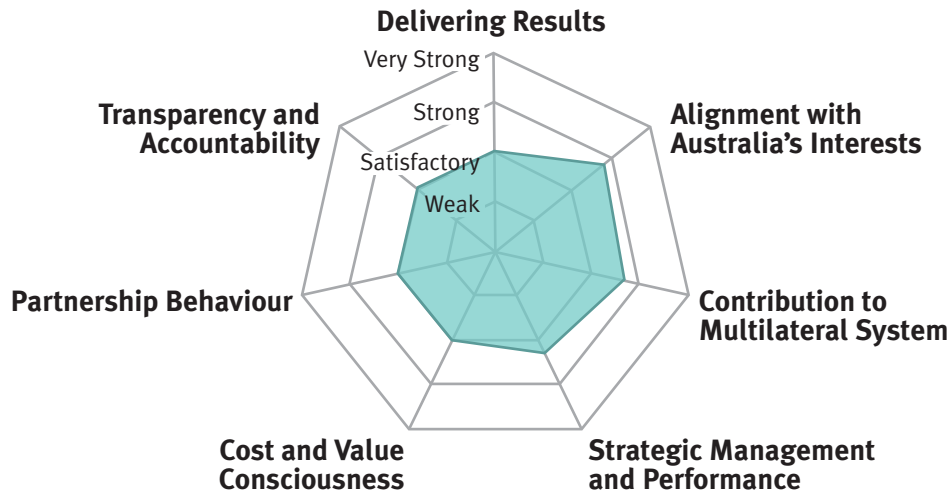Australian Multilateral Assessment March 2012

Office of the High Commissioner for Human Rights (OHCHR)

OVERVIEW OF ORGANISATION RATINGS

ORGANISATION OVERVIEW

The Office of the High Commissioner for Human Rights (OHCHR) is the leading UN entity on human rights. It has a unique mandate provided by the UN General Assembly to promote and protect all human rights for all people.

OHCHR provides assistance, such as technical expertise and capacity development in the areas of administration of justice, legislative reform and electoral processes, to help implement international human rights standards on the ground. It also assists other entities that have a responsibility for the protection of human rights in fulfilling their obligations, helps individuals to realise their rights, and speaks out objectively on human rights violations.

General Assembly resolution 48/141 charges the United Nations High Commissioner for Human Rights with 'principal responsibility' for human rights in the United Nations, with a diverse and comprehensive mandate for promotion and protection, for advocacy and for international and national engagement and dialogue on all human rights issues.

The Office's work encompasses three broad areas: human rights standard setting, monitoring and implementation. Substantive and technical support is provided to the various UN human rights bodies as they undertake their standard-setting and monitoring duties. Knowledge and awareness of all categories of human rights—civil, cultural, economic, political and social—are deepened through research and analysis. Experts are also deployed to field offices and other missions, including in circumstances of crisis, to help countries meet their human rights obligations.

The Human Rights Council, comprising representatives of 47 Member States of the United Nations elected by the General Assembly for fixed terms, is given support by the Office in all areas of its work, including its regular and special sessions, organisational meetings, and the meetings of its subsidiary bodies. Stakeholder meetings, special events, discussions and expert panels also are organised and supported by OHCHR. The Human Rights Council, through its resolutions, mandates the OHCHR to carry out various tasks, including organising meetings and events, preparing substantive thematic and country-specific reports, and dispatching fact-finding missions and Commissions of Inquiry. OHCHR also supports the Universal Periodic Review and the work of ten human rights treaty bodies.

A part of the United Nations Secretariat, OHCHR has its headquarters in Geneva, a presence in New York, staff in regional and country offices as well as human rights components in peacekeeping missions and human rights advisers in UN country teams.

OHCHR is funded from the United Nations regular budget—which in 2010 provided 40 per cent of resources—and from voluntary contributions from donors, mainly Member States. In 2005 leaders attending the World Summit committed to double the resources available for the Office over five years. For the 2010–11 biennium, US$141.4 million has been allocated to OHCHR from the UN regular budget. This represents a significant increase over previous years. The level of voluntary funding totalled US$109.4 million in 2010.

