies, and practices. This will involve disseminating human rights norms, standards, and concepts; fostering dialogue between governments and United Nations human rights mechanisms, such as the treaty bodies and the special procedures of the Commission on Human Rights; assessing human rights challenges;

integrating a rights-based approach to national development and humanitarian work; and coordinating the work of OHCHR's regional offices with that of regional organizations.

To help close the capacity gap, OHCHR will support governments, United Nations Country Teams, peace missions, national human rights institutions, and civil society organizations in identifying needs and strengthening the institutional and programmatic framework for national human rights protection. OHCHR will work with United Nations Country Teams and peace missions to coordinate the assistance given to countries to establish and develop national protection systems and to apply recommendations made by United Nations human rights mechanisms. Other activities include: advocating at the country level for greater international cooperation to bridge gaps; providing advice, education, and training through technical cooperation programmes aimed at strengthening the administration of justice, developing effective national human rights institutions, human rights action plans, and education programmes; and supporting key civil society organizations and academic institutions.

To help bridge the commitment gap, OHCHR will work with governments and other duty-bearers to address human rights violations and propose possible remedies. This work will involve: assessing the human rights situations in countries and issuing public reports and recommendations in the case of country offices and human rights components of United Nations peace missions; organizing visits by the High Commissioner and supporting country-specific special procedures of the Commission or Council; and coordinating country visits and analysis by other United Nations human rights mechanisms. OHCHR will also organize fact-finding missions and inquiries to document gross human rights violations, and report to the Secretary-General, the Commission on Human Rights, the Security Council, and the General Assembly.

To help close the security gap, field offices will provide assistance to individuals to protect them from policies that threaten their personal security in cases of grave and widespread human rights violations. This will be done by deploying human rights observers to crisis situations so they can provide impartial monitoring of the human rights situation and report their findings to United Nations policy-making bodies.

Making a Difference Where it Matters Most: OHCHR's Support for Implementation at the Country Level

Expanding its operational deployment in countries and regions will increase OHCHR's impact, institutional credibility and trust, and will enhance OHCHR's relationships and partnerships, including with governments and civil society.

In mid-2005, OHCHR reviewed its field activities through the prism of the Plan of Action. The review allowed OHCHR to identify the most obvious implementation gaps in each of the regions, to target countries for engagement during the 2006-2007 biennium, and to determine the most appropriate type of engagement, including whether field deployments should be in the form of regional offices, country offices, support for peace missions, or the assignment of human rights officers to United Nations Country Teams.

REGIONAL OFFICES

The current seven regional offices—two in Africa (East and Southern Africa), two in Asia (Southeast Asia and the Pacific), one in the Arab Region (Middle East and the Gulf), one in Central Asia, and one in Latin America—will be adapted to conform to the vision described in the Plan of Action. Those in Central Asia, East Africa and Southeast Asia will be strengthened, and three new offices will be opened for Central America, North Africa and West Africa. In addition, the functions of the New York Office will be enlarged to ensure closer cooperation with the countries in North America and with the multilateral financial and development institutions located there. A United Nations Regional Centre for Documentation and Training, similar to the existing Regional Human Rights Centre for Central Africa in Yaoundé, will be established in Qatar.

The final location of the new regional offices is still under discussion. Regional offices are expected to function as resource and support centres for OHCHR country offices, human rights components of United Nations peace missions, and OHCHR human rights officers in the countries within the region, but are not responsible for supervising country offices. Regional offices, which report to the Geographic Coordinators in Geneva, as country offices do, are expected to reduce the amount of regional activities conducted from Headquarters, thus reducing travel expenses.

REGIONAL OFFICES

OHCHR's operational deployment will be rationalized with greater emphasis on regional offices structured around a common model. Regional offices will:

- serve as OHCHR outposts and help to develop and implement engagement strategies for countries requiring more focused attention;
- provide coverage for other countries, as requested by Headquarters;
- engage with sub/regional intergovernmental and non-governmental organizations; and
- function as support and resource centres for country offices, human rights components of peace operations, and human rights officers deployed in the region by providing relevant thematic expertise for capacity-building, fact-finding, advocacy, and other activities.

Staffing levels and profiles will reflect the tasks assigned to the offices and the thematic expertise required to address the priority human rights issues in each region and in the countries to be covered by each office.

COUNTRY OFFICES

OHCHR has country offices in Angola, Bosnia and Herzegovina, Burundi, Cambodia, Colombia, Democratic Republic of the Congo, Guatemala, Mexico, Nepal, Palestine, the Russian Federation, Serbia and Montenegro (including Kosovo) and Uganda. In 2006-2007, OHCHR plans to establish new offices in Bolivia and Togo. These two countries were selected according to criteria laid out in the Plan of Action, namely: the seriousness of the human rights situation, the potential for OHCHR to positively influence the situation, OHCHR's ability to operate under a broad mandate, and the openness of the government and civil society to work with OHCHR to close implementation gaps. OHCHR will work to adapt its existing country offices in Angola, Cambodia, Colombia, Guatemala, Mexico, Nepal and Uganda, and its office in Palestine, in an effort to consolidate their efforts and strengthen their capacities, in accordance with the vision contained in the Plan of Action. OHCHR's offices in Bosnia and Herzegovina and Serbia and Montenegro will be phased out during the next biennium, except in Kosovo where the Office will be strengthened.

OHCHR COUNTRY OFFICES

The Plan of Action identifies the various activities in which OHCHR engages through its country offices. Working with other United Nations agencies and with government and other national actors is essential for identifying knowledge and capacity gaps at the national level. Serious security gaps, especially in conflict situations, will often require the deployment of human rights officers. Experience in both peace operations and human rights missions has shown how the presence of monitors can help protect human rights. In addition, with a higher profile in countries and regions, OHCHR can better assist governments in reporting to the treaty bodies and in following up both their recommendations and recommendations made by the special procedures. Each office's specific areas of focus are decided in cooperation with the governments involved. Those decisions are based on the country strategies and on an assessment of the areas of concern, the national and international actors involved in human rights work, and the most effective actions available to OHCHR for addressing existing implementation gaps.

SUPPORT FOR PEACE MISSIONS

In its Plan of Action, OHCHR sets out its intent to review its support to human rights components in United Nations peace operations with the aim of making that support more effective and of integrating human rights into all components of peace operations. OHCHR has been working with other partners within the United Nations system in pursuit of a more coherent policy framework for human rights in integrated missions. Such a framework acknowledges that all United Nations entities have a responsibility to ensure that human rights are protected through and within their operations in the field, and that OHCHR, as lead agency on human rights issues, has a central role to play by providing expert guidance and support to human rights components. The head of the human rights component serves as the representative of the High Commissioner, with a principal reporting line to the Special Representative of the Secretary-General and a secondary reporting line to OHCHR to provide guidance and functional support.

OHCHR will work towards enabling the human rights components to implement activities focusing on four areas: ensuring that peace processes emphasize justice and equity; preventing and redressing human rights violations; building capacities and institutions; and mainstreaming human rights into all United Nations programmes.

HUMAN RIGHTS OFFICERS

In 2006, OHCHR will review the effectiveness of human rights officers working within the United Nations Country Teams and will hold discussions with UNDP/UNDG to establish standard operating procedures and minimum operation conditions. Human rights officers, the fourth category of field deployment, assess a country's human rights needs and advise the Resident Coordinator, heads of United Nations agencies, and Country Teams as a whole on human rights-based programme strategies and implementation. It has been proposed that human rights officers should also advise governments on human rights issues and work with national human rights institutions and civil society.

In addition to the human rights officers now stationed in Ecuador, Guyana, Mongolia, Southern Caucasus (Georgia) and Sri Lanka, OHCHR plans to deploy officers as needs arise and in conjunction with the needs of United Nations Country Teams. Four new human rights officers are expected to be deployed in 2006.

Major field offices are described in detail in the relevant chapter.

VOLUNTARY FUND FOR TECHNICAL COOPERATION

Technical cooperation activities are mainly funded through the Voluntary Fund for Technical Cooperation in the Field of Human Rights, established by the Secretary General in 1987 in response to the Commission on Human Rights Resolution 1987/38. A Board of Trustees was created in 1993 to assist in fund-raising and to provide expert advice. The Board meets twice a year and acts as an external advisory body for the Technical Cooperation Programme. OHCHR encourages donors to support the Technical Cooperation Programme by providing contributions to the Voluntary Fund for Technical Cooperation rather than earmarked to specific regional and national activities.

Support Units

NATIONAL INSTITUTIONS UNIT

Providing assistance to national human rights institutions (NHRIs), which encompasses human rights commissions, ombudsmen, and specialized institutions, is a central part of OHCHR's strategy to close protection gaps. NHRIs are key to effective national protection systems and to ensuring that international norms are respected at the national level. The National Institutions Unit provides substantive support to the geographic units in helping countries to establish and strengthen their national human rights institutions in conformity with the international principles approved by the General Assembly in 1993 (the Paris Principles). In the coming biennium, OHCHR will respond to the increasing demand for expertise in this area by providing advice on establishing appropriate constitutional or legislative frameworks for national institutions, and on the nature, functions, powers, and responsibilities of such institutions. OHCHR will also continue to strengthen the capacity of NHRIs to address specific human rights issues, such as trafficking, migration, the right to education, and other economic, social, and cultural rights. OHCHR will work with NHRIs as partners. As the secretariat of the International Coordinating Council, OHCHR will also help to review the accreditation status of NHRIs to ensure that they conform to international standards.

PEACE MISSIONS SUPPORT UNIT

With the Peace Missions Support Unit, located in the Capacity Building and Field Operations Branch (CBB), OHCHR aims to build its capacity to help plan and establish new human rights components in United Nations peace operations, and to plan exit strategies. During 2006-2007, the Unit will support OHCHR's geographic desks and the peace missions by: assisting in the planning, design, and establishment of the human rights components of the peace missions; advising on operational and policy issues; transferring good practices; and developing tools to enhance the skills of human rights staff in the peace missions. Peace operations with a human rights component are located in Afghanistan, Burundi, Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia/Eritrea, Georgia, Haiti, Iraq, Liberia, Sierra Leone, Somalia, Sudan, Tajikistan, Timor-Leste and Western Africa.

RAPID RESPONSE UNIT

In addition to increasing its presence in the field, OHCHR will acquire the capacity to respond promptly to deteriorating or potentially deteriorating human rights situations. This will be achieved by establishing a Rapid Response Unit in CBB. OHCHR will define in-house coordinating arrangements and aim to establish an inter-service task force to plan all aspects of rapid deployments. It will also prepare the necessary planning and operations tools, guidance, and in-house arrangements for the preparation, approval, and implementation of operations plans. In order to secure adequate stand-by resources for emergency operations, OHCHR will establish partnerships with United Nations agencies and other external partners. The team will prepare tools, provide advice, participate in missions, and organize training sessions for staff in cooperation with the new Staff Development and Training Section.

KEY INDICATORS

The Advisory Services, Technical Cooperation, and Field Activities' contribution to OHCHR's expected accomplishments will be measured through the following key indicators:

- Number of policy, legislative, and institutional changes/developments in addressing human rights implementation gaps introduced at the national level with the support or at the initiative of the United Nations human rights programme;
- Number of institutionalized human rights training and education programmes introduced at the national level, with the support or at the initiative of the United Nations human rights programme; and
- Establishment of a rapid-response capacity to deploy human rights officers at short notice.

Regional Overview

Informed by the vision of the Plan of Action, OHCHR's strategy for human rights engagement in the field is aimed at bridging four protection gaps: in knowledge, capacity, commitment, and security. The following text provides an overview of how that strategy will be transformed into action in the different regions.

AFRICA

Situation Analysis: Despite some positive normative developments, including the adoption of the African Charter on Human and Peoples' Rights and its two Protocols relating to the establishment of an African Regional Court and to the Rights of Women, human rights violations continue with impunity throughout a large part of the continent. The many protracted conflicts, high levels of illiteracy and poverty (of the 48 countries in the region, 34 are classified as "least developed"), the scourge of HIV/AIDS, widespread corruption, and weak institutions of redress are major obstacles to the full enjoyment of human rights in Africa. Other challenges include ensuring accountability for past crimes (transitional justice) while seeking to secure peace; combating impunity, protecting women, children and other vulnerable groups; ending discrimination; and harmonizing laws and access to justice.

While the number of national human rights institutions and NGOs in the region is increasing, like the governmental structures dealing with human rights issues, they are often weak. Most African countries have ratified the core international human rights treaties; however few have ratified the various optional protocols. The levels of incorporating human rights standards into domestic law, reporting on how the treaties are applied, and implementing treaty-body recommendations are inadequate. Few countries have allowed visits by the special procedure mechanisms. Often, too, there is no common approach or strategy among national and international actors to strengthen human rights protection at the national level.

The success of OHCHR's human rights actions in Africa depends on the work of its field offices. Through the activities of human rights units of peacekeeping operations and technical assistance programmes facilitated by field offices at the national and regional levels, OHCHR has been intervening to protect civilians in armed conflicts and providing expertise to strengthen the capacities of the United Nations Country Teams and the ability of government and non-governmental actors to protect human rights.

In 2005, OHCHR had four country offices and three regional offices in Africa and provided support to nine human rights components of DPA and DPKO operations.

Regional Priorities and Strategy: Human rights protection in much of Africa suffers from gaps in knowledge, capacity, commitment, and security. OHCHR's Africa programme will work to equip policy-makers and key actors with the skills to identify and address human rights problems. It will also support efforts to ensure that individuals/rights-holders are empowered to know their rights and the mechanisms to protect those rights.

TOGO

Following the death of President Gnassingbe Eyadema in February 2005, Togo was plunged into a constitutional crisis. One month after the President's death, the United Nations Country Team requested urgent assistance for the period leading up to and including the presidential elections, scheduled for 24 April. OHCHR deployed a human rights adviser to assist the Country Team on human rights protection issues. The adviser, working in collaboration with United Nations partners, national stakeholders, NGOs, and the Togolese National Human Rights Commission, helped to devise a protection strategy and design medium- and long-term strategies to promote human rights, the rule of law, and democracy.

