



UNITED NATIONS HUMAN RIGHTS
MANAGEMENT —————
2018 ————— 2021 PLAN



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HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

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INTRODUCTION

This document sets out the roadmap for the United Nations Office of the High Commissioner for Human Rights (OHCHR, UN Human Rights Office) over the four years 2018-2021 inclusive.

In 2017, the UN Human Rights Office undertook consultations on our future priorities with Member States, the UN system, civil society, the philanthropic community, the private sector, and our staff. More than one hundred States, 140 external stakeholders and a large number of OHCHR staff contributed at country, regional and headquarters levels. Regional consultations were held in Bangkok, Panama, Beirut, Brussels and Addis Ababa, while 900 individuals responded to an online survey. The findings of a 'Strategic Foresight' workshop were complemented by an independent analysis of future global trends relevant to human rights. Our new roadmap is the product of this expert advice and technical input, and builds on lessons learned from previous experience, including the findings of evaluations and audits.

This process confirmed the ongoing value of OHCHR's work under six 'pillars': support for the international **human rights mechanisms**; mainstreaming of human rights within **development and peace and security** efforts; and advancement of the core human rights principles of **non-discrimination, accountability and participation**.

However, changes in the world mean we must change too. For the next four years, across our thematic 'pillars', OHCHR will introduce major **shifts** to: strengthen work to **prevent conflict, violence and insecurity**; help **expand civic space**; and help **broaden the global constituency for**

human rights. We will also shift our work to better understand and engage **human rights dimensions of frontier issues** in the areas of climate change, digital space, inequality, corruption, and people's displacement and movement.

Our new roadmap is strongly anchored to the **2030 Sustainable Development Agenda**. We will focus on the Agenda's human rights-based commitment to 'leave no one behind' and over the next four years will **spotlight** the human rights of **women, young people, and persons with disabilities**.

To deliver this human rights impact successfully, we must also align our organizational processes and working methods to our roadmap. We will step up our operations to enhance how **we operate and work together**, to better **foster innovation and dynamic knowledge**, and to better leverage support for human rights through more effective **communications** and mutually beneficial **partnerships**.

We are confident that the roadmap outlined here is robustly responsive and relevant to the human rights realities of today and tomorrow. We are certain that it will provide sound guidance for an accountable Office as we work to implement effectively the mandates with which we are entrusted and address the challenges of defending all rights for all in a changing world.



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A CHANGING GLOBAL CONTEXT

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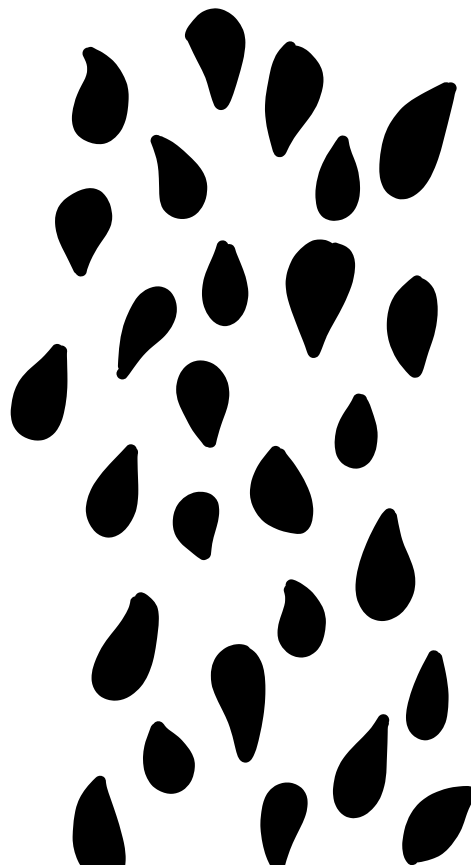
Across the world, an extraordinary number of institutions and laws promote and protect human rights, thanks to the Universal Declaration of Human Rights first promulgated seventy years ago, in 1948. That mighty document, championed by brave human rights defenders and visionary human rights leaders, has helped change the world. Millions have gained greater freedom and equality and have been empowered to stand up for rights. Millions have greater access to justice, essential services and equality of opportunity. Exploitation has been challenged and poverty has fallen in many countries. Today, more young people go to school and more girls can stay in school. Major diseases, once commonplace, have been eradicated or are now rare. Oppressive dictatorships have been replaced by participative systems of governance that seek to serve their people. Perpetrators of horrific human rights violations – including genocide – have been prosecuted by international tribunals.

And yet we have also failed. Indices of social and economic inequality have soared in a majority of countries, undermining the public's trust in political and economic institutions and their confidence in the future. While private companies and a handful of individuals have acquired stupendous wealth, many States struggle to raise the resources to govern effectively or provide even essential public services. High levels of corruption are making matters worse. Governments continue to criminalize public dissent for a range of reasons. The “security” state is back, and fundamental freedoms are in retreat in every region of the world.

Human rights currently are under threat from many quarters. The future of many communities, is under threat from climate change. Tensions, inequality, and outright conflict have pushed millions of people to flee their home countries, often at great personal sacrifice. An antagonistic nationalism is on the rise, buoyed by the reassertion of racism and xenophobia and the retreat of shame. Measures to counter discrimination and promote greater justice are being dismantled by those who stand to gain from hatred and exploitation. We had hoped that a more interconnected world would improve knowledge and tolerance. Certainly, a more unequal world has encouraged a retreat to nativism and hostility.

Uncertainty, conflict and inequalities are likely to remain prominent in the coming years. However, deeper, longer term trends may be more positive. Advances in education, a growing middle class, better access to information, faster communications: all may improve the capacity of hundreds of millions of individuals to organize, claim, exercise and defend their rights. Technological advances may enhance our ability to diagnose and treat disease, increase crop yields, preserve energy, predict and prepare for catastrophic events, or eliminate human labour from hazardous work. The overarching objectives agreed in the Sustainable Development Goals mean that, in many countries, policymakers and new social movements are now working in a unified way to respond to the numerous challenges we face. If fear, uncertainty and intolerance have increased, so too have efforts to resist them.

Our environment is changing in ways that we do not altogether understand, with consequences that we cannot fully foresee. Yet human rights remain our most sure and universal point of reference. They can help us set a course towards inclusion, sustainable prosperity, justice, dignity, freedom, and sustained peace. Each day, together, one person at a time if needs be, we can face down hatred, despair and selfishness, and build societies in which everyone has a chance to survive and flourish. In a world divided in so many ways, human rights can unite us. In a world so uncertain, human rights are our sure and steady guiding star.



INTO THE **FUTURE**

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Human Rights, Peace and Security, and Development are the three pillars of the United Nations as a whole. The Office of the High Commissioner for Human Rights (OHCHR), headed by the High Commissioner for Human Rights, acts as the leading United Nations entity for human rights.

To fulfil its responsibilities, OHCHR will follow a robust framework of results through to the end of 2021. This roadmap is based on the outcomes of consultations with Member States, the UN system, civil society, the philanthropic community and the private sector. It sits firmly within the Secretary-General's strategic framework for 2018-2019; integrates the duties that flow from mandates given to the Office by United Nations intergovernmental bodies; and reflects the High Commissioner's overarching mandate to promote and protect all human rights for all.

The roadmap to 2021 is comprised of:

- i. Six thematic '*Pillars*' that form the solid base on which the work of the Office continues to stand:
 - Support to (1) the *United Nations human rights system*.
 - Mainstreaming human rights in the United Nations' other pillars: (2) *development* and (3) *peace and security*.
 - Advancing the core human rights principles of (4) *non-discrimination*, (5) *accountability*, and (6) *participation*.

Work under these pillars covers the core components of our mandate, enabling universal but strategic coverage (given resource limits) of human rights in all countries. These thematic pillars are indivisible, interdependent and mutually reinforcing.

ii. **Four major ‘Shifts’** to our approach that will better adapt our work to the changing external context. These will help us focus on key threats to rights and key opportunities for leveraging support to better protect and promote rights. The shifts we will make across our six pillars are to:

- Support **prevention of conflict, violence and insecurity**.
- **Protect and expand civic space**.
- Support and further develop the **global constituency for human rights**.
- Deliver human rights in the context of **emerging global concerns** (‘**frontier issues**’).

These ‘*Shifts*’ will further unify our efforts as one Office; driving coherence, scale and measurable human rights impact in an uncertain world.

iii. **Our work will be ‘people-centred’**. Further, across everything we do, including when we focus on the human rights of other population groups, we will shine a ‘*spotlight*’ on the human rights of *women, young people* and *persons with disabilities*. In support of the 2030 Sustainable Development Agenda’s human rights-based commitment to ‘leave no one behind’, we will highlight the human rights concerns of women, young people and persons with disabilities, including as defenders of rights.

iv. **Action for organizational effectiveness**. In our daily operations as ‘one Office’ we will invest greater effort in areas that will enhance our programme delivery and in which change is needed to ensure our continued operational relevance and efficiency. This means stepping up our organizational effectiveness to better *foster innovation* and *dynamic knowledge*, and better leverage support for human rights through more effective *communications* and mutually beneficial *partnerships*.

THEORY OF CHANGE

WHAT WE DO

- PROVIDE EXPERT LEGAL ADVICE ON HUMAN RIGHTS ISSUES
- FACILITATE LEARNING AND KNOWLEDGE TRANSFER
- DELIVER HUMAN RIGHTS EDUCATION
- RAISE HUMAN RIGHTS AWARENESS
- COMMUNICATE
- MONITOR AND PUBLICLY REPORT ON HUMAN RIGHTS SITUATIONS
- ADVOCATE FOR HUMAN RIGHTS
- DIRECTLY PROTECT CIVIL SOCIETY MEMBERS AND HUMAN RIGHTS DEFENDERS
- FACILITATE DIALOGUE BETWEEN DIVERSE STAKEHOLDERS ON HUMAN RIGHTS ISSUES
- BUILD NETWORKS AND ALLIANCES TO EXTEND HUMAN RIGHTS PROMOTION AND PROTECTION
- ENABLE THE FUNCTIONING OF THE INTERNATIONAL HUMAN RIGHTS MECHANISMS

OUR PILLARS

- **MECHANISMS**
Increasing implementation of the outcomes of the international human rights mechanisms
- **DEVELOPMENT**
Advancing sustainable development through human rights
- **PEACE AND SECURITY**
Preventing violations and strengthening protection of human rights, including in situations of conflict and insecurity
- **NON-DISCRIMINATION**
Enhancing equality and countering discrimination
- **ACCOUNTABILITY**
Strengthening the rule of law and accountability for human rights violations
- **PARTICIPATION**
Enhancing participation and protecting civic space

THE RESULTS WE CONTRIBUTE TO

- State laws and policies protect and promote human rights
- State institutions, non-state actors and the private sector promote, protect and respect human rights
- State accountability mechanisms monitor, investigate and provide redress for human rights violations
- Public participation in policy-making processes grows, particularly by women and members of groups facing discrimination
- Public support grows for protection of human rights
- Member States and other actors engage with United Nations human rights mechanisms
- International and regional human rights mechanisms and bodies promote and protect human rights effectively
- The international community responds effectively to critical human rights situations and issues
- International human rights law and standards progress
- Human rights are effectively integrated in UN policies and programmes