Australia supports the work of OHCHR through annual contributions; over the past three years Australia has provided $6.4 million to OCHCR in voluntary contributions. The level of Australian funding has increased significantly in recent years, with around two-thirds provided in unearmarked funds. Australia provided $2.4 million to OHCHR in 2011 ($1.9 million in voluntary core contributions and $0.5 million in non-core funding).

RESULTS AND RELEVANCE	
1. Delivering results on poverty and sustainable development in line with mandate	**SATISFACTORY**

OHCHR points to many country-level results from its work, particularly with legislative and policy changes that promote and protect human rights. However, it has little reporting about its results and impact at organisational level. This makes it difficult to assess its overall effectiveness in delivering results.

OHCHR is working to improve its monitoring and reporting of results. It has invested in new internal reporting systems and its strategic management plan for 2010–11 provides a stronger basis for measuring impact in key areas.

While the nature of OHCHR's work means its programs are not only targeted at the poorest, its work generally does include consideration of the poor and has broad benefit for the poorest and most vulnerable in society. OHCHR aims to strengthen the inclusion of human rights norms and principles in poverty reduction strategies and policies.

a) Demonstrates development or humanitarian results consistent with mandate	SATISFACTORY

The OHCHR mission statement is to ensure the rights and conventions agreed to under UN auspices are implemented to protect and promote human rights, especially for the most vulnerable. In this respect its mandate is very broad, with many points of intersection across development priorities and issues.

OHCHR points to many country-level results from its work, particularly with legislative and policy changes that promote and protect human rights. OHCHR's 2010 annual report presents achievements as a series of examples of activities with some evidence of specific results. However, these are at a low level, and reporting provides only limited evidence of how the organisation is meeting its higher objectives or corporate goals. The Australian Multilateral Assessment acknowledges, however, that the *OHCHR Report 2010* is an interim report with achievement of results targeted at the end of the biennium period in 2011.

However, the focus of the *2009 Report Activities and Results* is also largely limited to immediate short-term outputs and deliverables, such as the provision of technical advice to governments, supporting treaty bodies, or undertaking fact finding missions. It is difficult from this reporting to make an overall assessment on how effectively OHCHR is delivering development results.

The Human Rights Council, through its resolutions, may mandate OHCHR to carry out various tasks, including organising meetings and events, preparing substantive thematic and country-specific reports, and dispatching fact-finding missions and Commissions of Inquiry. Usually, OHCHR is mandated to carry out these tasks from within its existing resources. Tasking from the Human Rights Council is issued throughout the year, and can be difficult to predict.

b) Plays critical role in improving aid effectiveness through results monitoring	WEAK

OHCHR is not particularly effective in using monitoring to inform program planning or delivery, but it has invested in internal systems (IT based data capture and reporting and a more efficient Programme and Budget Review Board), which should strengthen its ability to capture better quality information on its effectiveness and act upon it. OHCHR acknowledges this is a challenging area and that it needs to do more on linking monitoring and evaluation functions so that there is a greater focus on learning to improve performance.

The High Commissioner's *Strategic Management Plan 2010–2011* identified areas where improvement is required and proposes a strategy to address these. Indicators in the previous plan were not reported in any meaningful way. Indicators in the revised work

plan are to be used to measure the extent to which the expected results are achieved. The plan also includes monitoring frameworks for program accomplishments and management outputs for use in the field and headquarters. More rigorous reporting requirements will also be implemented.

c) Where relevant, targets the poorest people and in areas where progress against the MDGs is lagging	STRONG

While the nature of OHCHR's work means its programs are not just targeted at the poorest, its work generally does include consideration of the poor and has broad benefit for the poorest and most vulnerable in society.

There is a relationship between the mandate of OHCHR and the Millennium Development Goals (MDGs). OHCHR aims to strengthen the inclusion of human rights norms and principles in poverty reduction strategies and policies.

OHCHR targets countries which are failing to provide the protection to its people that would enable equitable social and economic development outcomes to be achieved. These challenges are often most acute in the least developed countries and those most vulnerable to disasters and armed conflict.

2. Alignment with Australia's aid priorities and national interests	STRONG

OHCHR's work cuts across all the strategic goals of the Australian aid program, but most directly aligns with the goal of promoting effective governance to enhance justice and human rights. By working to implement human rights, OHCHR's activities help to create enabling environments for development. Its work also aligns with Australia's strong commitments to promote and uphold human rights more broadly.

