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**ADVISORY SERVICES AND TECHNICAL COOPERATION
IN THE FIELD OF HUMAN RIGHTS**

Report of the Secretary-General

Summary

The present report is submitted in accordance with Commission on Human Rights resolution 2004/81. The report focuses on technical cooperation policy issues as discussed by the Board of Trustees of the Voluntary Fund for Technical Cooperation in the Field of Human Rights (VFTC). The current financial situation of VFTC and current projects are explained in the annexes to the present report.

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Introduction

1. The Secretary-General submits to the Commission on Human Rights an annual report on technical cooperation in the field of human rights, reflecting the discussions of the Board of Trustees of the Voluntary Fund for Technical Cooperation in the Field of Human Rights (VFTC). The present report is submitted pursuant to Commission resolution 2004/81, which requested the Secretary-General to submit a further analytic report to it at its sixty-second session on the progress and concrete achievements made, as well as obstacles encountered in the implementation of the programme of advisory services and technical cooperation in the field of human rights and on the operation and administration of the Voluntary Fund.

I. FINANCIAL STATUS OF THE VOLUNTARY FUND FOR TECHNICAL COOPERATION IN THE FIELD OF HUMAN RIGHTS

2. VFTC was established in 1987 pursuant to Economic and Social Council decision 1987/147. Contributions to the VFTC have increased gradually over the years. The implementation capacity of the Office of the United Nations High Commissioner for Human Rights (OHCHR) has continued to grow, and it is now committing and spending more than it receives. As of 31 December 2005, some US\$ 18.7 million have been received by VFTC for the biennium 2004-2005, while over US\$ 19 million have been registered as expenditures for the biennium. Further information on expenditures and contributions can be found in the annexes to the present report.

II. THE BOARD OF TRUSTEES OF THE VOLUNTARY FUND FOR TECHNICAL COOPERATION IN THE FIELD OF HUMAN RIGHTS

3. Members of the Board of Trustees are appointed by the Secretary-General to advise OHCHR on streamlining and rationalizing the working methods and procedures of the Technical Cooperation Programme. Current members are Thomas Hammarberg (Sweden), Chairperson; Ligia Bolivar Osuna (Venezuela); Mary Chinery-Hesse (Ghana); Vitit Muntarbhorn (Thailand); and Viacheslav Bakhmin (Russia).

4. The Board has moved away from reviewing individual projects to advising the Office of the High Commissioner on policy orientation, global vision and strategy at a broader programme level. The evolution of the role played by the Board has been appreciated by the Office, which benefits greatly from the experience and wisdom of the Board, particularly during this time of transition and reform.

5. The Board holds its meetings twice a year. The twenty-third session took place in June 2005 and the twenty-fourth session was postponed from November 2005 to January 2006, adjusting to the significant changes unfolding in the Office and in the United Nations human rights agenda.

6. During each session of its meetings, the Board meets with Member States in order to brief them on its work and exchange views on issues of common interest and relevance to the Technical Cooperation Programme.

III. UNITED NATIONS REFORM, THE OFFICE OF THE UNITED NATIONS HIGH COMMISSIONER FOR HUMAN RIGHTS PLAN OF ACTION, AND THE TECHNICAL COOPERATION PROGRAMME

7. The Technical Cooperation Programme has not ceased growing and evolving since its inception in 1955. It has developed from conducting ad hoc seminars and workshops in the early years to today's multi-year multicomponent projects developed as a result of in-country assessment of needs with the involvement of civil society and United Nations partners and in consultation with bilateral or other multilateral agencies.

8. In the light of the Secretary-General's United Nations reform initiatives, OHCHR has over recent years undergone a process of refining the policy orientation of the Programme with the guidance of the Board of Trustees. The United Nations reform initiatives since 1997, placing human rights in at the centre of the Organization, have brought new opportunities for human rights work. At the same time, they have raised an identity challenge for OHCHR, which has been working on developing knowledge about the development field and finding the right balance between advising others and retaining its own independent programmes. OHCHR believes that the operational and advisory roles are both necessary and closely linked. It is not a question of "either/or". It is through strengthening its capacity for independent programming and implementation of technical cooperation programmes that the Office gains expertise and experience to better cooperate with others.