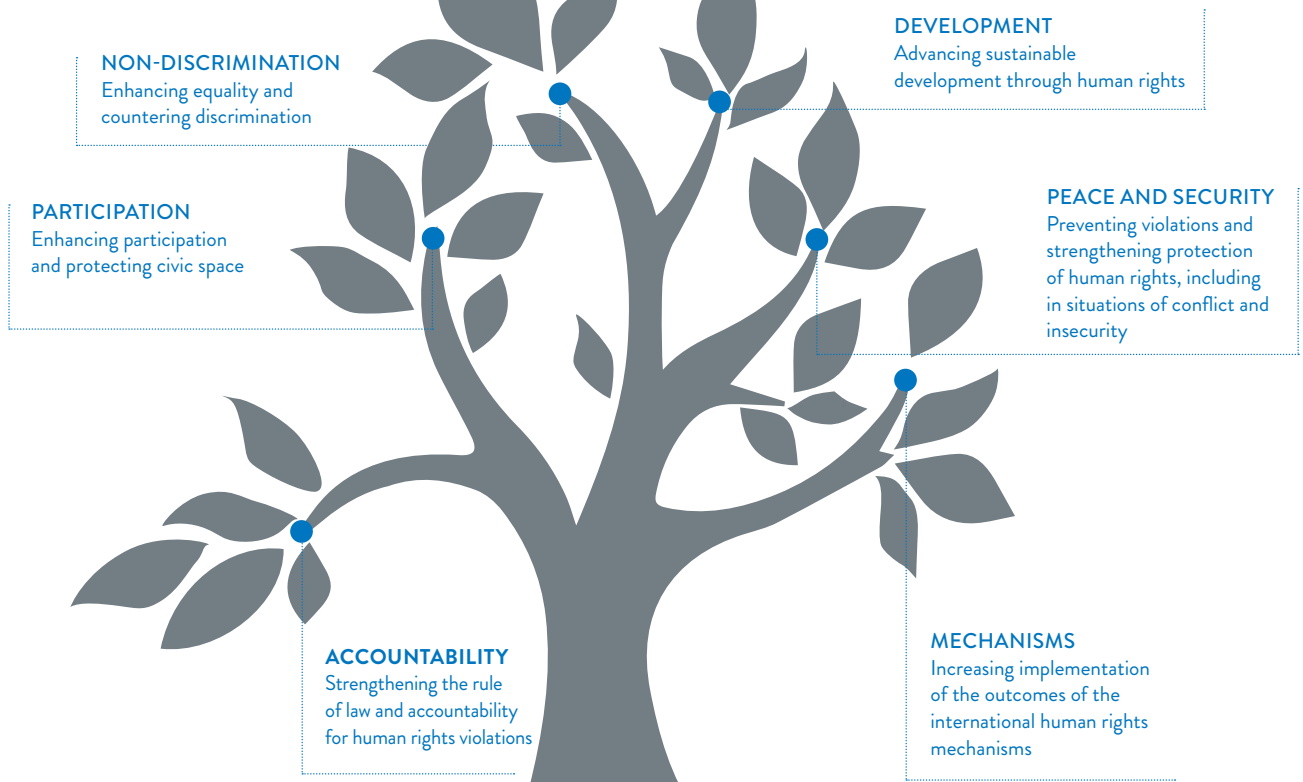
GOAL
ALL
HUMAN
RIGHTS
ARE
ACHIEVED
FOR ALL