OHCHR's role in reviewing national compliance with international human rights standards and reporting on areas where human rights violations are impacting on development outcomes is valuable to the aid program.

A strong focus on gender equality is found in OHCHR's programs, in recognition that the empowerment of women is central to political and economic development.

OHCHR has made significant advancements promoting the rights of people with disability, and supporting states in implementing the Convention on the Rights of Persons with Disabilities.

OHCHR has considerable experience working in fragile states, including through human rights monitoring and contributing to peace building initiatives. While recognising the significant challenges involved in working with fragile states, OHCHR's performance in securing real and lasting results in these environments has been mixed.

a) Allocates resources and delivers results in support of, and responsive to, Australia's development objectives	STRONG

Australia is strongly committed to promoting and upholding human rights. Australia is a party to the major human rights conventions and a firm advocate of the role of the UN in strengthening and expanding the human rights agenda, globally as well as in countries and among citizens. In that respect there is broad convergence of OHCHR mandate and strategic objectives and Australian development priorities.

Australia looks to the OHCHR for collaboration as well as advocacy on the human rights agenda. Its mandate complements many bilateral activities through the aid program in support of human rights in the Asia-Pacific region, including strengthening justice processes and legal frameworks and improving accountability and transparency of governments. As part of its mandate OHCHR is able to exert pressure on governments and non-state actors to conform to human rights principles and standards. OHCHR plays a particularly valuable role in support of Australia's development objectives through its ability to review national compliance with international human rights standards and report on areas where human rights violations are impacting on development outcomes.

OHCHR has not performed well in key aspects of its work in the Pacific. Its Fiji office has failed to produce measurable outcomes in the Pacific Island countries for which it is responsible. The effective operation of this office is of high importance to Australia's interests, and its underperformance is of concern.

b) Effectively targets development concerns and promotes issues consistent with Australian priorities	STRONG

OHCHR works in three broad areas: human rights standard setting; monitoring; and implementation. It provides technical expertise to all UN bodies to strengthen the integration of rights across the work of the UN, and to governments and other international organisations to help countries, communities and groups meet and address human rights obligations and standards. It specifically addresses the rights of marginalised groups experiencing discrimination, to achieve greater access to freedom and economic and social empowerment. In that respect it creates an enabling environment for development.

c) Focuses on crosscutting issues, particularly gender, environment and people with disabilities	STRONG

OHCHR has a strong focus on gender equality and views the empowerment of women as central to economic and human development.

OHCHR engages in practical collaboration to support better understanding and integration of gender issues into programs across all sectors. One example is the development with Swedish International Development Cooperation Agency (SIDA) and World Health Organization (WHO) of a tool to support countries as they design and implement national health sector strategies in compliance with obligations and commitments to gender equality. Other sectors have also been targeted in similar tools

and guides with the aim of strengthening the understanding of gender issues and to generate cross-disciplinary dialogue to address human rights and gender equality in all sectoral initiatives.

Significant advancements have been made through OHCHR support for states in implementing the *Convention on the Rights of Persons with Disabilities* (CRPD), in promoting and protecting human rights in the context of business activities, and in deepening understanding of the effects of climate change on human rights.

OHCHR has a specific focus on gender in the Pacific where a gender specialist is working to improve documentation and reporting on gender equality and protection of women's rights. It is helping to defend the rights of women in Solomon Islands, Vanuatu and PNG in the courts, pushing for more severe litigation by stressing the criminal accountability of violence against women.

d) Performs effectively in fragile states	SATISFACTORY

One of OHCHR's six priority areas for action in the current strategic plan is to protect human rights in situations of armed conflict, violence and insecurity.

OHCHR frequently works in fragile states, including on human rights monitoring and contributing to peacebuilding initiatives. The most serious human rights violations are frequently committed in armed conflict situations where state functions are weak or non-existent. OHCHR's work in these situations often involves supporting the Human Rights Council, treaty bodies and special procedures, and participating in inter-agency coordination mechanisms. Progress is limited by resource availability and the degree of political will available to support OHCHR's efforts.

