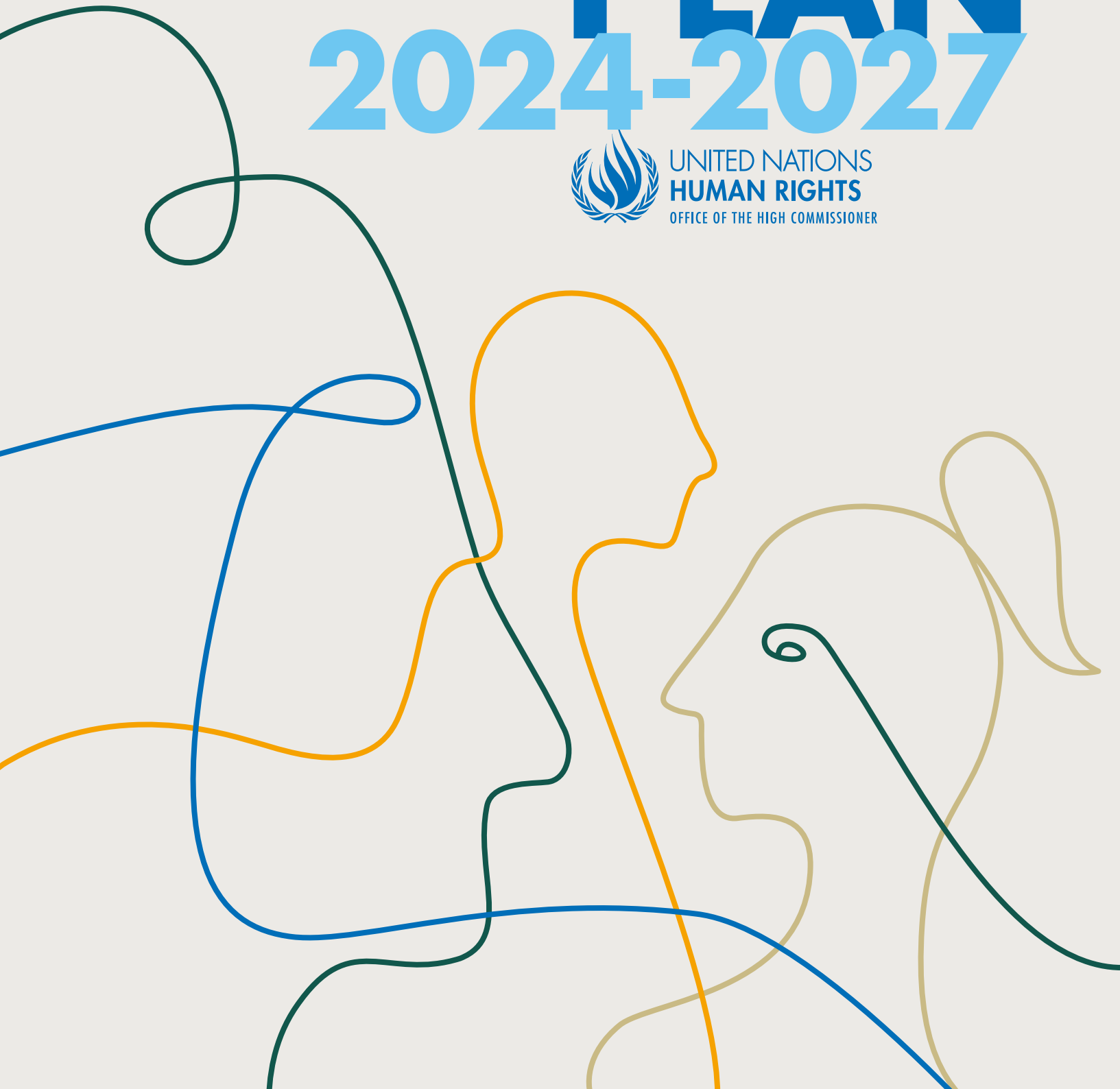


MANAGEMENT PLAN 2024-2027



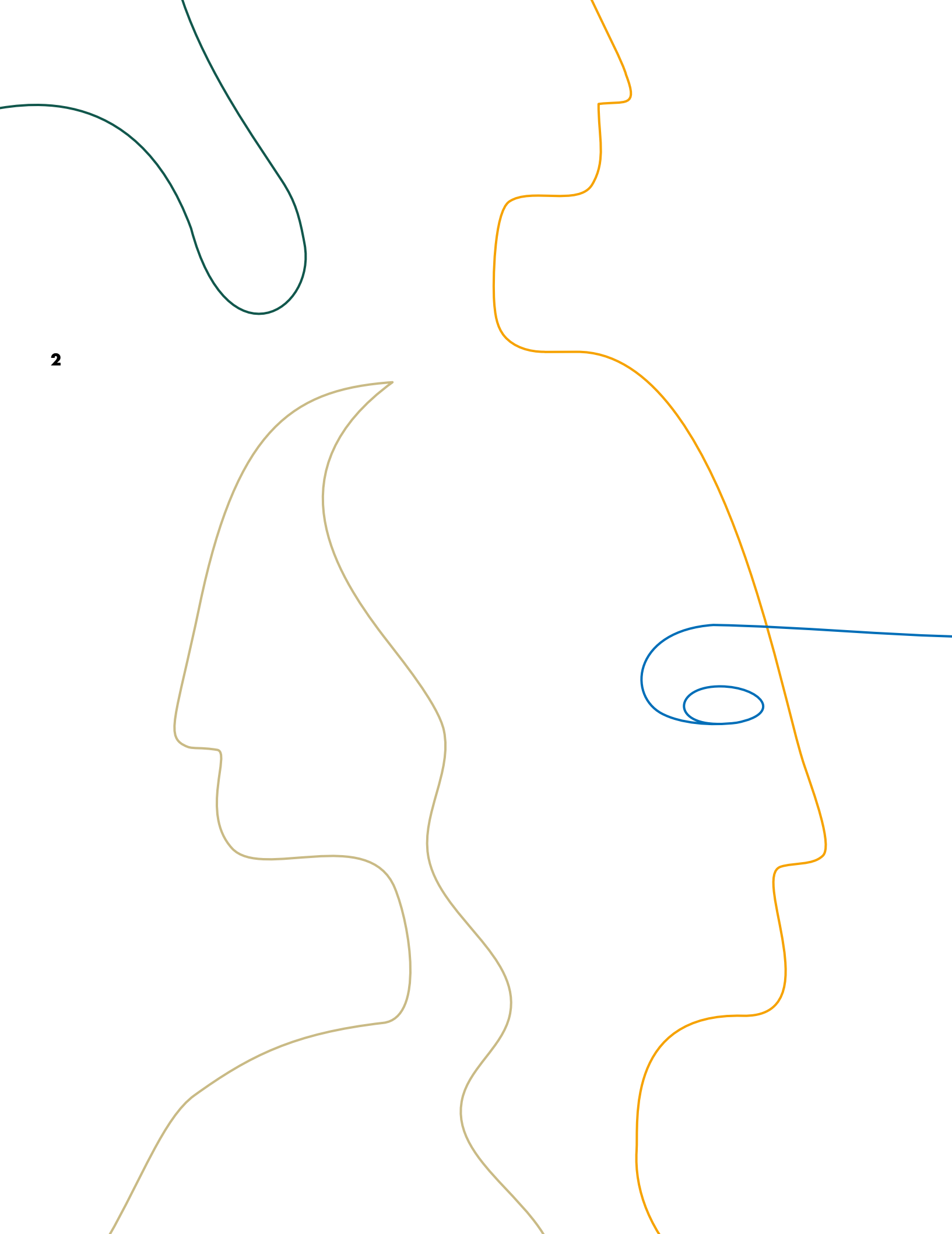
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MANAGEMENT PLAN 2024-2027



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FOREWORD

BY THE UNITED NATIONS HIGH COMMISSIONER FOR HUMAN RIGHTS

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on the High Commissioner's
Vision Statement



This Management Plan for my Office has been developed against a complex and troubling geopolitical backdrop. Multiplying and intensifying conflicts are shattering lives and livelihoods. Poverty and inequalities remain at levels not seen in a generation. There is concerning backsliding on many human rights commitments, including with respect to gender and civic space. The glaring absence of action to save our depleted environment is careering us all towards even deeper climate catastrophe. And meanwhile, the world is well off-track to achieve the ambitions of the 2030 Sustainable Development Agenda – a plan which promised a path out of injustice and inequalities.

Both a cause and an outcome of these crises is the erosion of trust, between people and the institutions that govern us, and between people and communities themselves. People are looking for solutions. I remain firmly convinced that solutions grounded in human rights – the greatest connector we have – can rebuild trust and deliver on the promise of change and hope that the world so urgently needs.

In 2023, as the world marked the 75th anniversary of the Universal Declaration of Human Rights, we embarked on an ambitious initiative to spark dialogue and to rejuvenate a worldwide consensus on human rights. We partnered with a remarkable constituency working to trigger transformative change and embed human rights in our response to humanity's greatest challenges. Some 770 pledges were made – including from 150 States – on issues such as law reform, gender equality, climate, and business and human rights.

This Management Plan builds on the momentum from the Human Rights 75 initiative, the outcomes of our dialogues with key human rights stakeholders, and the partnerships we have established. It also complements the vision articulated in the Human Rights 75 outcome document, [Human Rights: A Path for Solutions](#), with a results-based programming framework and global targets to guide planning, monitoring and reporting efforts by my Office over the next four years.

In 2024 - 2027, six pillars will continue to guide our work: strengthening support to the wider **human rights ecosystem**; fostering **participation**; addressing **discrimination**; enhancing **accountability**; seeking to embed **human rights in development** and in **peace and security** efforts. In implementing these pillars, and to ensure our work is timely and responsive, the Office will aim to:

- Rebuild trust and reinvigorate a **global human rights movement** that offers solutions to some of the world's biggest challenges;
- Foster **inclusion and equality** through a diversity approach;
- Promote a **human rights economy** to realize rights and reduce inequalities;
- Ensure that **digital technologies and data** are at the service of humanity and advance human rights;
- Put human rights at the centre of **early warning** and advance the **global protection agenda**;
- Advance **environmental action**, including on climate, with human rights at its core.

An agile UN Human Rights Office that is fit for purpose and that delivers tangible results for the people whose human rights we seek to advance is more critical than ever. To this end, our organizational effectiveness change process seeks to step up the Office's capacity to better support governments and partners, including through our in-country operations. We will align with the broader transformation currently taking place throughout the wider UN system to build cutting-edge expertise in data, digital, innovation, foresight and behavioural science, known as the UN 2.0 Quintet of Change. We will renew our leadership model, revitalize our organizational culture, expand our human resources, and seek significantly to bolster our funding, all with the common aim of delivering on our mandate to advance all human rights for everyone, everywhere.

History has shown us that in times of crisis and division, human rights offer a path forward. The world is being tested, both in ways that are familiar and ways that were unimaginable only a few years ago. We need constantly to adapt and innovate our thinking to respond to the challenges of today, and

those that inevitably lie ahead. This Management Plan has been developed with this in mind.

Human rights can and do yield tangible results. Every law changed for good, every person released from arbitrary detention or who obtains access to essential health care, education or decent work, and every individual empowered to stand up for what they believe – these are all extraordinary testaments to the power of the human rights cause. With the ongoing engagement of our partners, my Office commits to advance resilient societies built on equity, dignity, and solidarity, and to craft solutions that will benefit all our human family. We count on your support.



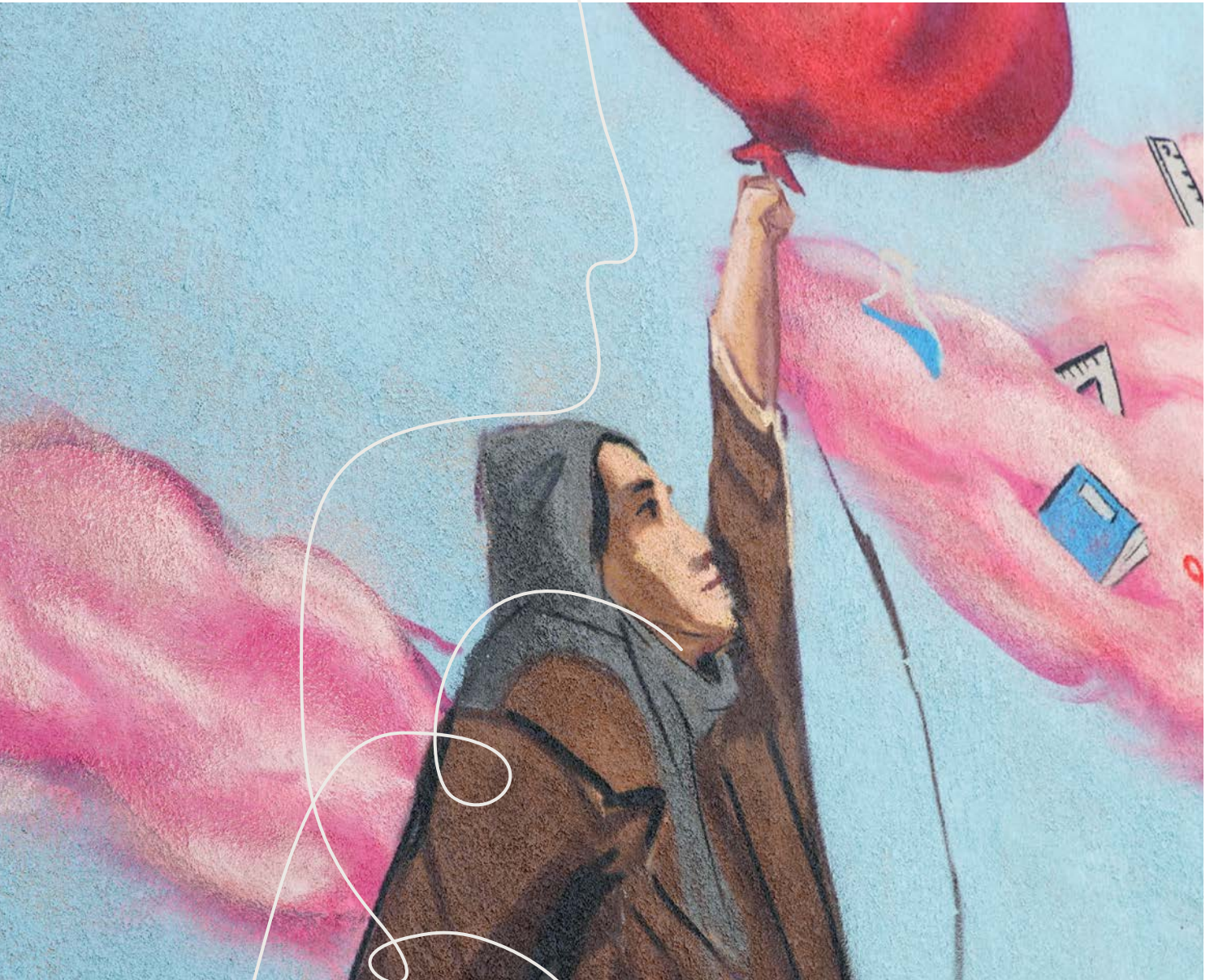
Volker Türk

United Nations High Commissioner
for Human Rights

June 2024

**Scan the QR code to
learn more on the UN 2.0
Quintet of Change**





Seventeen giant murals produced under the direction of street artist Suhaib Attar, depict fundamental human rights, in Amman, Jordan, December 2023. © OHCHR

CREDITS

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UNOG

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ABOUT THE UN HUMAN RIGHTS MANAGEMENT PLAN

8 This plan is structured around six pillars ([chapter 4](#)):

The international human rights mechanisms



The core human rights principles of:



Human rights in the United Nations' other pillars:



The pillar strategies will guide the work of UN Human Rights worldwide for the next four years. At country level, they are implemented through mutually agreed bilateral frameworks, aligned with the United Nations Sustainable Development Cooperation Frameworks (UNSDCFs).

Our theory of change serves as the backbone for all the pillar strategies ([page 14](#)).

The strategies were defined based on lessons learned from implementation, broad consultation with a wide range of stakeholders in the context of the Human Rights 75 initiative, and an analysis of the impact of major global trends on human rights ([chapter 2](#)).