During the same period, OHCHR received reports of alleged human rights violations that had occurred before, during, and after the elections. On 10 June, the High Commissioner established a fact-finding mission that concluded that massive human rights violations had indeed occurred in Togo during that period. The mission formulated 15 recommendations, including ending the culture of impunity and calling for truth, justice, and reconciliation. These recommendations were communicated to the Government, the United Nations, and the international community.

The new OHCHR office in Togo will help to build national capacities to protect human rights. It will assist the Government in designing policies to implement the 22 commitments on democracy and human rights undertaken with the European Union in April 2004 and the recommendations made by the fact-finding mission. These focus on human rights education, the administration of justice and the rule of law, and the integration of human rights into the activities of the United Nations Country Team.

OHCHR will enhance its strategic partnerships with United Nations peace missions, United Nations Country Teams, and other national and regional actors, including the organs of the African Union and the regional economic communities to help close the capacity gap. To address the gap in commitment, engagement with individual African governments will be increased to improve implementation of their

international human rights obligations. In an effort to close the security gap, OHCHR will focus on ensuring better protection of civilians during armed conflict and better protection from policies that directly threaten their personal security. OHCHR will work to assure that those who violate human rights are identified and brought to justice, and that the victims of human rights abuses or violations of international humanitarian law have access to redress.

OHCHR's strategy for Africa will focus on the rule of law and administration of justice, human rights and development, discrimination, institutional capacity-building, and human security, which involves the issues of trafficking, slavery, and civilians in armed conflict.

In implementing its programme in Africa, the Office will strengthen the capacity of its national and regional offices to respond to the specific challenges in their respective areas. OHCHR will provide greater expert support to the United Nations Country Teams, regional economic communities, and African human rights institutions with the aim of empowering them to strengthen national human rights protection systems. The Office will also provide greater support to human rights components of peace missions in an effort to monitor and report promptly on the human rights situation in the countries where the missions are deployed. A country office will be opened in Togo and a regional office is planned for West Africa.

The chapter on Major Field Offices provides more detailed information on the 2006-2007 programmes and resource requirements of OHCHR country offices in Angola, Burundi, the Democratic Republic of the Congo and Uganda.

OHCHR's field deployment in Africa is projected as follows:

	Maintained	Strengthened	To be Established
Regional Offices	Southern Africa (Pretoria)	East Africa (Addis Ababa)	West Africa
Regional HR Centres	Central Africa (Yaoundé)		
Country Offices	Burundi, Democratic Republic of the Congo, Uganda	Angola	Togo
UN Peace Missions	Sudan	Cote d'Ivoire, Ethiopia/Eritrea, Liberia, Sierra Leone	

ARAB REGION

Situation Analysis: In recent years, many Arab States have taken positive steps towards political, legal, economic, and social reform. These measures include holding multi-party legislative and municipal elections, establishing national human rights institutions, facilitating the work of NGOs, respecting the right of freedom of expression, and improving the status of women.

Despite these improvements, obstacles to the full realization of human rights remain, including: armed conflict, impunity, limits on women's and migrant rights, limits on freedom of expression and association, a lack of protection for human rights defenders, and the imposition of emergency laws. Although a number of national institutions have been established, the continued absence of democratic structures is an obstacle to the growth and empowerment of the civil society across the region.

Almost all Arab countries are parties to the core human rights treaties and some of the optional protocols. However, reporting on how the treaties are implemented and follow-up on recommendations made by the treaty bodies remains insufficient.

Regional Priorities and Strategy: OHCHR will focus on: encouraging the ratification and implementation of human rights treaties, and reporting on how these obligations are fulfilled; reinforcing the administration of justice and the rule of law; and increasing women's access to justice. In an effort to close the capacity gap, the Office will help to develop and implement national human rights action plans; support human rights education, gender mainstreaming, and the empowerment of women throughout the region, and assist in the creation of national human rights institutions that conform to the Paris Principles. To bridge the commitment gap, the Office will encourage governments to engage in democratic and institutional reform in cooperation with United Nations agencies and civil society. To help close the security gap, OHCHR will monitor the human rights situation in Iraq. OHCHR Palestine will focus attention on the situation of human rights defenders, disappearances, arbitrary detention, torture, and the death penalty.

The priority thematic areas for OHCHR's work in the Arab region include law enforcement, emergency laws, impunity, migrants' rights, trafficking in persons, women's rights, the Millennium Development Goals, protecting human rights defenders, the impact of counterterrorism measures, disappearances, and the application of the death penalty.

In order to implement the strategy effectively, OHCHR plans to reinforce the Middle East and Gulf Regional Office in Beirut and the Palestine office, and will open a Regional Office for Northern African States in Cairo. A United Nations Regional Centre for Documentation and Training in the Arab Region and Southwest Asia will be established in Qatar.

The chapter on Major Field Offices provides more detailed information on the 2006-2007 programme and resource requirements of OHCHR's office in Palestine.

In the Arab region, OHCHR's field deployment is projected as follows:

	Maintained	Strengthened	To be Established
Regional Offices	Middle East and the Gulf (Beirut)		North Africa
Regional HR Centres			Arab Region and Southwest Asia (Qatar)
Country Offices		Palestine (territory)	
UN Peace Missions	Iraq		

ASIA AND THE PACIFIC

Situation Analysis: One-third of the world's population, and two-thirds of those living on less than US\$1 per day live in a region that experiences natural disasters, health epidemics, and, often, serious human rights violations. The human rights challenges in the Asia-Pacific region include inequality, discrimination, impunity, armed conflict and violence, democratic deficits, and weak institutions.

Cooperation with international human rights mechanisms is mixed. The Asia-Pacific region has a low level of ratifications. While there are some encouraging signs that this situation may be changing, reporting to treaty bodies and compliance with their recommendations remains inadequate. Country and thematic special procedures are actively engaged, but cooperation with governments is uneven. While the Asia-Pacific region has a well-developed network of intergovernmental organizations, it remains the only region in the world without a comprehensive regional human rights instrument or an institutionalized regional human rights mechanism. National institutions and civil society organizations are growing and active but are still weak.

Regional Priorities and Strategies: The common goal of OHCHR country-engagement efforts in the Asia-Pacific region is to ensure that national actors, including government institutions, national institutions, and NGOs, provide redress to those rights-holders whose human rights are violated.

OHCHR's strategy in the region during 2006-2007 will involve: strengthening country focus from Headquarters; increasing the human rights capacity of and support within United Nations peace missions, primarily in Afghanistan; supporting the country offices in Cambodia and Nepal; and supporting the human rights officer in the United Nations Country Team in Sri Lanka. OHCHR also intends to strengthen its existing regional office in Bangkok.

In case the mandate of the United Nations Office in Timor-Leste (UNOTIL) is not extended beyond May 2006, OHCHR intends to deploy a human rights officer to work with the United Nations Country Team.

OHCHR will continue to work within the Asia-Pacific Regional Framework, in cooperation with Member States and Country Teams, focusing on the justiciability of economic, social, and cultural rights and establishing and strengthening national institutions. These activities will be carried out at a more focused

regional level in the next biennium in keeping with OHCHR's new regional structures.

Thematic issues, such as discrimination against minorities, including indigenous peoples, trafficking in human beings, especially women and children, migrant workers's rights, economic, social, and cultural rights, and the rule of law, will also received focused attention.

The chapter on Major Field Offices provides more detailed information on the 2006-2007 programmes and resource requirements of OHCHR's activities in Afghanistan, Cambodia and Nepal.

In the Asia-Pacific Region, OHCHR's field deployment is projected as follows:

	Maintained	Strengthened	To be Established
Regional Offices	Pacific (Suva)	Southeast Asia (Bangkok)	
Country Offices	Cambodia Nepal		
UN Peace Missions	Afghanistan Timor-Leste		
HR Officers	Sri Lanka Mongolia (2006 only)		

EUROPE, NORTH AMERICA, AND CENTRAL ASIA

Situation Analysis: The region comprising Europe, North America, Central Asia (and the Caucasus) is unique because of the diversity of its constituent countries, the profound changes the region has undergone since the early 1990s, and the potential for the transfer of knowledge among those countries. The countries comprising the region vary significantly in terms of economic and social development. The human rights situation in the region ranges from established democracies with strong human rights protection systems to countries in transition struggling with an institution-building process. However, interlinkages between the countries are close.

Regional organizations, particularly the European Union (EU), play a leading role in the region. The countries of the EU have a strong record of cooperation with international human rights mechanisms. The benefit of regional cooperation extends beyond the countries of the EU, as all countries of the region are members of the Organization for Security and

Cooperation in Europe (OSCE) and most are members of the Council of Europe. Partnerships with regional organizations have given OHCHR opportunities to coordinate assistance to countries that have embarked on substantial human rights reforms, particularly the countries of the former Soviet Union.

Regional Priorities and Strategy: In helping countries to close gaps in their human rights protection systems, the Office will focus on encouraging governments to fulfil their human rights obligations through dialogue, assistance, and advocacy. The strengthening of existing regional offices and the establishment of new ones will help to engage with governments and civil society, while partnerships with relevant United Nations agencies and regional organizations, particularly the OSCE and the Council of Europe, will maximize OHCHR's impact.

RUSSIAN FEDERATION

Following the High Commissioner's visit to the Russian Federation in February 2005, the Government and OHCHR agreed to establish an OHCHR presence in the country. The geographical size of the Russian Federation poses a particular challenge to the Office's engagement with the country and makes the establishment of a presence all the more important.

The posting of a Senior Human Rights Officer in Moscow will be an important first step toward providing adequate human rights expertise in the Russian Federation, a task the Office considers particularly important because of the size of the country and the cross-border nature of many of the country's human rights concerns.

Strengthening the regional office in Central Asia will help to provide protection in an area where there are no regional human rights protection instruments or protection bodies, like the Council of Europe. At the same time, by emphasizing transfers of knowledge and building capacities to implement international human rights mechanisms, OHCHR, working closely with OSCE and other partners, will help Central Asian countries to benefit from positive experiences in human rights protection in the wider region.

CENTRAL ASIA

OHCHR's presence in Central Asia was established following needs-assessment missions to the Central Asian republics of Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan. The four governments and OHCHR then developed a four-year project and a regional adviser was deployed to the area. Under the auspices of the regional adviser, and in cooperation with United Nations agencies, high-level conferences, workshops and seminars were convened, raising public awareness about human rights and thus promoting respect for fundamental liberties and drawing attention to the need to strengthen national human rights education capacities. The activities during the past year demonstrated the need for further engagement in the region, tailored to the needs of each constituent country. This will be achieved through a strengthened regional office and the deployment of human rights officers to the individual countries. Strengthening the regional office will also enable OHCHR to focus more closely on Tajikistan to ensure continued human rights support to the country after the United Nations Office for Peace-building there closes in 2007.

The presence of a human rights officer in the Southern Caucasus (Tbilisi, Georgia) will make it easier to work with regional partners in an area that has shown a growing commitment to meeting its human rights obligations as it struggles with inadequate capacities.

Offices in southeast Europe, where OHCHR has had a long-term presence, will be phased out during the 2006-2007 biennium, except in Kosovo, where the office will be strengthened to respond to developments related to status talks. Activities will focus on ensuring that human rights become a cornerstone of future legislation and institutions. All offices in the region will be continuing the activities they have been implementing in close cooperation with governments, civil society, and international counterparts, providing technical assistance in integrating human rights into legislative, policy, and institutional reforms, and working to improve institutional and civil society capacities to protect human rights. OHCHR will remain focused on: protecting the most vulnerable; the fight against discrimination; access to economic, social, and cultural rights; and fighting impunity for war-related crimes and post-conflict acts of violence, with the aim of achieving local sustainability.

To take full advantage of the expertise available in the region, closer linkages with the countries of North America is crucial. The functions of the New York Office will be enlarged to ensure closer cooperation with these countries and with the multilateral financial and development institutions located there. The importance of ties with multilateral institutions

should not be underestimated, as only by engaging with the main international development actors can the Office help to significantly reduce the human rights capacity gap.

The Office will continue to support country rapporteurs, such as the Special Rapporteur on Belarus. Countries where the establishment of a presence is not possible but where human rights concerns persist will receive enhanced coverage from Headquarters in close cooperation with the regional offices concerned.

The most prominent human rights challenges in the region include the establishment of the rule of law, the prevention of organized crime and corruption, the protection of human rights in the framework of anti-terrorism measures, the participation of civil society within the wider context of good governance, the fight against impunity for past human rights violations, trafficking in human beings, and discrimination and intolerance between different ethnic groups. The cross-border nature of many of these issues makes sub-regional approaches and cooperation among countries indispensable. OHCHR will also focus on the realization of economic and social rights within the context of the economic reform process, particularly in the countries of the former Soviet Union.

In the Europe, North America, and Central Asia region, OHCHR's field deployment is projected as follows:

	Maintained	Strengthened	To be Established
Regional Offices		Central Asia New York Office	
Country Offices	Bosnia and Herzegovina (2006) Serbia and Montenegro (2006)	Russian Federation Kosovo (Serbia and Montenegro)	
HR Officers	Southern Caucasus (Georgia)		

LATIN AMERICA AND THE CARIBBEAN

Situation Analysis: The situation in Latin America and the Caribbean is paradoxical. On the one hand, the region has a strong and effective system for protecting human rights in the Inter-American Commission and Court for Human Rights. In addition, almost every country in the region has a national human rights institution. Governments are eager to cooperate with international and regional human rights mechanisms, and there is a large base of experienced and effective civil society organizations willing to cooperate with governments in tackling the causes of human rights violations.

On the other hand, however, there are persistent and growing human rights challenges, such as: exclusion of and discrimination against large segments of the population resulting in a lack of access to economic, social, and cultural rights, which, in turn, creates social tensions and internal conflicts; a high foreign-debt burden; institutions for the administration of justice that are too weak to effectively address high levels of corruption, impunity, and public insecurity; the many serious human rights abuses committed under dictatorial regimes in the past, and during the ongoing armed conflict in Colombia, which have not been investigated and prosecuted; and one of the lowest rates of ratification of international human rights treaties in the English-speaking Caribbean.