ROADMAP TO 2021

SHIFTS

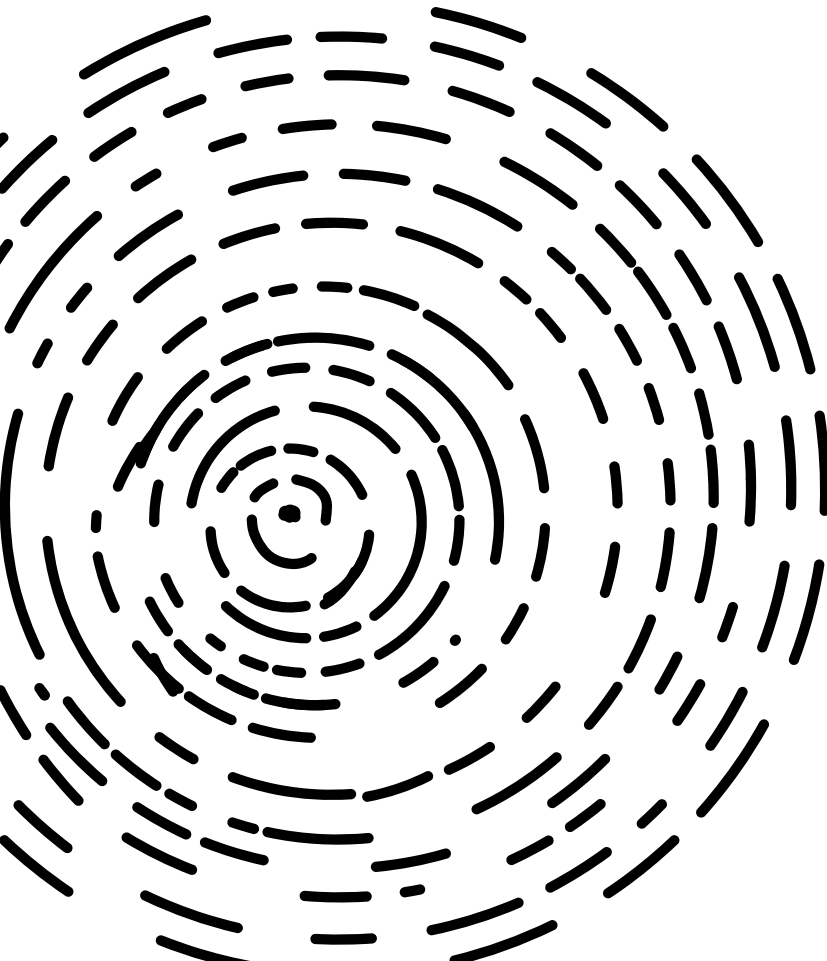


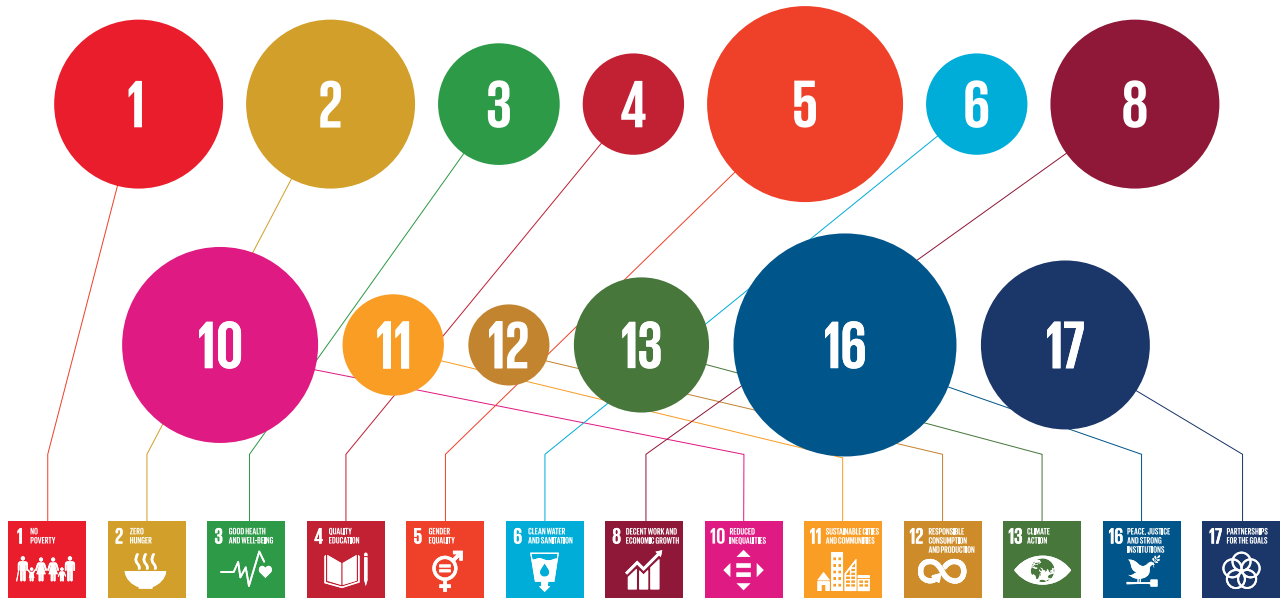
PILLARS



ORGANIZATIONAL EFFECTIVENESS ACTION PLANS





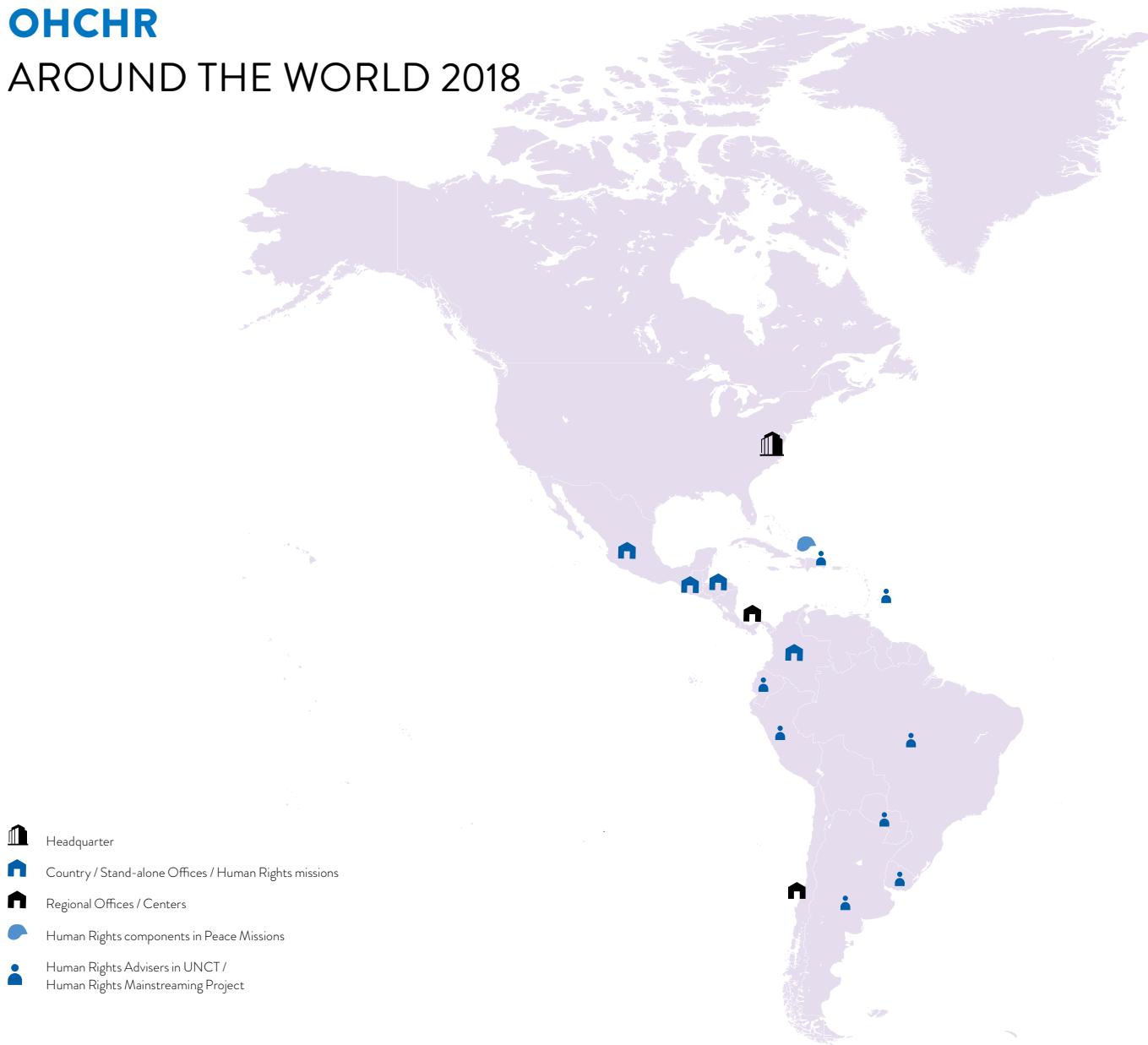







DEVELOPMENT	NON-DISCRIMINATION	PARTICIPATION	PEACE AND SECURITY	ACCOUNTABILITY	HR MECHANISMS
1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 16, 17	4, 5, 8, 10, 16, 17	5, 10, 16	5, 16, 17	5, 8, 10, 16	5, 16, 17
SDGS HR GROUNDED	LAWS, POLICIES AND PRACTICES	LAWS, POLICIES AND PRACTICES	PARTIES TO A CONFLICT COMPLY WITH HR AND PROTECTION OF CIVILIANS	LAWS, POLICIES AND PRACTICES ON LAW ENFORCEMENT AND ADMINISTRATION OF JUSTICE	STRUCTURES FOR INTEGRATED REPORTING AND IMPLEMENTATION
DISAGGREGATED AND HR BASED DATA	MECHANISMS FOR REDRESS	MECHANISMS FOR PROTECTION OF CIVIC SPACE	PVE AND COUNTER-TERRORISM POLICIES HR GROUNDED	MECHANISMS FOR ACCOUNTABILITY AND REDRESS	CIVIL SOCIETY ENGAGEMENT WITH HR MECHANISMS
HR IMPACT ASSESSMENT OF DEVELOPMENT PROJECTS	WOMEN /GIRLS' PROTECTION FROM VIOLENCE	PUBLIC SUPPORT FOR CIVIC SPACE AND RECOGNITION OF HR'S CONTRIBUTION IN RESPONSE TO VIOLENCE	PREVENTION AND RESPONSE TO CONFLICT HR GROUNDED	ACCOUNTABILITY FOR GENDER RELATED CRIMES	POLICY MAKERS, PARLIAMENTS AND COURTS USE OUTCOMES
LAND AND HOUSING POLICIES HR GROUNDED	ERADICATING HARMFUL STEREOTYPES	ASSISTANCE TO VICTIMS	TRANSITIONAL JUSTICE	TRANSPARENCY	DEVELOPMENT OF INTERNATIONAL HR LAW
HEALTH POLICIES HR GROUNDED	HR PROTECTION IN THE DIGITAL SPACE	CIVIC SPACE MONITORED	HR INFORMATION SERVES EARLY WARNING	UN ENGAGEMENT ON RULE OF LAW AND SECURITY ISSUES HR GROUNDED	EFFECTIVENESS OF HR MECHANISMS
ENVIRONMENTAL POLICIES HR GROUNDED	PROTECTION OF MIGRANTS' RIGHTS	PEOPLE HAVE A VOICE	NEW WEAPONS AND TACTICS HR GROUNDED		
BUSINESS HELD ACCOUNTABLE AND RESPECT UN GUIDING PRINCIPLES	PUBLIC SUPPORT FOR INCLUSIVE SOCIETIES		UN ENGAGEMENT HR GROUNDED		
	UN RESPONSE HR GROUNDED				

OHCHR

AROUND THE WORLD 2018

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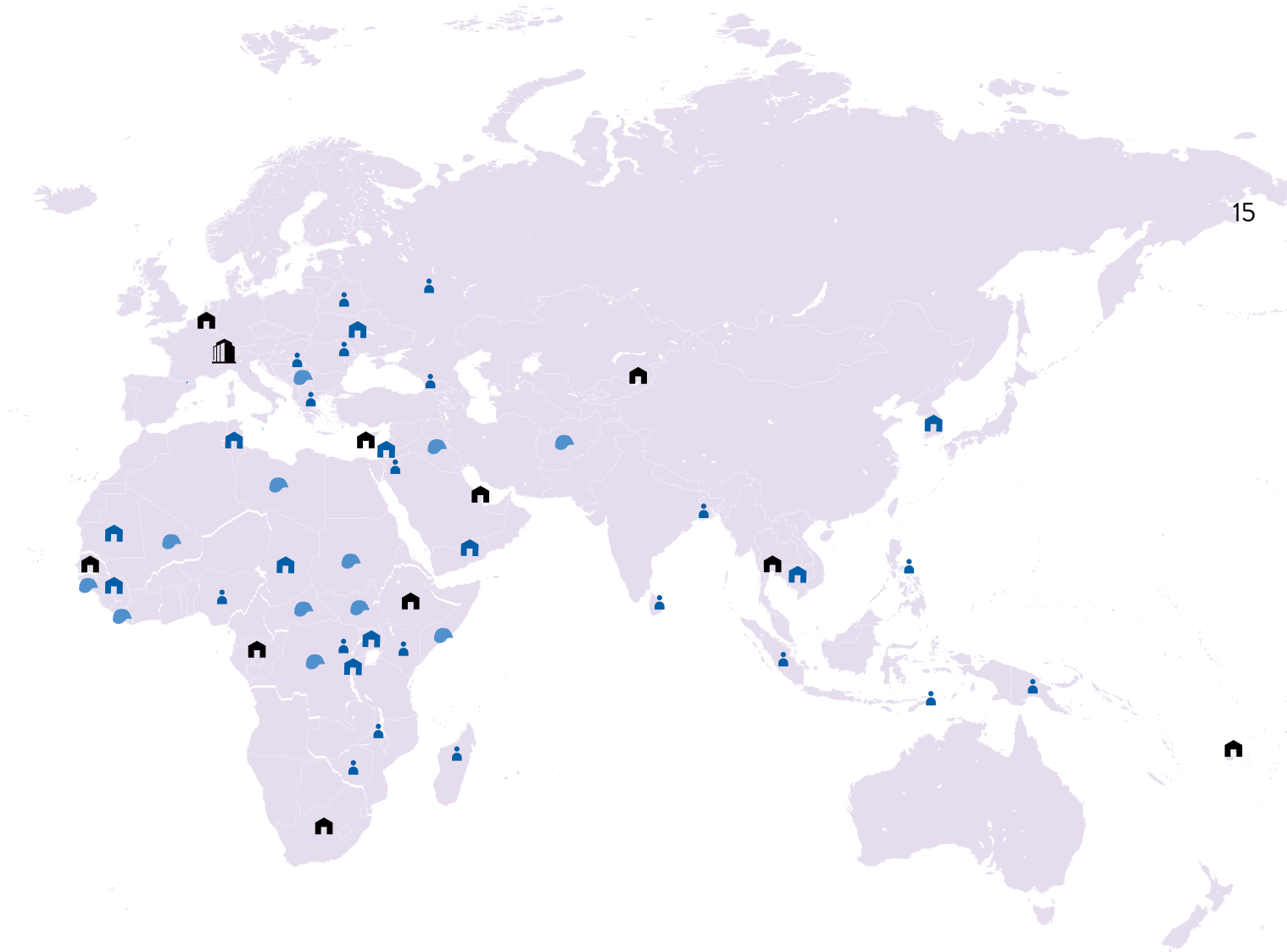
-  Headquarter
-  Country / Stand-alone Offices / Human Rights missions
-  Regional Offices / Centers
-  Human Rights components in Peace Missions
-  Human Rights Advisers in UNCT / Human Rights Mainstreaming Project

AMERICAS - Country Offices: Colombia (1997), Mexico (2002), Guatemala (2005), Honduras (2015) | **Human Rights Component in Peace Mission:** Haiti (MINUJUST, 2016) | **Regional Offices:** Central America (Panama City 2007), South America (Santiago 2009) | **Human Rights Advisers in UNCT / Human Rights Mainstreaming Projects:** Paraguay (2010), Dominican Republic* (2014), Barbados* (2016), Argentina* (2018), Brazil* (2018), Ecuador* (2018), Peru* (2018), Uruguay* (2018)

EUROPE / CENTRAL-ASIA - Human Rights Mission: Ukraine (2014) | **Human Rights Components in Peace Missions:** Kosovo** (UNMIK, 2015) | **Regional Offices:** Central Asia (Bishkek 2006), Europe (Brussels 2009) | **Human Rights Advisers in UNCT / Human Rights Mainstreaming Projects:** Southern Caucasus (Tbilisi, 2006), former Yugoslav Republic of Macedonia (2007), Moldova (2016), Serbia (2017), Russian Federation (2017), Belarus* (2018)

* Human Rights Advisers deployment through the UNDG-Human Rights Mainstreaming Mechanism.

** Reference to Kosovo should be understood in full compliance with United Nations Security Council resolution 1244 and without prejudice to the status of Kosovo.



AFRICA - Country Offices: Uganda (2005), Guinea (2009), Burundi (2015), Chad (2017) | **Human Rights Components in Peace Missions:** Sudan (UNAMID, 2008), South Sudan (UNMISS, 2011), Democratic Republic of the Congo (MONUSCO, 2010), Liberia (UNMIL, 2003), Central African Republic (MINUSCA, 2014), Guinea Bissau (UNIOGBIS, 1999), Somalia (UNSOM, 2013), Mali (MINUSMA, 2013) | **Regional Offices/Centre:** East Africa (Addis Ababa 2002), Southern Africa (Pretoria 1998), United Nations Sub-Regional Centre for Human Rights & Democracy in Central Africa (Yaoundé 2001); West Africa (Dakar 2008) | **Human Rights Advisers in UNCT / Human Rights Mainstreaming Projects:** Kenya (2008), Madagascar (2011), Rwanda (2007), Malawi* (2014), Nigeria* (2014), Zimbabwe* (2018)

ASIA PACIFIC - Country Offices: Cambodia (1993), OHCHR Field-based structure*** (Seoul, Republic of Korea, May 2015) | **Human Rights Components in Peace Missions:** Afghanistan (UNAMA, 2002) | **Regional Offices:** South East Asia (Bangkok, 2002), Pacific (Suva, 2005), | **Human Rights Advisers in UNCT / Human Rights Mainstreaming Projects:** Sri Lanka (2004), Papua New Guinea (2008), Timor Leste* (2013), Philippines* (2014), Bangladesh* (2018), Malaysia* (2018)

MIDDLE-EAST / NORTH-AFRICA - Stand-alone / Country Offices: State of Palestine**** (Gaza, 1996, and Ramallah, 2000), Mauritania (2009), Tunisia (2011), Yemen (2012) | **Human Rights Components in Peace Mission:** Iraq (UNAMI, 2003), Libya (UNSMIL, 2011) | **Regional Office / Centre:** Middle East and North Africa (Beirut 2002), United Nations Human Rights Training and Documentation Centre for South West Asia and the Arab Region (Doha 2009) | **Human Rights Advisers in UNCT / Human Rights Mainstreaming Projects:** Jordan* (2018)

*** Mandated by Human Rights Council resolution 25/25.

**** 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.
Map as at 1 June 2018.

THE **PILLARS** OF OUR PROGRAMME



The Human Rights Council in session at Palais des Nations in Geneva, February 2018.
© OHCHR/Pierre Albouy.



INCREASING IMPLEMENTATION OF THE OUTCOMES OF THE INTERNATIONAL **HUMAN RIGHTS MECHANISMS**

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The international human rights mechanisms (mechanisms) include the Human Rights Council (HRC), its Special Procedures (independent experts and working groups) and Universal Periodic Review (UPR), and the Treaty Bodies. Their monitoring and analysis, as well as their interaction with States and a wide array of stakeholders, help to identify strengths and weaknesses in human rights law and practice, and create opportunities for reform. The support that we provide to the mechanisms is a core element of our work.