9. The OHCHR Plan of Action, developed in May 2005, is profoundly changing the way the Office carries out its work, including the Technical Cooperation Programme (a summary of the Plan can be found in annex III to the present report). The Plan of Action, an important part of the reform agenda annexed to the Secretary-General's report "In larger freedom: towards development, security and human rights for all" (A/59/2005), was acknowledged by the High-level Plenary Meeting of the sixtieth session of the General Assembly. Human rights have been reaffirmed as one of the three pillars of the United Nations and as essential to peace and security, and economic and social development. The Plenary Meeting embraced measures to ensure that the actual implementation of human rights advances on the ground is pursued by the United Nations with the seriousness intended by the Charter of the United Nations and called for the doubling of the budget of OHCHR. The Outcome document provides the first clear, broad and high-level intergovernmental mandate for mainstreaming human rights throughout the United Nations system.

10. In such a time of fundamental changes, clear operational and policy guidance becomes particularly important to ensure consistency and common understanding. The Office has taken the step under the guidance of the Board of Trustees to develop an operational and policy framework for the Technical Cooperation Programme through consolidating, updating, and streamlining past discussions and positions.

IV. AN OPERATIONAL AND POLICY FRAMEWORK FOR THE TECHNICAL COOPERATION PROGRAMME

11. The Technical Cooperation Programme operates under the broad guidance outlined in the various resolutions of the United Nations legislative authorities, as well as the Vienna

Declaration and Programme of Action. While the Office has over the years developed policy positions, a clear framework updating and consolidating the various positions is yet to be established. The purpose of such a framework will be to guide staff of OHCHR in their work, as well as to ensure common understanding with partners.

12. The Board of Trustees held a focused discussion on the development of an operational and policy framework for the Technical Cooperation Programme at its twenty-fourth session which took place from 30 January to 1 February 2006. The Board highlighted the critical importance of developing clear and consistent guidance and was pleased with the serious effort undertaken by the Office. It supports the overall direction in which the Office is heading with the Technical Cooperation Programme and has made general and concrete recommendations which are reflected below.

A. A programme statement for technical cooperation in the field of human rights

13. The Technical Cooperation Programme has its origin in General Assembly resolution 926 (X) of 14 December 1955 and is governed by a series of evolving legislative mandates, including Economic and Social Council decision 1987/147 of 29 May 1987 establishing VFTC, the Vienna Declaration and Programme of Action, and the mandate of the High Commissioner for Human Rights and the resolutions of the Commission on Human Rights.

14. A clear and concise description of the Technical Cooperation Programme is considered an important starting point for any discussion on technical cooperation. In the opinion of the Board of Trustees, the following statement captures the essence of the Programme:

The United Nations Technical Cooperation Programme in the Field of Human Rights aims at protection and empowerment through promoting and supporting the incorporation of international human rights standards into national laws, policies and practices and building national human rights capacities and infrastructure. Together with human rights treaty bodies and special procedural mechanisms, it forms a single United Nations Human Rights Programme. The Programme is to be implemented in the context of the pursuit of national development objectives and United Nations system coordinated actions. It forms part of a strategy of long-term engagement agreed upon by the Government, involving working with a range of national actors.

B. Criteria for technical cooperation engagement

15. The responsibility of the Office is multidimensional - its universal mandate of working with all Governments and other national actors, its responsibility to support United Nations action at the country level, and its professional duty to ensure the impact of its work for rights-holders. Fundamentally, the Office is concerned with making a difference in contributing to positive change. Therefore, making choices is a difficult but essential task for the Technical Cooperation Programme; it directly concerns the effectiveness of the Programme. Finding the correct focus and appropriate approach would increase the Programme's effectiveness and value.

16. What are the essential principles that guide the direction and approach of the Technical Cooperation Programme? The Board of Trustees pointed out that the May 2005 Plan of Action provides useful overall guidance on all areas of work of the Office - protection and empowerment as the overarching goals and country engagement, leadership, partnership, and strengthening management as the strategic approach.