Regional priorities and strategies: OHCHR aims to gradually increase its presence in the region during the coming biennium. A new country office will be established in Bolivia in response to the Government's request for assistance.

BOLIVIA

The new OHCHR country office in Bolivia will help to strengthen the capacity of national institutions and civil society to protect and promote human rights, especially in the area of the administration of justice. It will also promote the integration of human rights into public policies in an effort to realize economic, social, and cultural rights, achieve the Millennium Development Goals, and combat racial discrimination. The office will work with the United Nations Country Team by providing the training, advice, and tools needed to mainstream human rights into its programmes. The office will also focus on the fight against impunity.

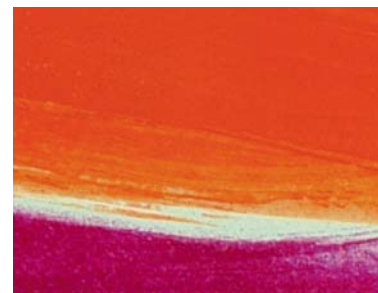
Bolivia is the poorest country in South America. Political tensions, resulting from persistent human rights violations and discrimination against the indigenous majority, have resulted in an overall weakening of the democratic system and the rule of law. International support is needed to strengthen the national human rights protection system, especially to improve the effectiveness of the nation's judicial and security institutions. As recommended by an OHCHR officer sent to the country in 2005, the office will focus on the administration of justice and the enactment of the Reparation Law. OHCHR will also assist in an effective and impartial investigation of the numerous deaths that occurred during protests in February and October 2003.

OHCHR's regional office in Santiago will gradually focus on economic, social, and cultural rights, strengthening its cooperation with the Economic Commission for Latin America and the Caribbean (ECLAC), and providing expertise to all other OHCHR field presences in the region. A new regional office will be opened in Central America with a focus on discrimination, violence against women, and exclusion.

Human rights officers are deployed: in Ecuador, to work primarily on reinforcing the country's administration of justice system; and in the English-speaking Caribbean, to carry out awareness-raising campaigns and human rights education, and to promote ratification of international human rights instruments and reporting.

The strengthened New York Office will enhance cooperation with Washington-based regional institutions, such as the Organization of American States, the Inter-American Commission for Human Rights, and other organizations focused on the region, including civil society organizations.

The new presences will complement the country offices in Mexico, where OHCHR aims to renegotiate its current mandate, Colombia, and Guatemala. In Haiti, OHCHR will continue to support the human rights component of the United Nations Stabilization Mission in Haiti (MINUSTAH). In addition, there will be an increased focus on Brazil. Other activities and presences, such as ongoing projects with Argentina, Paraguay, Peru and Uruguay will be phased out during the biennium.



MEXICO

OHCHR's office in Mexico will ensure that institutions, Government authorities, and the United Nations Country Team have adequate information, understanding, and skills to identify human rights concerns and to develop measures to address them effectively. The office will also work with civil society organizations.

OHCHR will continue to support the Government in implementing the recommendations of the Human Rights Diagnosis conducted by OHCHR in 2003, the National Human Rights Action Plan (NHRAP), and international human rights instruments, focusing on building the national capacity to integrate human rights into public policies. OHCHR will assist civil society organizations in developing a database and indicators to evaluate implementation of the recommendations of the Diagnosis and the NHRP. Activities will be carried out in coordination with the Ministry of Interior, the Ministry of Foreign Affairs, and the Country Team.

Thematically, OHCHR will focus on the most pressing human rights concerns, namely: exclusion and discrimination; the weak administration of justice and ensuing impunity; protection of vulnerable groups, particularly indigenous peoples and afro-descendants; and violence against women. OHCHR will continue to work closely with our partners in the region, which include the United Nations system; the United Nations Country Teams; the United Nations Peace Mission in Haiti; the Organization of American States and its human rights components, the Inter-American Commission and Court of Human Rights; the United Nations Latin American Institute for the Prevention of Crime and Treatment of Offenders (ILANUD); ECLAC; and the Interamerican Development Bank.

The chapter on Major Field Offices provides more detailed information on the 2006-2007 programmes and resource requirements of OHCHR country offices in Colombia and Guatemala.

In the Latin America and the Caribbean Region, OHCHR's field deployment is projected as follows:

	Maintained	Strengthened	To be Established
Regional Offices	Latin America (Santiago)		Central America
Country Offices	Colombia Guatemala	Mexico	Bolivia
UN Peace Missions		Haiti	
HR Officers	Guyana	Ecuador	



SUPPORTING THE PROGRAMMES

Introduction

An efficient administration is crucial for fulfilling the mandate of the High Commissioner for Human Rights. Administrative functions include providing support services for human resources, general services, finance and budget, information technology, security, and career development. Improving and rationalizing the management of OHCHR's resources, both human and financial, providing adequate information technology support, and ensuring the security of OHCHR staff are the administration's three most urgent priorities.

Improving the efficiency and effectiveness of the core administrative functions are critical components of the High Commissioner's vision as articulated in her Plan of Action. During the biennium 2006-2007, efforts will focus on: ensuring that adequate systems are in place to enable OHCHR to pursue its country engagement strategy, seeking greater delegation of authority in administrative and financial matters, and developing new administrative procedures and policies to respond to expanded operational needs. These will include: strengthening the Office's human resources capacity, seeking greater geographic distribution among new posts, developing personnel rosters, rationalizing field deployments, and supporting a rapid-response capacity in the Capacity Building and Field Operations Branch.

Current situation

OHCHR has been strengthening its capacity to better prioritize, plan, deliver, and be accountable for its programmes. To improve work in this area, a data warehouse is being developed that will contain modules on financial and contributions management, project management, and reporting. Financial information about OHCHR's activities, including budgets and information on income and expenditures, is now assembled manually through electronic systems, such as Excel and Access, and through the Integrated Management Information System (IMIS). However, the current IMIS system does not allow for user-friendly project-management as proposed in the new system. That system will also provide for workflow management and access to key documentation.

The administration is responsible for budgeting, allotment and payment requests, grant management, coordination of audits, and general financial and administrative follow-up to project implementation with executing implementing partners, such as the United Nations Office at Geneva (UNOG). Preparation, coordination, and finalization of OHCHR's contributions to budget submissions, including performance reports, and implementation of decisions by United Nations bodies, such as the Advisory Committee on Administrative and Budgetary Questions (ACABQ), and the Fifth Committee, have also been undertaken.

The administration also manages contributions and the preparation of financial reports to donors. These activities involve monitoring the cash-flow related to extra-budgetary projects to determine funding shortfalls and implementation rates, ensuring that proposed trust-fund agreements comply with United Nations financial regulations and rules, preparing financial reports for donor-funded extra-budgetary projects, providing financial data for the Annual Report and the Mid-Year Review, and providing key input to the planning process.

The human resources unit has been primarily concerned with handling vacancy management, recruiting and administering staff at Headquarters and in the field, and ensuring a transparent and effective recruitment policy in line with the regulations and rules of the United Nations secretariat. OHCHR's post-regularization process began in 2005 and will be completed in early 2006. The process aims to harmonize the contractual status of staff under the United Nations secretariat recruitment procedures.

The Information Management and Technology Section, formerly situated in the Research and Right to Development Branch, was transferred to the administration in mid-2005. The move was made to ensure that general operating services rendered to all OHCHR staff, whether at Headquarters or in the field, are under the umbrella of the administration. It was also decided that information technology-related services are cross-departmental functions and therefore better located within the general support provided to the entire office. In the new biennium, there will be greater emphasis on rationalizing OHCHR's IT requirements, ensuring greater accessibility in the field, improving the website and existing human rights databases, and developing an IT strategy for the future.

OHCHR's security section ensures the security, safety, and well-being of staff. Activities are fully integrated with those of the United Nations Department of Safety and Security (DSS). Participation in the Inter-Agency Security Management Network, an element of the security-management governance system, which reports through the High Level Committee on Management to the Chiefs Executive Board, ensures that the security needs of OHCHR are met in compliance with relevant United Nations regulations, rules, and operating procedures.

A new Staff Development and Training Section will be established in 2006-7 to meet OHCHR needs in this regard.

Programme

The overall objectives for the 2006-2007 biennium are to:

- Strengthen OHCHR's administrative support services;
- Provide quality recruitment services for all contractual arrangements, including providing advice on staff entitlements and benefits;
- Strengthen accountability and capacity to support and monitor OHCHR activities at Headquarters and in the field;
- Ensure that OHCHR's activities are carried out effectively and efficiently while staff security, safety, and well-being are protected;
- Improve the efficiency of OHCHR's general services, which includes travel requests, general procurement of goods and services, logistics, building management, office management, telecommunications, and conference services;
- Utilize information technology in order to automate labour-intensive processes and ensure the timely dissemination of human rights documentation and information worldwide;
- Work with the communications section to ensure greater accessibility and user-friendliness of OHCHR's website; and
- Establish a mechanism for the systematic delivery of training to OHCHR staff in keeping with its strategic vision.

Country engagement: Given the growth of OHCHR and the consequent additional staff requirements, ensuring geographical balance will be a priority for the High Commissioner. This will entail assembling a wider pool of candidates from a larger number of countries. One of the tools that will be developed to this effect is a roster of qualified candidates to call on for various types of assignments, both at Headquarters and in the field. Developed countries will also be encouraged to support junior professional officers from developing countries in the field and at Headquarters.

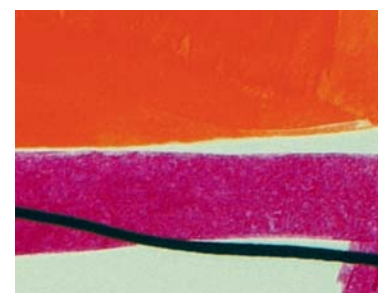
The finance and budget section will acquire more staff members to address administration-related tasks in project implementation. As the administration is strengthened, there will be a shift in administration-related tasks from the Branches to the administration. This will mean that desk officers will be able to concentrate more on following up country situations and formulating, assessing, and monitoring projects. This section will be responsible for all budgets, financial policy, and planning-related issues and will ensure that standards are set for results-based budgeting, that risk-assessment capacities are strengthened, and that there is greater transparency in all financial operations. The travel component of the general services section will also be strengthened to allow for speedier execution of travel arrangements and authorizations.

Additional tasks in general administration and logistics will be handled by the administration to ensure that services provided to Branches strengthen the administrative capabilities in the field. Assessment missions will be fielded to determine the requirements for new or expanded OHCHR field offices. The section will also work closely with the Capacity Building and Field Operations Branch to establish a rapid-response capacity, which will involve deployments on short notice, emergency travel and procurement, security, and rapid financial authorizations.

Greater country engagement will require that accurate security advice is provided to senior management, field office staff, and staff traveling on mission. The security section will continue to accompany staff, special rapporteurs, and independent experts to the field based on risk assessments. It will also provide ongoing coordination with DSS, manage security clearance and travel advisories for OHCHR staff, and cover technical needs, such as emergency telecommunications, security training, and driver safety. Officers selected from the DSS roster will provide security coverage for field offices in difficult locations. Funds will be required for equipment, travel, and to participate in DSS-led security activities.

Management: Delegated authority will be essential for realizing the Plan of Action. OHCHR's current authority is limited to initiating administrative actions. The Office intends to move toward obtaining authority to approve and implement all such actions, as other United Nations departments do. As a first step, OHCHR will seek to have the authority to accept contributions, approve allotments, recruit consultants and temporary staff, provide for emergency travel, and procure material for field offices.

A comprehensive review of human resource policies will be undertaken together with UNOG and the Office of Human Resources Management (OHRM) with the aim of developing procedures that respond to the operational needs of OHCHR and that will enhance diversity, competence, management capacity, and accountability among OHCHR's staff. Staff mobility, the development of rosters, and the possibility of having exchange programmes with other United Nations departments, such as DPKO, will also be examined.