Rising reporting requirements and the volume of mechanisms' recommendations have created an implementation gap for many States. To implement the mechanisms' recommendations in a holistic and integrated manner will require more effective coordination, communication and action.

In the coming years we will strengthen the link between the work of the mechanisms and required action at country level by building partnerships with the UN system, Member States and other stakeholders. We will make better use of key entry points for implementation, such as the Sustainable Development Goals (SDGs) and the UN Secretary-General's prevention agenda, and provide tools to support the implementation of recommendations. We will also seek to broaden non-traditional actors' engagement with the mechanisms, especially actors working on emerging human rights issues, and maximize their important preventive role in foreseeing and forestalling violations.

Over the period 2018-2021, together with our partners, we will work so that:

NATIONAL INSTITUTIONALIZED STRUCTURES FACILITATE AN INTEGRATED AND PARTICIPATORY APPROACH TO REPORTING TO THE HUMAN RIGHTS MECHANISMS AND IMPLEMENTATION OF THEIR RECOMMENDATIONS.

We will help develop additional systems and support existing National Mechanisms for Reporting and Follow-up (NMRF), to enhance implementation of recommendations of all international human rights mechanisms. We will support Governments to strengthen their engagement, coordination, consultation, and information management capacity with a focus on ensuring meaningful consultations; and assist States to develop implementation plans and use related tracking databases. Model terms of reference for an NMRF, training materials, guidelines and checklists, and the dissemination of good practices will underpin these efforts.

CIVIL SOCIETY ORGANIZATIONS, NATIONAL HUMAN RIGHTS INSTITUTIONS, AND NON-TRADITIONAL ACTORS, PARTICULARLY THOSE WORKING ON EMERGING HUMAN RIGHTS ISSUES (FRONTIER ISSUES), INCREASINGLY ENGAGE WITH THE INTERNATIONAL HUMAN RIGHTS MECHANISMS AND USE THEIR OUTCOMES.

We will reach out to civil society organizations, national human rights institutions and non-traditional actors to build networks for cross-learning, develop a one-stop online platform for engagement with the mechanisms, and exploit up-to-date communications to facilitate two-way exchange of information during mechanisms' hearings. To increase engagement by actors unfamiliar with the mechanisms, we will carry out targeted communication campaigns and develop capacity-building tools on emerging human rights issues.

POLICY-MAKERS, LEGISLATORS AND COURTS MAKE INCREASED USE OF THE OUTCOMES OF THE INTERNATIONAL AND REGIONAL HUMAN RIGHTS MECHANISMS.

The outcomes include thematic and country recommendations, but also interim and urgent protection measures. We will seek to ramp up their dissemination by the United Nations inter-agency coordination teams at country level (UNCTs) and communities of practice of State officials. We will also assist policy makers, legislators and courts to translate them into national policies, legislation and decisions; and put processes in place to ensure urgent measures reach relevant actors promptly.

INTERNATIONAL HUMAN RIGHTS MECHANISMS CONTRIBUTE TO THE ELABORATION OF INTERNATIONAL LAW AND JURISPRUDENCE, IN PARTICULAR IN THE CONTEXT OF EMERGING HUMAN RIGHTS CONCERNS ("FRONTIER" ISSUES).

We will support mechanisms' efforts to identify gaps in international law and provide jurisprudential guidance on emerging human rights issues. We will develop our in-house capacity; identify experts and key forums in association with States, UN and regional bodies, NHRIs, and civil society organizations; organize platforms and meetings to elaborate legal issues or clarify standards; increase the collaboration and involvement of the mechanisms with regional human rights organizations; and develop guidelines to facilitate their engagement in judicial proceedings, as amicus curiae or expert witnesses.

INTERNATIONAL HUMAN RIGHTS MECHANISMS ARE INCREASINGLY EFFECTIVE IN PROMOTING AND PROTECTING HUMAN RIGHTS.

We will focus on making the mechanisms coherent and promote enhanced integration in the various processes that influence their operation. For this purpose we will increase awareness among both the mechanisms and State officials of the importance of concrete, practical and mutually reinforcing recommendations; develop policy and capacity building tools to ensure a holistic approach to implementing mechanisms' recommendations; and develop information tools for analysing human rights trends and patterns as a contribution to prevention of crisis and early warning. We will work to ensure that the mechanisms are more accessible and visible, through enhanced use of videoconferencing and webcasting, and will document and disseminate stories about the impact that mechanisms have on the lives of people.

ADVANCING SUSTAINABLE DEVELOPMENT THROUGH HUMAN RIGHTS

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Children in Kenya enjoying their right to an education, October 2017. ©OHCHR

Human rights create conditions essential for sustainable development. The 2030 Agenda recognizes that inclusive and participative economies, and societies in which government is accountable, achieve better outcomes for all people, leaving no one behind. The Declaration on the Right to Development emphasizes the right of all individuals and peoples to free, active and meaningful participation. And the UN Guiding Principles on Business and Human Rights (UNGPs) set out the duty of States and private companies to ensure that business activities do not abuse people's rights.

Civil, cultural, economic, political and social rights and the right to development build on each other and advance together. No matter how free individuals are to speak out and protest, they are not truly free if they lack food, education or adequate housing. The reverse is also true. Societies in which people have access to fundamental social protections, and economic resources and opportunities, are less vulnerable to social fracture and the spread of extremism.

Despite this, economic policies in many countries have curtailed social protection and concentrated wealth and political power in fewer and fewer hands. Unsustainable, wasteful growth patterns increase environmental degradation and accelerate climate change, generating effects that harm health, access to water and sanitation, food, housing and land rights, and endanger life. The poorest, who contribute least to climate change, pay the highest price.

Over the period 2018-2021, together with our partners, we will work so that:

JUDICIAL AND NON-JUDICIAL MECHANISMS HOLD BUSINESS AND OTHER ECONOMIC ACTORS TO ACCOUNT FOR RIGHTS ABUSES AND PROVIDE REMEDIES TO VICTIMS.

We will provide technical support, guidance and advocacy to increase the effectiveness of judicial and non-judicial accountability mechanisms and policies to address human rights abuses arising from economic activity, including in cross border cases; clarify legal options and identify practical measures to improve access to remedy for victims

of human rights abuses that involve businesses and other economic actors, including in the technology and finance sectors; and strategically engage with business and other economic actors to enhance accountability and access to remedy.

BUSINESS ACTORS IMPLEMENT THE UN GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS EFFECTIVELY.

We will work strategically with States, businesses, civil society and other key stakeholders to apply and integrate the UNGPs in national, regional and international legal and policy frameworks relevant to business and other economic actors, and in company practice. We will advocate, support, convene and participate in multi-stakeholder and inter-governmental processes to develop and strengthen standards and policies in this area, and enter into strategic partnerships where appropriate with business and other actors to enhance implementation of the UNGPs.

STATE AUTHORITIES ADOPT AND IMPLEMENT LAWS, POLICIES AND STRATEGIES ON LAND AND HOUSING THAT INCREASINGLY COMPLY WITH HUMAN RIGHTS.

We will strengthen efforts to support authorities to integrate human rights standards when they draft and implement laws, policies and strategies on land and housing; assist accountability mechanisms to address forced evictions, homelessness, displacement, land grabs and other violations of housing, land and related rights such as food, water and sanitation; strengthen partnerships to increase awareness of the right to housing and land rights; and

develop practical approaches to implement the SDG commitment to ‘leave no one behind’ with respect to housing, land and related human rights.

PUBLIC HEALTH APPROACHES, INCLUDING SEXUAL AND REPRODUCTIVE HEALTH POLICIES, COMPLY WITH INTERNATIONAL HUMAN RIGHTS STANDARDS AND PROVIDE NON-DISCRIMINATORY ACCESS, ESPECIALLY TO CHILDREN, ADOLESCENTS, WOMEN AND MIGRANTS.

We will work to deepen understanding of the impact of discrimination on health rights, including by monitoring health care settings, and provide technical advice on the right to health of people who are marginalized or face discrimination. We will seek to increase awareness among health workers of their role as human rights defenders and protect those who defend and promote human rights, including sexual and reproductive rights. We will promote and support protection of health-related human rights during efforts to prevent or respond to conflicts, epidemics, natural disasters and other crises, and assist humanitarian actors to apply a rights-based approach to health in those situations.

ENVIRONMENTAL AND CLIMATE POLICIES AND PLANS INCREASINGLY RESPECT, PROTECT AND FULFIL HUMAN RIGHTS, GUARANTEEING THOSE AFFECTED ACCESS TO INFORMATION, DECISION-MAKING, PUBLIC PARTICIPATION AND REMEDIES.

We will collaborate with partners to integrate human rights in environmental laws and policies; and press for the inclusion of civil society in environmental decision-making processes, access to information, and effective remedies for victims. We will assist human rights mechanisms to address environmental issues; advocate on behalf of environment defenders and support efforts by the UN system to protect them; and conduct research and advocacy to address human rights harms caused by environmental degradation, particularly to groups in vulnerable situations.

HUMAN RIGHTS ASSESSMENTS AND IMPACT ANALYSES MITIGATE, PREVENT OR REDRESS THE NEGATIVE EFFECTS OF ECONOMIC, TRADE AND DEVELOPMENT POLICIES AND PROJECTS.

We will encourage and assist States and partners to apply human rights assessments and impact analysis to trade and investment policies, environmental and social risk management, and development finance.

We will help to create and maintain safeguard policies and independent accountability mechanisms for development financing institutions and will support populations affected by them. We will continue to provide technical support to human rights mechanisms on methodologies, including for the drafting of the *Guiding Principles for Human Rights Impact Assessments of Economic Reform Policies*.

STATES INTEGRATE HUMAN RIGHTS, INCLUDING THE RIGHT TO DEVELOPMENT AND HUMAN RIGHTS MECHANISMS' OUTCOMES, AS THEY IMPLEMENT THE SUSTAINABLE DEVELOPMENT GOALS AND OTHER DEVELOPMENT AND POVERTY ERADICATION EFFORTS; AND THE UN SUPPORTS THEM IN THESE PURPOSES, INTEGRATING HUMAN RIGHTS IN ITS OWN DEVELOPMENT WORK.

We will encourage and support governments, national human rights institutions and civil society to integrate human rights, including the right to development, when they implement, monitor or review the SDGs or other development efforts; and advocate for the integration of human rights in SDG processes in intergovernmental fora. We will advocate for expanding civil society participation in SDG processes; document and communicate how integrating human rights in development reduces poverty and inequality; work to enhance the UN leadership's commitment to align, and advocate for the alignment of, development policies with human

rights; and buttress the human rights expertise of Resident Coordinators and UN Country Teams in this area, inter alia by operationalizing the UN framework on equality and non-discrimination. Finally, we will provide expertise and support to the Working Group and the Special Rapporteur on the Right to Development; and seek to expand support for the right to development and its integration in the SDGs and work of the UN.

NATIONAL INSTITUTIONS, ASSISTED BY COMMUNITIES, SYSTEMATICALLY COLLECT, DISAGGREGATE AND USE DATA RELEVANT FOR ADVANCING HUMAN RIGHTS WHEN THEY MONITOR AND IMPLEMENT THE SDGS.

We will work to improve the capacity of national institutions to collect, analyse and disaggregate data to identify those left behind, and promote the inclusion in data collection of groups who face discrimination. We will develop legal and practical guidance on human rights-based data collection and indicators, including on ways to manage risk; and seek to improve measurement of intersecting and multiple discrimination and inequality. We will assist the international statistical system to mainstream human rights in its standards and methods, and notably in the data disaggregation frameworks that measure and report on human rights indicators as part of SDG progress reports.