OHCHR has strengthened its capacity to respond promptly to emergency situations, particularly through its Rapid Response Section, its internal Rapid Deployment Roster of staff trained in fact-finding and investigations, and its (albeit limited) Contingency Fund. The surge capacity can be drawn on to quickly assist officers or peacekeepers already in the field, such as during situations of potential widespread human rights violations in connection with elections or humanitarian emergencies.

OHCHR is also tasked, by the Human Rights Council, to dispatch Commissions of Inquiry. For example, in 2011, the Human Rights Council established Commissions of Inquiry into Côte d'Ivoire, Syria and Libya to examine the human rights situations in those countries following the civil uprisings. Human rights advisers also provide support to donors where there is conflict or civil war, providing advice on abuse, incarceration or other civil and political rights abuse and sharing information to assist planning humanitarian and emergency relief and to fill gaps in knowledge or reporting on affected populations. The effectiveness of OHCHR's work in this critical area is often constrained by denial of access, and by limitations in capacity and financial resources.

Feedback from Australian overseas missions indicates that OHCHR does not uniformly perform well in fragile states. It is viewed as having performed poorly, for example, in the Haiti earthquake emergency.

3. Contribution to the wider multilateral development system	STRONG

OHCHR plays a central role in strengthening cooperation among national human rights institutions, civil society and international organisations concerned with promoting and protecting human rights. It contributes to the development of human rights knowledge and awareness and provides relevant guidance on UN development programs. OHCHR coordinates and chairs the UN Development Group Human Rights Mainstreaming Mechanism which is designed to mainstream human rights issues within UN policies and operational activities.

OHCHR has a unique role as Secretariat to the Human Rights Council. It also supports other UN bodies and committees dealing with human rights issues.

A range of publications, reports, guidance and advocacy tools are posted on OHCHR's website, designed to share knowledge and increase awareness about human rights issues and best practices. These are seen as adding value by development stakeholders.

a) Plays a critical role at global or national-level in coordinating development or humanitarian efforts	STRONG

OHCHR has a unique role as Secretariat to the Human Rights Council. It also supports other UN bodies and committees dealing with human rights issues. For example, OHCHR acts as Secretariat to the UN human rights treaty bodies that monitor and report on states' compliance with the provisions of the conventions.

OHCHR contributes to the development of human rights knowledge and awareness and provides relevant guidance on UN development programs. OHCHR coordinates and chairs the UN Development Group Human Rights Mainstreaming Mechanism which is designed to mainstream human rights issues within UN policies and operational activities.

OHCHR facilitates and supports the convening of high level panels, and acts as secretariat for special rapporteurs and independent human rights specialists to investigate, monitor and mediate human rights abuses and compliance. Through these mechanisms, OHCHR catalogues and documents important data and information about human rights abuses or other discriminatory behaviours. This helps to inform subsequent action by governments, communities or international actors.

OHCHR plays a role in strengthening cooperation among national human rights institutions and international organisations concerned with promotion and protection of human rights. OHCHR has also extended its engagement to NGOs and other community actors concerned with human rights issues.

Investigation into human rights situations is an important aspect of its mandate, although its monitoring and reporting role can negatively impact on the OHCHR's ability to engage constructively with governments.

b) Plays a leading role in developing norms and standards or in providing large-scale finance or specialist expertise	STRONG

OHCHR provides support for the preparation of new international standards to strengthen promotion and protection of human rights. OHCHR provides guidance, tools and training manuals for the integration of a human rights perspective into UN programs in development, humanitarian assistance, peace and security, governance and rule of law. It extends guidance and tools on human rights standards and principles to governments, institutions and organisations to support the mainstreaming of human rights norms and practices.

OHCHR is particularly effective in providing materials, learning packages and tools for mapping emerging trends in human rights, addressing problems and documenting good practices. A particular area of expertise, which has filled an important gap, has been the development of methodological tools to counter and combat discrimination of all forms. OHCHR has developed significant bodies of research on racial discrimination, women's rights and gender issues, minorities, and indigenous peoples.

c) Fills a policy or knowledge gap or develops innovative approaches	SATISFACTORY

An area in which OHCHR is taking the lead is the development and use of indicators to help measure and implement human rights. In consultation with human rights stakeholders OHCHR has identified lists of quantitative and qualitative indicators which will provide guidance to country based stakeholders to promote and assess implementation of human rights principles and standards. OHCHR will publish a practical guide to disseminate the use of the indicators. This monitoring framework has been adopted by international bodies, such as the Council of Europe and the Human Rights Committee.