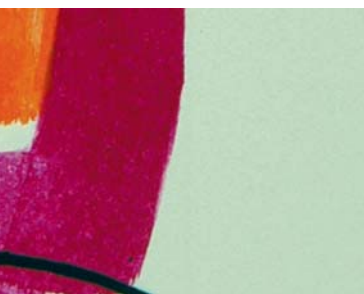


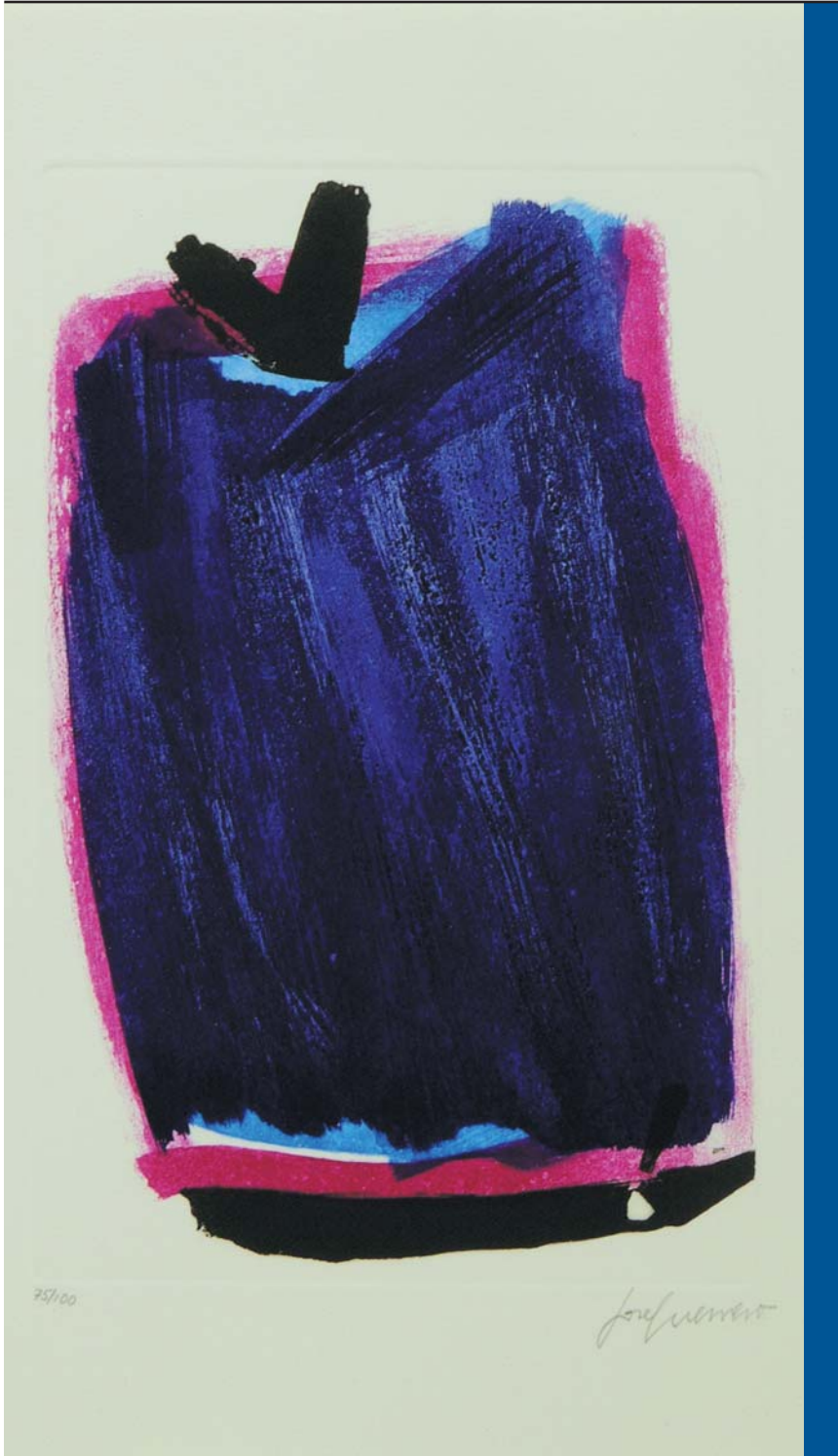
Given the interdisciplinary nature of tasks undertaken by human rights staff and the need to work with a variety of partners and with the United Nations system as a whole, it is important to train staff so that they can meet evolving human rights challenges. A Staff Development and Training Section will be established that will provide induction training for new staff, pre-deployment and in-mission training for field staff, in-service training to upgrade skills, and information on emerging human rights issues and methodologies. The section will be responsible for ensuring that OHCHR staff members have a common understanding of the Office's mandates, values, objectives, and functions. OHCHR will be considered to be a "learning organization" under the United Nations Organizational Learning Framework and programmes will be developed in conjunction with UNOG's Staff Development and Learning Section. In addition, an internal task force on learning and training will make recommendations regarding the functions of the Section and on appropriate mechanisms for ongoing training of OHCHR staff at all levels.

KEY INDICATORS

Programme Support's contributions to OHCHR's expected accomplishments will be measured through the following key indicators:

- Time-frame in recruiting staff and deploying staff to the field in a safe and efficient manner;
- Vacancy rates and turnover; and
- Number of field offices provided with adequate logistical support and basic functions prior to the arrival of staff members.





MAJOR FIELD PRESENCES

AFGHANISTAN

The objectives of OHCHR's presence in Afghanistan are to bridge the implementation gaps by empowering rights-holders, particularly women, to understand and claim their rights and by building the capacities and commitment of Government officials and national institutions to implement and enforce human rights standards, particularly by administering and dispensing justice effectively and fairly, tackling impunity, and establishing accountability for serious crimes.

Current situation

OHCHR's technical cooperation activities in Afghanistan fall under two projects. One supports activities implemented by OHCHR, including supporting the United Nations Assistance Mission in Afghanistan (UNAMA), building on the capacities of the Government and the independent national institution, the Afghanistan Independent Human Rights Commission (AIHRC), and supporting transitional justice. In January 2005, a Mapping Report was presented to the President of Afghanistan during the High Commissioner's visit in support of the launch of the AIHRC's report, *A Call for Justice*. A national transitional justice action plan was developed by the Government, AIHRC and UNAMA/OHCHR, which was first presented for discussion in June and was recently approved by the Government. A conference on truth-seeking and reconciliation was organized in Kabul in December 2005.

The second project is jointly implemented with UNAMA, UNDP, and AIHRC. This project recognizes AIHRC as the primary agency for protecting and promoting human rights in Afghanistan and supports it through five programmes: human rights education, monitoring and investigation of complaints, protection of women's rights, protection of child rights, and transitional justice.

Assistance and support was given to the Independent Expert on the human rights situation in Afghanistan in preparing his report to the Commission on Human Rights at its 61st session in 2005. At the

same session, the High Commissioner was given the mandate to monitor the human rights situation in the country, and reports were prepared for submission to the General Assembly and the Commission at their next sessions. OHCHR also assists the Government in meeting its treaty-reporting obligations in a project implemented jointly with the AIHRC and UNDP.

Activities during 2006-2007 will be carried out in close cooperation with UNAMA, particularly with its human rights unit.

Programme

In order to create greater awareness among the Afghan people, particularly women, of their human rights and the availability for redress for human rights abuses, OHCHR will conduct workshops and training sessions on human rights for human rights trainers and rights-holders.

More human rights officers are expected to be placed in the UNAMA human rights unit (HRU) in Headquarters and in the regional and sub-regional offices to work closely with AIHRC and other members of civil society to provide assistance to duty-bearers in fulfilling their human rights obligations and to begin to tackle impunity and establish accountability for serious crimes. The role of UNAMA's human rights officers will include not only monitoring and investigating human rights violations, but determining the extent to which the Government's efforts are successful in promoting and protecting human rights.

With the aim of ending impunity, support will be provided for the implementation of transitional justice benchmarks as enumerated in the national action plan, and for processes that hold accountable those responsible for serious war crimes and crimes against humanity. Stakeholders will be consulted as the transitional justice process is carried out. Forensic experts will assist the Government in investigating mass graves.

OHCHR's office will advocate for greater respect of and adherence to international human rights norms by the Government. Training will be offered on the

◀ This painting is by José Guerrero and is representative of article 10 of the Universal Declaration of Human Rights:

Article 10
Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.

implementation of human rights standards. This training will be based on OHCHR manuals and guidelines, which will be translated into local languages. Human rights officers will be placed in Government ministries and departments to enhance the national capacity to comply with treaty obligations.

UNAMA/OHCHR will also work to have human rights principles and standards incorporated into all United Nations activities in the country. Guidelines on rights-based approaches by the United Nations Country Teams will be disseminated. Coordinated strategies on human rights will be developed through regular meetings; and the chief human rights officer will be a member of the United Nations Country Team representing OHCHR.

Key indicators

The effectiveness of OHCHR's programme in Afghanistan will be measured by: an increase in the number of complaints and cases of human rights concerns reported and handled by human rights actors, including UNAMA/OHCHR and AIHRC; an increase in the number of human rights-based activities undertaken by national human rights actors; implementation of the different activities envisaged in the national transitional justice action plan; an increase in the number of national laws and policies that conform to international human rights standards; greater enforcement of laws and policies that conform to international human rights standards; an increase in the number of reports submitted by the Government in meeting its treaty-reporting obligations; and human rights mainstreamed into all United Nations assistance activities.

ANGOLA

OHCHR will cooperate with governmental and non-governmental institutions and the United Nations system to strengthen Angola's capacity to protect human rights and raise awareness among duty-bearers and rights-holders.

Current situation

United Nations human rights work in Angola began in 1995 with verification and peacekeeping operations. In 2002, following the end of the 27-year war in the country, the Security Council mandated the human rights section of the United Nations Mission in Angola (UNMA) to assist the Government in protecting and promoting human rights and in building institutions to consolidate peace and enhance the rule of law. OHCHR developed a project to support peace-building in the country following the termination of UNMA's mandate in February 2003.

The Government and civil society are beginning to come to terms with the country's human rights commitments and the challenges that lie ahead. The lack of full realization of social and economic rights is a major weakness, in stark contrast to the country's available resources. Access to justice is mostly limited to the capital. A process is now underway to establish a national and provincial system of human rights plans-of-action and institutions. In the absence of a well-functioning judiciary, such a system may be crucial for ensuring accountability as the country prepares for general elections—the first polls since 1992 and the first ever for Angola as an independent nation at peace.

During extensive consultations among OHCHR, Government institutions, other United Nations agencies, donors, and civil society groups, it was agreed that OHCHR should play a key role in the country's transition process and that it should remain in the country at least until the general elections are held. The Office had already extended its presence in the country to implement another two-year project through 2006. This project focuses on working with the Government and civil society to consolidate peace and democracy, build respect for human rights and the rule of law, and promote respect for the social and economic rights of all Angolans.

OHCHR 2006-2007 Budget Afghanistan			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	820,493	820,493
Non-Post costs		-	0
Temporary Assistance (GTA)	-	0	0
Consultants/Experts	-	190,631	190,631
Travel of staff & representatives	-	289,732	289,732
Contractual services	-	0	0
General Operating Expenses	-	16,950	16,950
Supplies, materials, Furniture, Equip.	-	0	0
Grants, contributions & seminars	-	469,402	469,402
Total	-	1,787,208	1,787,208

Programme

The Office aims to improve access to justice by mobilizing resources for the establishment and recognition of community-based mechanisms of conflict resolution, such as traditional systems, mediation, and counselling by local NGOs that comply with international human rights norms.

Considering the fact that United Nations presence in the country is decreasing rapidly, and that the Office for the Coordination of Humanitarian Affairs (OCHA) and the Transitional Coordination Unit (TCU) structure, with a protection mandate, will no longer exist, OHCHR is working towards strengthening the remaining United Nations field offices and opening additional ones in the most critical localities in order to ensure that the United Nations' protection mandate can be fulfilled. The institutional basis for this will be the new Resident Coordinator's Unit (RCU).

To guarantee greater protection of rights, the Office will focus on training local NGOs to improve their protection capacities, including monitoring, and on improving duty-bearers' capacities to address protection issues, especially by training police officers in human rights principles.

The Office will promote better understanding and respect for social, economic, and cultural rights by training civil society actors in rights-based monitoring of development programmes, particularly the Poverty Reduction Strategy Paper, providing expert advice to the Office of the Ombudsman, and embarking on joint programmes with other United Nations agencies.

The Office will support training programmes, community promotion campaigns, and the integration of human rights into educational curricula as part of its effort to raise awareness about human rights.

Key indicators

The Angola office will measure progress in achieving its objectives through: an increase in the number of international and regional instruments ratified, reported on, and translated into national law, regulations, and policies; the acceptance of alternative conflict-resolution mechanisms that would be available to an increasing number of people, particularly for those living in areas where formal judicial processes are not available; a clear rights-based implementation of the 2005–2008 United Nations Development Assistance

Frameworks (UNDAF) in which OHCHR works closely with other United Nations agencies in Angola; and an increased number of awareness-raising programmes specifically tailored for vulnerable groups.

OHCHR 2006-2007 Budget Angola			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	2,025,638	2,025,638
Non-Post costs	-	-	-
Temporary Assistance (GTA)	-	-	-
Consultants/Experts	-	62,150	62,150
Travel of staff & representatives	-	58,760	58,760
Contractual services	-	348,040	348,040
General Operating Expenses	-	596,640	596,640
Supplies, materials, Furniture, Equip.	-	363,250	363,250
Grants, contributions & seminars	-	-	-
Total	-	3,454,478	3,454,478

BURUNDI

The objective of OHCHR's presence in Burundi is to strengthen national capacities to protect human rights and to support the integration of a human rights component into the United Nations peace operation in the country.

Current situation

OHCHR's office in Burundi, which was opened in 1995, is composed of three units: a Protection Unit, which builds national capacity in the area of human rights protection; a Justice Unit, which supports the judicial, police, and prison institutions, advocates legal reform, and provides direct legal assistance to defendants and complainants concerning the events of 1993; and a Promotion Unit, which helps to build civil society's capacity to address human rights problems. Two sub-offices, in Ngozi and Gitega, headed by national staff members, focus on providing legal assistance and monitoring detention facilities. The Burundi office also supports the work of the Independent Expert on the human rights situation in Burundi.

OHCHR country engagement in Burundi is part of a comprehensive human rights programme coordinated with partners working in human rights, particularly the United Nations peace-keeping mission in Burundi (ONUB). OHCHR Burundi implements its human rights and rule-of-law activities in close coordination with ONUB according to the Security Council mandate and also works with UNDP, UNICEF, and Government and non-government actors.

Programme

In an effort to promote a wider understanding of human rights and to improve the capacity to protect human rights in the country, OHCHR will launch a comprehensive national human rights awareness campaign, which will use cultural vehicles, such as theatre, song, cartoons, and poetry, to spread the message about human rights. Some specific issues, such as sexual violence and child rights, including reintegrating child soldiers, will be emphasized throughout the campaign.

To increase the national capacity to protect human rights, OHCHR will monitor and record human rights violations. A human rights database will be established to keep track of identified cases.

To complement its human rights monitoring activities, OHCHR will organize a wide range of human rights training seminars for representatives of different sectors of society. Training will be offered to members of the Government's human rights commission, civil society representatives, including women community leaders and members of the national human rights network, and national human rights observers. There will also be human rights training seminars for uniformed personnel, including military, police, and prison officers. OHCHR will publish periodic reports on the human rights situation in the country and produce human rights teaching materials and tools for use by public school teachers and students.

The office will provide technical assistance to Government officials to improve their capacity to meet the country's international human rights obligations. Activities will include technical assistance on treaty-body reporting, particularly with respect to the Convention on the Rights of the Child, and assistance in harmonizing national legislation with international human rights standards. The office will also advocate for the establishment of an independent national human rights commission.

Through training and seminars on human rights targeting judicial officials and para-legals, OHCHR aims to increase the capacity of the justice system to protect human rights. The office will advocate for the adoption and implementation of transitional justice mechanisms, including the adoption of a law on a National Truth and Reconciliation Commission and Special Chamber. Technical workshops for national and international judges and prosecutors appointed to the Special Chamber are also planned. OHCHR will establish a working group within the United Nations Country Team on transitional justice mechanisms.