Through this process, UN Human Rights identified six **strategic directions** ([chapter 3](#)) that have informed the content of the pillar strategies and will guide their implementation, namely:

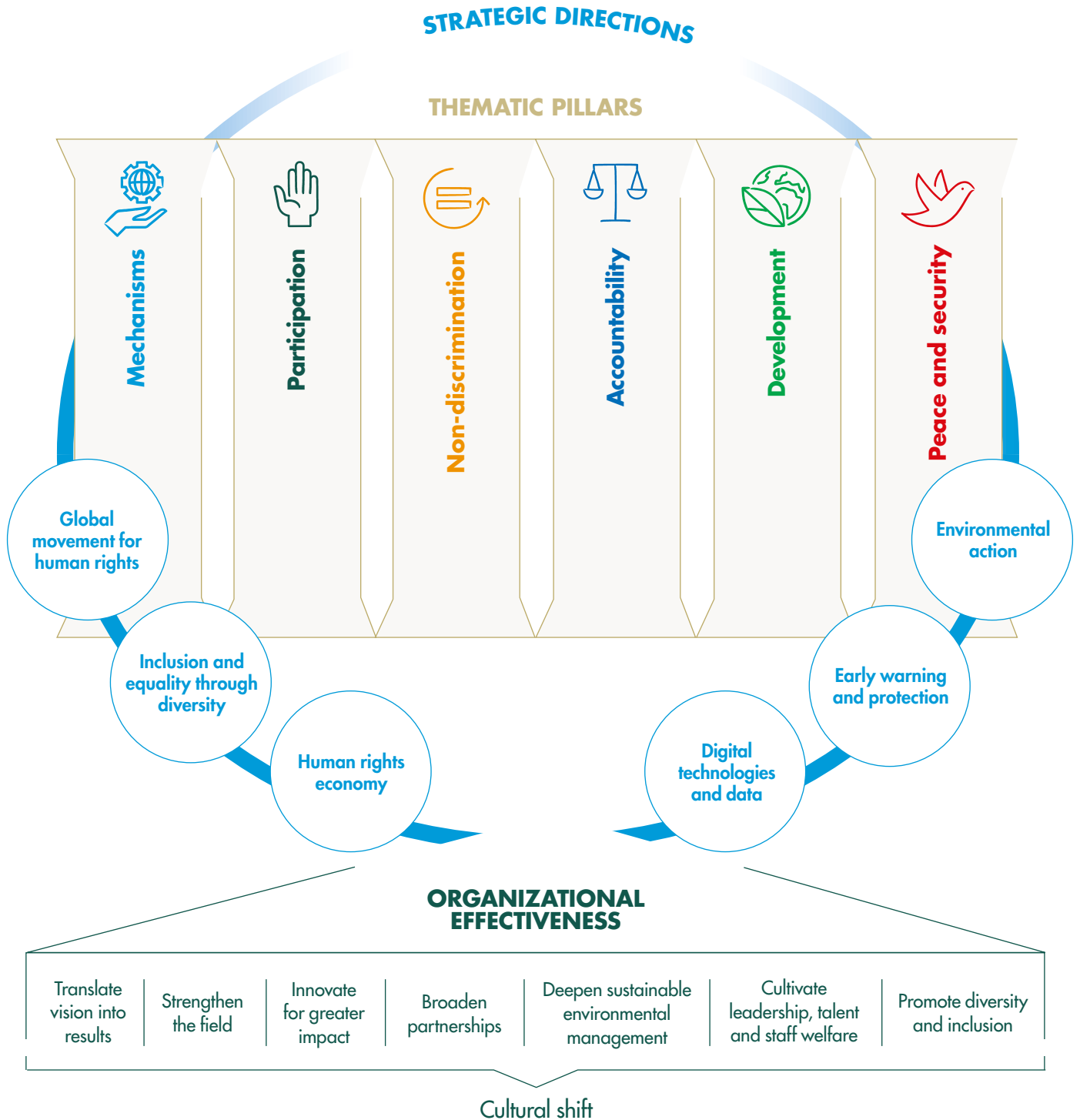
- Rebuild trust and reinvigorate a global human rights movement that offers solutions to some of the world's biggest challenges;
- Foster inclusion and equality through a diversity approach;
- Promote a human rights economy to realize rights and reduce inequalities;
- Ensure that digital technologies and data are at the service of humanity and advance human rights;
- Put human rights at the centre of early warning and advance the global protection agenda;
- Advance environmental action, including on climate, with human rights at its core.

These strategic directions ensure that the pillar strategies – that is, UN Human Rights' work - address emerging human rights challenges and leverage opportunities to make maximum impact.

A table ([chapter 5](#)) sets out the changes to which UN Human Rights commits to contribute by 2027, through implementation of the pillar strategies.

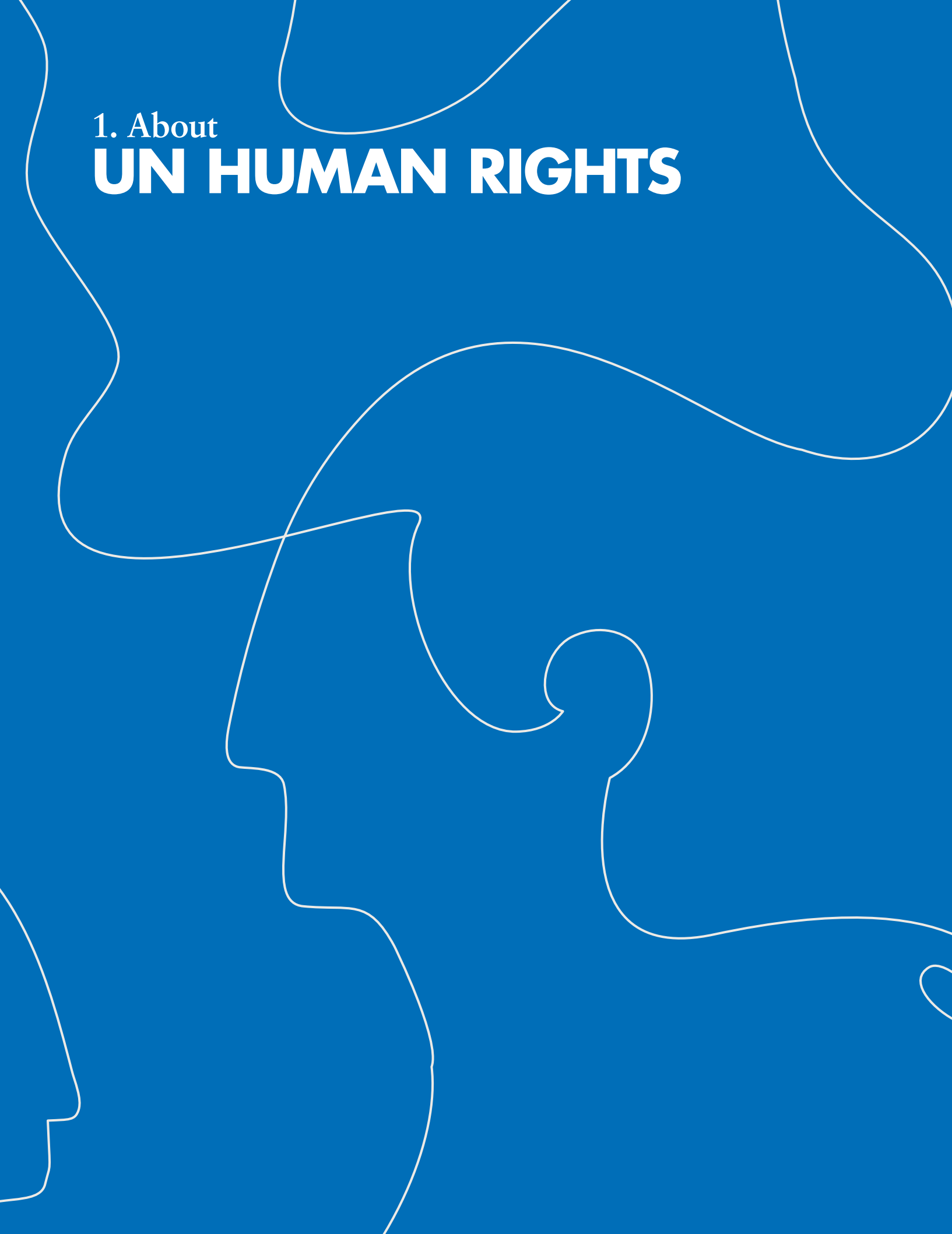
In addition to the pillar strategies, this plan also contains a summary of the **seven Organizational Effectiveness Action Plans** (OEAPs) ([chapter 6](#)). OEAPs represent UN Human Rights' commitment to continuous internal improvement, in order to deliver its programme more efficiently and effectively. They bring forward the outcomes of the High Commissioner's initiative to heighten organizational effectiveness efforts through a comprehensive organizational review conducted in 2023.

ALL HUMAN RIGHTS, FOR EVERYONE, EVERYWHERE.



1. About

UN HUMAN RIGHTS





The UN High Commissioner for Human Rights Volker Türk is talking to victims of human rights violations in a camp of Internal Displaced Persons in Goma, Democratic Republic of the Congo, April 2024. © OHCHR

UN Human Rights is the leading United Nations entity for human rights. Under the leadership of the United Nations High Commissioner for Human Rights, the Office plays a central role in helping to remove obstacles to the full realization of all human rights for all. In carrying out its mandate, UN Human Rights focuses on pressing and chronic human rights violations, notably those that put lives in imminent peril and on those who are at risk and vulnerable on multiple fronts. It pays attention to the full realization of all civil, cultural, economic, political, and social rights, including the right to development and the right to a healthy environment; and measures the impact of its work in terms of the benefit that individuals accrue, around the world, as a result of its actions.

The Office derives its mandate from the provisions of the Charter of the United Nations; the Universal Declaration of Human Rights and international human rights treaties; the Vienna Declaration and Programme of Action; and General Assembly resolution 48/141, which established the post of the United Nations High Commissioner for Human Rights; and other relevant General Assembly and Human Rights Council resolutions and decisions. The Office carries out its mandate within the framework of the Programme Plan of

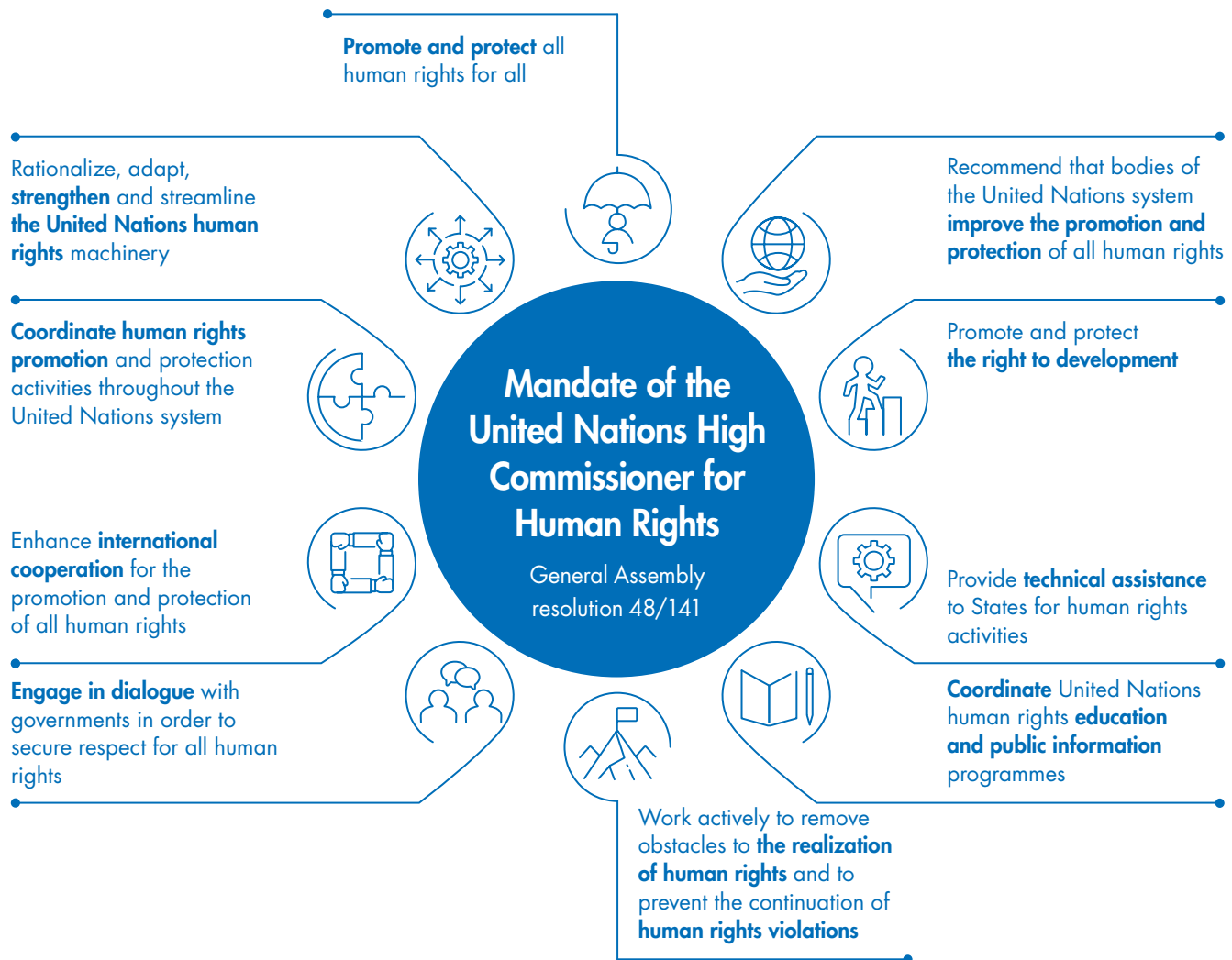
the Secretary-General, guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity.

UN Human Rights is based in Geneva, and has an office in New York and regional and country presences worldwide ([map](#)).

**Vision Statement of
UN Human Rights
A trusted partner
and leading authority,
advancing all human
rights, for everyone,
everywhere.**

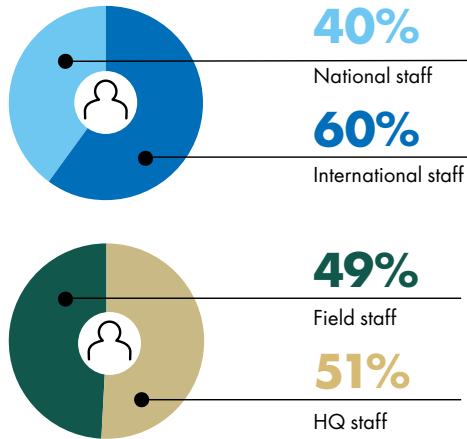
MANDATE

12



GLOBAL WORKFORCE IN 2024

STAFF DISTRIBUTION BY CATEGORY



1,955 staff



148 nationalities



680 staff in peace missions



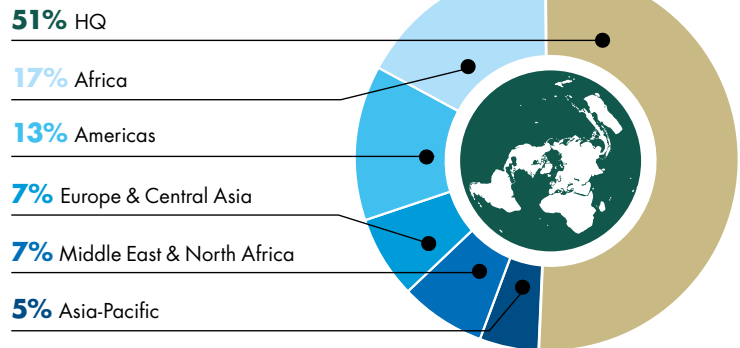
46 JPOs sponsored by
20 Member States



26 UNVs sponsored by
8 Member States

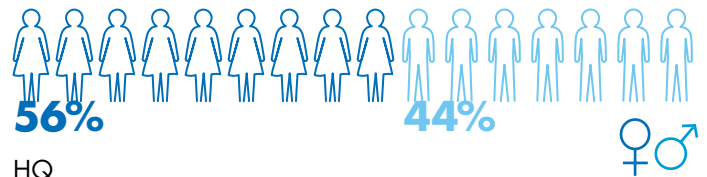
Notes: Data as of June 2024. UNV figures represent those fully funded in 2023. Data include all UN Human Rights and UNDP-administered staff in the General Service, National Officer, Professional and higher categories on temporary, permanent, continuing and fixed-term appointments. Locally recruited staff in the General Service category are considered as national staff. Staff on loan have been excluded. HQ includes staff at the Geneva and New York locations.

STAFF DISTRIBUTION BY LOCATION AT HQ AND IN THE FIELD



STAFF DISTRIBUTION BY GENDER

All UN Human Rights



HQ



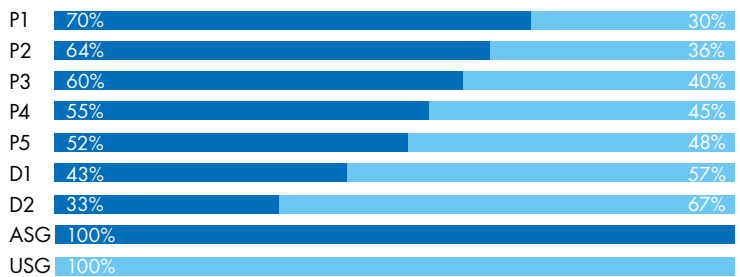
Field



General service



Professional and above



UN Human Rights' Theory of Change

14

UN Human Rights focuses on the intermediate results to which the Office contributes as it pursues its long-term goal 'all human rights, for everyone, everywhere'. It sets out why it selects those results and describes the set of tools and interventions that the Office has at its disposal to achieve them. The theory of change is grounded in a United Nations human rights-based approach, meaning it is based on human rights norms and standards and addresses the gaps that international human rights mechanisms have identified.