OHCHR contributes important information on human rights compliance to the Human Rights Council's Universal Periodic Review. OHCHR also provides expert advice to support ten treaty bodies in reviewing and monitoring compliance with UN human rights treaties.

OHCHR seeks views and comments from member governments on its reporting and review findings and specifically seeks input into its work from community groups, NGOs and civil society stakeholders.

A range of publications, reports, guidance and advocacy tools are posted on OHCHR's website, designed to share knowledge and increase awareness about human rights issues and best practices. Development stakeholders see these as valuable.

ORGANISATIONAL BEHAVIOUR	
4. Strategic management and performance	**SATISFACTORY**

OHCHR's current strategic plan is a good improvement on previous plans, providing greater clarity on priorities and ways to measure success. It sets out how OHCHR will play its role as: a source of technical expertise to all UN and non-UN bodies concerned with promoting and protecting human rights; and as a reviewer and watchdog of implementation and compliance. It is too early to judge, however, how effective the current strategic plan will be in ensuring clearer prioritisation, planning and reporting at country-level.

OHCHR is mandated by, and reports to, the UN General Assembly, which entrusts it with a high level of independence and initiative. OHCHR is strengthening its monitoring framework and linking it to its strategic management plan. In contrast to previous years, the Annual Report is now more aligned with reporting against the results identified in the Strategic Management Plan.

OHCHR's current leadership team is actively pushing forward its reform agenda.

a) Has clear mandate, strategy and plans effectively implemented	**STRONG**

OHCHR's current strategic plan is a good improvement on previous plans, providing greater clarity on priorities and ways to measure success. A positive addition to the current plan is the inclusion of a set of eight global management outputs (management results or expected achievements), with indicators. This will facilitate assessments of organisational effectiveness and efficiency in delivering the mandate.

OHCHR has defined three areas of focus: standard setting; monitoring; and implementation. The strategic plan sets out how OHCHR will play its role as: a source of technical expertise to all UN and non-UN bodies concerned with promoting and protecting human rights; and as a reviewer and watchdog of implementation and compliance. It is too early to judge, however, how effective the current strategic plan will be in ensuring clearer prioritisation, planning and reporting at country-level.

b) Governing body is effective in guiding management	**SATISFACTORY**

OHCHR is mandated by, and reports to, the UN General Assembly, which entrusts it with a high level of independence and initiative. OHCHR provides Secretariat functions and expertise in support of the work of all of the Charter-based and Treaty-based UN Human Rights bodies. The High Commissioner is accountable to the Secretary-General of the UN and carries out the functions assigned to the Office under resolution 48/141 of the General Assembly.

In 2009 the General Assembly requested the UN Office of Internal Oversight Services (OIOS) to review the efficiency of the implementation of the mandate of the Office to assess the relevance, efficiency and effectiveness of the Office and its activities. The General Assembly also requested a review by OIOS of the human resources management

in OHCHR. These reports made recommendations on OHCHR's structure and strategic focus, on its field structure, coordination and operational reach. The High Commissioner appears to have taken these recommendations on board through the reform agenda by, inter alia, launching a more results-based strategic management plan for 2010–11 and the introduction and follow-up of results-based management.

c) Has a sound framework for monitoring and evaluation, and acts promptly to realign or amend programs not delivering results	SATISFACTORY

OHCHR has been strengthening its capacity to monitor and report on program outputs over recent years. Its new monitoring framework sets out expected achievements and relevant indicators and should enable the organisation to consolidate results across the organisation. Qualitative and quantitative indicators are used and have been refined over recent years. However, it is not yet fully implemented so it is not evident how effective it will be in supporting improved forward planning and lessons feedback.

To strengthen application and compliance with the monitoring framework OHCHR has developed an IT based monitoring system that includes protocols, guidelines and reporting formats. Extensive staff time has been invested in training and familiarisation with the new monitoring system, formats and requirements. An improvement on previous reporting practice will be the requirement for a single report format to be used, and for field officers to identify which areas of the strategic plan they will be contributing to and hence reporting against.