By organizing training sessions and workshops on a rights-based approach to UNDAF for United Nations agencies, the office aims to improve the capacity of United Nations agencies to assist Burundi in establishing national mechanisms for the protection of human rights. OHCHR also intends to organize human rights training seminars for ONUB's uniformed personnel.

Key indicators

The progress of OHCHR's programme in Burundi will be measured by: the number of human rights violations recorded and investigated; the number of Government and non-governmental groups receiving human rights training; the number of victims of human rights violations having received assistance; the number of former child soldiers successfully reintegrated; establishment of a national human rights commission; all UNDAF and the United Nations Information and Communication Theme Group and heads-of-agencies trained on rights-based approaches; all uniformed personnel of ONUB having received human rights training; penal and procedural codes revised according to international human rights standards; the law on the National Truth and Reconciliation Commission revised; and the law integrating the Special Chamber within the national judicial system adopted.

OHCHR 2006-2007 Budget Burundi			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	3,521,758	3,521,758
Non-Post costs			
Temporary Assistance (GTA)	-	-	-
Consultants/Experts	-	33,900	33,900
Travel of staff & representatives	-	45,200	45,200
Contractual services	-	169,500	169,500
General Operating Expenses	-	90,400	90,400
Supplies, materials, Furniture, Equip.	-	158,200	158,200
Grants, contributions & seminars	-	621,500	621,500
Total	-	4,640,458	4,640,458

CAMBODIA

The Cambodia office follows a dual approach of working on immediate human rights issues while helping to strengthen national institutions to safeguard and uphold respect for human rights under the rule of law, and to develop policies, laws, and practices consistent with Cambodia's international

human rights commitments. Its priorities include acting on reports of serious violations of human rights, enabling NGOs and civil society groups to function and carry out their work in safety, contributing to efforts to establish an independent and professional judiciary, encouraging the lawful management of Cambodia's land and natural resources for the benefit of its people, fostering an enabling environment for human rights work, and encouraging Cambodia's citizens to participate knowledgeably and actively in public life. The office participates in the United Nations Country Team and encourages the integration of human rights into the work of other international organizations.

Current situation

The Cambodia office and the Special Representative of the Secretary-General for human rights in Cambodia combine mandates of protection, monitoring, and reporting with technical assistance and advisory services. The mandates of both derive from the Commission on Human Rights, which established the Office in 1993 and requested that the Secretary-General appoint a Special Representative for human rights in Cambodia. The Office and the Special Representative work closely together in all areas of work.

The Special Representative and the office produced two reports in 2004 and 2005: one on land concessions for economic purposes from a human rights perspective, and one that traces continuing patterns of impunity and makes recommendations on measures that can be taken to end them. This second report is based largely on information that is already in the public domain, in reports of the Special Representatives and other experts working under United Nations auspices. Working jointly with others, the office will take forward elements of both reports during the 2006-2007 biennium.

Programme

During the 2006-2007 biennium, OHCHR Cambodia will assist the Special Representative in carrying out his mandate.

The office will document and report on selected cases of violations of human rights. It will monitor and address problems faced by human rights defenders, promote better understanding and implementation of the United Nations Declaration on Human Rights Defenders, and strengthen the capacity of NGOs working for human rights and social justice.

OHCHR will continue its project to combat impunity, including following up on the Special Representative's report and recommendations. The office will promote dialogue and hold consultations on the nature and impact of impunity and the measures that must be taken to end it. OHCHR will also implement follow-up projects aimed at ending mob killings and practices of torture and other cruel, inhuman, or degrading treatment or punishment, and will promote more humane prison policies, including for juveniles, in cooperation with UNICEF.

OHCHR Cambodia will work to promote increasingly transparent and accountable government and informed participation of citizens in the conduct of political and public life, giving priority to freedoms of expression, association and assembly. This will include monitoring and contributing to draft laws on freedom of information, demonstrations, and NGOs in cooperation with the International Labour Organization, the World Bank, and NGOs. It will also work with other organizations to monitor the commune council elections scheduled for 2007.

OHCHR Cambodia will help to establish the rule of law and a professional and independent judiciary, including by advocating for the adoption and enactment of laws that make the basic legal framework consistent with Cambodia's Constitution and international human rights norms. The office will also prepare reports and other advocacy documents that highlight irregularities observed in key cases and court trials. OHCHR will follow the trials of senior leaders of the Khmer Rouge and others most responsible for the crimes committed under the Democratic Kampuchea regime.

OHCHR Cambodia will work to secure greater respect for the human rights and livelihoods of rural populations and indigenous peoples, including by advocating for the implementation of the recommendations of the Special Representative's report on economic land concessions and on his reports to the Commission on Human Rights.

The office will work with the United Nations Country Team, the Consultative Group for Cambodia, relevant technical working groups, and NGOs. OHCHR will also develop joint programming initiatives with the United Nations Country Team, in accordance with the UNDAF 2006-2010, to integrate human rights into poverty-reduction and development strategies and programmes.

The office will work to strengthen understanding of and adherence to international human rights instruments

and treaties, including through public outreach programmes, follow-up on concluding observations and recommendations of treaty bodies, and by encouraging accession to individual communications procedures. When appropriate, the office will cooperate with special procedures of the Commission on Human Rights.

Key indicators

The progress of OHCHR’s programme in Cambodia will be measured by: authorities conduct credible investigations into cases of reported human rights violations; NGOs and civil society organizations are able to fulfil their duties in accordance with the Declaration on Human Rights Defenders; authorities adopt and implement legislation relating to access to information and freedoms of association and assembly, consistent with Cambodia’s international human rights treaty obligations; credible steps taken to establish the rule of law and a professional and independent judiciary by restructuring the Supreme Council of Magistracy and changing its composition to make it broadly representative and free from executive interference; a Law on the Status of Judges and Prosecutors consistent with international standards adopted and implemented; basic laws consistent with Cambodia’s international human rights obligations adopted and enacted; credible steps taken to follow up on concluding observations and recommendations of treaty bodies, resolutions of the Commission on Human Rights, and key recommendations of the Special Representatives; individual communications procedures of the International Covenant on Civil and Political Rights and the Convention on the Elimination of All Forms of Discrimination against Women ratified; legal assistance and paralegal programmes in place to increase access to justice for the poor; and relevant partners operationalize human rights in poverty-reduction and development strategies and programmes, particularly with regard to Cambodia’s Constitution and treaty obligations.

COLOMBIA

OHCHR’s office in Colombia will work to ensure that national and local institutions have impartial and sufficient information, understanding and skills to identify human rights issues of concern, and that they develop the capacity to address those concerns effectively and to fulfil their obligations under human rights and international humanitarian law. The office will work with civil society, vulnerable groups, and the general public to empower them to know and claim their rights.

Current situation

The office was established on 26 November 1996 through an agreement signed by the Government of Colombia and the United Nations. In September 2002, at the request of President Uribe, the office’s mandate was extended until October 2006. Within the framework of that agreement, the office continues to observe the human rights situation in the country and adherence to international humanitarian law; advises State and Government authorities and institutions on how to ensure compatibility with international instruments; advises representatives of civil society; provides technical cooperation and assistance to State and Government authorities and institutions and to representatives of civil society in strengthening the national capacity to protect human rights; and promotes and disseminates human rights and international humanitarian law. Work is conducted from the office in Bogotá and from sub-regional offices in Bucaramanga, Cali and Medellín.

The office also produces the annual report of the High Commissioner on the human rights situation in Colombia, which is submitted to the Commission on Human Rights, and works to ensure that recommendations made by the High Commissioner are implemented.

Programme

In the coming biennium, OHCHR Colombia will make systematic observation missions, especially to conflict areas, to interview local and departmental civil and military authorities and civil society organizations. It will also continue to analyze and follow up on cases of alleged human rights violations and produce reports with a thematic and/or a geographic focus. The aim of that work is to produce concrete recommendations for national institutions in the areas of the rule of law, the fight against impunity,

OHCHR 2006-2007 Budget Cambodia			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	1,699,800	715,742	2,415,542
Non-Post costs		-	-
Temporary Assistance (GTA)	556,100	-	556,100
Consultants/Experts	52,700	473,470	526,170
Travel of staff & representatives	146,400	147,126	293,526
Contractual services	71,100	192,778	263,878
General Operating Expenses	334,000	203,852	537,852
Supplies, materials, Furniture, Equip.	121,000	109,836	230,836
Grants, contributions & seminars	30,000	167,466	197,466
Total	3,011,100	2,010,270	5,021,370

the search for a negotiated settlement to the armed conflict, and the creation of public policies on economic and social issues that are consistent with the promotion of a human rights culture. These recommendations will become part of the High Commissioner's annual report on Colombia. A gender perspective will inform all of the office's work.

OHCHR Colombia will disseminate information about its mandate through publications, the press, and other mass media and will conduct training sessions in human rights for journalists.

The office will help to develop national capacity by identifying technical cooperation projects that support the implementation of the recommendations made by the High Commissioner in her annual report on Colombia. It will assist in designing the National Plan of Action on human rights and the National Plan of Action on Human Rights in the Educational System and will develop projects aimed at strengthening the Office of the Attorney-General, the Ombudsman's Office, the Office of the Procurator-General, and the National Institute of Prisons. The office will also develop a project with the Ministry of Defence to carry out an analytical and independent study on accomplishments and obstacles to the integration of international human rights and humanitarian law into the training to security forces. It will train Government officials and representatives of civil society in human rights and international humanitarian law using the pedagogical model it has developed.

Capacity-building will also target the United Nations system in Colombia. OHCHR's office will implement Action 2 by conducting workshops with the United Nations Country Team on human rights, international humanitarian law, and the human rights-based approach to planning and programming. It will also disseminate methodological tools and products to mainstream human rights into United Nations programmes, projects, and activities, including the monitoring of the process and its impact. These activities will be conducted in the context of the up-coming CCA/UNDAF process and in the work of the PRSPs and Millennium Development Goals.

The Office will also encourage the Government to follow up on the open invitation it extended to all special procedures and provide information and support to the special procedures and other mechanisms of the United Nations human rights programme.

Key indicators

The impact of OHCHR's Colombia office will be measured by: a greater amount of information available regarding human rights abuses and violations of international human rights law; an increase in OHCHR's field presence in the country; greater understanding of human rights and of public policy and Government programmes relating to human rights among vulnerable groups and the general public; the media providing more, and better informed, coverage of human rights issues; an increase in the number of officials, including in the military and police, at the national and regional levels, who know and understand their human rights and international humanitarian law obligations and who have the practical skills to meet them; a strengthened human rights and international human rights law unit in the Attorney General's Office and the establishment of an effective witness-protection programme; the Government making greater use of OHCHR's advice concerning normative projects and on incorporating human rights into public policies; and human rights mainstreamed into the programmes and policies of the United Nations Country Team.

OHCHR 2006-2007 Budget Colombia			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	10,058,808	10,058,808
Non-Post costs			
Temporary Assistance (GTA)	-	-	-
Consultants/Experts	-	-	-
Travel of staff & representatives	-	346,232	346,232
Contractual services	-	424,880	424,880
General Operating Expenses	-	1,003,101	1,003,101
Supplies, materials, Furniture, Equip.	-	72,207	72,207
Grants, contributions & seminars	-	1,725,058	1,725,058
Total	-	13,630,286	13,630,286

DEMOCRATIC REPUBLIC OF THE CONGO

OHCHR's programme in the Democratic Republic of the Congo (DRC) aims to bridge gaps in implementation by providing technical assistance to United Nations agencies, the Government, including members of the army, the police, and the legislature, and human rights institutions and civil society. The protection of vulnerable groups, including returnees, internally displaced persons, women, and children will be highlighted.

Current situation

OHCHR's office in the DRC was established in 1996. A sub-regional office was opened in Goma three years later. Their main tasks are to monitor and report on the human rights situation in the country, provide support and assistance to the Special Rapporteur on the DRC and to other special procedures mandate-holders and treaty-monitoring bodies, and advise and train public officials, human rights NGOs, and others on international human rights standards and practices.

During the 2006-2007 biennium, OHCHR DRC will carry out its activities in close coordination with the Human Rights Division (HRD) of the United Nations Mission in the Democratic Republic of the Congo (MONUC).

Programme

OHCHR's activities in the DRC will focus on capacity-building and promotion of human rights, monitoring and protection, and mainstreaming human rights into all United Nations programmes (Action 2).

Activities aimed at enhancing the capacity of the Government to develop national protection systems will include organizing human rights training seminars, workshops, and training courses at the national and provincial levels, and providing documentation on human rights, including international legal instruments. Emphasis will be placed on training members of the armed forces and the police to respect the rights of women by avoiding all forms of violence and abuse against them, particularly rape and other forms of sexual exploitation. OHCHR DRC will also support human rights education by working to integrate human rights into school curricula.

The capacity of civil society groups, including human rights NGOs, to engage the Government on human rights issues and effectively seek redress will be enhanced through training and workshops.

Human rights awareness-raising campaigns will be conducted through the media, including in televised public debates, and during roundtable discussions on human rights issues, which will be held in all regions.

Monitoring and protection activities will include conducting and reporting on special investigations into human rights abuses, when necessary. Victims and vulnerable groups will be given special atten-

tion in cooperation with national and international mechanisms for human rights protection, particularly the Independent Expert and other special procedures. Freedom of expression and political rights will be emphasized. OHCHR DRC will also undertake field visits to monitor assistance to victims of torture.

The office will organize human rights mainstreaming workshops and seminars for United Nations agencies (Action 2) in an effort to integrate human rights into the strategies and programmes of the United Nations Country Team and to enhance the capacity of United Nations agencies to assist the Government in developing national protection systems. Of particular importance is the development of national legislation that conforms to international human rights standards.

Key indicators

The impact of OHCHR's programme in the DRC will be measured by: an increase in the number of policies and measures taken to implement human rights-related legislation; more effective participation of NGOs and civil society organizations in protecting human rights; a decrease in cases of violence, including sexual violence against women and young girls; effective action by Government officials and the judiciary to combat impunity for human rights violations; an increase in the number of projects and programmes of the United Nations Country Team to strengthen the human rights protection system; and an increased number of projects and programmes that reflect a human rights-based approach to development.