UN Human Rights' goal is to ensure "all human rights, for everyone, everywhere". To achieve it, national and international systems for the protection of human rights must function effectively; States and other actors must meet their obligations under international human rights law; and individuals and groups must be able to articulate their claims and act in defence of their human rights.

For a national human rights protection system to be effective, several conditions must be met: (1) legislation, policies and programmes must be in place that comply with international human rights standards; (2) institutions must exist that support the implementation of those human rights standards and are adequately resourced; (3) protection systems and accountability mechanisms must be in position to monitor, investigate and redress human rights violations effectively; (4) public support for human rights needs to be widespread; and (5) individuals and groups must be able to participate in public processes meaningfully, safely and in an inclusive manner, and use the national protection system without discrimination.

For an international human rights protection system to be effective, the system requires (6) active and constructive engagement by States and other actors, including regional organizations, national human rights institutions, civil society, and the United Nations system; (7) effective support and a budget that is sufficient to fulfil its functions; (8) agility to respond to emerging human rights challenges and develop appropriate international law and standards; (9) a United Nations system that integrates human rights in all its policies, programmes, and activities; and (10) an international community responsive to critical human rights concerns that the system identifies.

The assumption is that if these ten elements are in place, every person everywhere will be able to enjoy all their human rights. The UN Human Rights' programme is therefore designed to assist and encourage States and other stakeholders to realize and sustain them. The 10 elements above describe the types of changes to which the Office seeks to contribute, our global results. In contributing to these changes, the Office draws on a toolbox. It provides expert advice; facilitates learning and knowledge transfer; delivers human rights education; monitors and reports publicly; communicates and advocates for human rights; ensures the protection of individuals who are at risk; facilitates dialogues between a variety of actors on human rights issues; builds networks and alliances to extend human rights promotion and protection; and supports the work of the international human rights mechanisms.

ALL HUMAN RIGHTS FOR EVERYONE, EVERYWHERE.

States uphold their obligations under international human rights law

Individuals and groups claim and defend their rights

EFFECTIVE NATIONAL PROTECTION SYSTEM

1. Laws and policies protect human rights
2. Institutions protect and promote human rights
3. Mechanisms to monitor, investigate and redress human rights violations are in place

4. Public support for human rights
5. Individuals and groups participate in public processes and use the national mechanisms to protect their rights

EFFECTIVE INTERNATIONAL PROTECTION SYSTEM

6. States actively engage with the international human rights mechanisms
7. International human rights mechanisms are effectively supported
8. International human rights law and standards continue to be developed
9. The UN integrates human rights in all its programmes
10. The international community responds effectively to critical human rights situations

6. Non state actors, including civil society and regional organizations, national human rights institutions and the UN, actively engage with the international human rights mechanisms

UN HUMAN RIGHTS TOOLBOX

- Legal advice
- Learning and knowledge transfer
- Awareness raising
- Human rights education
- Communication
- Monitoring and publicly reporting
- Advocacy
- Direct protection
- Facilitating dialogue between stakeholders
- Building networks and alliances
- Enabling the functioning of the international human rights mechanisms

UN HUMAN RIGHTS GLOBAL TARGETS

UN Human Rights' theory of change is the backbone of all pillar strategies and country programmes. The global targets of this Management Plan are defined against global indicators for each of the ten global results ([chapter 5](#)).

16

What type of change?



In which thematic area?



Where?



**2024-2027
OMP**

UN HUMAN RIGHTS CONTRIBUTION TO THE



The size of the SDG boxes represents the extent to which the 2024-2027 UN Human Rights Plan is expected to contribute to them.



UN Human Rights and the UN system

UN Human Rights is a member of the UN family. Its results-based planning framework and work are aligned with and contribute to the delivery of intergovernmental frameworks, such as the 2030 Agenda for Sustainable Development. The Office's programme is also guided by United Nations system initiatives, including the Secretary-General's Call to Action for Human Rights, the Agenda for Protection, the New Agenda for Peace, the Secretary-General's "Our Common Agenda" and the Gender Equality Acceleration Plan.

The 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development is firmly grounded in human rights. Its implementation is dependent on and reinforces the realization of human rights. At least two thirds of the globally agreed indicators for the Sustainable Development Goals (SDGs) are directly relevant to implementation and measurement of human rights, including the right to development. In addition, the 2030 Agenda endorses several cross-cutting principles that are central to human rights, including universality, equality and non-discrimination, interdependence, indivisibility, accountability, and participation. Given the strong convergence of human rights and the 2030 Agenda, through its work UN Human Rights makes a critical contribution to international efforts to advance the SDGs. In addition, aligning UN Human Rights programming with the cycle of the United Nations Development Cooperation Frameworks (UNSDCFs) is expected to enhance integration of human rights in programming at country level.

Our Common Agenda

The Secretary-General's 'Our Common Agenda' offers a unified vision of the future of global cooperation. It calls for inclusive, networked, and effective multilateralism to respond and deliver better for the people and the planet, and turbocharged action on the Sustainable Development Goals. It outlines possible solutions to address the gaps and risks that have emerged since 2015, calls for innovative solutions, and seeks to leverage expertise and resources by fostering dialogue and forging partnerships between governments, international organizations, civil society, and the private sector. The Summit of the Future (scheduled in September 2024) will be an opportunity for governments to re-commit to this shared responsibility. It is envisaged that the outcome of the Summit will be an ambitious, concise, and action-oriented Pact for the Future. As agreed by the General Assembly, upholding human rights and pursuing gender equality must be central to all areas of the Pact.

Scan the QR code
to learn more on
the SDGs



The United Nations System-Wide Gender Equality Acceleration Plan

The Secretary-General launched this ambitious plan on 8 March 2024. Its purpose is to enable all UN entities to deliver on gender equality. The acceleration plan, a system-wide call to action, expects the United Nations to advance and prevent further rollback of the rights of women and girls by taking a principled, strategic, and norm-based approach and internally transforming power dynamics, leadership approaches, strategies, priorities, structures and accountability. It calls on all of us to lead the world towards gender equality—both as a human rights issue and as a central condition of development, peace and security. UN Human Rights has committed to implementing the plan and will place gender equality and women's and girls' rights front and centre of its organizational strategy in the next four years.

The United Nations Agenda for Protection

Launched by the Secretary-General with the High Commissioner for Human Rights in February 2024, the UN Agenda for Protection strengthens the ability of the UN system to ensure that the human rights of all people are protected in times of crisis and beyond. Based on the premise that protection underpins everything the UN does, it puts people's needs and concerns, in their most acute and urgent form, at the centre of the UN's work. While the Agenda makes clear that Member States bear the primary responsibility for protection, it pledges that the UN will work with those responsible for protection to prevent human rights violations, respond promptly and effectively when violations occur, and mitigate harm. It asserts that prevention is the best form of protection, and that prioritizing protection is a continuing and collective responsibility of the UN system in all contexts: in development as well as humanitarian and peace operations.

2. A Changing **WORLD**





Indigenous leaders calling for democracy to be upheld, in a demonstration in Guatemala, December 2023. © OHCHR

Scan the QR code to learn more on the report by **Pathfinders**



Humanity is facing many rapidly spiralling crises. A wave of conflicts is battering people's lives, destroying economies, profoundly damaging human rights, dividing the world, and upending hopes for multilateral solutions. Several have the potential to become dangerous regional crises. The frequency with which volatile regions relapse into violence is a stark reminder that there are no quick fixes. Displacement, between and within countries, has reached an unprecedented scale, and it is likely to continue to increase. Together with humanitarian environmental crises, these conflicts will continue to leave millions of people – especially vulnerable and marginalized populations - unprotected.

People living in situations of pervasive conflict, violence and instability do not benefit from the protection that international human rights and human rights law should guarantee. Impunity for violations remains the norm. Repeated violations of international law not only undermine reconciliation and perpetuate cycles of violence, but erode trust in State institutions, the multilateral system,

and the international legal order. According to a [report by Pathfinders](#) (a group of UN member countries, international organizations, members of civil society and the private sector dedicated to the delivery of Sustainable Development Goal 16), approximately 5.1 billion people lack meaningful access to justice globally; people living in situations of marginalization and vulnerability are disproportionately affected.

Fear and heightened insecurity fragment societies, hampering peaceful dialogue and coexistence. Religious differences are being weaponized and manipulated for political gain. While awareness of the systemic nature of racism has grown in recent years, a lot remains to be done to address historic injustices arising from enslavement and other colonial legacies. Toxic anti-rights narratives, fuelled by social media and artificial intelligence, are normalizing discrimination. Women and marginalized groups are particularly affected by this trend. In addition, numerous attempts are being made to restrict civic space

more broadly. Many remain excluded from conversations relevant to them and those who speak up face growing threats, and attacks. Non-State actors are increasingly responsible for such attacks and repression is becoming transnational. Human rights defenders, particularly women, LGBTIQ+ persons, Indigenous Peoples and people of African descent, continue to face risks due to intersectional discrimination. In many parts of the world populations are ageing and ageism will become a bigger challenge. At the same time, the need to protect the rights of children, youth and future generations will continue to remain critical. As the environmental crisis deepens, environmental human rights defenders are likely to be increasingly targeted. In parallel, civil society is adapting to this context, creating networks and alliances of human rights defenders that promote global collaboration and share information, resources, expertise and solidarity.

Economic inequalities have also widened sharply. On current trends, half of the world's people will share less than nine per cent of the world's wealth in 25 years, while one per cent will own nearly 25 per cent. Global inequality will only be partially offset by growing equality within States. In its many intersecting forms, inequality threatens social and economic stability. It also slows progress on the Sustainable Development Goals (SDGs) and on the 2030 Agenda's central pledge to leave no one behind and to target those furthest behind. Halfway to 2030, achievement of the SDGs is in peril: only 15 per cent of targets examined are on track and some 37 per cent have stagnated or regressed.

On current trends, according to the World Bank, 600 million people will still be living in extreme poverty in 2030 and almost as many will be chronically undernourished; in the same year, according to UNESCO, some 84 million children will be out of school and 300 million children or young

people will leave school unable to read and write. States less able to shield people from the worst are hamstrung because they are still recovering from the impact of the COVID-19 pandemic and are struggling with large debt burdens and rising borrowing costs. Over half of the world's poorest countries are in or near full-blown debt distress. It is forecast that austerity measures will affect three quarters of the world's population in coming years. This is expected to crowd out critical investments and limit States' ability to meet the human rights obligation to invest maximum available resources in social protection, universal education and health care, food security, adequate housing, and rights-based care and support systems. Rising urbanization will create challenges for development and the environment, but could also provide opportunities for cheap, green energy and services at scale.

National efforts must be complemented by international cooperation and solidarity, but long-term finance is unaffordable to developing countries in the context of the current international financial system. Official Development Assistance (ODA) has risen but is still well below the 0.7 per cent target. Because donor countries have spent considerable sums on aid to refugees living in their own countries and spent more on global public goods and humanitarian aid, fewer resources were available to finance countries' development priorities. Climate finance commitments are not being met either and other sources of development finance are ill-equipped to close an SDG financial gap that is estimated to amount to USD 4.2 trillion annually. The failures of the global financial system, which has priced long-term finance at levels that developing countries cannot afford, combined with the impacts of automation and the environmental crisis, are forcing societies and States to rethink economic and fiscal models. This is an important challenge but also an opportunity

to create an economy that supports and nourishes people and the planet.

Every person has the right to a clean, healthy, and sustainable environment. Yet our environment is constantly being polluted, degraded, and exploited beyond its capacity for renewal. We are living in a dystopia of our own making, and continue to instrumentalize, alienate and commodify nature, often at the expense of those most dependent on it, while numerous companies prioritize profit over people and nature and pollute with impunity. Overall, justice systems remain ill-equipped to address collective harms perpetrated by businesses and other non-State actors.

Corporations manage an increasing proportion of the world's power and resources. This is especially true of giants in the tech sector, which already have more resources than many States and, in some cases, provide infrastructure for social security, border management, and national security. Many businesses and other economic actors do not currently respect human rights across their activities and value chains and, though legal regulation of corporations has made progress, States remain unwilling or unable to fulfil their duty to protect from such abuses. The private sector needs to be involved in discussions that frame the next generation of rights.

Many impacts of digital technology are positive and it will be essential to the achievement of the SDGs. Artificial Intelligence (AI) and other data-driven approaches will continue to greatly benefit science, and will help us to understand environmental crises and to develop life-saving medical treatments. The internet will continue to enhance our ability to access information and different points of view and mobilize others. However, digital technology is associated with important human rights risks. Across the world, billions of people are not able to tap into its

potential. Internet can spread hate speech and disinformation with unprecedented speed and reach, fuelling, for instance, toxic attacks against women, migrants, or national, ethnic, religious and linguistic minorities. Digital technology has also created new avenues for censorship and privacy intrusion. AI systems process huge amounts of personal data, which puts privacy at risk and radically extends the capacities of surveillance systems. Predictive tools can expose people to discrimination and can compromise their rights when they seek jobs or are in contact with law enforcement or the justice system. Digital technologies have also changed how militaries and armed groups wage war. Advances in quantum computing and neurotechnology will create further unprecedented opportunities for progress but may pose new threats to privacy and human dignity.

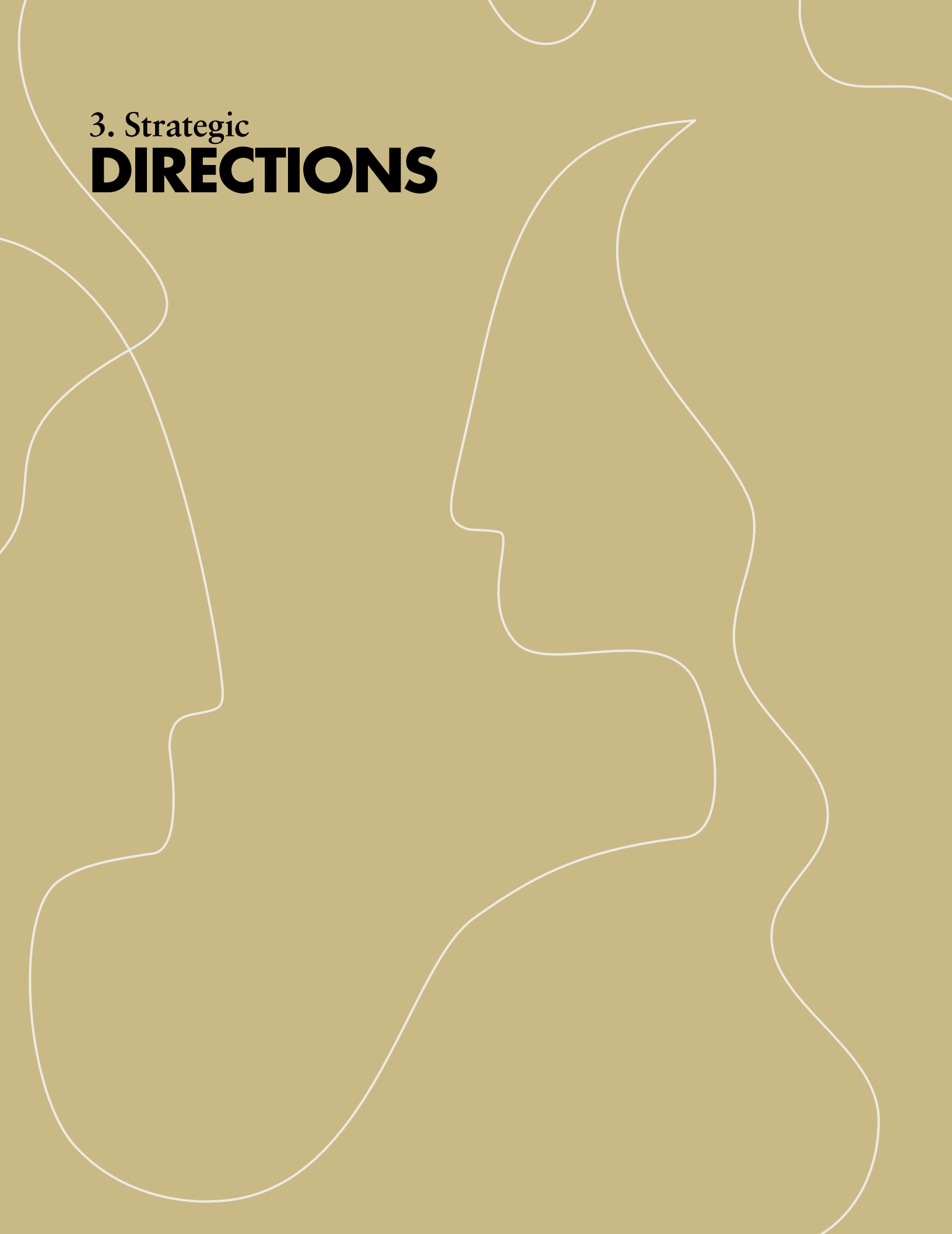
As stated by the High Commissioner for Human Rights in his Vision Statement [Human Rights: A Path for Solutions](#), “Human rights have the power to unify us at a time when we need to come together to contend with the existential challenges we face as humanity”. Investing in and engaging with a stronger international human rights system will help States, national stakeholders and constituencies to address these multiple existential and inter-connected challenges.