PREVENTING VIOLATIONS AND STRENGTHENING PROTECTION OF HUMAN RIGHTS, INCLUDING IN SITUATIONS OF CONFLICT AND INSECURITY

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Children in Yemen survey the results of an airstrike which killed at least nine people in Sana'a, March 2018.
©EPA-EFE/YAHYA ARHAB.

The maintenance of international peace and security is one of the purposes of the United Nations Charter. Violence and conflict undermine sustainable development. Human rights violations are at the root causes of conflict and insecurity which, in turn, invariably result in further violations of human rights. As such, action to protect and promote human rights has inherent preventive power while rights-based approaches to peace and security bring this power to efforts for sustainable peace. The human rights normative framework also provides a sound basis for addressing issues of serious

concern within or between countries that, if left unaddressed, may lead to conflict. Human rights information and analysis is a tool for early warning and early targeted action that has not yet been used to its full potential.

Failure to adhere to international human rights standards and protect human rights weakens peace-making, peacekeeping and peacebuilding efforts. Global efforts to counter terrorism and prevent the spread of violent extremism suffer from this failure. The UN's renewed focus on prevention and sustaining peace is key to both this and the previous pillar on advancing sustainable development. We can help to sustain both peace and development by showing how applying human rights norms can address grievances, reduce inequality and build resilience. This pillar also addresses potential threats posed by new technologies in a security context.

From 2018-2021, together with our partners, we will work so that:

PARTIES TO CONFLICT AND ACTORS INVOLVED IN PEACE OPERATIONS INCREASINGLY COMPLY WITH INTERNATIONAL HUMAN RIGHTS AND HUMANITARIAN LAW AND PROVIDE GREATER PROTECTION TO CIVILIANS.

We will monitor human rights violations committed during armed conflicts, including civilian casualties and incidents of sexual and gender-based violence; bring facts and evidence to the parties' and

public attention, and advocate for changes in policy, practice and conduct; provide training and technical advice to integrate international human rights and humanitarian law in military and peace operations; strategically engage with parties to conflicts to reduce human rights violations and integrate human rights in political decision making and peace agreements; facilitate the participation of diverse groups, including women, in peace negotiations; and cooperate closely with regional and UN peace missions to ensure integration of human rights.

EFFORTS TO COUNTER TERRORISM AND PREVENT VIOLENT EXTREMISM COMPLY WITH INTERNATIONAL LAW.

We will gather evidence and undertake further research, monitoring and reporting to support our strategic advocacy on the role of human rights violations in driving violent extremism and terrorism, and the role of human rights protection in prevention. We will build the capacity and commitment of State authorities and other actors to respect international law in their efforts to combat terrorism and prevent violent extremism, and ensure accountability and respect for victims' rights.

STRATEGIES TO PREVENT AND RESPOND TO CONFLICT CONSISTENTLY INTEGRATE HUMAN RIGHTS PROTECTION.

We will actively engage with UN entities, regional bodies, and individual Member States to show that protection and promotion of human rights

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contribute to more effective conflict prevention, conflict management, and post-conflict peace. To this end, we will monitor the implementation of relevant strategies, provide advice on what is needed to ensure effective human rights protection; and provide training, operational guidance and technical advice on how to integrate human rights operationally in prevention and peacebuilding activities.

JUSTICE MECHANISMS, INCLUDING FOR TRANSITIONAL JUSTICE, PROVIDE INCREASED ACCOUNTABILITY FOR CONFLICT-RELATED VIOLATIONS.

We will document, map and report human rights violations and abuses, and breaches of international humanitarian law in the context of conflict, including through our assistance to inquiry mechanisms established by UN intergovernmental bodies; support justice mechanisms that seek to enhance accountability for conflict-related violations in different jurisdictions, including through universal jurisdiction; and continue to support comprehensive transitional justice processes and the right of victims to an effective remedy. We will develop guidance and tools on victim and witness protection and participation; and enhance the effectiveness of our support to justice institutions. By promoting justice and remedies for past violations, we aim to help prevent new cycles of violence and conflict.

HUMAN RIGHTS INFORMATION AND ANALYSES ARE INTEGRATED IN EARLY WARNING AND ANALYSIS SYSTEMS AND INFLUENCE INTERNATIONAL AND NATIONAL POLICY-MAKING, STRATEGIES AND OPERATIONS TO PREVENT, MITIGATE OR RESPOND TO EMERGING CRISES, INCLUDING HUMANITARIAN CRISES AND CONFLICT.

We will further develop information management practices and systems in order to provide real time early warning analysis that can inform UN human rights prevention, early warning, and intervention strategies. This capacity will strengthen our ability to identify potential crises and support responses. The development and launch of the 'Rights View' platform will provide access to OHCHR information and other credible human rights sources and media. In addition, we will progressively deploy emergency response staff to regional offices. Our work in this area will be an integral element of United Nations action on the ground, leveraging the Platform for Prevention, the Human Rights Up Front Action Plan, the New Way of Working, and initiatives of the Inter-Agency Standing Committee.

UNITED NATIONS' SUPPORT TO NATIONAL AND REGIONAL SECURITY FORCES, LAW ENFORCEMENT AGENCIES, AND NON-STATE ACTORS INTEGRATES HUMAN RIGHTS AND COMPLIES WITH THE HUMAN RIGHTS DUE DILIGENCE POLICY.

An artist works on her paintings as part of an anti-war outdoor gallery at the alleged airstrike-destroyed Republican Palace in Sana'a, Yemen, March 2018. Yemeni artists curated the gallery to further illustrate the human impact of conflict and amplify the call for peace. © EPA-EFE/YAHYA ARHAB.



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We will provide support, advice and training to United Nations partners to implement the Human Rights Due Diligence Policy (HRDDP). This policy sets out measures that all United Nations entities should take to ensure support provided to non-United Nations forces is consistent with the purposes and principles of the United Nations Charter and with their responsibility to respect, promote and encourage respect for international humanitarian, human rights and refugee law. These measures require United Nations entities to monitor and report on the conduct of security forces they support and assess the risk that grave violations may be committed by them. We will work to strengthen accountability for implementation of the policy, support the development of standard operating procedures, risk assessments and mitigation measures, and ensure that the HRDDP is applied systematically to all forms of UN support to security forces, including actions to counter terrorism and prevent violent extremism, regional and peace-building operations, and border control.

THE USE OF PRIVATE MILITARY AND SECURITY COMPANIES, AND THE DEVELOPMENT AND DEPLOYMENT OF NEW TECHNOLOGIES, WEAPONS AND TACTICS, ARE INCREASINGLY CONSISTENT WITH AND RESPECT INTERNATIONAL HUMAN RIGHTS LAW AND INTERNATIONAL HUMANITARIAN LAW.

We will deepen our understanding of the human rights and gender implications of the development and deployment of new technologies, weapons and tactics. We will articulate an Office-wide strategy to address the human rights challenges posed by these developments and their use in conflict and non-conflict situations. We will also assist States and relevant stakeholders to put in place strong international accountability frameworks to address human rights violations and abuses by private military and security companies (PMSCs), and support national efforts to develop legislation, policies and practices that ensure PMSCs comply with human rights standards.

ENHANCING EQUALITY AND COUNTERING DISCRIMINATION

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A couple enjoying the backyard of a community house in Budapest, Hungary, March 2015. People with disabilities are demanding their equal rights to dignity and respect. ©EPA/BALAZS MOHAI.

The principles of equality and non-discrimination are at the heart of human rights and help to reduce disadvantage on numerous grounds and in many areas. Human rights are not reserved for special groups. They are for everyone, throughout society and across the globe. However, discrimination persists against religious, ethnic and national minorities, persons of African descent, indigenous peoples, persons with disabilities, migrants, older persons, children, women, and LGBTI people, among others. Historic forms of prejudice combine with income and social inequality to drive conflict, racism and xenophobia. In addition, the rise of

A protester makes a handprint on a canvas, which depicts the objection to racial discrimination and hatred, during a rally three days ahead of the International Day for the Elimination of Racial Discrimination, in Seoul South Korea, March 2018.
© EPA-EFE/YONHAP.



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social media has triggered the spread of hateful messages that fuel discrimination. At the same time, the 2030 Agenda and its commitment to ‘leave no one behind’ have created a momentum in favour of equality and non-discrimination.

We will work to promote equality and counter discrimination through laws and institutions, and will encourage rights-based and inclusive public narratives; give particular attention to discrimination against women, persons with disabilities and migrants; combat hate speech in the digital space; and seek to ensure that the UN system and SDG implementation adopt a human rights response to discrimination and inequality, ensuring that no one is left behind.

Over the period 2018-2021, together with our partners, we will work so that:

LAWS, POLICIES AND PRACTICES MORE EFFECTIVELY COMBAT DISCRIMINATION IN ALL FORMS, AND RESPONSIBLE AUTHORITIES ACTIVELY WORK TO “LEAVE NO ONE BEHIND”, INCLUDING BY ADDRESSING THE ROOT CAUSES OF INEQUALITY.

We will develop good practices to combat discrimination and engage with policy makers to implement them. We will expose underlying social norms and lead strategic advocacy to combat discriminatory legislation, practices and policies, and oppose racial profiling and segregationist and

stigmatizing practices. We will facilitate and build new partnerships for positive change; and advocate for the inclusion of those left behind in the implementation and monitoring of SDGs. We will bolster local efforts to combat discrimination and encourage youth, including through schools, to speak up against discrimination. Throughout our work, we will pay special attention to multiple and intersectional discrimination and counter the growing threats of hate speech and hate crimes.

JUSTICE SYSTEMS AND RELATED INSTITUTIONS INCREASINGLY MONITOR AND INVESTIGATE DISCRIMINATION AND PROVIDE REDRESS TO VICTIMS.

We will assist formal and informal justice systems to apply a victim-centred, human rights-based approach, through legal advice and technical assistance; encourage and assist States to address factors that contribute to disparities in the administration of justice, including by gathering and analysing comparative data; monitor and advocate against biases in law enforcement, the administration of justice, and sentencing; and assist national independent accountability mechanisms and State

institutions to monitor and investigate cases of discrimination. We will also empower groups and individuals who face discrimination to demand justice and accountability for violations, including by providing support for strategic litigation.

**LEGAL AND SOCIAL FRAMEWORKS
INCREASINGLY PROMOTE WOMEN'S
AND GIRLS' AUTONOMY AND CHOICE
AND PROTECT THEM FROM VIOLENCE,
INCLUDING IN THE DIGITAL SPACE.**

We will assist efforts to promote women's and girls' autonomy and comprehensively address gender-based violence (GBV). We will provide assistance to develop non-discriminatory and adequate legal and policy frameworks, focusing on custody, protection orders, access to social services, inheritance, nationality, labour, access to credit, and legal standing; pursue efforts to integrate human rights in policies that address abuse and violence online; develop evidence and rights-based guidance on gender-based violence, harmful practices, and the appropriate use of criminal laws; and assess obstacles to women's and girls' participation online. We will build the capacity of various actors, including civil society, to monitor gender-based violence and harmful practices, and press for approaches that promote women's and girls' autonomy and choice. We will use our convening power to create spaces for discussion and knowledge-sharing; and reach out to new partners.