OHCHR 2006-2007 Budget Democratic Republic of the Congo			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	4,192,413	4,192,413
Non-Post costs	-	-	-
Temporary Assistance (GTA)	-	-	-
Consultants/Experts	-	-	-
Travel of staff & representatives	-	67,800	67,800
Contractual services	-	50,850	50,850
General Operating Expenses	-	124,300	124,300
Supplies, materials, Furniture, Equip.	-	226,000	226,000
Grants, contributions & seminars	-	401,150	401,150
Total	-	5,062,513	5,062,513

GUATEMALA

OHCHR's office in Guatemala aims to ensure that national and local institutions have adequate information, understanding, and skills to identify human rights violations and address them effectively. The office aims to empower civil society, including vulnerable groups, to understand and claim their rights and to support Government institutions in developing legislation and policies that, among other things, provide redress for victims of human rights abuses.

Current situation

Following the departure of the United Nations Mission for the Verification of Human Rights in Guatemala (MINUGUA) and its Human Rights Division in 2004, the Government and OHCHR, which had previously implemented a technical cooperation project in Guatemala, agreed to open a fully staffed office in the country. The Guatemalan Congress ratified the agreement on 31 May 2005 and President Oscar Berger signed it one month later, opening the way for the deployment of OHCHR staff in July. The Agreement gives OHCHR's office a combined technical-cooperation and monitoring mandate.

The objectives enumerated in the Agreement include promoting and protecting the life, liberty, security, well-being, economic and social development, and other fundamental human rights of Guatemalans within the context of meeting the country's international human rights obligations. To achieve this goal, the office will work to increase the capacity of the Government and national institutions to better identify their priorities when dealing with human rights issues and implementing the Peace Accords. In addition, OHCHR Guatemala will foster a culture of human rights in the country, improve the capacity of State institutions to comply with their human rights obligations, and provide recommendations on how to incorporate international human rights standards into national legislation.

Programme

Through its monitoring programme, the office will provide analytical information on the human rights situation in the country to its partners within the Government (the Presidential Commission for Human Rights and the Office of the Vice-President), the Public Prosecutor's Office, the Supreme Court, the Judicial School, the Ombudsman's Office, and the Departmental Development Councils, and civil

society networks for human rights. The information will also be used in the annual report the High Commissioner is slated to prepare on the situation in Guatemala.

In an effort to build a human rights culture, the office will work with opinion-makers and communicators within and outside the Government to disseminate the human rights message, particularly on human rights violations against vulnerable groups, such as indigenous peoples, and on thematic issues, such as violence against women and children. A training programme for journalists will be part of this programme.

The office will offer human rights training to civil servants, police, penitentiary staff and others, and will help civil society organizations to develop their ability to use national and international remedies, including following up and litigating cases, to promote the rights of all.

To increase the capacity of the United Nations Country Team, the office will contribute to the implementation of UNDAF and the Millennium Development Goals. At the same time, it will ensure that human rights are integrated into all United Nations programmes and projects by developing training modules and methodologies.

The office will disseminate information on international standards through workshops and seminars organized in cooperation with other partners, both governmental and non-governmental. OHCHR Guatemala will analyze existing legislation with the aim of providing recommendations on how to ensure that national legislation conforms with international human rights standards. Through a permanent dialogue, recommendations will be made to Government institutions, including the National Parliament, and their implementation will be regularly monitored.

The Office will make use of the information collected through its observation to develop effective capacity building methodologies in order to address the human rights concerns identified throughout the country.

Key indicators

The impact of OHCHR's programme in Guatemala will be measured by: national institutions and civil society organizations having analytical information on the human rights situation in the country; increased Government use of advice provided by

the Office concerning normative projects and the incorporation of human rights into public policy making; an increase in the number of Government officials and civil servants, including state security officials, who understand their human rights obligations and have practical skills to implement them; a greater understanding among the general public, including vulnerable groups, about human rights and public policies relating to human rights; a greater awareness among vulnerable groups and civil society organizations about the constitutional mechanisms and international instruments available to defend their rights; more journalists and opinion-makers aware of human rights; and a rights-based approach integrated into all programmes and projects of the United Nations system in Guatemala.

NEPAL

OHCHR's country office in Nepal aims to promote respect for human rights and international humanitarian law and strengthen the rule of law by advocating and facilitating a consistent and informed approach to human rights issues and responses to violations. The office will seek to establish accountability for serious and systematic human rights abuses committed by both parties to the conflict with the aim of preventing their recurrence, protecting victims, and ensuring that offenders are prosecuted.

Current situation

On 10 April 2005, the Government of Nepal signed an agreement with the High Commissioner on Human Rights to establish an office with a far-reaching mandate on human rights. After the Commission for Human Rights welcomed the agreement, OHCHR deployed an assessment mission to Nepal. The High Commissioner's representative arrived in Nepal on 7 May 2005 with a small start-up team of human rights officers.

Under the agreement, the office, which will become OHCHR's largest field presence to date, is mandated to: assist the authorities in protecting human rights; monitor the human rights situation and the observance of international humanitarian law; advise the Resident Coordinator and the United Nations Country Team on human rights protection and capacity-building and coordinate the resulting human rights activities; advise and assist the National Human Rights Commission; and provide advisory services and support to representatives of civil society, human rights NGOs, and individuals. The office works in cooperation with other United Nations entities in Nepal and reports to the Commission on Human Rights and the General Assembly.

The office focuses on respect for human rights in the context of armed conflict, respect for democratic rights, and long-standing human rights abuses. It has developed a monitoring, investigation, and intervention methodology to address these issues.

Programme

The Office aims to reduce impunity on both sides of the conflict by: monitoring the human rights situation and observance of international humanitarian law, investigating and verifying allegations of human rights abuses, setting up regional offices for the

OHCHR 2006-2007 Budget Guatemala			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	4,903,974	4,903,974
Non-Post costs			
Temporary Assistance (GTA)	-	-	-
Consultants/Experts	-	393,014	393,014
Travel of staff & representatives	-	323,971	323,971
Contractual services	-	286,794	286,794
General Operating Expenses	-	667,039	667,039
Supplies, materials, Furniture, Equip.	-	505,562	505,562
Grants, contributions & seminars	-	604,437	604,437
Total	-	7,684,791	7,684,791

deployment of international human rights officers throughout the country, encouraging all relevant actors to observe international human rights law and international humanitarian law, informing the competent authorities of human rights violations and other abuses, and maintaining communication with all competent government agencies and civil society organizations.

The programme also aims to strengthen the national capacity to protect human rights by: advising the executive branch of the Government on human rights policies and how to implement them; advising the legislative and judicial branches of the Government; identifying capacity-building measures to remedy critical weaknesses; ensuring that recommendations and decisions made by United Nations bodies and organizations are taken into account by the Government; advising and assisting the National Human Rights Commission; and advising and liaising with civil society organizations on national protection mechanisms, particularly as they affect vulnerable groups.

Office staff will work with international and national organizations to build capacities in support of the peace process, coordinate activities among national and international stakeholders, and enhance the protection of internally displaced persons and children in conflict.

Following visits from the Representative of the Secretary-General on Internally Displaced Persons and the Director of the Inter-Agency Internal Displacement Division of OCHA in 2005, the office accepted a joint lead with UNHCR on the response to internally displaced persons. OHCHR will create a post dedicated to coordinating the protection response for internally displaced persons and liaising with OCHA and UNHCR on this issue.

The human rights situation depends to a large degree on the political situation, which is complex and fluid. The growth of vigilantism is disturbing and threatens the safety of civilians. A major risk to the programme would be an escalation of the violence and the decision, by either party to the conflict, to seek a military solution. A precondition for implementing OHCHR's programme in Nepal is the Government's continued commitment to the agreement that established the office and its commitment to providing the necessary conditions for its effective functioning, which includes recognizing the need for the office to engage with the Communist Party of Nepal-Maoist (CPN-M).

Key indicators

The impact of OHCHR's programme in Nepal will be measured by: capacity-building initiatives in the area of human rights undertaken to provide training, advocacy, and other support to national partners; National Human Rights Commission capacity to engage in the protection of human rights is supported through regular advice from international human rights advisers; international and national monitoring presences established in all four regions (Biratnagar covering the Eastern Region; Kathmandu covering the Central Region; Pokhara covering the Western Region; and Nepalgunj covering both the Mid-Western and Far-Western Regions); methodology for case review established with the judiciary at the national and local levels, and with the national bar association and human rights cells of the Royal Nepalese Army (RNA) and National Police; Senior staff appointed and dedicated to ensuring effective protection of the human rights of internally displaced persons and coordinating the response to displacement with UNHCR and OCHA; prosecution of human rights violations committed by the RNA against civilians or combatants *hors de combat* are no longer handled by RNA internal investigations or court martial proceedings but reviewed by civilian judicial authorities; and effective follow-up, by both parties to the conflict, to recommendations made by OHCHR and the various United Nations human rights mechanisms.

OHCHR 2006-2007 Budget Nepal			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	10,642,001	10,642,001
Non-Post costs		-	-
Temporary Assistance (GTA)	-	1,420,975	1,420,975
Consultants/Experts	-	56,500	56,500
Travel of staff & representatives	-	226,000	226,000
Contractual services	-	79,100	79,100
General Operating Expenses	-	800,492	800,492
Supplies, materials, Furniture, Equip.	-	499,686	499,686
Grants, contributions & seminars	-	395,500	395,500
Total	-	14,120,254	14,120,254

PALESTINE

In the Occupied Palestinian Territories, OHCHR Palestine will work to strengthen the capacities of the Palestinian Authority's institutions, the national human rights institution, NGOs, and the United Nations Country Team to promote human rights, and will seek to establish an appropriate protection mandate for its own operations.

Current situation

United Nations human rights cooperation with the Palestinian Authority (PA) began with training for police in 1994. In April 1996, a two-year project, *Support for the Rule of Law*, was agreed to by the PA's Ministry of Planning and International Cooperation (MoPIC). That project was considered an integral part of the programme of assistance, reconstruction, and development of the Palestinian territories elaborated by the United Nations and the World Bank, in close cooperation with the parties to the Peace Accords, United Nations agencies, and donor countries. The project focused on introducing international human rights standards into legislative processes and training the security services. One office was set up in Gaza; a second opened in Ramallah in 2000. In 2005, OHCHR Palestine implemented activities under the one-year project, *Partnerships for Human Rights Promotion in Palestine*. With the goal of designing a modern form of governance grounded in the rule of law and respect for human rights, the project is jointly implemented with PA institutions to enhance sustainability, and with the Palestinian Independent Commission for Citizens' Rights and civil society to promote human rights.

The Palestinian territories have seen momentous changes since OHCHR first set up operations there. Grave human rights violations persisted during the second *intifada*, with loss of life on both sides. During the first 10 months of 2005, 208 Palestinians were killed and 1,297 were injured; 89 Israelis were killed and 388 were injured. Amid the violence, freedom of movement for most Palestinians was severely curtailed by Israel's construction of its wall, the imposition of curfews, the closures of road links that confined people to their immediate vicinities, and the plethora of permits that were required for Palestinians to live their lives. In 2005, poverty levels rose to an average of 64 percent in the Territories; in the Gaza Strip, that average climbed to 78 percent.

However, during the same time period, the Palestinian Authority proceeded with plans for wide-ranging

reforms, opening new possibilities for human rights protection. The change in leadership following the death of President Yassir Arafat ushered in a new phase in relations with Israel. A cease-fire was announced on 8 February 2005 by Palestinian Authority President Mahmoud Abbas and Israeli Prime Minister Ariel Sharon at the Sharm el-Sheikh summit. Later in the year, Israel completed its disengagement from Gaza, which was welcomed by the Security Council and the international community, in general.

But these positive changes have yet to make a significant impact on the lives of Palestinians. It is hoped that after the Israeli and Palestinian elections, both scheduled for early 2006, there will be greater stability and opportunities for more human rights work in the Palestinian territories.

Programme

To respond to this evolving situation and help close the various implementation gaps identified in the Territories, OHCHR Palestine will train NGOs on interacting with treaty bodies and special procedures and on monitoring human rights violations. It will also design a training module for the relevant bodies of the Palestinian Authority on complying with the recommendations of the special procedures, the general comments of the treaty bodies, and international non-treaty standards. The office will train the members of the United Nations Country Team on integrating human rights into reports on development (CCA, UNDAF, MDGs) and other planning processes. It will also make proposals to the PA and the United Nations Country Team on how to submit reports on human rights protection issues to the treaty bodies and the special procedures.

OHCHR Palestine also intends to launch several training programmes: one targeting the Supreme Judicial Council that focuses on implementation of accountability measures, one targeting legislators that focuses on mainstreaming human rights in draft laws, and a third targeting law enforcement officials, including police, that will focus on human rights.

The office will develop a programme of operations in line with the Plan of Action to ensure that protection and empowerment activities are implemented. It will produce a training module for NGOs on best practices for monitoring and reporting human rights violations. The office will prepare reports on the human rights situation in the Territories, will continue to support the work of the United Nations Inter-Agency Human Rights Working Group, and

will propose joint activities with the United Nations Country Team and stakeholders.

Key indicators

The achievements of OHCHR in the Territories will be measured by: an increase in the number of high-quality reports submitted to special procedures by NGOs and Palestinian Authority institutions, an increase in the number of policy reforms undertaken by the PA to comply with human rights standards, an increase in the number of joint activities on human rights undertaken by the United Nations Country Team, policy guidelines on accountability adopted by the judiciary, and the adoption of new laws that are consistent with human rights standards.

OHCHR 2006-2007 Budget Palestine			
	Regular Budget	Voluntary Contributions	Total
Staff Costs	-	1,871,958	1,871,958
Non-Post costs	-	-	-
Temporary Assistance (GTA)	-	-	-
Consultants/Experts	-	27,798	27,798
Travel of staff & representatives	-	74,580	74,580
Contractual services	-	26,216	26,216
General Operating Expenses	-	200,462	200,462
Supplies, materials, Furniture, Equip.	-	62,376	62,376
Grants, contributions & seminars	-	192,100	192,100
Total	-	2,455,490	2,455,490

UGANDA

The objectives of OHCHR's office in Uganda are to facilitate effective emergency human rights protection in areas of conflict and ensure that human rights are fully integrated into official policy-making, legislative, and development activities.