**Scan the QR code to learn more
on the High Commissioner's
Vision Statement**



3. Strategic

DIRECTIONS



Six strategic directions have informed the content of the 2024-2027 pillar strategies and will continue to guide their implementation. They were identified based on broad consultations with a wide range of stakeholders in the context of the Human Rights 75 initiative, and analysis of the impact of global trends on human rights. The purpose of the strategic directions is to ensure that the pillar strategies address emerging human rights challenges and leverage opportunities for maximum impact.

The six strategic directions for 2024-2027 are:

Rebuilding trust and reinvigorating a global movement for human rights

A strong global human rights movement is crucial in a world facing complex challenges. UN Human Rights will work nationally and globally, with numerous constituencies, to help build trust and respect for human rights. At national level, this means working with governments and a broad range of stakeholders to renew the social contract, anchor it in a comprehensive approach to human rights, and ensure that people can participate in the decisions that affect them and that institutions are responsive to their needs. Globally, it means working to reinforce international cooperation between States on human rights issues, strengthening partnerships and forging new ones, to ensure that the human rights ecosystem is effective, well resourced, forward-looking, and responsive.

Deeper engagement with the English-Speaking Caribbean region

In 2023, the Human Rights Council decided to establish a UN Human Rights regional office for the Caribbean Community (CARICOM). The resolution called for technical cooperation, capacity-building, public information and education, and support to promote, protect and fulfil human rights in the region. This initiative marked a turning point for UN Human Rights' engagement in the region. It will enhance our work with governments, increase our partnerships with national and regional actors, and allow us to further support human rights agendas on the rule of law, governance, security issues, sustainable development, resilient societies, rights-based environmental action, and social cohesion, justice and equality.



UN Human Rights training at the Human Rights and Advocacy School for Young People with Disabilities in Bishkek, Kyrgyzstan, April 2024. © OHCHR

Fostering inclusion and equality through a diversity approach

Having access to a variety of views, perspectives, and experiences is an asset when we search for solutions to the problems we face. The recognition that we are diverse and yet equal in terms of our rights and dignity is at the heart of human rights and is a precondition for peace. UN Human Rights will continue to identify and bring to light the many forms of intersectional discrimination that underpin inequality and marginalization. Groups particularly affected include women and girls; youth; older people; individuals from national or ethnic, religious and linguistic minorities; Indigenous Peoples; LGBTIQ+ persons; persons with disabilities; migrants, refugees and internally displaced persons. The Office will work with States and other actors to address historical and contemporary forms of exclusion, stereotypes,

and power asymmetries, and assist them to create conditions for inclusive societies in which every person can participate, contribute, and thrive on equal terms.

Championing racial justice in Europe and South America

UN Human Rights will amplify diverse anti-racism voices, advocate for enhanced representation of victims of racism and racial discrimination in public institutions, and strengthen joined-up approaches to combat intersectional discrimination. For example, the Regional Office for Europe will work with civil society to ensure that the design and implementation of EU policies include increasingly effective mechanisms for the participation of civil society. Similarly, the Regional Office for South America will continue to advocate for and support the promotion of the rights of people of African descent by United Nations Country Teams (UNCTs) in the Americas region.

Promoting a human rights economy to realize rights and address inequalities

Inequality, recognized as a source of instability, is widening. Countries in debt distress cannot ringfence funds for environmental and social spending. Women and girls are disproportionately burdened by unpaid care work. A profound shift is needed to make economic policies fair for everyone, protect the environment, remove discrimination, and meet the essential economic, social, and cultural needs of every person. The case for a human rights economy that is rooted in human rights obligations and principles, in which people and the planet are at the centre of economic policymaking, has become increasingly powerful. Such an economy will invest in the rights of every person to education, health care, housing, and decent work, among other things, and will encourage a participatory and inclusive society, based on civil and political rights. UN Human Rights will continue to support countries to adopt economic and social policies that tackle inequal-

ities; promote social cohesion; and implement a just green transition. It will argue on human rights grounds that it is time to reform the current international financial architecture.

Engaging with international financial institutions

UN Human Rights is advocating for the integration of human rights in reforms of the global financial architecture. Adopting this approach would imply developing a more effective global financial safety net, including the scaling-up of financial resources, available to all countries. It would imply integrating human rights in financial policies, loan terms, project criteria, and the analyses of international financial institutions, to ensure that States can respect their obligations with respect to health, education, social security, etc. The Office is also arguing for a fairer, more effective multilateral mechanism and legal framework for sovereign debt relief and restructuring, and is supporting States in their efforts to develop a UN Framework Convention on international tax cooperation. We will engage with international financial institutions to address drivers of fragility, conflict and violence, and promote principled forms of intervention and effective transitions out of fragility.

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A woman is washing dishes outside of her house, in a slum area in Kolkata, India, June 2023.
© Sudipta Das/NurPhoto

Developing a human rights-based approach to data with national statistical offices and planning commissions in Southern Africa

In several countries of the sub-region, building on Human Rights 75 pledges, UN Human Rights will work to ensure that laws and policies are informed by evidence and benefit marginalized groups. It will work with national statistical offices, national planning commissions and other key actors to enable them to apply a human rights-based approach to data. Such an approach involves groups at the highest risk of being left behind in data collection and processing, and enhances data disaggregation.

Ensuring digital technologies and data are at the service of humanity and advance human rights

In a world in which rapid digital change and the data revolution impact all aspects of life, the human rights framework provides guardrails for managing risks and maximizing benefits for all. UN Human Rights will encourage governments and companies to integrate human rights in the design, development, and use of digital technologies, and offer them assistance to do so. It will also support efforts to maximize the opportunities that new technologies create, both to improve human rights protection, and generate data of high quality that make it possible to design tailored responses to human rights challenges. The Office will accelerate the deployment of digital technologies and the use of data to enhance all aspects of its work, including through digital transformation, innovation, dynamic knowledge, and partnership. It will invest in digital tools, enhanced data collection, and information management systems. It will also strengthen the integrity of the information it collects, and preserve information better, making data more usable in follow-up processes.

Putting human rights at the centre of early warning and advancing the global protection agenda

The growing intractability of violent conflicts, and their recurrence, pose major challenges and put at risk the achievement of the Sustainable Development Goals (SDGs). The environmental crisis and competition for resources further fuel instability and increase the likelihood of conflict and humanitarian crises. Around the world, people expect the UN to do everything possible to protect them from harm. UN Human Rights will operationalize the UN Agenda for Protection and strengthen the Office's practical capacity to ensure the protection of people at risk. The best form of protection is prevention. Early warning and prevention lie at the core of the UN global protection agenda. The Office will improve its early warning analysis and preventive responses. To do this, it will adopt innovative approaches, streamline information channels, and analyze discrimination and inequality indicators as risk factors.

Equipping Burundi's National Human Rights Commission to address protection issues during elections

Burundi has scheduled legislative and local elections in May 2025 and presidential elections in May 2027. UN Human Rights works with Burundi's Independent National Human Rights Commission to increase its national coverage and accessibility, improve its ability to fast-track protection cases and streamline complaints procedures, and generally strengthen its operational and institutional efficiency and effectiveness. The Office will also monitor the electoral process from a human rights perspective to produce risk analyses, briefings and reports to inform the UNCT's actions and decisions.



Participants displaying banners at a Friday for Future movement in Vienna, Austria, September 2021.
© EPA-EFE/CHRISTIAN BRUNA

Advancing environmental action, including on climate, with human rights at its core

The effects of climate change, biodiversity loss, and pollution have a devastating impact on human rights. Environmental degradation principally affects people who are already in vulnerable situations and did little to cause it. Human rights build resilience and provide a road map for preventing, responding, and remediating the harms caused by these planetary crises. The human right to a clean, healthy and sustainable environment plays a critical role in this context. Supporting implementation of this right is a strategic priority for UN Human Rights. The Office will advocate for States and other relevant actors to mobilize resources for rights-based environmental action; hold to account institutions and individuals that are responsible for environmental harms; protect environmental human rights defenders; and enable rights-holders to exercise their rights to participation, information, and justice. Key rights-holders in this context include Indigenous Peoples, women, young people, local communities, and peasants.

Promoting a human rights-based approach to implementing the Escazú Agreement

UN Human Rights will support the adoption of a human rights-based approach to implement the “Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean” (Escazú Agreement). Consolidating work undertaken since 2023 to strengthen regional protection of the right to a clean, healthy and sustainable environment, UN Human Rights will offer support to governments and other stakeholders that seek to adopt environmental and climate policies that respect, protect, and fulfil human rights, and that guarantee access to information, to remedies, and participation in decision-making for those affected by climate change. The Office will work with environmental human rights defenders and Indigenous Peoples to enhance their capacity to coordinate their participation in environmental fora, make use of mechanisms for environmental justice, and obtain effective remedies.

4. Programme
PILLARS





UN Human Rights Officers are monitoring that the right to peaceful assembly is upheld during a demonstration in Guatemala, December 2023. © OHCHR

THE PILLARS OF THE UN HUMAN RIGHTS PROGRAMME ARE:

The international human rights mechanisms



The core human rights principles of:



Human rights in the United Nations' other pillars:



These pillars are mutually reinforcing. Their strategies enable universal coverage of all human rights in all countries. UN Human Rights' overall theory of change serves as the backbone for each of these strategies, which are informed by the strategic directions and implemented in countries through mutually agreed frameworks.



Mechanisms (M)

Improving implementation of the outcomes of the international human rights mechanisms

32 We will work with partners to contribute to the following results:

- M1** State institutions enhance their engagement with international human rights mechanisms, increase reporting to them, and improve implementation of their outcomes.
- M2** Civil society organizations, national human rights institutions, regional mechanisms, and other relevant actors, enhance their engagement with international human rights mechanisms and make better use of their outcomes.
- M3** The UN system increasingly engages with international human rights mechanisms and integrates their outcomes in UN development frameworks and in prevention/early warning, humanitarian, and peace and security efforts.
- M4** International human rights mechanisms respond to critical human rights issues, and contribute to the elaboration of international law standards and jurisprudence.
- M5** International human rights mechanisms are strengthened.

International human rights mechanisms – the Human Rights Council (HRC) and its Special Procedures, the Universal Periodic Review (UPR) and Investigative Bodies, as well as the Treaty Bodies - are the backbone of UN Human Rights’ work and have a direct impact on people’s lives. Collectively, they engage with a variety of stakeholders and individuals and play a crucial role in holding States accountable with respect to their human rights obligations. Their assessments and recommendations provide guidance on human rights law and its implementation; and their analyses help to identify and address human rights concerns as part of the UN’s prevention system. Their complaint mechanisms permit individuals to seek redress for human rights violations. UN Human Rights will continue to support the mechanisms, including their efforts to improve coordination, and will apply an “all mechanisms approach” to maximize efficiencies.

RESULT. STATE INSTITUTIONS ENHANCE THEIR ENGAGEMENT WITH INTERNATIONAL HUMAN RIGHTS MECHANISMS, INCREASE REPORTING TO THEM, AND IMPROVE IMPLEMENTATION OF THEIR OUTCOMES.

States have steadily come to engage more fully with human rights mechanisms. Remaining challenges include delays in the submission of treaty body reports, uneven cooperation with special procedures, and tracking implementation of the growing volume of UPR recommendations. We will advocate for ratification of treaties and their optional protocols, as well as for withdrawal of reservations, and will assist States that contemplate taking such steps. We will support the establishment of national mechanisms for implementation, reporting, and follow up (NMIRFs), including through a knowledge hub for sharing good practices. We will deliver capacity-building programmes, and reach out to State entities, including members of parliament, line ministries, and the judiciary. We will support efforts to develop national action plans, not least by fostering synergies with other national processes. We will develop digital solutions to assist stakeholders to prepare submissions and participate in the work of mechanisms. We will make it possible to follow up recommendations more efficiently and will disseminate stories about the positive impacts of the mechanisms on people’s lives.



At a Special Event on People of African Descent in Asia and the Pacific Region, January 2024. © OHCHR

RESULT. CIVIL SOCIETY ORGANIZATIONS, NATIONAL HUMAN RIGHTS INSTITUTIONS, REGIONAL MECHANISMS AND OTHER ACTORS, ENHANCE THEIR ENGAGEMENT WITH INTERNATIONAL HUMAN RIGHTS MECHANISMS AND MAKE BETTER USE OF THEIR OUTCOMES.

Active participation by stakeholders in the work of human rights mechanisms is crucial because stakeholders are vital sources of information and help to operationalize the mechanisms' recommendations in country. However, although their engagement is growing, it is uneven and does not yet cover all rights. We will address gaps in the capacity of civil society organizations, national human rights institutions (NHRIs), and non-traditional actors that limit their ability to engage with the mechanisms; will build stronger networks; and will use technologies for cross-learning. We will broaden our outreach and will support inclusive national consultations to facilitate the preparation of national reports and the implementation of recommendations. We will develop a safe one-stop platform to streamline stakeholders' access to the mechanisms. We will engage more deeply with regional mechanisms and cross-regional groups, building on the example of the Addis Ababa Roadmap.

RESULT. THE UN SYSTEM INCREASINGLY ENGAGES WITH INTERNATIONAL HUMAN RIGHTS MECHANISMS AND INTEGRATES THEIR OUTCOMES IN UN DEVELOPMENT FRAMEWORKS, AND PREVENTION/EARLY WARNING, HUMANITARIAN, AND PEACE AND SECURITY EFFORTS.

Cooperation with the UN gives the mechanisms a more accurate understanding of the human rights landscape, while the mechanisms help the UN to identify early warning signs and issues that require attention. UN engagement with human rights mechanisms has increased in recent years but is not yet systematic. We will persist in advocating for integration of the mechanisms' outcomes in achievement of the Sustainable Development Goals (SDGs), conflict prevention, and humanitarian emergency settings. We will continue to contribute to integrating the work of international human rights mechanisms in the UN system's development guidance. We will generate an inventory of lessons learned to demonstrate how cooperation with the UN informs and furthers the mechanisms' outcomes; and will make this information available via a new user-friendly platform. Building on the treaty bodies' training modules, and leveraging Trust Funds, we will enhance the UN system's capacity to make full use of the mechanisms and will develop tools to help integrate the mechanisms' outcomes in programming and advocacy efforts. To assist States to implement the mechanisms' outcomes, we will strengthen inter-agency partnerships.

Digitalization of the international human rights mechanisms

UN Human Rights will enhance its efforts to roll-out a digital uplift of the work of the international human rights mechanisms to strengthen their accessibility, coherence and inter-connectivity. A one-stop-shop online platform for stakeholders to submit their contributions and a portal for individual complaints are just some examples. Through digital knowledge hubs, good practice will be shared among stakeholders. Furthering digitization will also improve data collection and analysis for crisis prevention and early warning. International human rights mechanisms are also critical players in recommending human rights-compliant measures regarding legal and regulatory instruments relating to digital technologies.

RESULT. INTERNATIONAL HUMAN RIGHTS MECHANISMS RESPOND TO CRITICAL HUMAN RIGHTS ISSUES, AND CONTRIBUTE TO THE ELABORATION OF INTERNATIONAL LAW STANDARDS AND JURISPRUDENCE.

The mechanisms identify normative gaps and help to address them when reviewing the implementation of human rights obligations and deciding on individuals' complaints. The steady growth in the number of individual complaints has resulted in substantive backlogs. We will enhance our efforts to streamline processes and strengthen capacity to address them. We will harness resources and expertise to improve the protection offered to individuals who are at immediate risk of irreparable harm to their lives and liberty and will disseminate and promote the normative recommendations of the mechanisms. We will strengthen engagement with the mechanisms, and improve access to them, as avenues for remedy and protection. We will establish a digital platform to assist victims to submit complaints and install a digital case management system to improve pathways to redress.

RESULT. INTERNATIONAL HUMAN RIGHTS MECHANISMS ARE STRENGTHENED.