**JUDICIAL INSTITUTIONS, MEDIA,
AND OTHER SECTORS INCREASINGLY
RECOGNIZE AND CHALLENGE HARMFUL
GENDER STEREOTYPES AND GENDER
NORMS WITH A VIEW TO THEIR
ERADICATION.**

We will develop research on how harmful gender stereotypes and social norms in the media, the justice system and digital space undermine gender equality; and develop tools and guidance to build the capacity of journalists, judges, digital technology companies, and border control and law enforcement officers to address harmful gender biases in their work. We will raise the awareness of youth and communities; and assist civil society organizations to monitor and analyse gender stereotyping and challenge harmful social norms and bias.

**PRINCIPLES AND PRACTICES
EFFECTIVELY COUNTER
DISCRIMINATION AND HATE SPEECH IN
THE DIGITAL SPACE.**

We will support analysis of the impact on human rights of artificial intelligence, big data, and discrimination and hate speech in the digital space and identify and clarify principles and best practices. We will cooperate with governments and the private sector to protect human rights in the digital space, and tackle digital discrimination and hate speech. We will help to address the digital divide and work to integrate human rights in the UN system's work in this area.

THE HUMAN RIGHTS OF ALL MIGRANTS, PARTICULARLY THOSE IN VULNERABLE SITUATIONS, ARE PROTECTED.

We will monitor and report on the rights of migrants during all phases of the migration cycle; advocate for full implementation of the specific protections to which migrants in vulnerable situations are entitled; provide technical assistance, guidance materials and legal expertise in support of human rights-based approaches to migration governance; and strengthen the capacity of Member States, civil society, national human rights institutions, and UN partners to advocate for and implement human rights-based approaches. We will research and analyse emerging migration concerns, including migrants in vulnerable situations, return and reintegration, and the human rights links between migration and climate change, poverty, women’s rights and child protection; and develop communication tools to reframe anti-migrant narratives and amplify the voices of migrants.

PUBLIC SUPPORT FOR EQUAL, INCLUSIVE AND DIVERSE SOCIETIES, WITHOUT DISCRIMINATION, INCREASES.

We will collect and disseminate evidence, human rights stories and effective messages in support of inclusion, including on the negative impacts of discrimination, and support communication strategies and multi-media campaigns, using social media

tools, to reach youth and marginalized groups. We will support educational programmes for schools and universities, and for different religious audiences, focusing on equality and non-discrimination; and work closely with partners to build public support for inclusive and diverse societies.

THE UN SYSTEM IMPLEMENTS A COHERENT AND HUMAN RIGHTS-BASED RESPONSE TO INEQUALITY AND DISCRIMINATION, INCLUDING INTERSECTING AND MULTIPLE FORMS OF DISCRIMINATION.

We will play a leading role in the UN’s work on discrimination and social and economic inequality, especially in the context of the 2030 Agenda for Sustainable Development, which provides an overarching framework for addressing structural discrimination, exclusion and inequality within and among countries. We will help UN country teams to ensure that the 2030 Agenda’s commitment to ‘leave no one behind’ is grounded in the principles of equality and non-discrimination; provide technical support regarding specific groups that face discrimination, based on new research that will examine the human rights dimensions of inequality with respect to such issues as fiscal and tax policy, social protection, and labour rights; and strengthen the UN system’s capacity to identify and respond to potential violations and warning signs of discrimination and inequality.

STRENGTHENING THE RULE OF LAW AND ACCOUNTABILITY FOR HUMAN RIGHTS VIOLATIONS

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Black Lives Matter protesters march for Stephon Clark, an unarmed African American man who was shot and killed by police on March 18, 2018.

© JOSH EDELSON / AFP.

The rule of law and accountability for human rights violations are critical for prevention of violations, conflict, and violence, the building and sustaining of peace, and achievement of inclusive development. The costs of lawlessness are starkly evident across the world: in failures of justice and impunity for crimes, conflict over unaddressed grievances, and oppressive, unaccountable rule. We need governance systems in which all duty bearers, institutions and entities, public or private, are accountable to laws

that are publicly promulgated, equally enforced, independently adjudicated, and consistent with international human rights norms and standards.

All countries face challenges in meeting these standards. There are persistent gaps in access to justice, especially for those subjected to discrimination, while much still needs to be done to ensure the justiciability of economic, social and cultural rights. Many public decision-making processes remain opaque and non-participatory, hindering people's ability to demand and secure accountability. Much still needs to be done to ensure that economic, social and cultural rights can be legally claimed and adjudicated. Corruption is a key risk across the board, including in judiciary and law enforcement institutions. The need for vigilance is heightened further by the decision of some States to combat insecurity or terrorism by measures that violate human rights and challenge international standards, including the absolute prohibition of torture and restrictions on use of the death penalty. These measures have proved to be counter-productive and need to be countered.

We will continue to work with our partners to strengthen the rule of law and accountability for human rights violations in the context of law enforcement and justice systems, and will pay added attention to those violations which have been traditionally disregarded, such as those relating to economic, social and cultural rights and gender-related crimes. We will move beyond traditional judicial accountability and seek to create conditions in which people can meaningfully shape or challenge policy

decisions that affect their lives, as an element of ensuring accountability and good governance. We will work within the United Nations system to ensure that its commitments to secure accountability and strengthen the rule of law are properly coordinated and supported.

Over the period 2018-2021, together with our partners, we will work so that:

LAWS, POLICIES AND PRACTICES INCREASINGLY ADDRESS, PREVENT AND REDUCE HUMAN RIGHTS VIOLATIONS IN THE CONTEXT OF LAW ENFORCEMENT AND JUSTICE SYSTEMS.

We will advocate for administration of justice systems to comply with international human rights law, including through amicus briefs and trial monitoring. Through monitoring, reporting, capacity building and advocacy, we will seek to strengthen institutional policy frameworks and accountability mechanisms to increase human rights protection in the context of law enforcement, specifically with regard to deprivation of liberty, use of force, and prevention of torture and ill-treatment. We will undertake strategic advocacy and develop partnerships to promote the abolition of the death penalty and, pending its abolition, we will promote moratoria and increased adherence to international human rights law. Finally, we will engage strategically to address the human rights implications of responses to transnational crimes, such as drug crimes, terrorism, and human trafficking, including through research, technical support and advocacy.

STRENGTHENED NATIONAL MECHANISMS PROVIDE REDRESS TO VICTIMS AND ACCOUNTABILITY FOR HUMAN RIGHTS VIOLATIONS, INCLUDING FOR ECONOMIC AND SOCIAL RIGHTS.

We will provide support to strengthen independent judicial authorities and oversight mechanisms, as well as legal aid and witness protection programmes; train judicial institutions and administrative authorities; advocate for the establishment of individual complaints mechanisms in national human rights institutions; and promote ratification of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights. We will help civil society and independent monitoring bodies to seek justice in cases relating to economic, social and cultural rights.

JUSTICE SYSTEMS INVESTIGATE AND PROSECUTE GENDER-RELATED CRIMES MORE EFFECTIVELY.

We will assist judicial officials to improve their understanding of international standards on gender-based crimes, and their capacity to investigate

and prosecute such crimes and implement survivor-centred reparation programmes; and encourage the adoption of gender-sensitive procedures to enhance participation of victims in justice processes. We will support the investigation and reporting of such crimes and strategic litigation before national and regional courts. We will build civil society's capacity to advocate for accountability for gender-related crimes; and support the development, promotion, and application of normative guidance.

STATES TAKE MEASURES TO ENSURE THAT THEIR DECISION-MAKING, POLICIES AND ACTIONS ARE MORE TRANSPARENT AND THE PUBLIC HAS ACCESS TO INFORMATION FOR ACCOUNTABILITY PURPOSES.

We will undertake research, policy development and strategic communications to increase understanding of the importance of transparency and access to information as key components of accountability; strengthen the capacity of national human rights institutions and oversight bodies to adjudicate and enforce transparency and freedom of information standards; and work within the UN system to reinforce its policies in this area.

**UN EFFORTS FOR THE RULE OF LAW,
JUSTICE, COUNTER-TERRORISM AND
ACCOUNTABILITY PUT HUMAN RIGHTS
AT THE CORE.**

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We will support UN programmes that strengthen countries' rule of law systems, including through law reform and support to justice and security policies and institutions, and ensure they are anchored in human rights law. We will contribute to the development of policies and guidance for human rights and justice mechanisms that United Nations intergovernmental bodies have established to collect, analyse and preserve evidence for use in judicial processes. We will assist the Office of Counter-Terrorism to integrate human rights, including gender perspectives, in its policies and programmes. We will increase partnerships and develop practical guidance on human rights and drug policies. We will strengthen UN accountability mechanisms, including mechanisms and processes to prevent and address violations committed by or attributed to staff members.



ENHANCING PARTICIPATION AND PROTECTING CIVIC SPACE

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Young people show their inked fingers after casting their vote in India, April 2014. ©EPA/PIYALADHIKARY.

Participation in public life by rights holders and organizations that represent them is a fundamental principle of human rights. Participation also improves the efficacy of political systems, as well as policy development and implementation. Civil society space is therefore a threshold issue, not only for human rights, but also for development and peace and security more broadly. When civil society sits at the table, policy-making is more informed, effective and sustainable. Each advance

in protecting civic space has a positive ripple effect for communities and individuals and their rights.

Civic space and civil society participation make critical contributions to the effective prevention of conflict and the fight against impunity and corruption. Jailing critics and suppressing peaceful dissent does not make societies safer: it drives legitimate and constructive opinion underground and deepens grievances. The freedom to speak out to criticize government policies and demand government accountability accelerates innovation and economic progress.

Yet civil society actors, including those who cooperate with the UN, are facing a push back across the world. Attacks on human rights defenders, including environmental activists, continue and in many places are worsening. Inequalities and discrimination are among the main obstacles that prevent people from exercising their right to participate. For historically marginalized groups, space that was already limited is shrinking further. While new technologies and interconnectedness have helped civil society networks to grow, including across borders, they have also created new excuses to control civil society movements and speech, often under security pretexts.

Over the period 2018-2021, we will work to protect civic space and those who stand up for human rights; strengthen monitoring of civic space; build public recognition of the role of civic space; and mainstream civic space issues in the UN system. Together with our partners, we will work so that:

STRONGER LAWS, POLICIES AND PRACTICES PROTECT CIVIC SPACE, INCLUDING ONLINE, AND THE ENVIRONMENT FOR CIVIL SOCIETY IS INCREASINGLY SAFE AND ENABLING.

We will support the adoption and implementation of laws and policies that protect civic space and the right to participate. We will promote dialogue and participate in law-making processes and develop guidelines on effective implementation of the right to participate, that will target, inter alia, cities and local governments. In parallel, with our partners, we will resist attempts to restrict civic space and support litigation by, and access to justice for, civil society actors. As civic space and participation increasingly move online, we will develop and advocate for application of the human rights framework to the digital space.



Students at Dudley Intermediate School in Suva, Fiji, who participated at an OHCHR information session on human rights.
© OHCHR

THE UN SYSTEM AND INTERNATIONAL, REGIONAL AND NATIONAL MECHANISMS PROVIDE INCREASED, TIMELY AND EFFECTIVE PROTECTION TO CIVIL SOCIETY ORGANIZATIONS AND INDIVIDUALS (INCLUDING FROM REPRISALS).

In partnership with others, we will advocate for stronger protection of individuals and groups at risk and work with the UN system and international human rights mechanisms to do the same. We will monitor and report on cases of human rights violations against civil society actors, including reprisals against individuals for cooperating with the UN on human rights; and build on good practices of protection and replicate them. We will strive to increase the capacity of UN human rights mechanisms to protect all civil society actors and will reach out to partners outside the human rights sphere to help us do this.