Current situation

OHCHR's country engagement strategy in Uganda is shaped by the need to respond to two distinct yet historically and economically linked situations. In northern Uganda, the 19-year conflict has not only led to gross human rights violations, it has also caused mass internal displacement. The people of the affected districts need immediate emergency protection, which requires systematic human rights monitoring, reporting and analysis and a strengthened national capacity to face abuses.

In the sub-region of Karamoja, in northeastern Uganda, the traditional culture of cattle rustling with its increasingly violent modern expressions, persistent Government neglect, and an unsuccessful disarmament programme have led to serious security concerns, human rights violations, violence, and a total lack of protection for civilians. Administration of justice structures, law enforcement institutions, and other central Government services are virtually non-existent in the sub-region; as a result, a parallel system of traditional justice, based on reprisals and revenge, has emerged instead.

Programme

In response to this situation, and in line with the new strategic direction set out in the High Commissioner's Plan of Action, OHCHR established a start-up operation in Uganda in June 2005. The aim of the office is to deliver effective international and national emergency protection to the people living in the conflict-affected areas of northern Uganda. This will involve building stronger national and local capacities to monitor and respond to violations. OHCHR aims to see increased attention at the policy level to the human rights of affected populations. OHCHR will also help to design policies relating to transitional justice, essential for combating impunity and reconciliation, and will help to build the capacity of national actors, especially in the Government, to meet Uganda's obligations under international human rights treaties.

OHCHR Uganda's main office is located in Kampala; sub-offices in Gulu conduct monitoring operations. In the conflict-affected districts of northern Uganda, OHCHR will help to develop stronger national and local capacities to monitor and respond to human rights violations. This work will be done within the framework of the consolidated humanitarian action plan (CHAP) and as part of the consolidated appeals process 2006 (CAP) for Uganda. OHCHR Uganda will deploy one international human rights officer and one national programme assistant each in Lira/Apac, Pader, and Kitgum in the north, and in other districts affected by displacement and insecurity, including Soroti, Katakwi and Moroto/Kotido (Karamoja). The district human rights officers will train and mentor OHCHR-funded national human rights monitors from the Uganda Human Rights Commission and implement human rights technical cooperation and capacity-building activities with their local counterparts.

The monitors will be located in each of the civil-military cooperation cells that will be established in the northern districts. In addition to their principal monitoring responsibility, they will facilitate coordination between the office and the main national institutions responsible for ensuring the protection of civilians in northern Uganda, namely the army, police, and civil society. In partnership with United Nations agencies active in humanitarian protection in northern Uganda, which include UNICEF and OCHA, OHCHR's district human rights officers will share skills and knowledge, engage in technical cooperation activities, and build the capacity of national institutions in charge of protecting civilians. In an effort to ensure accountability by developing a sustainable human rights reporting culture and corresponding follow-up mechanism, OHCHR will work closely with both local Government authorities and central Government district representatives to improve their capacity to respond to human rights violations and protection challenges in an emergency setting. By building the protection capacity of local civil society actors, OHCHR aims to establish a safety network for human rights defenders.

In recognition of the need to consolidate peace with the need for justice, accountability, and reconciliation, OHCHR will establish itself as the lead agency within the United Nations Country Team, in cooperation with civil society actors and the Amnesty Commission, to help to develop national reconciliation strategies, which could include truth-telling, repentance, and compensation, to complement the ongoing peace process.

In the Karamoja sub-region, OHCHR will explore ways to enhance the protection of civilians, combat impunity, help to restore security through community-based mechanisms, and facilitate inter-ethnic dialogue on peace and human rights education. These activities will be conducted in partnership with the United Nations Country Team, which is deepening



its engagement in Karamoja in response to the Government's Karamoja Integrated Disarmament and Development Programme (2006–2008).

At the same time, in other parts of Uganda, OHCHR will work with other development partners in human rights technical cooperation and capacity-building activities within the United Nations Development Assistance Framework (UNDAF) 2006–2010. In cooperation with bilateral donors, the United Nations Country Team, and the Uganda Human Rights Commission, OHCHR will take the lead in promoting a human rights-based approach to policy-making, legislative action, and development programming at the national level. This will involve building the central Government's capacity to meet its obligations under international and regional human rights treaties on the basis of broad national consultations. OHCHR will facilitate Government follow-up action on recent treaty-body concluding observations and advocate with policy-makers on pertinent human rights protection issues, including issues arising from the human rights monitoring work conducted in the northern districts. In implementation of the Action 2 Plan, OHCHR will help to strengthen the United Nations Country Team's human rights capacity by providing training, developing tools, and fostering inter-agency coordination and joint programmes.

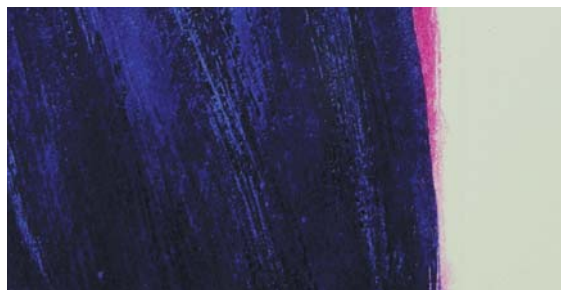


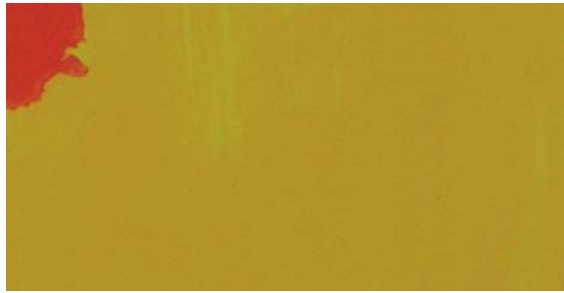
Key indicators

The progress of OHCHR's programme in Uganda will be measured by: the establishment of monitoring operations in affected districts; the establishment of a functioning network of human rights defenders; local and national human rights groups developing stronger organizational and advocacy capacities; the development of a plan of action to help the authorities implement the recommendations and observations of the Committee on the Rights of the Child and the Committee against Torture; the Government meeting its treaty-body reporting obligations, particularly concerning the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights; and the implementation of joint programmes with the United Nations Country Team.

OHCHR 2006-2007 Budget Uganda

	Regular Budget	Extra Budgetary	Total
Staff Costs	-	4,754,306	4,754,306
Non-Post costs	-	-	-
Temporary Assistance (GTA)	-	-	-
Consultants/Experts	-	81,360	81,360
Travel of staff & representatives	-	113,000	113,000
Contractual services	-	90,400	90,400
General Operating Expenses	-	452,000	452,000
Supplies, materials, Furniture, Equip.	-	380,810	380,810
Grants, contributions & seminars	-	870,100	870,100
Total	-	6,741,976	6,741,976





HUMANITARIAN FUNDS

VOLUNTARY FUND FOR VICTIMS OF TORTURE

2006 marks the 25th anniversary of the United Nations Voluntary Fund for Victims of Torture. The Fund, established by the General Assembly in 1981, distributes voluntary contributions received from governments, NGOs, and individuals to organizations providing humanitarian assistance to victims of torture and members of their families. Currently the Fund supports 187 projects worldwide. The Secretary-General has delegated the administration of this Fund to OHCHR. A Board of Trustees provides expert advice.

Current situation

The types of assistance provided by organizations that receive grants from the Fund range from psychological, medical, and social assistance to legal aid and financial support. Psychological and medical assistance, which is the most common, is provided either directly by grant recipients or through health-care partners and professionals to whom patients are referred. Social assistance aims to help victims reintegrate into society; legal assistance combats impunity by seeking reparations and compensation for victims from the relevant national, regional, or international authorities. In regions with limited resources, victims are sometimes provided with financial aid to meet their basic needs. Organizations use a holistic approach in which more than one form of assistance is provided to victims. This approach has been found to be more effective in helping victims to cope with the after-effects of trauma, reclaim their dignity, and become reintegrated in society.

The secretariat of the fund operates within the Treaty Bodies and Commission Branch and coordinates closely with the Capacity Building and Field Operations Branch, particularly in monitoring projects carried out by grant recipients and in selecting beneficiary organizations. Board members often rely on the reports of the Special Rapporteur on Torture and the Committee against Torture when funding decisions are being made.

An independent evaluation by the Office of Internal Oversight Services (OIOS) in 2004 found that while the management of the Fund was generally sound, there was room for improvement. For example, the cycle of grants was found to be not synchronized with OHCHR's project-management and funding cycle. In an effort to address this concern, at its 24th session in April 2005, the Board agreed to modify its cycle of grant-giving so that it coincides with the calendar year. This revised cycle will begin 2008. In addition, OHCHR was encouraged to continue its work to establish a web-based grant-management database and to raise awareness about the Fund, which would help efforts to expand the geographical scope of the grants provided.

Programme

As it fully implements the recommendations of the OIOS evaluation during 2006–2007, OHCHR aims to ensure that grants are used in an efficient and effective manner with maximum impact on the target group: the victims of torture and their families. The number of projects to be supported is expected to rise to 200, and whenever possible, those projects will be based in the developing world.

Support to improve the capacity of recipient organizations to provide assistance to victims and manage projects will be offered. As the grant cycle is adjusted, delays in the provision of grants and assistance will be reduced.

OHCHR will improve its monitoring of the use of grants through closer follow-up and more frequent project visits by OHCHR staff in the field and other United Nations partners. The development of a web-based database to manage grants is crucial for monitoring, as it will allow for the receipt of on-line applications and will generate reliable statistics on the disbursement of grants and how they are used.

In cooperation with the University of Berne, OHCHR will publish a book to commemorate the Fund's 25th anniversary. The book will contain testimonies from torture victims, health professionals, lawyers,

and social workers who have received assistance from the Fund. New web pages with information on the Fund and its accomplishments will be created and displayed on OHCHR's website.

Grants are made available to organizations providing assistance to victims of torture solely on the basis of voluntary contributions. As the number of requests for such grants increases, and in view of the consistently high implementation rates, it is expected that additional funds will be made available for distribution at the next session of the Board, which is scheduled for April 2006. This is in keeping with the High Commissioner's objective to provide a larger and more comprehensive funding base for implementing human rights activities in the field that have a direct impact on rights-holders.

Estimated requirements for grants in the biennium amount to US\$14,118,000.

VOLUNTARY FUND FOR INDIGENOUS POPULATIONS

The Voluntary Fund for Indigenous Populations was established by the General Assembly in 1985 to ensure participation by indigenous peoples in United Nations meetings of particular interest to them, namely in the deliberations of the Sub-Commission's Working Group on Indigenous Populations, in the open-ended inter-sessional working group of the Commission on the draft United Nations declaration on the rights of indigenous peoples, and in the Permanent Forum on Indigenous Issues.

Over the years, the Fund has supported 1,080 participants in attending these fora. In 2005, it awarded 60 grants from a total of 464 applications. According to an evaluation undertaken in 2004, the Fund has given indigenous peoples the opportunity to contribute to the development of international standards and national legislation for the protection of their rights. In doing so, the Fund has enabled indigenous peoples to raise issues of concern to their communities internationally, network with other indigenous organizations and NGOs, and work with governments and various United Nations bodies. The Fund's Board of Trustees is composed of five indigenous persons. The secretariat of the Fund operates within the Research and Right to Development Branch.

Estimated requirements for the biennium amount to US\$690,000.



VOLUNTARY TRUST FUND ON CONTEMPORARY FORMS OF SLAVERY

Many people associate the term slavery with the transatlantic slave trade. Regrettably, slavery is not just part of our past; it still exists today. Men, women, and children around the world continue to be exploited by debt bondage, prostitution, trafficking, and forced child labour. The United Nations Voluntary Trust Fund on Contemporary Forms of Slavery, which was established by the General Assembly in 1991, provides small grants for grass-roots projects that provide humanitarian, legal, and financial aid to victims of contemporary forms of slavery. These projects address a variety of related issues, including trafficking for the purpose of sexual exploitation, domestic servitude, child labour, and bonded labour.

Projects targeting child victims of slavery or bonded labourers often aim to provide victims with assistance in returning to school or with non-formal and vocational training. Other projects aim to establish welcome centres for victims of trafficking, which can provide comprehensive assistance, including housing, food, legal aid, psycho-social support, and medical care. Most projects also include an awareness-raising component that targets the general public. With its victim-oriented approach, the Voluntary

Fund has been able to channel funds to those most in need of assistance. The Fund also awards travel grants to victims and NGO representatives to enable them to participate in the Working Group on Contemporary Forms of Slavery. At its most recent session, the Working Group emphasized the valuable information presented by NGOs and victims. It also asked the Fund's Board of Trustees to continue promoting participation in the Working Group by individuals and organizations from as many countries as possible.

The Fund is administered by the Secretary-General on the advice of a Board of Trustees, which is composed of five human rights experts, particularly in contemporary forms of slavery. The secretariat of the Fund operates within the Research and Right to Development Branch.

Estimated requirements for the biennium amount to US\$476,000.





FUNDING AND BUDGET

The activities of the Office of the High Commissioner for Human Rights are funded biennially from the United Nations regular budget. The Office also receives important support through voluntary contributions provided mainly by Member States. OHCHR's additional requirements for 2006-2007 are estimated at US\$245.6 million. Of this sum, US\$85.6 million will be funded from the United Nations regular budget. Accordingly, the High Commissioner is seeking US\$160 million from voluntary contributions to meet OHCHR's planned needs in the next biennium.

United Nations Regular Budget

The Charter of the United Nations, which is an international treaty, obliges all Member States to pay a portion of the budget. Each State's contribution is calculated on the basis of its share of the world economy. At the request of individual United Nations departments, the Secretary-General proposes the biennial budget to the General Assembly for review and approval. In addition to its programme budget (Section 23), OHCHR receives a small share of the total United Nations budget for Technical Cooperation (Section 22).