The workload and remit of the mechanisms have significantly increased, but resources to support them have not: this situation prevents the mechanisms from fully realizing their potential to promote and protect human rights. Insufficient outreach, outdated information technology, and complicated rules of procedure have also reduced their visibility and accessibility. To increase their impact, we will enable the mechanisms to coordinate more effectively, and promote information-sharing and joint advocacy. To this end, we will support the mechanisms' coordinating bodies and the annual meetings they hold to harmonize their working methods. We will work with the mechanisms to draft recommendations that are specific and can be implemented. Drawing on the mechanisms' outcomes, we will take steps (including through digitization) to identify human rights trends and patterns that are relevant to crisis prevention and early warning processes. UN Human Rights will continue to advocate that the mechanisms must be adequately resourced, in terms of both human and financial resources.



Participation (P)

Enhancing participation, and protecting civic space and human rights defenders

We will work with partners to contribute to the following results:

- P1** Legal, regulatory, institutional and policy frameworks protect and expand civic space offline and online.

- P2** States and other relevant actors ensure that people and groups in all their diversity are increasingly empowered to exercise their rights to access information and to participate in public affairs without discrimination, online and offline.

- P3** Human rights defenders are better protected and are empowered to contribute effectively to their societies and UN processes.

- P4** The global movement for human rights is enhanced by stronger public support and grows through more diverse alliances.

- P5** Evidence on civic space trends enables rapid and effective responses and preventive action.

- P6** The UN system steps up engagement with civil society and prioritizes meaningful, inclusive and safe offline and online participation in its programmes and advocacy.

Robust legal and regulatory frameworks that promote meaningful, inclusive, and safe participation build trust and resilient societies. The UN Agenda for Protection underlines that the UN must do everything it can to reduce risks to people and ensure protection. The Secretary-General’s Call to Action for Human Rights (C2A) and Our Common Agenda emphasize that “listening to the people and building trust” are preconditions for overcoming current challenges. Yet across the world many people remain excluded from conversations relevant to them, and those who speak up – such as human rights defenders, independent journalists, trade unionists, and environmental activists – are often subject to attack. The online space has improved access to information and made it easier to mobilize others, but it has also created new avenues for censorship, intrusions of privacy, disinformation, and hate speech.

RESULT. LEGAL, REGULATORY, INSTITUTIONAL AND POLICY FRAMEWORKS PROTECT AND EXPAND CIVIC SPACE OFFLINE AND ONLINE.

Given the human right to participate, and the responsibilities of UN Human Rights to act as a bridge between civil society and authorities and to mainstream human rights in the UN, the Office is uniquely positioned to support national frameworks that protect civic space. We will encourage coalitions that promote participation frameworks anchored in human rights. We will monitor the impact on civic space of laws and regulations on digital technologies. We will advocate that human rights must apply in the digital space; and will identify and disseminate good practices in this area. We will work to ensure that decision-making processes are inclusive and reflect diversity and will apply intersectional analyses and gender assessments to inject a human rights perspective into legislative processes. We will engage with other relevant actors, including companies and cities, to increase understanding of enabling laws and policies.

RESULT. STATES AND OTHER RELEVANT ACTORS ENSURE THAT PEOPLE AND GROUPS IN ALL THEIR DIVERSITY ARE INCREASINGLY EMPOWERED TO EXERCISE THEIR RIGHTS TO ACCESS INFORMATION AND TO PARTICIPATE IN PUBLIC AFFAIRS WITHOUT DISCRIMINATION, ONLINE AND OFFLINE.

In many contexts, people cannot meaningfully participate in public affairs because they are prevented from accessing information from independent sources or cannot meet in participatory spaces that are enabling, inclusive, and safe. Human rights education is rarely a national priority, and the digital divide (which is also a gender divide) remains a major challenge. We will promote meaningful participation, as a tool to build trust. We will support efforts to combat discrimination with respect to participation in public affairs. We will tackle practical issues including access for persons with disabilities and the marginalization of older persons as a result of technological change. We will encourage innovative forms of participation, such as popular assemblies and citizens' conventions. We will focus on youth and child participation, particularly in environmental actions, and will invest in human rights education because it can empower children and youth to engage meaningfully in public affairs.

RESULT. HUMAN RIGHTS DEFENDERS ARE BETTER PROTECTED AND ARE EMPOWERED TO CONTRIBUTE EFFECTIVELY TO THEIR SOCIETIES AND UN PROCESSES.

We will ensure that our protection strategies cover the different civil society constituencies, notably women and environmental human rights defenders, as well as journalists. To contextualize our strategies and to ensure they remain relevant, we will undertake inclusive and participatory consultations and provide systematic documentation. We will assist States to create effective frameworks to protect human rights defenders, prevent attacks against them,

and ensure they have access to justice. We will support civil society actors in their monitoring and protection work and will step up our support to protection networks. We will work with the international community to develop support for global protection responses. In our communication strategies, we will introduce innovative ways to counter anti-rights narratives, including anti-gender narratives. In line with the UN Agenda for Protection and the Secretary-General's Guidance Note on Civic Space, we will develop regular risk assessments in collaboration with other UN agencies. The Office will continue to lead the UN system's efforts to prevent and address reprisals against individuals who cooperate with the UN, including with the human rights mechanisms. We will support the protection mandate of the human rights mechanisms.

Collaboration with media associations and journalists in Bosnia and Herzegovina

UN Human Rights will collaborate more closely with media associations and journalists working on media freedom in the Western Balkans. In Bosnia and Herzegovina, UN Human Rights will disseminate guidance for media outlets on the safety of journalists and media workers on freedom of opinion. The Office will work to strengthen the capacity of media workers and civil society to cooperate with the human rights mechanisms. We will develop a module for law and political science students, including aspiring journalists, on the right to freedom of opinion. This work will complement the Office's support to national efforts to investigate and prosecute cases of violence against, or harassment or intimidation of, journalists and human rights defenders.

RESULT. THE GLOBAL MOVEMENT FOR HUMAN RIGHTS IS ENHANCED BY STRONGER PUBLIC SUPPORT AND GROWS THROUGH MORE DIVERSE ALLIANCES.

The 75th anniversary of the Universal Declaration of Human Rights reminded us of the continued significance of human rights, and in particular of the need to counter discourses of fear and mistrust that are on the rise in many countries. We will step up strategic communications and outreach to promote better understanding of and public support for the values of human rights. We will communicate human rights messages in accessible language; and will encourage discussions that can inspire and mobilize people to defend and promote rights. In the search for entry points of understanding and collaborations, we will scale up multi-stakeholder partnerships and forge global networks. We will leverage technology to connect human rights groups; and will mobilize public support via targeted messaging. We will frame new narratives that support equal, inclusive, and diverse societies.

Mobilizing civil society for a human rights-based approach to climate action in Iraq

UN Human Rights is working to increase awareness of the human rights impact of climate change and environmental concerns in Iraq. The Office will bring together a spread of stakeholders to take concerted action on climate change and climate justice issues. It will work to empower civil society, and particularly women, young people, people with disabilities, members of ethnic, religious or sexual minorities, and other **groups at risk of marginalization**, to identify problems caused by climate change and design and implement solutions for them.

Using data to enhance early warning efforts in Peru

To further protect civic space in Peru, UN Human Rights will improve its early warning capacity, information gathering, and analysis of situations that put human rights defenders and journalists at risk. The Office will continue to use the **data** to strengthen the capacity of the State's Intersectoral Mechanism to protect human rights defenders and **prevent and respond** to situations of risk. In cooperation with civil society organizations, the Office will help to consolidate regional roundtables of the Intersectoral Mechanism, and will develop tools, methodologies and working guidelines to support that purpose. It will focus particularly on the risks faced by women human rights defenders.

RESULT. EVIDENCE ON CIVIC SPACE TRENDS ENABLES RAPID AND EFFECTIVE RESPONSES AND PREVENTIVE ACTION.

Interventions to protect civic space and prevent its erosion require a robust analysis of trends, based on evidence. UN Human Rights has considerable experience of assessing civic space trends. The Office reports on the state of human rights in many places across the world and is the UN custodian of SDG indicator 16.10.1 on killings, enforced disappearance and other attacks on human rights defenders, journalists and trade unionists. Building on this experience and our convening power, we will lead international efforts to develop harmonized and safe methodologies for gathering and analyzing data on the state of civic space, by working with partners, and will make efforts to ensure that this information is integrated in UN risk analyses and early warning processes. We will apply strategic foresight and horizon scanning to support evidence-based public decision-making to protect civic space. We will strengthen our ability to monitor online communications as part of our monitoring work.



Indigenous people are voting in the Mexican general elections at a polling station in Chiapas, Mexico, June 2024. © EPA-EFE/CARLOS LOPEZ

RESULT. THE UN SYSTEM STEPS UP ENGAGEMENT WITH CIVIL SOCIETY AND PRIORITIZES MEANINGFUL, INCLUSIVE AND SAFE OFFLINE AND ONLINE PARTICIPATION IN ITS PROGRAMMES AND ADVOCACY.

A 2022 review indicated that UN and United Nations Country Team (UNCT) Common Country Analysis (CCAs) should address threats to civic space and human rights defenders more consistently. Since UN Human Rights plays a leading role in supporting implementation of the Secretary-General's Guidance Note on Civic Space and the UN Agenda for Protection, we will advise and partner with UN entities and country teams to protect civil society and civil society participation, support civil society advisory committees, develop documentation, and share good practices. In line with the C2A, which promotes efforts to expand and protect civic space, the Office leads work to include civic space in system-wide policies and programmes and promotes inclusive and safe civil society participation in UN processes, both in person and virtually. Aspects of this work also include fair accreditation, and protection from reprisals and intimidation of all persons who cooperate with the UN. Empowering and protecting civil society, human

rights defenders, journalists and those at risk will be part and parcel of UN Human Rights' continued engagement with Resident Coordinators (RCs) and UNCTs. The Office will facilitate their collaboration and dialogue with government authorities, NHRIs and national and local civil society actors. It will promote the implementation of recommendations by UN human rights mechanisms that address the right to participation and public freedoms.

Increasing the UN's engagement with civil society in the Pacific

The UN has decided to set up civil society reference groups in all Pacific Island Countries covered by the UN Sustainable Development Cooperation Frameworks (UNSDCFs) 2023-2027. Building on this initiative, UN Human Rights will promote efforts to increase the meaningful, inclusive, and safe **participation** of civil society in decision-making processes. The Office will work to strengthen **protection** mechanisms, to ensure that civil society actors feel safe from reprisals or harm when they raise their voices. More active participation by youth, women and girls, persons with disabilities will **build trust** and open the way for changes in law and policy to end discrimination.



Non-discrimination (ND)

Enhancing equality and countering discrimination

We will work with partners to contribute to the following results:

- ND1** States adopt laws, policies, programmes and practices that combat all forms of discrimination and address inequalities, including their intersectional dimensions, informed by disaggregated data.
- ND2** Judicial and non-judicial mechanisms address inequalities and discrimination in accordance with international human rights law, providing effective remedies.
- ND3** States advance gender equality and combat gender-based discrimination and stereotypes against all women and girls.
- ND4** Non-state actors and civil society strengthen rights-based action in support of equality and non-discrimination.
- ND5** States address racial discrimination and systemic racism, confront the legacies of enslavement and colonialism, and deliver reparatory justice.

Ensuring equality and combating discrimination are bedrock principles of international human rights law. The right to equality and to non-discrimination is the only right affirmed by all nine of the core human rights treaties. Although progress has been achieved, discrimination and inequality remain widespread and may worsen. UN Human Rights will continue to work to support efforts to counter socio-economic inequalities and regressive anti-rights narratives which reinforce intersecting forms of discrimination and constitute both a trigger and an underlying cause of violence and conflict.

RESULT. STATES ADOPT LAWS, POLICIES, PROGRAMMES AND PRACTICES TO COMBAT ALL FORMS OF DISCRIMINATION AND ADDRESS INEQUALITIES, INCLUDING THEIR INTERSECTIONAL DIMENSIONS, INFORMED BY DISAGGREGATED DATA.

Comprehensive anti-discrimination laws have the potential to transform people and societies. Since the 1990s, governments, the human rights mechanisms, human rights defenders, and people exposed to discrimination, have come together to call for the enactment of equality laws. We will assist States to enact comprehensive anti-discrimination laws and develop independent equality bodies. We will work with States to repeal or reform laws, policies and practices that are discriminatory, notably with respect to minorities, persons with disabilities, Indigenous Peoples, LGBTIQ+ people, and people on the move. We will expand our human rights-based guidance on combating hate speech in line with international human rights law. We will deepen analysis of the patterns and root causes of socio-economic discrimination and inequality, and will promote policies, budgets, taxation, and other socio-economic tools, anchored in human rights, that tackle and prevent discrimination and inequality.

RESULT. JUDICIAL AND NON-JUDICIAL MECHANISMS ADDRESS INEQUALITIES AND DISCRIMINATION IN ACCORDANCE WITH INTERNATIONAL HUMAN RIGHTS LAW, PROVIDING EFFECTIVE REMEDIES.

Judicial and non-judicial mechanisms – such as NHRIs, equality bodies, complaint hotlines, regulators, traditional justice mechanisms, and grievance mechanisms established by businesses – play a crucial role in addressing inequality and discrimination. However, their effectiveness is frequently undermined by capacity gaps, underlying discriminatory biases or mandates that do not address all forms of discrimination. We will assist these mechanisms to apply a victim-centred, human rights-based approach and be accessible to all. We will undertake research to show how biases, harmful stereotypes and social norms undermine the effective functioning of such mechanisms and provide guidance to address such problems. We will advocate to increase the representation of groups affected by discrimination in such mechanisms and will help to empower those groups to demand accountability for violations. We will press for the recognition of human rights-compliant customary and traditional justice systems and support jurisprudence that addresses discrimination and inequality, including through strategic litigation.

Countering discrimination against Indigenous Peoples in Guatemala

In Guatemala, UN Human Rights will keep strengthening capacity on human rights strategic litigation for Indigenous Peoples, including Indigenous women and organizations. In partnership with Indigenous Peoples, the Office will continue to provide public information, including through social media, to promote equality and non-discrimination.

RESULT. STATES ADVANCE GENDER EQUALITY AND COMBAT GENDER-BASED DISCRIMINATION AND STEREOTYPES AGAINST ALL WOMEN AND GIRLS.

Gender stereotypes are deeply entrenched in our societies and perpetuate discriminatory power structures, limiting women and girls' capacity to make choices about their lives. The United Nations System-Wide Gender Equality Acceleration Plan calls for a principled, strategic, and norm-based approach that will advance, and prevent further rollback of, the rights of women and girls. We will monitor and report on this issue and produce evidence-based research and guidance from a behavioural perspective to inform legal and policy frameworks. We will promote gender equality with political, business and religious leaders by unpacking the impact of gender-based discrimination and gender stereotypes. We will strengthen the capacity of women's rights organizations, particularly those that target marginalized groups who face intersecting forms of discrimination.

RESULT. NON-STATE ACTORS AND CIVIL SOCIETY STRENGTHEN RIGHTS-BASED ACTION IN SUPPORT OF EQUALITY AND NON-DISCRIMINATION.

Civil society plays a crucial role in protecting against discrimination and generating transformative change. We will reach out to partners beyond our usual sphere of influence and support their capacity to engage. We will deepen our analysis of different regional, political and socio-cultural contexts to nurture meaningful and transformative partnerships. We will work with businesses to help them contribute to and improve equality and diversity in line with international law. We will reinforce the capacity of non-State actors to make use of effective protection mechanisms at country, regional and global level. We will support the exchange of good practices and strategies, foster peer learning, encourage solutions that are embedded in local realities, and support movements and community networks of solidarity that combat discriminatory narratives in innovative ways.



Participants in a training on the Convention on the Rights of Persons with Disabilities (CRPD) organized by UN Human Rights, UNICEF and UN Women, in Timor Leste, March 2023. © UN Women

RESULT. STATES ADDRESS RACIAL DISCRIMINATION AND SYSTEMIC RACISM, CONFRONT THE LEGACIES OF ENSLAVEMENT AND COLONIALISM, AND DELIVER REPARATORY JUSTICE.

Although racism's systemic nature, and the institutions that perpetuate racism, are more widely understood, hard-won gains that have been made are being challenged by pushbacks against racial justice and equality. States have failed to act on recommendations of the UN human rights mechanisms; and efforts to address racism, and in particular its historic or structural dimensions, have lacked conviction and been impeded by inadequate budgets, weak or absent anti-racism legislation, or poor implementation of existing laws. We will support States to implement their international legal obligations and commitments, and encourage them to put human rights recommendations to eliminate racial discrimination at the heart of their legislative reforms and policy processes. We will continue to empower racialized populations to claim their human rights and will strengthen joined-up approaches. We will press for the participation of racialized populations in public affairs; urge all actors to adopt disaggregated data; and argue in favour of confronting the legacies of racism and slavery. We will continue to support and amplify the voices and perspectives of those who resist racism, and will seek to engage with new constituencies, including by adopting behavioural science methodologies.