17. The Plan of Action emphasizes the key importance of engaging in a much more concerted manner with Governments and others involved in national efforts to protect human rights in order to analyse the obstacles in the way of implementation and work towards overcoming them. Country engagement will differ from case to case. OHCHR has a range of tools at its disposal, all forming one, broad United Nations human rights programme. The choice of activities and priority audiences for engagement will depend on a strategic assessment of what is needed in each case, in close consultation with the Government.

18. When it comes to technical cooperation in the field of human rights, the OHCHR Plan of Action has a clear vision, that is, it should be considered as part of a coherent country engagement strategy, not in isolation and in a piecemeal fashion. It points out that technical cooperation projects are most effective when the Office is present in the country, with sufficient staff, and where the project forms part of a strategy of long-term engagement agreed upon by the Government, involving a full programme of OHCHR work. Working with a range of national actors, including from civil society, helps to ensure the sustainability and accountability of technical cooperation.

19. The Board of Trustees supports this vision that sets forth an overall criteria framework, outlining the conditions under which the United Nations Technical Cooperation Programme in the Field of Human Rights takes place:

- (a) Integrity of the mandate of the High Commissioner;
- (b) Technical cooperation as an integral part of a country engagement strategy;
- (c) A presence in the country with long-term programming;
- (d) The need to work closely with Governments and various partners, including civil society.

20. These are the conditions that will allow the Office to maximize the impact of its technical cooperation. Such a framework implies that while OHCHR technical cooperation engagement may be more limited in the immediate future in terms of quantity, the emphasis is being placed on quality, aiming at producing an impact through in-depth, comprehensive, and long-term engagement with Governments and other national actors. The number of countries in which the Office is engaged in such a comprehensive manner will gradually increase over the years.

21. Under the overall guidance of this criteria framework, a general request for assistance will be considered in the context of country engagement strategy development. The concept of country engagement has been a work-in-progress since the development of the OHCHR Plan of

Action in May 2005. The Office has a deliberate strategy of not letting its country engagement be solely driven by crisis situations. It should be pointed out that OHCHR cooperation with Governments and other partners takes various forms. Many of the requests for technical assistance can be addressed without the need for developing a comprehensive long-term project. The Office should, in principle, respond in a timely and positive manner to those one-off, ad hoc requests for advice on a specific issue which do not require the development of a comprehensive technical cooperation programme. However, care must be taken to limit such response to areas in which the Office can immediately provide expertise, without disturbing the logic of country engagement strategies and long-term planning.

22. The importance of technical cooperation as an integral part of a full programme of OHCHR field presences has been repeatedly stressed by the Board of Trustees. Technical cooperation and human rights monitoring are closely linked and mutually reinforcing with the same objectives of human rights protection and empowerment. The Board has recommended that standard terms of reference for all human rights field presences be used in order to ensure the integration of the various elements into one coherent programme. The precise organization of its work, including appropriate emphasis given to each area of work at different times is a matter of professional judgement of the Office.

23. The Board recommends that the Office develop a sound systematic decision-making process for the application of established criteria that will respect set priorities and allow for a certain level of flexibility to address emerging situations. When exceptions to agreed criteria have to be made, they must be carefully and strictly managed to ensure quality and minimize constraints.

C. Technical cooperation implementation modalities

24. The Commission on Human Rights “[r]eaffirms that United Nations field activities in the area of human rights should, when requested, be complemented by advisory services and technical cooperation projects aimed at producing sustainable results through the enhancement of national capacities and the promotion of national institutions” (Commission resolution 2004/81, para. 9). The Office has learned from experience that country offices, adequately staffed, with a full mandate and long-term commitment, present the most effective way for OHCHR to carry out technical cooperation projects. Under these circumstances, OHCHR is best placed to work with a range of actors and meaningfully link monitoring and assistance in a mutually supportive manner.