BUSINESS, POLICY-MAKERS AND A PUBLIC AT LARGE INCREASINGLY VALUE AND SUPPORT CIVIC SPACE.

We will collect evidence to show the value of civic space and participation, and challenge negative human rights narratives; develop targeted messages on the value of civic space; and promote public recognition of the legitimacy and contributions of human rights defenders. We will reach out to new audiences and use our convening power to build support for civic space and participation.

CIVIL SOCIETY ASSISTANCE TO VICTIMS OF HUMAN RIGHTS VIOLATIONS IS STRENGTHENED.

We will increase our efforts to strengthen the UN Voluntary Funds for Victims of Torture and Contemporary Forms of Slavery, which assist victims through grants to civil society actors. We will make their work better known; simplify the application process; expand partnerships with doctors,

psychologists, social workers, lawyers and other professional groups, including national medical associations and bar associations; and develop tools on redress and rehabilitation, based on organizations' experience, to build their capacity.

MORE SYSTEMATIC MONITORING OF THE ENVIRONMENT FOR CIVIC SPACE, INCLUDING THREATS TO IT, TAKES PLACE.

We will support and participate in global monitoring efforts on the enabling environment for civic space. We will facilitate the collection and exchange of relevant data, through online platforms, and the implementation of SDG indicator 16.10.1 (number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates). In this context, we will improve data-collection methodologies on civic space on and off-line; strengthen analytical, communication and advocacy tools that make effective use of data to support civic space; build monitoring networks that include non-traditional partners; and encourage the UN to support action to defend civic space.

THE VOICE OF PEOPLE AFFECTED BY DECISIONS, PARTICULARLY VICTIMS AND THOSE WHO FACE DISCRIMINATION, IS MORE CLEARLY HEARD.

We will advocate for the participation of civil society in decision-making processes at all levels in different areas, inter alia in matters of development, peace and security, the environment, and corruption. This will help to build stronger alliances around civic space with specialized civil society groups. We will encourage use of Information and Communications Technology (ICT) and social media to promote broad-based consultations. We will help rights holders to build their capacity, assist their organizations to participate effectively in decision-making processes, advocate for their participation, and foster dialogue across movements for this purpose. In that context, we will strive to ensure gender balance and increasingly involve youth.

PUBLIC RECOGNITION THAT HUMAN RIGHTS AND ACCOUNTABILITY MAKE IMPORTANT CONTRIBUTIONS TO EFFECTIVE RESPONSES TO VIOLENCE, INCLUDING TERRORISM AND VIOLENT EXTREMISM, INCREASES.

We will gather evidence, including data, examples, and stories of resilience, that shows the contributions that human rights make to effective responses to terrorism and violent extremism. We will develop public campaigns, assist stakeholders to use the evidence for their own advocacy, and form strategic partnerships to disseminate our message and reach new audiences.

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‘SHIFTS’ ACROSS OUR **PILLARS** TO INCREASE OUR RELEVANCE

Dried surface of the water body on the outskirts of Bhopal, India, 15 May 2018. Huge stretches of Madhya Pradesh, India’s largest state, are facing an acute water crisis as the state’s water reservoir dries up due to scant rainfall this season. Without functioning hand pumps and bore wells villagers have no choice but to drink contaminate water. © EPA-EFE/HARISH TYAGI.





To leverage greater human rights impact, we will also seek to 'shift' our overall approach to obtain greater coherence across all we do, wherever we do it. To this end, in each of our six pillars we will integrate focused emphases on four 'shift' areas. These shifts will help to better focus and unite our efforts across and within the pillars so that, as one Office, we deepen our expertise, strengthen our partnerships and scale up our human rights results.

In the period 2018-2021, we will shift to focus more intensively - across all we do - on:

PREVENTING CONFLICT, VIOLENCE AND INSECURITY.

The Secretary-General has called on the UN system to do more to prevent the outbreak of crises and conflicts. The human rights system was created for that purpose: in response to war and to prevent future wars. It has a special role in averting the escalation of violence. Just as conflicts and insecurity increase the incidence of human rights violations, societies that respect human rights experience less violence and insecurity because they are more inclusive and address grievances through peaceful means.

Over the next four years, we will work to enhance the contribution that human rights make to efforts

to prevent conflict, violence and insecurity, and expose the significant roles that inequalities, impunity and discrimination play in triggering conflict.

We will bring together human rights information for early warning and risk analysis, collect evidence that shows how human rights contribute to conflict prevention, and work to create a culture of prevention informed by human rights and by the recommendations of human rights mechanisms. We will apply human rights norms and the recommendations of international human rights mechanisms to identify, address and overcome prevention challenges.

EXPANDING CIVIC SPACE.

People's participation in public life, requiring expanded civic space, is critical. In its absence, no human right can be effectively promoted, exercised or fully enjoyed. It is impossible to protect human rights sustainably if the media, businesses, the professions, civil society organizations, communities, and individuals cannot express themselves freely, organize and protest peacefully, and obtain and share information. While education and information technologies have increased opportunities to engage and participate, across the world civic space is shrinking. In some societies, civil society faces intensified restrictions, while counter-terrorism and security concerns are used to justify further

constraints on liberty. Civil society organizations themselves frequently work in isolation, perhaps unrecognized by the general public and often unaware of how human rights can help protect their work. Yet, a commitment to participation and civic space underpins the SDGs, and Indicator 16.10.1, for which OHCHR has custodian responsibilities, specifically seeks to measure violence against key civil society actors.

In the coming four years, integrating a focus on civic space in all we do, we will highlight how its protection and expansion helps to advance all human rights for all. We will seek increased public recognition of the value of civic space, work to enhance civil society's visibility, protection and legitimacy, and strive to enable human rights defenders to play their part without fear, intimidation or attack.

BROADENING THE GLOBAL CONSTITUENCY FOR HUMAN RIGHTS.

Globally, defence of the universal values of human rights is neither consistent nor robust. Human rights are often regarded as somehow out of touch with reality, or worse, an obstacle to pragmatic resolution of the problems about which people care most, such as jobs and security. Yet human rights violations threaten inclusive development, peace and security, while everyone's wellbeing increases

when rights are respected. It seems that while we have been busy developing and defending human rights laws and institutions, we have allowed the public space to be occupied by negative narratives.

Laws and institutions will only be effective if the public supports them. To counter the push back against human rights, shift attitudes, and manage the radical changes that societies are experiencing, we will need to move out of our comfort zones and engage with a broader audience – with people who sympathize with human rights but are inactive, who support human rights but do not know what to do, or who disagree with human rights on the basis of misinformation.

Over the next four years, in all we do, we will work to broaden the global constituency for human rights. We will promote understanding of and public support for the values of human rights, including women's rights, in workplaces and schools, homes and city halls. We will establish partnerships that reach out to new audiences, and open a dialogue that can inspire and mobilize people to defend and promote rights. To convey, share and promote the core values of human rights, we will communicate in more technologically sophisticated but inclusive ways, emphasizing both listening and dialogue.

EXPLORING EMERGING HUMAN RIGHTS CONCERNS ('FRONTIER ISSUES').

Many of the complex challenges that the world faces also have critical human rights dimensions that, if left unseen or misunderstood, will hamper efforts to find (human rights-based) solutions. For this reason, over the coming years, we will also focus on new frontiers for human rights – issues whose connections with human rights are not well understood or well documented.

The 'frontier issues' on which we will focus are: *climate change, digital space, inequality, corruption and people on the move.*¹

We will examine all our work through the lens of these frontier concerns. We will work with the international human rights mechanisms to identify opportunities to fill associated protection gaps. We will explore associated implications in the contexts of development and peace and security and we will work to bring the principles of accountability, participation and non-discrimination alive in the context of these issues.

Our aim, over the next four years, is to increase human rights expertise on frontier issues, explore their human rights dimensions, and call for human rights solutions that emphasize the participation of affected people themselves.

- **Climate change**

Environmental degradation and climate change are increasingly impacting the lives of people for the worse, putting at risk their human rights, including their rights to water and sanitation, to housing, food, health, and development. Those who have contributed the least are affected the most. *In line with the 2030 Agenda, our aim is to help human rights inform implementation of the Paris Agreement on climate change so that measures of adaptation and solution are both shaped by affected communities and accountable to them.*

- **Digital space and emerging technologies**

Technology offers the world unprecedented opportunities. It is driving widespread social change and may provide solutions to environmental stress. However, if human rights are not considered as innovations are rolled out, they will bring new and potentially grave human rights challenges. Unequal access to technologies and increasingly powerful algorithms contribute significantly to discrimination and inequality. The digital space raises many difficult issues, in relation to privacy, freedom of expression, hate speech, discrimination, violence and exploitation

¹ This list is open-ended. We will periodically revisit it in the light of new developments.

(including against children), and sexual violence. The rise of powerful technology companies challenges the capacity of States and requires new strategies to ensure human rights protection. *Our aims are to better understand the digital sphere, contribute to efforts to ensure it respects and protects human rights, and assist technology companies to recognize and assume their responsibility to respect human rights in line with the UNGPs.*

- **Corruption**

The spread of corruption has a profoundly corrosive effect on State institutions and on the capacity of States to protect human rights. It diverts public revenues, cripples public budgets that provide health, education and other essential services, and destroys public confidence in government, judicial institutions, and elections. Efforts to stop corruption and promote human rights are mutually reinforcing, since both demand accountability, participation and transparency. *Our aims are to help explain how human rights can support the anti-corruption movement, and to promote the potential of human rights to combat corruption.*

- **Inequalities**

Inequality, within and among countries, has reached levels that are destabilizing economies and political systems, undermining resilience, precipitating grievances, and sowing the seeds of social unrest

and violent conflict. The 2030 Agenda helps connect conceptually the material dimensions of inequality with prohibited grounds of discrimination. That presents a human rights opportunity to challenge structural forms of discrimination, exclusion and inequality. *Our aim is to help to show that policies which reinforce economic inequality foster discrimination and undermine human rights, and that the inequalities that exist within and between countries are a human rights issue.*

- **People on the move**

Migration is as old as human society but today it is also a human consequence of persistent economic, social and demographic asymmetries within and between countries. As migration controls become more restrictive, the journeys many migrants make, within and across borders, become increasingly dangerous. More and more migrants find themselves in vulnerable situations, exposed to discrimination, hatred, trafficking, exploitation and violence. Effective protection of their human rights, *no matter where they are or how or why they are on the move*, must be a central concern if we are to 'leave no one behind'. *Our aim is to work with the Global Compact on Migration to ensure that the human rights of all migrants are better understood, recognized, respected and protected, not least by supporting implementation of the Compact's commitments.*

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SHINING A 'SPOTLIGHT' ON WOMEN, YOUNG PEOPLE AND PERSONS WITH DISABILITIES



In Nicaragua, close to 2,500 people participated in a race and rally for the rights of girls to live without violence, October 2015. ©EPA/JORGE TORRES



While we will work to combat discrimination on all grounds, over the next four years we will spotlight the human rights concerns of women, young people and persons with disabilities across all identities. These populations are constructive agents of change. Yet their potential is often unrecognised. They are distinctively affected by economic instability and insecurity, marginalization and exclusion, whether, for example, they are members of religious or ethnic minorities, indigenous people, people of African descent, or migrants. An intersectional focus on women, young people and persons with disabilities is vital to our efforts to assist States to implement the Sustainable Development Goals and the commitment to 'leave no one behind'.