The voice of persons with disabilities is more clearly heard on climate action in Jordan

UN Human Rights in Jordan will work towards enhancing participation of persons with disabilities in climate action, in the context of the Global Disability Summit co-hosted by Jordan and Germany in 2025. Building on the visit of the Special Rapporteur on the rights of persons with disabilities in 2022, and in partnership with national institutions, UN Human Rights will provide guidance to policymakers to integrate an intersectional approach to **disability-inclusive climate action** and to strengthen the inclusion of persons with disabilities in Just Transition policies and processes. As a spin-off, the Office will undertake an analysis on the effects of climate change on persons with disabilities.



Accountability (A)

Strengthening governance, the rule of law, and accountability for human rights violations and abuses

42 We will work with partners to contribute to the following results:

- A1** Laws, policies and practices on governance, in the administration of justice, and in law enforcement, address and prevent human rights violations and abuses, including in civic space and in the context of emerging digital technologies and corruption.
- A2** Strengthened processes ensure that all people have access to justice and protection, and all victims of human rights violations and abuses have access to effective remedies and reparations.
- A3** Accountability processes adopt a victim-centred approach and respond more effectively to gender-based violence.
- A4** Human rights are mainstreamed in all UN efforts to strengthen the rule of law, increase access to justice, and improve accountability.
- A5** Judicial and non-judicial mechanisms hold business and other economic actors accountable for rights abuses, including those resulting from environmental harms, and provide remedies to victims.

Responsive governance, the rule of law, and accountability are the foundations of effective human rights protection and prevention. Today these foundations are increasingly challenged by States and other actors that adhere selectively to international human rights and international humanitarian law. Globally, international organizations, governments, and civil society continue to defend and promote the rule of law and principles of justice, fairness, and accountability. SDG 16 explicitly states that it is essential to build effective and inclusive institutions and ensure access to justice. UN intergovernmental bodies have also taken significant steps to establish accountability for human rights violations and abuses.

RESULT. LAWS, POLICIES AND PRACTICES ON GOVERNANCE, IN THE ADMINISTRATION OF JUSTICE, AND IN LAW ENFORCEMENT, ADDRESS AND PREVENT HUMAN RIGHTS VIOLATIONS AND ABUSES, INCLUDING IN CIVIC SPACE AND IN THE CONTEXT OF EMERGING DIGITAL TECHNOLOGIES AND CORRUPTION.

Any gap between rights enshrined in law and their practical implementation undermines the credibility of legal frameworks and trust in governance. To address this issue, we will strengthen the capacity of States to develop laws, policies and mechanisms that comply with human rights standards, and will enhance the capacity of the public to participate in legislative and public policy development. We will work with administration of justice and law enforcement institutions to increase their capacity to address, prosecute and prevent human rights violations and abuses. We will support States' efforts to improve the performance of justice and law enforcement institutions by applying digital and technological tools that comply with human rights. We will strengthen networks that support and promote effective rights-based justice and law enforcement, and will develop strategies to protect justice actors who face harassment or criminalization.



UNSMIL staff monitoring visit to a detention center for women in Tripoli, Libya, October 2022. © OHCHR

Using digital technologies to increase the accountability of law enforcement authorities in the Philippines

In 2023, UN Human Rights provided technical expertise to the Human Rights Affairs Office of the Philippine National Police, to review and improve its Human Rights Recording Analysis Information System (HuRAIS) database. The success of this collaboration led, in 2024, to a national roll-out of the system by the police. Building on the Philippine Government's Human Rights 75 pledge to reinforce its domestic accountability mechanisms, including law enforcement, UN Human Rights will continue to work with the national police to strengthen its use of HuRAIS and train police officers around the country. The Office will help officers to identify alleged human rights violations, disaggregate and document them in the database, and analyze the data. The Office will also help to strengthen the Human Rights Online Assessment Information System (HROAsIS), which tests the human rights' knowledge of police officers seeking promotion.

RESULT. STRENGTHENED PROCESSES ENSURE THAT ALL PEOPLE HAVE ACCESS TO JUSTICE AND PROTECTION, AND ALL VICTIMS OF HUMAN RIGHTS VIOLATIONS AND ABUSES HAVE ACCESS TO EFFECTIVE REMEDIES AND REPARATIONS.

At the core of any effort to establish accountability are three interlinked rights: the right to truth, access to justice, and the right to an effective remedy. At present, more than five billion people lack meaningful access to justice. Those living in situations of marginalization and vulnerability are disproportionately affected, and reparations for victims of human rights violations and abuses remain insufficient or simply not available in many contexts. Current challenges include inadequate legal frameworks and oversight mechanisms, shortfalls in resources, and lack of knowledge, capacity or commitment. To address these issues, we will strengthen existing partnerships and advocacy, and provide technical support to national authorities that investigate human rights violations and provide redress to victims, including through comprehensive, victim-centred and context-specific transitional justice processes and mechanisms. Key actors include the judiciary, prosecutors, the police, and prison authorities; parliamentarians; civil society actors and other relevant stakeholders who develop laws and policies that provide effective remedies; and oversight mechanisms, such as police commissions, ombudspersons, and national commissions of inquiry. We will deepen our cooperation with accountability partners, seek new partnerships, and enhance our engagement with international and domestic accountability processes.

Understanding the effects of pollution on the right to health and mechanisms for its protection in Central Asia

UN Human Rights will strengthen its work on the right to a clean, healthy, and sustainable environment in Central Asia. It will conduct research in Kyrgyzstan and Kazakhstan that will study the effects of fossil fuel pollution on the right to health, especially of vulnerable populations. The study will also examine the legal frameworks in place to protect populations from pollution, including laws that regulate business practices, and the degree to which human rights obligations are reflected in central and local government budgets. We will work with NHRIs to help them deliver their mandate to promote and protect the right to a clean, healthy and sustainable environment.

RESULT. ACCOUNTABILITY PROCESSES ADOPT A VICTIM-CENTRED APPROACH AND RESPOND MORE EFFECTIVELY TO GENDER-BASED VIOLENCE.

Gender-based violence, whether committed by the authorities, armed groups, or private individuals, remains pervasive. Inadequate legal frameworks, discriminatory interpretations of norms, and plural legal systems contribute to impunity, while lack of support to victims results in underreporting and lack of accountability causes distrust. To tackle these challenges, we will work to enhance the capacity of law enforcement and judicial institutions to address, prosecute and provide redress for gender-based violence, based on international standards. We will support high quality investigation and reporting of gender-based violence. We will support efforts to enable victim-centred, gender-responsive reparation programmes. We will enhance the capacity of civil society organizations and community, traditional and religious leaders to prevent and address gender-based violence, including through strategic litigation and communication campaigns.

Addressing environmental concerns arising from business operations in Liberia

Liberia is taking steps to address the **environmental challenges** faced by the country. Its Climate Change Policy and Strategy and National Action Plan on Business and Human Rights seek to address environmental concerns arising from business operations. UN Human Rights will support these efforts, which are aligned with recommendations contained in a report of the Working Group on the issues of human rights and transnational corporations and other business enterprises. The Office will work to enhance the capacity of State and non-State corporations to implement international human rights standards and principles on **business and human rights**, notably the UN Guiding Principles on business and human rights. It will advocate in favour of strengthening judicial and non-judicial mechanisms that hold business and economic actors to account for human rights abuses and provide remedy to victims.

RESULT. HUMAN RIGHTS ARE MAINSTREAMED IN ALL UN EFFORTS TO STRENGTHEN THE RULE OF LAW, INCREASE ACCESS TO JUSTICE AND IMPROVE ACCOUNTABILITY.

UN national, regional, and international efforts to mainstream accountability, access to justice, and the rule of law have achieved important advances, for example in implementation of SDG 16, transitional justice, drug policy, and disarmament. At field level, we will engage with Common Country Analysis (CCA) and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) processes in cooperation with UNCTs to ensure that risk factors linked to rule of law deficits are addressed. We will pursue efforts to integrate human rights in rule of law and accountability work across the UN, including through the outcome of the World Summit of the Future, and the Rule of Law Coordination and Resource Group. We will strengthen partnerships on issues related to the rule of law and human rights, especially in emerging areas, such as digital technology, the environment, transitional justice, and counterterrorism. We will work to ensure that UN policies, programmes and strategies in this area are informed by recommendations of the human rights mechanisms and human rights investigations.

RESULT. JUDICIAL AND NON-JUDICIAL MECHANISMS HOLD BUSINESS AND OTHER ECONOMIC ACTORS ACCOUNTABLE FOR RIGHTS ABUSES, INCLUDING THOSE RESULTING FROM ENVIRONMENTAL HARMS, AND PROVIDE REMEDIES TO VICTIMS.

The complexity, scale and root causes of many business-related human rights challenges, and the failure of States – individually and collectively – to develop coherent and comprehensive responses, has led to a system of corporate accountability that is patchy and often ineffective. The UN Guiding Principles on Business and Human Rights (UNGPs) have helped to bridge this gap by articulating the distinct but complementary human rights obligations and responsibilities of States and businesses. However, implementation of the Access to Remedy Pillar of the UNGPs remains uneven. We will work with States, businesses, private entities and other economic actors to enhance the effectiveness of judicial and non-judicial accountability mechanisms and reduce barriers to remedies. We will support human rights defenders and civil society actors who seek accountability and remedy, including for violations resulting from environmental harms; promote human rights due diligence, and work to enact robust regulations that increase the transparency and accountability of businesses in line with international standards.



Development (D)

Advancing sustainable development through human rights

46 We will work with partners to contribute to the following results:

- D1** States benefit from increased United Nations support to integrate human rights, including the right to development, when they implement the 2030 Agenda and SDGs; support covers analysis, programmes and advocacy, and includes economic and environmental policy, building on UN Human Rights' coordination mandate.
- D2** Human rights risks and impacts associated with business activities are addressed effectively, in line with the UN Guiding Principles on Business and Human Rights.
- D3** National and local authorities implement their obligation to advance economic, social, and cultural rights through laws, policies, development plans and budgets.
- D4** The right to a clean, healthy, and sustainable environment increasingly guides economic activities and environmental action.
- D5** Human rights, including the right to development, and impact assessments, increasingly guide economic and trade policies, debt sustainability plans, investment decisions, and development financing; these policies and programmes focus on reducing inequalities.
- D6** States adopt and implement laws, policies and services (such as care and support systems) that comply with human rights, to create an inclusive economy.
- D7** National institutions adopt a human rights-based approach when they collect, disaggregate, and use data, including data for the SDG and global indicators compiled by UN Human Rights.

Sustainable development and human rights are inextricably linked and mutually supportive, as recognized in the Universal Declaration of Human Rights and subsequent texts, including the two international Covenants and the 2030 Sustainable Development Agenda, which guide UN Human Rights' work. Evidence suggests that critical human rights and development challenges have been exacerbated by the COVID-19 pandemic and progress on the SDGs is ever more urgent. Issues include the effects of underinvestment in economic, social and cultural rights, especially on marginalized and disadvantaged groups, including women and girls; the triple planetary crisis; failures of the international financial architecture; and the lack of attention paid to human rights by business. UN Human Rights' engagement is also guided by the Declaration on the Right to Development, which acknowledges that all individuals and peoples have a right to free, active and meaningful participation. Such participation is only realized when individuals can rely on their inter-related and inter-dependent civil, cultural, economic, political and social rights. In consequence, the Office advances sustainable development through a comprehensive approach that highlights inequality and the importance of leveraging data to protect human rights, while it continues to work on priorities such as climate change, business and human rights, inclusive and participative economies, accountable governance and Leave No One Behind.

RESULT. STATES BENEFIT FROM INCREASED UN SUPPORT TO INTEGRATE HUMAN RIGHTS, INCLUDING THE RIGHT TO DEVELOPMENT, WHEN THEY IMPLEMENT THE 2030 AGENDA AND SDGs; SUPPORT COVERS ANALYSIS, PROGRAMMES AND ADVOCACY, INCLUDING ON ECONOMIC AND ENVIRONMENTAL POLICY, BUILDING ON THE COORDINATION MANDATE OF UN HUMAN RIGHTS.

The UN system has made strides in supporting States that seek to integrate human rights when they implement the 2030 Agenda. We will make use of our coordination mandate to bring the UN development system together around human rights, including the right to development. To do so, we will lead discussions with RCs; sustain our engagement in CCAs and UNSDCF processes; advocate for and support countries to transition to a human rights economy; and share technical and strategic advice on how to implement the Secretary-General's C2A. We will build a compelling narrative to demonstrate the value that human rights add to sustainable development; and broaden our collaboration with key development partners. We will encourage UNCTs to build their human rights capacities in the context of sustainable development. We will track progress on human rights integration in CCAs and UNSDCF; and participate in performance evaluations of RCs and UNCTs.

RESULT. HUMAN RIGHTS RISKS AND IMPACTS ASSOCIATED WITH BUSINESS ACTIVITIES ARE ADDRESSED EFFECTIVELY IN LINE WITH THE UN GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS.

Many States and business actors do not take effective action to protect and respect human rights in the context of business activities, including activities that have an impact on the environment. UN Human Rights is the focal point in the UN system for providing guidance on the UNGPs. We will support business and State institutions to better recognize the benefits of human rights to society and encourage them to implement the UNGPs, the Principles for Responsible Contracts, and relevant recommendations of human rights mechanisms. We will assist States to develop policies and regulations, including in the digital technology sector, to prevent and address human rights abuses associated with business activities. We will work with economic actors to enable them to fulfil their responsibility to respect human rights, including through exercising human rights due diligence; we will focus on actors whose activities involve severe human rights risks and impacts. We will encourage and assist human rights defenders and civil society actors to participate in decision-making and accountability processes in this field, and facilitate their efforts to request access to information, document violations, and report on emerging practices in country. We will create spaces for dialogue for relevant actors, including during the Business and Human Rights Forums.

Building a social protection system in Cambodia that complies with human rights

Building on Cambodia's Human Rights 75 pledge to strengthen its social protection system, UN Human Rights will work with the Government to integrate economic, social and cultural rights in Cambodia's national budgeting and decision-making processes. It will empower civil society actors to take part in discussions of social protection laws and policies, and work closely with the UNCT and development partners to coordinate a **human rights-based approach to social protection**.

RESULT. NATIONAL AND LOCAL AUTHORITIES IMPLEMENT THEIR OBLIGATIONS TO ADVANCE ECONOMIC, SOCIAL, AND CULTURAL RIGHTS THROUGH LAWS, POLICIES, DEVELOPMENT PLANS, AND BUDGETS.

We will support national and local governments to enhance their capacity to implement economic, social and cultural rights and use them as policy guardrails to improve realization of human rights, advance progress of the SDGs, and protect against retrogression. We will increase the capacity of NHRIs, civil society and the United Nations to integrate and implement economic, social and cultural rights in their work. We will maximize our advocacy efforts and engage more actively with existing and new platforms that address sustainable development, the environment, and peace and security, and their constituencies. We will strengthen our

ability to systematically monitor and report on the implementation of economic, social and cultural rights, and share relevant good practices, with the aim of assisting States to improve their delivery of these essential rights.

A participatory budget process in Kenya

UN Human Rights will work in eight pilot counties with civil society and community budget champions who are developing a **participatory budget process** in Kenya. The Office will provide capacity-building and expert advice that the budget champions can use during county-level budgeting processes that determine the financial allocations for basic social services.



Participatory human rights-based budgeting project in Marsabit County, Kenya, November 2023. © OHCHR

RESULT. THE RIGHT TO A CLEAN, HEALTHY, AND SUSTAINABLE ENVIRONMENT INCREASINGLY GUIDES ECONOMIC ACTIVITIES AND ENVIRONMENTAL ACTION.

When the General Assembly recognized the human right to a clean, healthy, and sustainable environment (R2HE) in 2022, it took an important step towards meeting an international commitment to address the consequences of the climate change, biodiversity loss, and pollution crises. We will work to widen understanding of R2HE and will collect information on the human rights harms caused by environmental degradation and measures to address it. We will provide technical assistance to advance the integration of R2HE in laws, policies, budgets and programmes to ensure that human rights inform environmental decision making; support strategic litigation; enhance the capacities of judicial actors and the effectiveness of other dispute resolution mechanisms; and strengthen the capacity of human rights mechanisms to address these issues. We will provide policy guidance on State obligations and business responsibilities with respect to R2HE, including safeguards; and assist NHRIs and civil society to cover R2HE-related issues. We will assist UN agencies, the secretariats of Multilateral Environmental Agreements (MEAs), science-policy interfaces, and UN inter-agency mechanisms to integrate human rights perspectives in their work and in multilateral processes, and help UNCTs to implement programmes that advance R2HE. We will engage with international financial institutions, regional development banks, creditors, and other development and economic actors to enhance their capacity to meet their responsibility to respect the R2HE, including by exercising human rights due diligence and promoting transparency to inform consumer decisions. We will support environmental human rights defenders to participate in environmental decision-making and to access information, justice, and effective remedies in environmental matters; and will strengthen partnerships that are formed to realize R2HE.