OHCHR is in the process of implementing the recommendations of three major evaluations concluded during 2008–09: an OIOS evaluation of the efficiency of the implementation of OHCHR's mandate, requested by the General Assembly in July 2009; a self-evaluation on OHCHR performance in mainstreaming human rights within the UN at the country-level (April 2008); and a self-evaluation on OHCHR performance on gender mainstreaming (December 2009). Several of the recommendations are being implemented.

d) Leadership is effective and human resources are well managed	SATISFACTORY

The current management team has been active in pushing forward on the reform agenda. There is some evident progress in strengthening management systems and supporting staff through training and capacity building programs to meet the changing expectations and requirements of the organisation. The planning workflow was reviewed in 2010 in close consultation with OHCHR staff and recommendations form this review were incorporated in the planning process for the 2012–13 biennium.

Over the last few years OHCHR leadership has focused on strengthening communications and increasing the effectiveness of internal decision making bodies.

The UN Office of Internal Oversight Services (OIOS) review found OHCHR's human resource management practices (those within the delegated authority of the High Commissioner) were conducted in a fair and transparent manner. It also reported in 2009

that OHCHR had long vacancy rates. The High Commissioner subsequently gave a high priority to addressing this issue.

5. Cost and value consciousness	**SATISFACTORY**

OHCHR has oversight systems in place on cost effectiveness and regularly provides reports to the General Assembly with management responses on implementation.

OHCHR has taken measures to reduce costs and improve value for money but has not been able to quantify the level of its efficiency gains. No evidence was found on how OHCHR takes cost effectiveness into account in its program decisions, however this assessment does note that OHCHR reviews staff costs with a view to cost effectiveness. OHCHR and has indicated it intends to establish a review mechanism in 2012 to identify areas where efficiency gains can be made. Financial obligations arising from its Secretariat role, over which OHCHR has limited control, constrains its ability to ensure cost effectiveness.

Given the nature of its work OHCHR has limited opportunity to challenge partners on value for money issues.

a) Governing body and management regularly scrutinise costs and assess value for money	**SATISFACTORY**

OHCHR has taken a range of recent measures to promote a greater focus on better value for money. By planning well in advance and going for the lowest fare available, travel expenses are being brought down. Less travel and more video conferencing is also a part of the organisation-wide 'Greening' initiative to reduce its carbon footprint. As part of the UN Secretariat, OHCHR participates in negotiated volume purchasing agreements for items such as IT equipment and vehicles. At field-level, OHCHR uses local service providers such as the United Nations Development Programme (UNDP) to avoid the need to maintain a full-fledged administrative section.

In 2011 OHCHR provided a report on moves to improve efficiencies in its administrative processes. It sought improvements in support to service providers, clearer delegation of authority in the administration of extra-budgetary resources, and it has provided more efficient and timely support to field missions and advisers.

While OHCHR has taken measures to reduce costs and improve value for money it has not been able to quantify the level of its efficiency gains. OHCHR has sound audit and oversight systems in place and regularly provides reports to the General Assembly with management responses on implementation.

b) Rates of return and cost effectiveness are important factors in decision making	SATISFACTORY

No evidence was found on how OHCHR takes cost effectiveness into account in its program decisions, however this assessment does note that OHCHR reviews staff costs with a view to cost effectiveness. OHCHR and has indicated it intends to establish a review mechanism in 2012 to identify areas where efficiency gains can be made.

Financial obligations arising from its Secretariat role, over which OHCHR has limited control, constrains its ability to ensure cost effectiveness.

c) Challenges and supports partners to think about value for money	N/A

Given the nature of its work OHCHR has limited opportunity to challenge partners on value for money issues.

6. Partnership behaviour	SATISFACTORY

OHCHR works with an extensive range of partners at international, national and regional levels. It has developed good relations with key institutions responsible for promoting and protecting human rights, including at national level. Investigation into human rights situations is an important aspect of its mandate, and at times OHCHR's monitoring and reporting role negatively impacts on its ability to engage constructively with governments.

OHCHR's field offices have not always succeeded in building good partnerships or alignments with partner governments. Relationships in countries including Cambodia, Nepal and Somalia have been strained at times and have impacted on OHCHR's ability to function effectively.

OHCHR's engagement with Pacific Island countries, through its regional office in Suva, has been poor. For example, OHCHR failed to properly assist Pacific governments to prepare for, attend and implement their Universal Periodic Reviews.