25. Short of country offices, regional presences and human rights advisers bring a better knowledge of countries than that available from OHCHR Geneva. However, given the limitations of one-person presences and coverage of numerous countries on a regional level, it is unlikely that such presences, with rather broad terms of reference, will be able to focus on technical cooperation project management. Regional offices and human rights advisers have a valuable role to play in assessing needs and designing technical cooperation projects, as well as providing advisory services. Projects which are managed from the Office of the High Commissioner in Geneva without any presence in the field are an exception.

E. Substantive and programme identity

26. The Technical Cooperation Programme is a source of substantive advice and assistance in the field of human rights within the framework of one broad United Nations Human Rights Programme. It is not, in the first instance, a funding source for projects developed outside. It takes a comprehensive programmatic approach to supporting national efforts to build a strong human rights framework. A range of interlinked areas need to be addressed to strengthen the building of a national human rights framework. These areas include a strong legal framework, effective national human rights institutions, an independent judiciary, a vibrant civil society, and a society which is educated on rights and responsibilities.

27. The Technical Cooperation Programme strives for a combination of utmost human rights competence, pedagogical methodologies, cultural sensitivities and a sound strategic vision. The Programme capitalizes on the Office's unique link to the human rights machinery and wide range of human rights expertise within OHCHR, as well as its universal mandate with authority and legitimacy that facilitates the sharing of good practices and comparative experiences.

28. In terms of substantive thematic expertise, the Plan of Action recognizes that developing and strengthening the Office's substantive human rights expertise is key to supporting effective country engagement. The Office has embarked on a process of consolidating and strengthening existing expertise and developing capacities in additional areas. The challenge for the Office is to ensure a systematic linkage between the Technical Cooperation Programme and the various substantive areas, as well as to translate substantive expertise into practically useful methodological tools and develop sustainable capacity. Such tasks would require dedicated staff working on programme development. The Office has developed a certain expertise in terms of human rights training methodology and development of training material, including for various professional groups. To provide wide-ranging human rights expertise, the Office will also need to invest in the management of an effective roster of experts.

29. The Technical Cooperation Programme has the potential to play a key role in bringing the components of the United Nations Human Rights Programme together under one broad, coherent programme. It helps bring life to the recommendations made by treaty bodies and special procedures at the country level.

30. OHCHR through its Technical Cooperation Programme assumes the role of supporting human rights-related programmes of its partners. The increasing involvement of various organizations, including United Nations actors, in providing assistance for human rights reform is a welcome development. It highlights the need, however, for better coordination to ensure coherence among the various assistance efforts. In working closely with United Nations agencies and donors, OHCHR can act as a catalyst for needed reforms, including by sharing independent needs assessments.

31. The Plan of Action reaffirms the commitment of OHCHR to Action 2. It emphasizes a strong OHCHR presence as an effective way of supporting others: "... OHCHR advice and support to United Nations Country Teams (UNCTs) is most effective when we are present in the country and can enter into direct cooperation. We believe, therefore, that our strategy to enhance country engagement and step up field and subregional presences will better equip OHCHR to offer support to UNCTs".

**F. The Voluntary Fund for Technical Cooperation in
the Field of Human Rights and management issues**

32. The Board of Trustees stressed to Member States that the importance of VFTC will not diminish with the increase of the regular budget. It encouraged a more universal support from Member States without strings attached. Increased contributions would allow the Office to be more meaningfully engaged in the field.

33. OHCHR has adopted a holistic approach to planning and programming through the development of country engagement strategies, with technical cooperation as one integral part. The Technical Cooperation Programme provides a framework for lessons learned and best practices as well as programme development and project management.

34. The Office plans to update and further develop existing procedures and guidelines regarding VFTC and the project appraisal system in view of the new biennial strategic planning process recently put in place. VFTC will cover all technical cooperation projects, including those implemented by stand-alone country offices, which have not been previously included. This will help to maintain a global picture of the Programme and facilitate programme development and reporting.

ANNEXES

Annex I

TECHNICAL COOPERATION ACTIVITIES IN 2005*

A. Projects completed

The following projects were completed during 2005.

Global

Global (GLO/00/AH/20) Support to the implementation of the United Nations Decade for Human Rights Education.

Global (GLO/02/AH/05) Human rights training for police and military peacekeepers.