A human rights-based approach to environmental action in the Asia-Pacific region

The Asia-Pacific region is heavily impacted by climate change, environmental degradation, and pollution. Taking forward the strong pledges made by States in the region during the Human Rights 75 initiative, UN Human Rights will advocate to integrate the **right to a healthy environment** in regional and national environmental processes and provide policy guidance and advocacy tools for implementing this right. It will assist NHRIs to integrate this right in their work and will assist UNCTs to design and operationalize programmes that advance this right. The Office will work with business actors to enable them to meet their human rights obligations, including through the exercise of human rights due diligence. It will **empower rights-holders**, through training and capacity-building, to exercise their rights to participate, to obtain and distribute information, and to have access to justice in environmental matters.



Seasonal migrant worker is making bricks on the outskirts of Dhaka, Bangladesh, December 2023. © Syed Mahamudur Rahman/NurPhoto

RESULT. HUMAN RIGHTS, INCLUDING THE RIGHT TO DEVELOPMENT, AND IMPACT ASSESSMENTS, INCREASINGLY GUIDE ECONOMIC AND TRADE POLICIES, DEBT SUSTAINABILITY PLANS, INVESTMENT DECISIONS AND DEVELOPMENT FINANCING; THESE POLICIES AND PROGRAMMES FOCUS ON REDUCING INEQUALITIES.

Economic trade and investment, debt management, and public and private resource mobilization are based largely on economic metrics or political priorities, and rarely assess impacts on people's human rights. UN Human Rights will work with partners to develop pathways towards a human rights economy that benefits people and the planet. We will develop advocacy tools to refocus the narrative on human rights in economic areas, and the right to development. We will deepen analysis of the impact of unilateral coercive measures (UCM) on the enjoyment of all human rights by everyone. We will assist States, particularly States in debt

distress, to increase their knowledge of human rights impact assessment and rights-based debt sustainability analysis, with the aim of safeguarding investment in human rights and countering inequalities. We will develop capacity-building tools and document good practices; and engage with international financial institutions and other international organizations on human rights approaches to fiscal policy, budgeting, and trade and investment decisions. We will develop sample accountability frameworks to encourage States, the United Nations, and international financial institutions and development banks to integrate human rights in these areas; and will increase the capacity of the United Nations system to support them. We will assist human rights mechanisms to strengthen their capacity to work on the human rights economy and the right to development, including through the development of a new convention on the right to development.

RESULT. STATES ADOPT AND IMPLEMENT LAWS, POLICIES AND SERVICES (SUCH AS CARE AND SUPPORT SYSTEMS) THAT COMPLY WITH HUMAN RIGHTS, TO CREATE A HUMAN RIGHTS ECONOMY.

Essential care and support services (such as cooking, cleaning, childcare, and care of persons with disabilities) make an irreplaceable contribution to economic sustainability. However, States view these services as costs rather than investments. The gendered distribution of unpaid labour in these areas needs to be addressed, and existing care systems frequently fail to protect the human rights of those who provide and receive care and support. UN Human Rights aims to address barriers to rights-based essential services; will champion the rights of those who receive and provide services, including migrants; and will improve access in particular for those left behind. We will assess human rights risks and provide technical support to assist the development of human rights-based services. We will assist people who provide and receive care to participate actively and meaningfully in the development of policy, to ensure that their needs are properly considered. We will track the adoption of human rights-based service delivery, monitor progress, and assess whether it is funded adequately. We will work towards a unified UN strategy on rights-based care and support.

RESULT. NATIONAL INSTITUTIONS ADOPT A HUMAN RIGHTS-BASED APPROACH WHEN THEY COLLECT, DISAGGREGATE, AND USE DATA, INCLUDING DATA FOR THE GLOBAL HUMAN RIGHTS AND SDG INDICATORS COMPILED BY UN HUMAN RIGHTS.

Better human rights data can strengthen the case for putting human rights at the heart of the prevention and peacebuilding work that protects development outcomes. Given its leading role in collecting global human rights statistics and its privileged relationship with providers of human rights data, UN Human Rights is in a unique position to cover this gap. In 2023, the UN Statistical Commission listed human rights statistics as a new domain, opening the way to development of new global indicators in collaboration with national institutions. We will raise awareness of human rights data, focusing particularly on national institutions such as national statistical offices, NHRIs, and NMIRFs will help them to build their capacity; will encourage the participation of left behind groups in data collection; and will share good practices. We will assess available global human rights indicators in terms of their relevance and quality, in a manner that strengthens the indivisibility of human rights, and will develop methodologies for data collection and reporting that align with international statistical practice.

A human rights-based approach to support and care services for persons with disabilities in Moldova

Since 2019, UN Human Rights has supported the rights of persons with disabilities and their family members, including care givers in Moldova. Based on the findings of a situational analysis conducted in 2023, UN Human Rights will encourage the Government to strengthen the labour rights of care givers, including their **right to social protection**, and facilitate the access of older persons and people with disabilities to support and care systems of good quality. To this end, the Office will provide technical assistance to the Ministry of Labor and Social Protection when it reviews the regulatory framework for the country's care and support system. It will also work with care receivers, care providers and their representative organizations to help them develop and implement initiatives and campaigns; those are expected to increase the availability and accessibility of care provision and to improve care givers' working conditions.



Peace and Security (PS)

Addressing fragility, insecurity, conflict and violence

52 We will work with partners to contribute to the following results:

- PS1** In line with its Agenda for Protection, the UN encourages and supports States and other actors responsible for protecting people in situations of conflict, violence and crisis.
- PS2** Human rights-based analyses and data guide efforts to identify risks and trends, prevent, mitigate or respond to emerging crises and conflict, and build and sustain peace.
- PS3** Prevention, peacebuilding, peacemaking, peacekeeping and humanitarian responses integrate human rights and address the root causes of human rights violations, conflicts, crises and violence, including through transitional justice.
- PS4** Security forces, other parties to conflict, and actors involved in peace operations and counter-terrorism, comply with international human rights and humanitarian law.
- PS5** States and the UN system respond to threats arising from the climate crisis, pandemics, new technologies and innovations in warfare in a manner that is consistent with international human rights law.

The UN Agenda for Protection affirms that it is the responsibility of the entire UN to ensure that people enjoy their human rights; it emphasizes both the primary protection responsibility of States and the protection imperative that should underpin the UN's work. Repeated violations of international humanitarian and human rights law feed insecurity and result in more bloodshed. A global recommitment to put all human rights at the centre of prevention and peacebuilding is needed because human rights establish conditions for peace, security and sustainable development. Monitoring human rights can help to identify the root causes and drivers of conflict and crisis. It can help to design solutions that leverage the UN's expertise and capacities in the fields of prevention, mediation, peacebuilding, transitional justice and accountability, as well as its commitment to promote sustained peace and security for all.



At a hearing of the Special Justice for Peace to recognize the truth of the State about extrajudicial executions and forced disappearance in Antioquia, Colombia, June 2023. © OHCHR.

Monitoring human rights to deliver a protection response in armed conflict

UN Human Rights Office will continue to monitor and report on violations of international human rights and humanitarian law in countries affected by conflict, including in Gaza, Sudan and Ukraine. The Office will continue to provide information on the human rights situation to trigger an enhanced **protection response** in support of the most vulnerable people and to promote accountability.

RESULT. IN LINE WITH ITS AGENDA FOR PROTECTION, THE UN ENCOURAGES AND SUPPORTS STATES AND OTHER ACTORS RESPONSIBLE FOR PROTECTING PEOPLE IN SITUATIONS OF CONFLICT, VIOLENCE AND CRISIS.

In crises and conflicts, people expect global protection actors to do everything possible to protect them from harm. The best form of protection is to prevent conflicts and crises from starting in the first place. To respond to this protection imperative, UN Human Rights will assume a lead role in implementing the new UN Agenda for Protection and will strengthen its own protection capacities. We will work to ensure that all UN actors share a common vision of protection policies and activities, and their delivery in-country, and will work together with them to further specify what protection means in their respective mandates. We will develop our toolbox and repertoire of protection services and will work to ensure that all UN actors engage collectively and proactively on protection with States and other responsible parties, across the development, humanitarian, and peace and security pillars.

RESULT. HUMAN RIGHTS-BASED ANALYSES AND DATA GUIDE EFFORTS TO IDENTIFY RISKS AND TRENDS, PREVENT, MITIGATE OR RESPOND TO EMERGING CRISES AND CONFLICT, AND BUILD AND SUSTAIN PEACE.

As the UN system addresses weaknesses in its early warning and prevention response, the Security Council (among others) has acknowledged the importance of human rights information and analysis when identifying the root causes of conflict, violence and fragility. The UN Agenda for Protection emphasizes that a shared understanding of protection risks is a starting point for any concerted UN response. We will strengthen systems for collecting and analyzing human rights data; and will consolidate partnerships and networks that exchange information and data for purposes of human rights risk analysis. In contexts of emerging crisis, we will ensure that such analyses inform and strengthen UN early warning, prevention, mitigation, and response actions.

Monitoring hate speech to provide early warning in Montenegro

Hate speech has increased in recent years in Montenegro; attacks target **women and marginalized groups**, and focus on gender identity and sexual orientation. UN Human Rights will assist the Protector for Human Rights and Freedoms (Montenegro's national human rights institution) and civil society organizations to monitor and jointly analyze hate speech. It will do so by providing technical assistance and sharing global practices. The joint analyses that result will be used for **early warning** and to help the State respond to hate speech and discrimination.

RESULT. PREVENTION, PEACEBUILDING, PEACEMAKING, PEACEKEEPING, AND HUMANITARIAN RESPONSES INTEGRATE HUMAN RIGHTS AND ADDRESS THE ROOT CAUSES OF HUMAN RIGHTS VIOLATIONS, CONFLICTS, CRISES AND VIOLENCE, INCLUDING THROUGH TRANSITIONAL JUSTICE.

Research has shown that human rights violations are both a symptom and a cause of conflicts, crises and violence. However, the positive contribution of human rights to efforts to address the root causes of conflict and build sustainable peace needs to be further articulated. We will increase our efforts to foster a consensus that human rights can contribute significantly to conflict prevention, peacebuilding, sustaining peace, humanitarian action, and post-conflict transitions; and in particular, can help to identify and address root causes of crisis and conflict. We will strengthen partnerships, including with international financial institutions and humanitarian mechanisms; will develop tools to analyze the root causes of insecurity, violence and armed conflict; and will present data effectively so that they inform strategies for prevention and peace. We will strengthen advocacy to enhance the meaningful participation of civil society, including at grassroots level. We will leverage the full preventive potential of transitional justice by operationalizing the new Secretary-General's Guidance Note on Transitional Justice as a Strategic Tool for People, Prevention and Peace; and will develop with stakeholders innovative and transformative UN support strategies that will help to address root causes of violence and conflict.

RESULT. SECURITY FORCES, OTHER PARTIES TO CONFLICT, AND ACTORS INVOLVED IN PEACE OPERATIONS AND COUNTER-TERRORISM, COMPLY WITH INTERNATIONAL HUMAN RIGHTS AND HUMANITARIAN LAW.

When parties to conflict turn a blind eye to international law, the Geneva Conventions and the UN Charter, the consequences for human rights and global peace are grave. To counter this trend, we will develop information management

systems to monitor and report on violations of international human rights and humanitarian law, on civilian casualties, and on misconduct by security forces, parties to conflict and other actors involved in peace operations and counter-terrorism. We will increase our efforts to design tailored approaches, based on analysis of specific situations that drive human rights violations, to strengthen technical initiatives to ensure compliance by all actors. We will advocate on the adverse impact on human rights of counterterrorism and initiatives to prevent and counter violent extremism, and will argue that human rights must be an integral component of such programmes. We will engage with UN entities and regional organizations involved in peace missions to ensure that human rights are integrated in their planning priorities, and will support and encourage UN entities and other stakeholders to implement the Human Rights Due Diligence Policy.

Using human rights monitoring to enhance early warning and protection in Colombia

UN Human Rights monitors the human rights impact of violence and armed conflict in several areas of Colombia. This work contributes to the United Nations' early warning capacity. The Office regularly updates the **data** gathered on different types of violations and, since July 2022, has published an index on the impact of the violence. Through its local presence, the Office also creates opportunities for United Nations-coordinated interventions to strengthen protection or prevent violence or conflict, for example by facilitating **dialogue between different actors**. The data gathered will inform UN Human Rights' public advocacy and reporting, as well as the technical support it provides to the Government and State bodies.



UN Human Rights monitoring in the West Bank, April 2024. © OHCHR.

RESULT. STATES AND THE UN SYSTEM RESPOND TO THREATS ARISING FROM THE CLIMATE CRISIS, PANDEMICS, NEW TECHNOLOGIES, AND INNOVATIONS IN WARFARE, IN A MANNER CONSISTENT WITH INTERNATIONAL HUMAN RIGHTS LAW.

The COVID-19 pandemic showed that the human rights framework can provide guidance during an unexpected and severe global crisis. Building on this, we will apply strategic foresight, behavioural science expertise and communication capacity to identify trends and shape effective and durable plans and actions for responding to emerging threats. We will develop innovative approaches grounded in data and science, and new collaborations with diverse

partners, in order to design rights-based approaches based on evidence that will inspire the trust of States and societies. We will assist efforts to regulate emerging technologies, including in the security and military domains, always informed by human rights, and will advocate for the human rights of future generations.

5. Global **TARGETS**

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By 2027, through the implementation of its pillar strategies and country programmes and in co-operation with other stakeholders, UN Human Rights expects to have contributed to the results outlined in the table below. These targets do not intend to capture all changes expected to take place in the world in the field of human rights, but rather the changes to which UN Human Rights specifically expects to contribute, as a minimum, through its programme, globally and in-country, taking account of its limited resources.

The targets are defined in terms of the ten global results of UN Human Rights' theory of change (page 14), which describe the types of change the Office contributes to, based on its mandate and experience, as well as gaps identified by the international human rights mechanisms.

UN Human Rights has aligned the programming cycle of its country programmes with the programming cycles of the respective United Nations Country Teams (UNCTs), and as a result UN Human Rights country programmes no longer follow a single programming cycle. The 2024-2027 targets are therefore an estimation that is based on an aggregation of the country results, adjusted to take into consideration lessons learned from previous cycles, and the new strategic directions. Baselines are included for those indicators that are cumulative. They are not always cumulative because programmatic directions change from one cycle to another. For example, if the Office had planned to increase legal compliance with human rights in 50 countries in the last programming cycle, it might still target the same countries in the next cycle in order to achieve legislative change in other areas.

A STRONGER NATIONAL HUMAN RIGHTS PROTECTION SYSTEM

Legislation, policies and programmes comply with international human rights standards.

In 66 countries, laws and policies better protect the human rights of individuals and groups.

Institutions support the implementation of human rights standards and are adequately resourced.

In 21 countries, national human rights institutions (NHRIs) promote and protect the human rights of the population more effectively.

In 43 countries, State or private sector institutions have taken measures to promote and protect the human rights of individuals and groups.

In 20 countries, human rights education or training programmes have been institutionalized.

Protection systems and accountability mechanisms monitor, investigate and redress human rights violations effectively.

In 46 countries, human rights oversight/protection mechanisms, or transitional justice mechanisms, have been established or are functioning effectively.

Public support for human rights is widespread.

In 25 countries, public support for human rights has improved.

Individuals and groups participate in public processes meaningfully, safely and in an inclusive manner.

In 22 countries, individuals and groups have made more use of the national protection system to protect their rights.

In 57 countries, selected groups have participated more in public processes.

A STRONGER INTERNATIONAL HUMAN RIGHTS PROTECTION SYSTEM

States and other actors engage actively and constructively, including regional organizations, national human rights institutions, civil society, the United Nations system, and the international human rights mechanisms.

In 31 countries, National Mechanisms for Implementation, Reporting and Follow-up of recommendations of international human rights mechanisms have been established or strengthened.

75 additional international human rights treaties have been ratified.

Baseline: 2,356 ratifications.¹

5 reservations have been withdrawn by States Parties from international human rights treaties.

At least 75 per cent of due State Party reports to international human rights treaty bodies have been submitted.

Baseline: 73 per cent of due State Party reports submitted.

60 per cent of the State Party reports to treaty bodies that were long overdue at the beginning of 2023 have been submitted.

Baseline: 189 reports were long overdue at the beginning of 2023.