- **Women**

Globally, gender inequality is gradually reducing. However, progress is slow, uneven and non-linear. While inequalities in health and education are closing, women's participation in economic and public and political life still lags. Moreover, progress is often followed by backlash and roll-back. Retrogressive laws and policies in some countries, particularly against sexual and reproductive health and rights, combine with resistance to gender equality and unchallenged harmful practices to threaten the gains that have been made. Women's rights must be prioritized. The new movements campaigning against gender-based violence and for women's rights create vital opportunities for human rights and complement ongoing efforts by women's rights groups at grassroots level and across the world to counter discrimination and violence.

- **Young people**

Global demographics have changed. There are more adolescents and young people alive today than at any time in human history. Increasingly educated and healthier than previous generations, they have access to more information, new technologies and wider social networks which can be used to promote and protect human rights. At the same time, the vast majority of young people are in the poorest countries, that are most exposed to climate change and most affected by conflict. Young people have always been major drivers of political, economic and social change. We must work to make human rights more relevant and more useful to them as they strive for dignity for themselves and their communities. We need to develop tools and capacity that will enable us to attract and support young people as they promote positive human rights change.

- **Persons with disabilities**

Persons with disabilities confront discrimination in many forms. They are frequently excluded from employment, have limited access to health and education services, and are often obstructed when they seek to participate in public and political life. Across the multilateral system, including the UN, not enough effort has been made to include persons with disabilities or act in ways that are relevant to them. Disability remains a marginal issue even within the human rights movement. It is time to change this.



On the eve of the Day of People with Disabilities, activists rally in Seoul, South Korea, to raise public awareness of human rights of people with disabilities, April 2018. ©EPA-EFE/YONHAP.

CHANGING HOW WE OPERATE

A team of UN Human Rights Officers on their way to a remote community in Colombia. © OHCHR





We need to realign and reinforce our internal organizational arrangements if we are to deliver human rights results successfully, across the Pillars and within the framework of our Shifts.

Our staff are the foundation of all we do, and maintaining their trust, respect and commitment to top quality performance is essential. Further, the dynamic and changing environments in which we work require us to step up the quality and responsiveness of our working methods, while our internal procedures and policies must be fully aligned with our core values and in full compliance with UN standards.

For the next four years, we will focus strategically on the following operational dimensions so that we deliver our work efficiently and effectively, in a manner consistent with our values and obligations and in support of greater human rights impact.

I. LEADING WITH AND FOR OUR PEOPLE

We want and need a more inclusive and diverse Office, founded on an equal sense of belonging for all staff regardless of their identity, duty station, grade

or function. We need to lead and manage, for and with, our colleagues so that we deliver our results to a high standard, make the most effective and efficient use of our resources, and increase our accountability to those for whom we work.

Over the period 2018-2021, together as one Office, we will work so that:

- **The potential of our staff is unleashed, with talent and career management accessible to all.**

To this end, we will strengthen staff learning and career support opportunities, aligning these to our results. We will enable managers to manage and leaders to lead, identifying and investing in leadership talent support. We will strengthen human resources management by simplifying procedures, standardizing fairness in conditions of service, enhancing resolution of complaints and establishing a fast track procedure for emergency deployment.

- **Respect for diversity, inclusion and gender equality is at the heart of our organizational culture.**

We will promote a fairer working environment for all, implement a Dignity@Work Strategy, and improve internal communications. We will establish stronger and more transparent accountability measures and set robust targets for monitoring and reporting on our progress, in line also with the Secretary-General's Gender Parity strategy.

- **Timely, evidence-based strategic decisions are taken and anchored in results-based management.**

We will ensure our leadership and management are people-centred, inclusive and inspirational, fostering a sense of shared commitment and common purpose. We will enhance the effectiveness and efficiency of internal decision making to elevate further our focus on field operations, and bring decision making closer to the point of delivery. Consulting and informing staff about decisions that affect

them, we will strengthen results-based monitoring and evaluation and develop robust risk management frameworks.

- **Efficient and responsible use of our resources is strengthened, with the support of effective technologies.**

We will enhance administrative and programmatic support to the entire Office, including field presences, strengthen programme management functions, and make sure that IT tools and platforms for sharing information are available to all. We will increase provision of accurate and timely information on income, budgeted expenditure, human resources, and travel, fully implementing the UN's administrative system.

II. FOSTERING INNOVATION AND MORE DYNAMIC USE OF KNOWLEDGE

In a rapidly changing world, innovation is an essential element of successful knowledge management. We want to create and experiment for break through learning and we need to build, share and apply knowledge that will add value and leverage change. Our partners want us to be at the forefront of innovation for human rights, sifting and vetting human rights ideas, technologies and tools.

Over the period 2018-2021, together as one Office, we will work so that:

- **Our knowledge is used more strategically, and the Office is positioned as a leading source of impartial, accurate and relevant human rights information.**

We will adopt an Office-wide knowledge and information management strategy supported by an appropriate internal and external communication strategy and will embed associated functions strongly in operational plans. We will ensure essential knowledge is readily accessible to all, that tailored knowledge is available to joining staff, and that knowledge is not lost as staff leave.

- **Innovation is encouraged, and proven results implemented.**

We will seek innovative ideas, and foster these by establishing non-hierarchical settings, offering creativity incentives, and showcasing and celebrating innovative work. We will maximize the use of technology to advance human rights work and establish and maintain appropriate partnerships to this end.

III. LEVERAGING SUPPORT FOR HUMAN RIGHTS THROUGH COMMUNICATIONS AND PARTNERSHIPS

The Office has a wide range of working partnerships with international, regional and local actors. These are essential to generate scalable and more sustainable human rights impact. In the period ahead, we will make a conscious effort to deepen and widen our partnerships, looking beyond partners who can help us to partners we can help.

To position ourselves as a partner-of-choice, effective communication is crucial. Although we have strengthened our capacity in this area, OHCHR is still less widely recognized than other UN organizations. Furthermore, if we ‘tell our story’ powerfully, in a manner that shows our unique added value, we can make a more compelling case for investment. This is particularly important because the Office is chronically unable to meet many of the requests that Member States make of it.²

² In 2017 alone, the Office had to turn down requests for in-country assistance from 12 Member States because sufficient funds were not available.

Over the period 2018-2021, together as one Office, we will work so that:

- **Our network of institutional partners is broadened and diversified, exchanging expertise, reach and resources to maximize human rights benefits.**

Setting out clearer partnership objectives, following a due diligence framework to ensure that our partnerships ‘do no harm’ to human rights, we will create enabling environments to broaden our partnerships to extend our reach, expertise and resources. We will develop the capacity of staff to initiate and manage partnerships in different sectors and geographical locations.

- **Our human rights impact and messages are effectively communicated.**

We will organize our communications for visibility, advocacy, mobilization, and education, building up our communication capacity in the field and New York, and in social media, audio-visual media, and translation. We will revisit OHCHR’s branding based on the results we want to achieve. Communicating more clearly with broader audiences, we will work to better understand their expectations and

use appropriate communication tools, platforms and messengers to ‘tell our story’ in a manner that attracts public support, including financial support.

- **Investment and support for the Office are expanded, with donors expressing confidence in the value delivered by their investments in us.**

We will strengthen our relations with Member States to increase the Office’s regular budget and further engage with current and potential donors, seek to broaden our donor base among Member States and non-traditional actors, enhance our resource mobilization approach, and build up related capacities and skills. We will scan the environment for innovative funding models and step up communication and reporting on our human rights impact.

TARGETS FOR 2018-2021

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The type of results we contribute to	What we expect to have contributed to by 2021, in cooperation with our partners.
State laws and policies protect and promote human rights.	In 63 countries*, ¹ laws and policies will have significantly increased protection and promotion of human rights in selected human rights areas.
State institutions, non-state actors and the private sector, promote, protect and respect human rights.	In 35 countries*, national human rights institutions will have been established or will have improved their compliance with international standards (the Paris Principles).
State institutions, non-state actors and the private sector, promote, protect and respect human rights.	In 54 countries*, state institutions, non-state actors or the private sector will have increased their contribution to the promotion, protection and respect of human rights.
State institutions, non-state actors and the private sector, promote, protect and respect human rights.	In 15 countries*, human rights education and training programmes will have been institutionalized.
State institutions, non-state actors and the private sector, promote, protect and respect human rights.	In 15 countries*, the use of international human rights law and jurisprudence will have increased in court proceedings and decisions.
State accountability mechanisms monitor, investigate and redress human rights violations.	In 46 countries*, oversight, accountability or protection mechanisms will have been established or improved their compliance with international human rights standards.
State accountability mechanisms monitor, investigate and redress human rights violations.	In 24 countries*, transitional justice mechanisms will have been established or improved their compliance with international human rights norms and standards.
State accountability mechanisms monitor, investigate and redress human rights violations.	In 33 countries*, an increased number of cases of human rights violation raised by OHCHR will have been positively addressed.

The type of results we contribute to	What we expect to have contributed to by 2021, in cooperation with our partners.
Public participation in policy-making processes grows, particularly by women and members of groups facing discrimination.	<p>In 35 countries*, the level of meaningful participation by selected groups in public processes will have improved significantly.</p> <p>In 23 countries*, the use of national protection systems will have increased significantly.</p>
The international community responds effectively to critical human rights situations and issues.	<p>In 13 countries*, the international community will have engaged objectively and constructively on issues raised by OHCHR.</p>
Human rights are effectively integrated in UN policies and programmes.	<p>16 UN peace and political missions will have integrated international human rights norms, standards and principles, as well as the recommendations of the human rights mechanisms, into their work.</p> <p>12 humanitarian operations will have integrated international human rights norms, standards and principles, as well as the recommendations of the human rights mechanisms, into their work.</p> <p>50 UN country teams will have satisfactorily integrated international human rights norms, standards and principles, as well as the recommendations of the human rights mechanisms, into their work.</p> <p>25 UN policies and programmes at global level will have significantly integrated a human rights-based approach.</p>
Widespread public support for protection of human rights.	<p>In 23 countries*, the narrative on selected human rights topics will have improved significantly.</p>

The type of results we contribute to

What we expect to have contributed to by 2021, in cooperation with our partners.

Member States and other actors (regional organizations, NHRS, civil society, UN...) engage positively with United Nations human rights mechanisms.

In **68** countries*, mechanisms for integrated reporting or implementation of recommendations of international human rights mechanisms will have been put in place or have improved functioning.

100 additional ratifications of international human rights treaties.
Baseline: 2,233

10 reservations will have been withdrawn from international human rights treaties.

35% of countries will have submitted reports to treaty bodies in a timely manner.
Baseline: 32 per cent

125 countries will have issued a standing invitation to special procedures mandate-holders.
Baseline: 118.

In **63** countries, requests for visits of thematic special procedures will have resulted in a visit.

60% of special procedures' communications will have received a response from Governments.
Baseline: 57.6 per cent.

50% of the cases of reprisals against individuals for cooperation with human rights mechanisms that are reported by OHCHR will have been addressed.

In **51** countries* the number of submissions to UN human rights mechanisms will have increased significantly.

15,000 substantive submissions to UN human rights mechanisms will have been received from national human rights institutions, civil society organizations, UN entities and individuals.

The type of results we contribute to	What we expect to have contributed to by 2021, in cooperation with our partners.
International human rights laws and standards progress.	In 12 areas, international/regional human rights law/standards will have been strengthened.
International and regional human rights mechanisms and bodies promote and protect human rights effectively.	<p>85 countries will have submitted or updated their common core documents.</p> <p>Harmonization of treaty bodies' work will have improved significantly.</p> <p>A high degree of coordination among the special procedures will have been achieved.</p>

1 'Countries*' refers to countries in which the Office plans to undertake activities towards a planned result. It is not limited to countries where OHCHR has a presence.





OHCHR MANAGEMENT PLAN 2018 – 2021
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