Global (GLO/02/AH/09) Strengthening OHCHR capacity on human rights and terrorism.

Global (GLO/04/AH/04) Support to United Nations Country Teams (MASCOTT II).

African region

Regional Africa (RAF/02/AH/19) Regional Programme Office for Southern Africa.

Regional Africa (RAF/04/AH/07) Support for the African Union in strengthening the promotion and protection of human rights in Africa.

Sierra Leone (SIL/02/AH/14) Comprehensive programme of assistance to Sierra Leone (follow-up to SIL/00/AH/02).

Chad (CHD/05/AH/03) Renforcement des capacités nationales du Tchad dans le domaine des droits de l'homme.

Arab region

Regional Arab (RAB/01/AH/15) Strengthening capacities of Arab non-governmental organizations in the field of human rights.

Regional Arab (RAB/01/AH/32) Human development and human rights in the Region of Arab States.

* Detailed information on specific OHCHR technical cooperation projects in the field of human rights is available from OHCHR website (<http://www.unhchr.ch>). More detailed information is available in the files of the secretariat of the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights.

Regional Arab (RAB/02/AH/01) Renforcement des capacités de la société civile pour une meilleure promotion des droits de l'homme dans la région (Arab Institute).

Palestine (PAL/02/AH/07) Programme for strengthening of national infrastructure in human rights.

Asian and Pacific region

Iran (Islamic Republic of) (IRA/04/AH/01) Support for enhancing human rights education in schools in the Islamic Republic of Iran.

European and North American region

Russian Federation (RUS/97/AH/03) Human rights education capacity development.

Latin American and Caribbean region

None.

B. Projects under implementation

Global

Global (GLO/01/AH/21) (previously GLO/99/AH/25) Eliminating trafficking and protecting the rights of trafficked persons.

Global (GLO/05/AH/01) Strengthening Human Rights in Peace Operations.

Global (GLO/05/AH/06) Support to the first phase (2005-2007) of the World Programme for Human Rights Education - Part 1.

African region

Regional Africa (RAF/02/AH/13) Strengthening the promotion and protection of human rights in the European Union, Organization of African Unity and East African region.

Regional Africa (RAF/02/AH/17) Renforcement des capacités de la société civile en matière des droits de l'homme en Afrique centrale.

Liberia (LIB/04/AH/05) Assistance to Liberia in the area of human rights.

ECOWAS (RAF/05/AH/08) Strengthening the promotion and the protection of human rights in West Africa.

Great Lakes (RAF/05/AH/15) Renforcement des capacités régionales et nationales des pays des Grands Lacs dans le domaine des droits de l'homme.

Arab region

Palestine (PAL/05/AH/14) Partnerships for Human Rights Promotion in Palestine.

Arab region (RAB/05/AH/13) Arab Regional Project 2005.

Asian and Pacific region

Regional Asia (RAS/01/AH/14) Promotion and protection of human rights in Asia and the Pacific.

Regional Asia (RAS/04/AH/10) Implementation of the two-year (second phase) Programme of Action for the Framework on Regional Cooperation for the Promotion and Protection of Human Rights in the Asia-Pacific Region.

China (CPR/01/AH/37) Programme of technical cooperation activities in 2002, second phase of the Memorandum of Understanding between the Office of the United Nations High Commissioner for Human Rights and China.

Nepal (NEP/03/AH/05) Human rights support to the United Nations Country Team in Nepal.

Sri Lanka (SRL/02/AH/21) Human rights support to the United Nations Country Team in Sri Lanka.

Timor-Leste (ETI/02/AH/23) Strengthening national human rights capacities in Timor-Leste.

Fiji (RAS/04/AH/12) Strengthening of national human rights protection systems in the Pacific region.

Mongolia (MON/05/AH/01) Human rights strengthening in Mongolia.

Latin American and Caribbean region

Regional Latin America and Caribbean (RLA/01/AH/40) Promotion and protection of human rights in the Latin American region and the Caribbean (Regional Representative).

Mexico (MEX/02/AH/06) Technical Cooperation Programme for Mexico, second phase.