In addition to this regular process, in 2005, the General Assembly reviewed a supplementary budget to support recommendations made in the *Outcome Document* approved at the World Summit held in New York in September of that year. The *Outcome Document* calls for a doubling of OHCHR's regular budget resources over five years.

OHCHR's regular budget for 2006-2007, as approved by the General Assembly, amounts to US\$85.6 million (including the US\$2.9 million under the Technical Cooperation Budget, Section 22).

Voluntary Contributions

OHCHR receives contributions from governments, NGOs, foundations, and private donors. The manner in which these contributions are provided has a great impact on the Office's ability to implement activities, particularly since OHCHR can only spend money that has already been deposited. Contributions made in a predictable, timely, and flexible manner help the Office to plan activities and use its financial resources effectively and efficiently.

Funding is provided with increasing predictability and stability, and the proportion of unearmarked funds is now 26 percent. An increasing number of governments provide substantial amounts without any earmarking at all, and several donors have committed funds to OHCHR for two or more years. OHCHR appreciates donors' efforts to follow these trends and will continue to work with donors to establish and improve arrangements.

OHCHR has also worked hard to broaden its donor base, which has increased from 55 governments in 2002 to 65 in 2005. OHCHR encourages all governments to become donors, irrespective of the size of their contributions. Annual pledges to OHCHR have increased from US\$15 million in 1994 to an estimated US\$73.9 million in 2005.

Prospective donors are encouraged to contact the Resources Mobilization Unit before making a pledge in order to discuss the Office's current priorities and possible conditions attached to the contribution, and for all other issues related to funding. Contributions can be pledged in a letter addressed to the High Commissioner or the Deputy High Commissioner. OHCHR will then send a reply letter with details of payment.

Funds

Voluntary contributions to support OHCHR's activities at Headquarters and in the field are channeled and managed through two major funds: the High Commissioner's Fund and the Voluntary Fund for Technical Cooperation in the Field of Human Rights. Another Trust Fund covers human rights education activities in Cambodia.

Voluntary funds that primarily support the activities of civil society organizations, through grants, such as 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, are described in the chapter on Humanitarian Funds.

Financial Monitoring

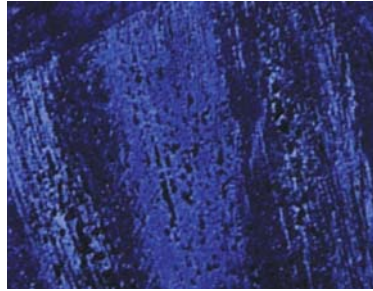
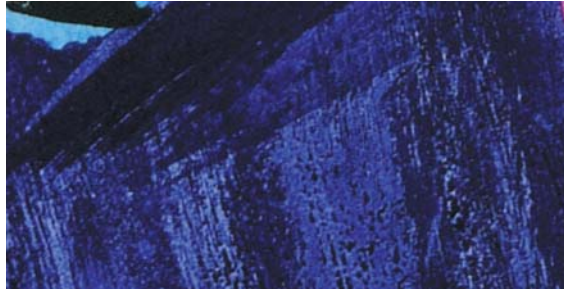
OHCHR regularly reviews the implementation of its projects, allowing the Office to identify unspent resources and re-allocate them to more urgent activities while respecting the conditions of the contributions received. The reviews have shown that the rate of implementation for most projects remains high and is usually directly linked to funds available.

OHCHR's Partners

The United Nations in New York and the United Nations Office at Geneva (UNOG) provide support and advice in the areas of finance, budget, general services, procurement, travel, and management of human resources. As OHCHR has no delegation of authority, the processing of all administrative requirements in these areas, including budgetary allotments, purchase orders, travel requests, and employment contracts goes through UNOG. OHCHR is currently working to obtain limited delegation of authority. OHCHR also uses the common services of conference facilities, including interpretation services, for all formal meetings of the Commission on Human Rights, the Sub-Commission, and other official meetings. From 2006, all projects, including those for emergency and/or field-based activities, previously supported by the United Nations Office for Project Services (UNOPS), will be administratively supported by UNOG.

Summary OHCHR 2006-2007 Resource Requirements by Programme				
		Regular Budget*	Voluntary Contributions	Total
Executive Direction and Management	Staff	8,928,300	8,584,859	17,513,159
	Non-Post	1,084,100	461,329	1,545,429
	TOTAL	10,012,400	9,046,188	19,058,588
Supporting Human Rights Bodies and Organs	Staff	11,355,500	7,016,441	18,371,941
	Non-Post	6,970,800	14,784,501	21,755,301
	TOTAL	18,326,300	21,800,942	40,127,242
Supporting Human Rights Thematic Fact-findings Procedures	Staff	6,208,200	7,482,996	13,691,196
	Non-Post	3,273,700	581,308	3,855,008
	TOTAL	9,481,900	8,064,303	17,546,203
Human Rights Mainstreaming, Right to Development, Research and Analysis	Staff	10,919,400	10,757,654	21,677,054
	Non-Post	2,788,900	6,175,403	8,964,303
	TOTAL	13,708,300	16,933,057	30,641,357
Advisory Services, Technical Cooperation and Field Activities				
Headquarters	Staff	11,552,500	13,186,557	24,739,057
	Non-Post	5,082,500	6,752,186	11,834,686
	TOTAL	16,635,000	19,938,743	36,573,743
Field	Staff	5,600,900	49,525,522	55,126,422
	Non-Post	3,376,400	16,340,219	19,716,619
	TOTAL	8,977,300	65,865,741	74,843,041
Supporting the Programmes	Staff	6,019,500	11,435,476	17,454,976
	Non-Post	2,445,500	6,915,551	9,361,051
	TOTAL	8,465,000	18,351,027	26,816,027
GRAND TOTAL		85,606,200	160,000,000	245,606,200

* It includes the provisions for the Committee on Missing Persons in Cyprus and for the Policy Making Organs, as well as the funds from the Regular Programme for Technical Cooperation.



ANNEX: STRUCTURE OF THE OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS

The Office of the High Commissioner for Human Rights (OHCHR) is headed by the High Commissioner for Human Rights. The post was established by the General Assembly in 1993, following a recommendation of the Vienna World Conference on Human Rights. Louise Arbour was appointed High Commissioner in July 2004; Mehr Khan Williams joined her as Deputy High Commissioner in October 2004.

OHCHR is headquartered in Geneva and has an office in New York, as well as other country and regional offices. Headquarters contains four substantive branches: the Treaties and Commission Branch (TCB), the Special Procedures Branch (SPB), the Research and Right to Development Branch (RRDB), and the Capacity Building and Field Operations Branch (CBB), in addition to the Executive Office of the High Commissioner and a number of entities that report to the Deputy High Commissioner.

During the biennium 2006-2007, the Office will group the substantive branches into two divisions: the Human Rights Procedures Division, which will contain TCB and SPB; and the Programmes and Research Division, which will include RRDB and CBB.

The **Executive Direction and Management** includes:

The Executive Office which supports the High Commissioner and the Deputy High Commissioner in leading and managing OHCHR.

The Resource Mobilization Unit which works to obtain stable, predictable, and flexible funding from donors.

The Policy, Planning, Monitoring, and Evaluation Section which will work with all staff to ensure that the strategic vision of OHCHR is translated into concrete priorities and operational plans, and that effective monitoring and evaluation of impact is conducted.

The Communications Section which will develop and implement strategies to improve general knowledge of human rights and create support for the United Nations' and OHCHR's work in the area of human rights.

The **Administration and Management Service** provides support in the areas of budgeting and financial management; personnel recruitment and human resources; procurement, asset management, and general logistical support to field activities; staff security; information technology; and staff development and training.

The **Treaties and Commission Branch** ensures the smooth functioning of the machinery that underpins the Office's work, particularly the intergovernmental bodies concerned with human rights and six of the seven treaty bodies that monitor implementation of the core human rights instruments. It also supports activities carried out through the Voluntary Fund for Victims of Torture. In addition, the Branch coordinates all official documentation prepared by OHCHR for use by the intergovernmental bodies and, in close cooperation with UNICEF and WHO, provides substantive and administrative support to the Secretary-General's Study on Violence against Children.

The **Special Procedures Branch** provides support to the thematic special procedures of the Commission on Human Rights, such as the special rapporteurs, special representatives, independent experts and working groups. The Branch facilitates the work of special procedures mandate-holders by collaborating with all stakeholders and by providing thematic, fact-finding, and legal expertise, research and analysis, and administrative and logistical support for their work.

The **Research and Right to Development Branch** builds and helps to apply expertise in selected cross-cutting themes of particular importance to the United Nations human rights programme, such as: equality and non-discrimination, including programmes for groups deserving special attention (victims of racial discrimination, minorities and indigenous peoples, women's human rights and gender issues, disability and trafficking, and protection of people affected by HIV/AIDS); the right to development and economic, social, and cultural rights; the rule of law and democracy; rights-based approaches to development, including the Millennium

Development Goals and poverty reduction; humanitarian and peace and security activities. The Branch also manages OHCHR's Documentation Centre and publications programme.

The Capacity Building and Field Operations

Branch coordinates the development and implementation of OHCHR's country engagement strategies. Five geographic teams ensure country expertise and, among other things, manage the technical cooperation programme, support country special procedures, and serve as entry points for OHCHR's offices in the field. In addition, the Branch has three support units with expertise on national human rights institutions, United Nations peace missions, and rapid response.

OHCHR's **field presences** are accountable to the High Commissioner through the Chief of the Capacity Building and Field Operations Branch. Field presences take the form of regional offices, country offices, support for peace missions, or the assignment of human rights officers to United Nations Country Teams. Each presence is responsible for a different set of activities tailored to the immediate situation and drawing on the full range of tools available to OHCHR.

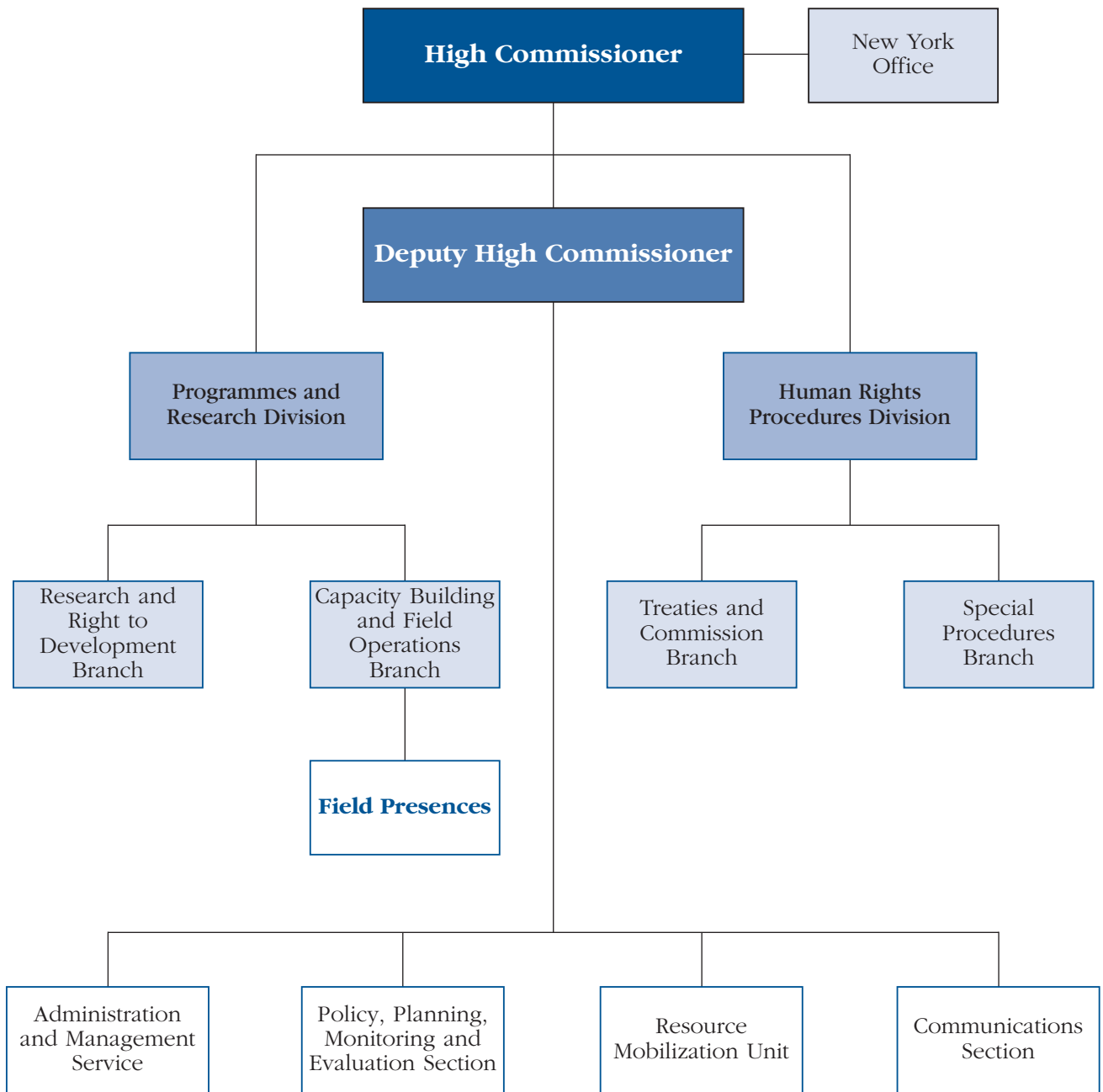
OHCHR's **New York Office** ensures that human rights issues are fully integrated into the United Nations' agenda for development and security. The office provides substantive support on human rights issues to the General Assembly, the Economic and Social Council, the Security Council, and other inter-governmental bodies.

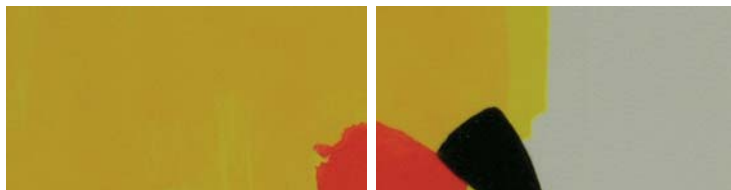
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