OHCHR works with many actors and most are generally satisfied with the extent of engagement. This includes those directly affected by conflict and violence. OHCHR has developed a good consultative mechanism to incorporate civil society organisation views and inputs into its approaches. The expansion of capacity in its civil society unit and the publication of the *Handbook for Civil Society* should help further with dialogue and collaboration.

a) Works effectively in partnership with others	SATISFACTORY

Because the mandate of OHCHR requires it to carry out its work in coordination with Governments and other UN entities, partnerships are crucial to its effectiveness. OHCHR has many partners, but the UN Office of Internal Oversight Services (OIOS) review identified a weakness in that OHCHR did not have an overall strategy for developing and supporting partnerships.

OHCHR works with a broad range of UN partners, international and national organisations, NGOs and the private sector to promote human rights, disseminate information about human rights and address human rights concerns. It has developed good relations with key institutions responsible for promoting and protecting human rights, including at national level. OHCHR supports its partners directly through its national institutions and civil society units and also with technical advice provided in thematic areas. OHCHR is looking to establish multi-year agreements with national institutions, including UN agencies at country-level, to provide a clearer base for strengthening national human rights institutions in order to move human resources issues onto a national platform. In its engagement with regional organisations, such as the Pacific Island Forum (where OHCHR has engaged with member states in support of the establishment of national human rights institutions), it enters into twinning arrangements, which enable it to share expertise and information on a more routine basis.

OHCHR also undertakes more structured collaboration with UN programs or agencies as part of the country team, for example with UNDP and UN Women to examine gender issues, or with the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Children's Fund (UNICEF) to address shelter and sanitation matters through a human rights lens. Where such partnerships are effective OHCHR leverages its success to create additional opportunities for engagement.

OHCHR places high value on its cooperation with civil society, particularly as many community service organisations (CSOs) carry out human rights work in countries and share OHCHR's objectives. An important contribution to this dialogue has been OHCHR's *Handbook for Civil Society*, a guide for CSOs to better understand the human rights framework and conventions and how to most effectively promote and protect human rights in their work. It has proved to be a valuable tool that has been translated into five languages and is available on the OHCHR website.

Investigation into human rights situations is an important aspect of its mandate, and at times OHCHR's monitoring and reporting role negatively impacts on its ability to engage constructively with governments.

b) Places value on alignment with partner countries' priorities and systems	WEAK

OHCHR engages with states on the best way to achieve human rights outcomes for citizens. Its network of field presences, 12 regional offices and 13 country or stand-alone offices give it a reasonable reach and country presence, essential for identifying, highlighting and developing responses to human rights challenges. This network is supplemented by additional human rights advisors working within the UN country teams. Furthermore, OHCHR supports the work of the human rights components of all integrated UN Peace Missions. At the country-level, efforts focus on dialogue with governments, with institutions concerned with the administration of justice, law enforcement agencies, national human rights institutions (NHRIs) and civil society organisations to promote principles of accountability.

OHCHR builds capacity by training police and other law enforcement officers such as soldiers and judges, helping draft laws in line with human rights standards, or providing technical assistance to states to meet their obligations under international human rights law.

OHCHR's field offices have not always succeeded in building good partnerships or alignments with partner governments. Relationships in countries including Cambodia, Nepal and Somalia have been strained at times and have impacted on OHCHR's ability to function effectively.

OHCHR's engagement with Pacific Island countries, through its regional office in Suva, has been poor. For example, OHCHR failed to properly assist Pacific governments to prepare for, attend and implement their Universal Periodic Reviews. This should have been a priority.

While recognising the challenge in managing the tensions between its monitoring and implementation roles, for OHCHR to be effective it is important that it stays focused on maintaining good relationships and effectively managing personnel in field offices.

c) Provides voice for partners and other stakeholders in decision making	STRONG

OHCHR works with many actors, including those directly affected by conflict and violence, and most are generally satisfied with the extent of engagement. Priority is given to developing tools to guide groups that suffer discrimination in participating in and using the UN human rights protection systems.