Uruguay (URU/04/AH/02) Supporting the human rights role of the Parliament of Uruguay.

European and North American region

Regional Europe and North America (RER/02/AH/24) Office of the United Nations High Commission for Human Rights Regional project for Central Asia.

Regional Europe and North America (RER/02/AH/28) South-Eastern Europe subregional strategy.

Azerbaijan (AZE/03/AH/02/Rev.) Strengthening capacities in infrastructure for the promotion and protection of human rights.

Croatia (CRO/02/AH/27) Human Rights Centre in Croatia.

The former Yugoslav Republic of Macedonia (MCD/05/AH/16) Comprehensive Technical Cooperation Programme in The former Yugoslav Republic of Macedonia.

RUSSIA (RUS/05/AH/10) Sustainable reinforcement of the National capacity in the field of the promotion and the protection of human rights in the Russian Federation.

Georgia (GEO/05/AH/17) Assistance to United Nations Country Teams to strengthen national capacity to promote and protect human rights in Georgia and the southern Caucasus.

C. New requests received

African region

The Central African Republic, the Congo, the Democratic Republic of the Congo, Sao Tome and Principe, Zimbabwe, All Africa, Inc., African Union Committee on the Rights and Welfare of the Child.

Latin American region

Argentina, Bolivia, Brazil, Costa Rica, Ecuador, Guyana, Panama, Paraguay, Peru, Uruguay, Venezuela (Bolivarian Republic of).

Arab region

Egypt.

Asian and Pacific region

China, Timor-Leste.

European and North American region

Croatia, Uzbekistan.

Annex II

**STATEMENT OF INCOME AND EXPENDITURE FOR THE
VOLUNTARY FUND FOR TECHNICAL COOPERATION IN
THE FIELD OF HUMAN RIGHTS (AH)
(31 December 2005)**

| Biennium 2004-2005 | Amount in United States dollars |
|---|------------------------------------|
| INCOME* | |
| Opening balance, 1 January 2004 | 7 834 765 |
| Income received (collections as of 30 November 2005) | 18 693 327 |
| Adjustments and savings from prior period | 1 235 683 |
| <i>* Based on UNOG financial statements as at 30 November 2005.</i> | |
| Total income | 27 763 775 |
| EXPENDITURE | |
| Project commitments as at 31 December 2005 | |
| Total disbursements and obligations* | 16 652 080 |
| United Nations programme support costs (13%) | 2 571 537 |
| <i>* Obligations totalling US\$ 2 929 562.</i> | |
| Total expenditure | 19 223 617 |
| Total excess (shortfall) of income over expenditure | 8 540 158 |
| Trust fund operating cash reserve and reserves for allocations | (1 314 162) |
| FUND BALANCE - BIENNIUM 2004-2005 | 7 225 996 |

This estimated balance sheet has been prepared by OHCHR-Administration.

As such, it should not be considered an official United Nations financial document.

Annex III

SUMMARY OF THE PLAN OF ACTION OF THE OFFICE OF THE UNITED NATIONS HIGH COMMISSIONER FOR HUMAN RIGHTS

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

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

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

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

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

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

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

(b) An enhanced human rights leadership role for the High Commissioner, including through greater interaction with relevant United Nations bodies and actors and regular system-wide human rights consultations, a reinforced New York presence, an annual thematic human rights report, a global campaign for human rights and more involvement in efforts to advance poverty reduction and the Millennium Development Goals;

(c) Closer partnerships with civil society and United Nations agencies through the establishment of a civil society support function, support for human rights defenders, stepped up commitment to action two activities for rights-based approaches and national protection systems and human rights guidance to the resident coordinator system;

(d) More synergy in the relationship between OHCHR and the various United Nations human rights bodies, an intergovernmental meeting to consider options for a unified standing human rights treaty body, including consideration of the possible relocation of the Committee on the Elimination of Discrimination against Women to Geneva and a review of the special procedures;

(e) Strengthened management and planning for OHCHR through the establishment of a policy, planning, monitoring and evaluation unit, significantly increased staffing levels, staff diversity initiatives, updated staff training, a staff field rotation policy and new administrative procedures.

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