80 per cent of the recommendations made by other States in the context of the Universal Periodic Review (UPR) of the Human Rights Council (HRC) have been supported by the States under review.

Baseline: 75 per cent.

50 countries include Members of Parliament in their delegations for participation in the UPR by the end of the 4th cycle.

Baseline: 32 countries in the 3rd cycle.

80 countries have submitted mid-term national reports for the UPR review.

Baseline: 47 countries submitted mid-term reports in the 3rd cycle.

130 countries have issued a standing invitation to special procedures mandate holders of the HRC.

Baseline: 128 countries.

At least 5 countries that did not receive a visit of a special procedures mandate holder in the last five years have accepted a visit.

80 country visits have been undertaken annually by special procedures mandate holders.

Baseline: 75 country visits per year.

43 per cent of communications submitted by special procedures mandate holders have received a response from governments.

In 53 countries, the number of submissions to the international human rights mechanisms has increased significantly.

27,000 substantive submissions to the international human rights mechanisms from NHRIs, civil society organizations, UN entities and individuals have been received; submissions by United Nations Country Teams (UNCTs) have increased by 15 per cent.

¹ Baselines have only been included for the indicators which are cumulative and for which the information was available.

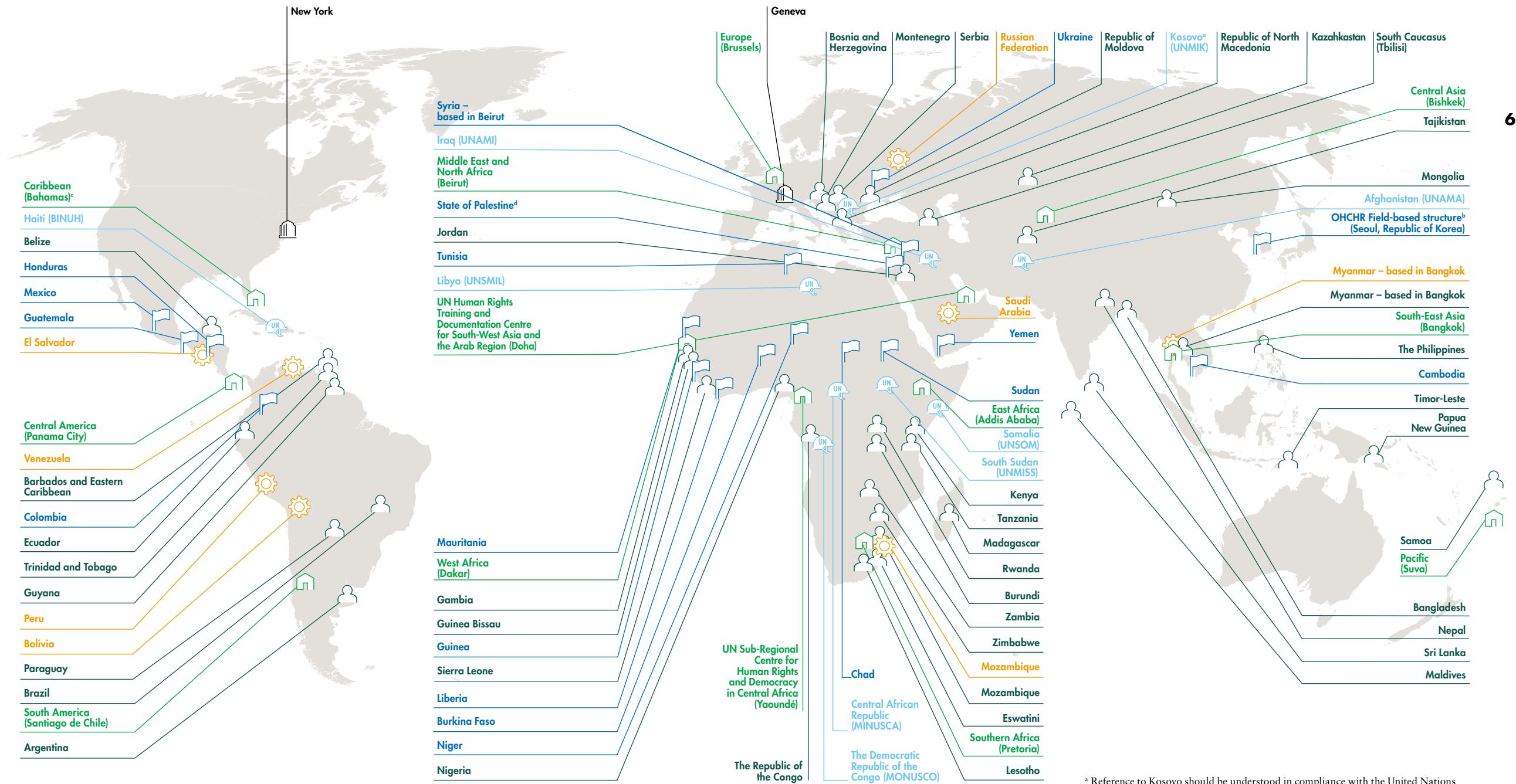
<p>International human rights mechanisms operate with a high degree of coordination.</p>	<p>At least 10 joint initiatives of different international human rights mechanisms have been issued.</p> <p>At least 4 new landmark conclusions have been reached by the Chairs of the human rights treaty bodies on harmonization of their work.</p> <p>The number of joint press releases, statements and contributions by special procedures mandate holders has increased.</p>
<p>The international community and the international human rights system respond to human rights challenges in an agile manner.</p>	<p>In 25 countries, UN Human Rights initiatives have helped to protect people from human rights violations.</p> <p>In 20 countries, the international community has engaged objectively and constructively on human rights issues raised by UN Human Rights.</p> <p>In 16 areas, human rights mechanisms have helped to strengthen international or regional human rights law or standards.</p>
<p>The United Nations system integrates human rights in all its policies, programmes, and activities.</p>	<p>17 UN peace, political or humanitarian operations have significantly integrated international human rights norms, standards and principles, and/or the recommendations of the human rights mechanisms, in their work.</p> <p>60 UNCTs have significantly integrated international human rights norms, standards and principles, and/or the recommendations of the human rights mechanisms, in their work.</p> <p>45 UN global policies and programmes have significantly integrated a human rights-based approach.</p>

GLOBAL PRESENCE

as of 30 June 2024

2 + **89**
 HQ locations field presences

-  **2** Headquarters
-  **18** Country Offices
-  **12** Regional Offices/Centres
-  **9** Human rights components of UN Peace/Political Missions
-  **42** Human Rights Advisers in UNCTs
-  **8** Other types of field presences



^a Reference to Kosovo should be understood in compliance with the United Nations Security Council resolution 1244.
^b Mandated by Human Rights Council resolution 25/25.
^c On hold until funding is available.
^d Reference to the State of Palestine should be understood in compliance with United Nations General Assembly resolution 67/19.

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

6. Organizational **EFFECTIVENESS**

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Since 2023, UN Human Rights has embarked on an organizational effectiveness 2.0 programme to create an Office fit for the present and the future. Organizational effectiveness action plans (OEAPs) have been developed to reflect and guide UN Human Rights’ commitment to improve programme delivery and increase the impact of its operations.

ORGANIZATIONAL EFFECTIVENESS ACTION PLANS (OEAPS)



TRANSLATING VISION INTO RESULTS

This OEAP will pursue UN Human Rights' refreshed vision by expanding and improving our work in countries and regions, and strengthening support for internal strategic decision-making and programme alignment, with a focus on judicious risk management and learning and working towards continuous organizational development. This plan will include actions to ensure that the Office's leadership not only exemplifies the United Nations leadership framework, but also delivers additional capabilities that empower, inspire, focus, and deepen the substantive contributions of staff across the Office. This OEAP will also ensure that UN Human Rights programmes align with the overall strategic guidance; that programmes incorporate risk analysis; that human rights knowledge is captured and disseminated across the Office; that staff are informed on a regular basis of programmatic directions and results; and that the organization's structure and culture evolve with the changing context and global demands.

STRENGTHENING THE FIELD, ALIGNING HEADQUARTERS, INCLUDING ADMINISTRATION

Under this OEAP, regional offices will be reinforced, so that they can lead engagement across their respective regions, by providing strategic, programmatic and administrative services. This approach will put more expertise at the disposal of States, regional and sub-regional organizations, regional mechanisms, national human rights institutions (NHRIs), and the broader United Nations system, especially in thematic areas, outreach, prevention and human rights education.

The OEAP will ensure that, across the spectrum of regional and country level engagement, UN Human Rights will improve the effectiveness and efficiency of its operations, fully aligning administrative and programme management capacities and functions from headquarters to country level engagement. It will review administrative and programme management workflows, as well as workflows associated with internal and external reporting processes, to simplify, automate and enhance delegation of authority within responsible control and governance frameworks.

INNOVATION TO INCREASE IMPACT

UN Human Rights intends to increase its impact through innovation by integrating the Secretary-General's Quintet of Change across all work areas, thereby ensuring that UN Human Rights embraces the potential of data, digital transformation, strategic foresight, and behavioural science to promote and protect human rights more effectively. This action plan will address the introduction of next-generation capabilities and promote a forward-thinking culture to better serve our partners. It will also seek to scale up our efforts to generate, manage and apply dynamic knowledge in all our operations. Digital transformation and strengthened data processes must underpin these efforts; the Office will need to take a quantum leap to establish systems, processes and know-how that will enable it to adapt to and adopt new ways of work and harness the benefits of technological evolution.

The Office will increase its work in this area through the launch of an innovation and analytics hub – a first-ever innovation and data center for human rights in the United Nations. Building on the United Nations 2.0 Quintet of Change, and on approaches from across the UN system and partners, the hub will use cutting-edge capabilities (drawing on innovation, data, digital transformation, behavioural science, and foresight) to drive stronger results for human rights. Specifically, UN Human Rights intends to apply these new skills and enhanced ways of working to improve systematic data collection and analysis; organizational data architecture; analysis of data sets; predictive models to capture insights on trends; testing of exploratory approaches to human rights protection and promotion; and futures thinking (to anticipate challenges and opportunities). The hub will focus on addressing vital challenges that UN Human Rights and the human rights system face today and on strengthening their ability to deliver results.

BROADENING PARTNERSHIPS

To address the complexity of current and emerging human rights challenges, a wide spectrum of stakeholders must be brought into the global movement for human rights. UN Human Rights needs to deepen its knowledge, skills, and presence to engage effectively with Member States, NHRIs civil society, private sector actors, foundations, academia, global and national United Nations system entities, international financial institutions, and communities and individuals worldwide. This action plan will fully leverage strategic communications and partnerships to move UN Human Rights towards a more dynamic partnership model, that can better shape the human rights agenda, ensure sustainable funding and invest in digital communication tools to support global outreach and service delivery.

The Human Rights 75 initiative was a catalyst for existing and new partnerships in both the private and public sector and attracted high profile individuals to the human rights cause. It energized the Office's ambition to promote human rights globally in coming years.

DEEPENING SUSTAINABLE ENVIRONMENTAL MANAGEMENT

This OEAP focuses on deepening Sustainable Environmental Management (SEM) across the UN Human Rights' programmes and operations through the establishment of an Environmental Management System (EMS) by 2025. UN Human Rights will seek to track, report on, share good practice, and improve its carbon footprint at headquarters and in the field in accordance with the Greening the Blue protocol; the right to a healthy environment, and the UN strategy for sustainability management 2020–2030.

UN Human Rights will prioritize opportunities for reducing travel related carbon emissions including optimization of online participation to training and meetings, promoting train travel and applying an internal carbon levy on air travel. The plan also recommends adoption of behaviourally informed interventions across the organization including the use of electronic documents in UN Human Rights' conferences and events and the introduction of sustainability considerations in restaurants operating on its premises. The OEAP outlines a strategy to effectively engage staff at all levels as sustainability actors supporting rights-based action for people and the planet. The plan will also draw on partnerships within the UN System, civil society, private sector, academia, and Member States to enhance sustainability.

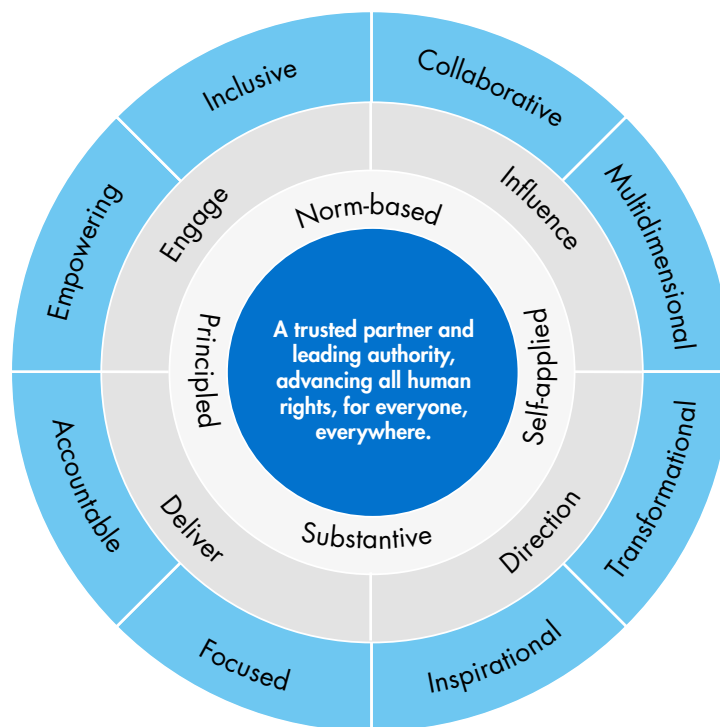
As part of the Sustainable Management Group, the Western Africa Regional Office in Senegal has implemented a number of important sustainability initiatives. From reusable cutlery to solar-powered systems, from awareness campaigns to waste separation initiatives, each step illuminated the path towards a more sustainable and harmonious future. The initiatives led to a reduction of total carbon emissions from 108 tCO₂e in 2021 to 67 tCO₂e in 2023, reducing the number of tree seedlings that would have to be planted to offset the emissions for ten years by almost 700 to 1,117 in 2023.

CULTIVATING LEADERSHIP, TALENT, AND STAFF WELFARE

This OEAP will ensure that staff benefit from career development, support and learning opportunities. This action plan will place a higher priority on improving all aspects of staff welfare, to ensure that the Office’s staff can fulfil their potential in a healthy work environment – across all duty stations.

66

The plan recognizes that Office staff face particular challenges because of the complexity of human rights work, including exposure to traumatic events. The Office will prioritize well-being measures for staff, supplied by a dedicated and resourced welfare apparatus, to enable staff to carry out their responsibilities effectively. It will also work to enable staff to fulfil their potential in the Organization and will include channels for mobility and rotation for identifying, assessing and resourcing potential future leaders, alongside entry level employment opportunities for youth and measures to increase diversity.



PROMOTING DIVERSITY AND INCLUSION

The Office is redoubling its commitment to recruit a diverse workforce at all levels and ensure that the organizational culture and work environment embody equality, dignity and respect. It will promote a more inclusive and diverse workplace, in which staff members are valued and nurtured, thrive, and feel a sense of belonging. This plan will include our ongoing efforts to use data collection to inform decision-making, monitor progress, and ensure compliance with accountability standards for human resource management. Accordingly, the plan sets out measures to address imbalances in gender representation at senior levels and achieve equitable geographic representation. It will improve data collection on persons with disabilities and on other forms of diversity.

CULTURAL SHIFT

This OEAP sets out a strategy for fostering an organizational culture that strengthens the Office’s collective focus, rewards results and innovation, and values commitment and inclusion. The Office plans to build a shared understanding, as well as buy-in, to drive a constructive culture.

To systematically change its organizational culture, UN Human Rights will weave the Office’s refreshed and collaborative culture into every aspect of its programmes and operations. To shift to a culture that supports its vision and values, UN Human Rights will strengthen accountability and collaboration, become a more diverse and inclusive organization, demonstrate strong leadership at all levels, and move towards a more collective focus.

ENABLERS TO TRANSFORM UN HUMAN RIGHTS CULTURE

Stories

What we talk about inside and outside UN Human Rights. Our vision, strategy, stories, presence in field and countries. Our history: who and what we choose to prioritize says a lot about what we value

Influence and decision-making

The way key relationships are developed (inside UN Human Rights, across the UN ecosystem and within civil society) and how decisions are made

Symbols

Visual and physical representations of the organization through its identity, workplace, including branding, work environment, meeting spaces and dress codes

Leadership

How leaders behave and what skills are valued

Rituals and routines

Daily rituals and routines of people that signify acceptable behavior. They set norms for given situations and define what is valued by leaders and reinforce the organization’s overall values, principles and standards

Processes and systems

Include human resources (e.g. rewards and recognition), financial systems and technology systems



Structures and informal networks


The formal and informal relationships for how work is managed/gets done. Defined by both the organizational chart and influence/relationship networks

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