OHCHR has given priority to improving support for NGO engagement, particularly in the Human Rights Council and the Universal Periodic Review. OHCHR will develop new programs and tools to reach out to an increasingly diverse constituency of civil society actors engaged in human rights work and will continue to undertake capacity building initiatives in collaboration with NGOs. It has developed a good consultative mechanism to incorporate civil society organisation views and inputs into its approaches. The expansion of capacity in its civil society unit and the publication of the *Handbook for Civil Society* should help further with dialogue and collaboration.

OHCHR has a strong track record of collaborating with indigenous peoples to overcome discrimination and injustice against minorities. OHCHR is also effectively engaged with women and vulnerable groups to support their voices for gender equality.

7. Transparency and accountability	SATISFACTORY

As a UN organisation, OHCHR fully complies with UN requirements for transparency and accountability. This includes sound financial and audit oversight systems and the regular reports on its performance it provides to the General Assembly. It releases key information on its website.

OHCHR's mandate, particularly its monitoring and reporting role, can give rise to political sensitivities. For this reason, it is imperative that OHCHR preserve its high degree of

independence and autonomy vis-à-vis governments. This is particularly important with resource allocation.

Some of OHCHR's work also necessitates engagement with states in private, to foster confidence and cooperation. Given this, the current level of transparency through regular reports to the General Assembly and Human Rights Council, and the information available on OHCHR's website, is appropriate.

In its secretariat role, OHCHR is instructed by the Human Rights Council to perform a range of tasks, including organising meetings, preparing reports, and dispatching fact-finding missions and commissions of inquiry. The ad hoc and unpredictable nature of this tasking, over which OHCHR has little control, requires OHCHR to be flexible and adaptable in allocating resources.

a) Routinely publishes comprehensive operational information, subject to justifiable confidentiality	SATISFACTORY

OHCHR has a reasonably comprehensive body of documentation on its website including documents on its programs, research and information documents on all aspects of human rights issues, information on the UN human rights system and on specific country situations and concerns. There is also access to plans, financial statements, records of meetings and of events from previous years. There is a link on the OHCHR website to the CSO-Net site of the United Nations Economic and Social Council (ECOSOC) Civil Society Network.

Under UN human rights covenants there are exemptions for disclosure of confidential or other information that may have a bearing on legal or criminal action. Some of OHCHR's work also necessitates engagement with states in private, to foster confidence and cooperation. Given this, the current level of transparency through regular reports to the General Assembly and Human Rights Council, and the information available on OHCHR's website, is appropriate.

b) Is transparent in resource allocation, budget management and operational planning	SATISFACTORY

OHCHR's mandate, particularly its monitoring and reporting role, can give rise to political sensitivities. For this reason, it is imperative that OHCHR preserve its high degree of independence and autonomy vis-à-vis governments. This is particularly important in regards to resource allocation.

In its secretariat role, OHCHR is mandated by the Human Rights Council to perform a range of tasks, including organising meetings, preparing reports, and dispatching fact-finding missions and Commissions of Inquiry. The ad hoc and unpredictable nature of this tasking, over which OHCHR has little control, requires OHCHR to be flexible and adaptable in allocating resources.

c) Adheres to high standards of financial management, audit, risk management and fraud prevention	SATISFACTORY

As a UN organisation, OHCHR fully complies with UN requirements for transparency and accountability. This includes sound financial and audit oversight systems and the regular reports on its performance it provides to the General Assembly.

The UN Board of Auditors and the UN Office of Internal Oversight Services (OIOS) undertake oversight functions for OHCHR. OHCHR funds a position in the UN audit office to assist the conduct of audits. About four audits of field office operations are conducted each year, and certification of the accounts and financial statements is done by the OIOS, reporting to the High Commissioner and the General Assembly with a formal management response.

The organisation provides full reporting of its annual financial and budgetary status. Reporting and expenditure monitoring is quarterly for field officers which allows for better cash flow management.

d) Promotes transparency and accountability in partners and recipients	SATISFACTORY

Trust Funds supporting OHCHR activities are administered with fully transparent standards and principles of financial management and reporting.

OHCHR has developed codes of conduct for its officers and advisers working with OHCHR on human rights activities. For example, there is a code of conduct for election observers. International guidelines on HIV/AIDS and human rights, prepared in consultation with UNAIDS, sets out the rights of people living with HIV/AIDS and the responsibilities of those who work with them.