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MPTF OFFICE GENERIC FINAL PROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM 1 JANUARY 2020 TO 31 DECEMBER 2020

<p style="text-align: center;">Programme Title & Project Number</p> <ul style="list-style-type: none"> Programme Title: Enhancing OHCHR’s programmatic structures in support of the deployment of Human Rights Advisers Programme Number <i>pplicable</i>) MPTF Office Project Reference Number:³ 00123539 	<p style="text-align: center;">Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p><i>(if applicable)</i> Country/Region</p> <hr/> <p><i>Priority area/ strategic results</i></p> <ul style="list-style-type: none"> Strengthening capacity and collaboration at regional level on human rights mainstreaming Providing coherent and coordinated support to Resident Coordinators and UN Country Teams in Mainstreaming Human Rights
<p style="text-align: center;">Participating Organization(s)</p> <ul style="list-style-type: none"> OHCHR 	<p style="text-align: center;">Implementing Partners</p> <ul style="list-style-type: none">
<p style="text-align: center;">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: MPTF /JP Contribution⁴: USD 267,500</p> <ul style="list-style-type: none"> by Agency <i>(if applicable)</i> Agency Contribution by Agency <i>(if applicable)</i> <p>Government Contribution <i>(if applicable)</i></p>	<p style="text-align: center;">Programme Duration</p> <p>Overall Duration <i>(12 months)</i> Start Date⁵ <i>(1.01.2020)</i></p> <p>Original End Date⁶ <i>(31.12.2020)</i> Actual End date⁷ <i>(31.12.2020)</i></p> <p>Have agency(ies) operationally closed the Programme in its(their) system? Yes No</p>

¹ The term “programme” is used for programmes, joint programmes and projects.
² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;
³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).
⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)
⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)
⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.
⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

Other Contributions (donors)
(if applicable)

TOTAL:

Programme Assessment/Review/Mid-Term Eval.

Evaluation Completed

Yes No Date: *dd.mm.yyyy*

Evaluation Report - Attached

Yes No Date: *dd.mm.yyyy*

Expected Financial Closure date⁸:

Report Submitted By

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⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

FINAL PROGRAMME REPORT FORMAT

EXECUTIVE SUMMARY

The deployment of Human Rights Advisers (HRAs) to United Nations Resident Coordinator's Offices (RCOs) and United Nations Country Teams (UNCTs), a key vehicle in support of human rights integration in the work of the United Nations on the ground, as confirmed by the evaluation of the UNSDG Human Rights Mainstreaming Multi Donor Trust Fund, continued to expand through the reporting period.

Since the launch of the 2012 UNSDG Strategy for the Deployment of HRAs to UN Resident Coordinators and UN Country Teams, under which OHCHR has responsibility for operational and thematic guidance, OHCHR has ensured timely implementation of deployments in full coordination with the relevant established mechanisms. All HRAs Terms of Reference have been fully aligned with the UNSDG policy; a significant expansion of deployments liaising closely with interested UN Resident Coordinators have been achieved from 12 in 2012 to 43 by 31 December 2020.

The expansion of HRA deployments, their consolidation and sustainability have been possible as a result of increased funding through the HRM MDTF established for this purpose complementing OHCHR funding through the Voluntary Fund for Technical Cooperation in the Field of Human Rights.

The substantive expansion of the programme made evident the need to enhance the current management structure in OHCHR in view of the increasing programmatic, coordination (with DCO, the Steering Committee and OHCHR internally) and reporting implications of such large programme. Through the MDTF funding allocated to enhance the management support in OHCHR for the HRA programme in 2020, the position of the Manager of the HRA Programme was fully funded as cost recovery for OHCHR. This support ensured a dedicated focus to the programme; a finalization of a full road-map and a mapping of existing human rights capacities across the 131 countries of presence of UN RSCOs and UNCTs to ensure increased human rights capacities and outreach; enhanced the coordination capacities for better engagement with relevant RCs; timely assessment of requests including prioritization for submissions to the Steering Committee; timely reporting including anticipating of financial projects and requirements for the programme and multiyear funding requirements.

I. Purpose

The substantive expansion of the HRA programme with current deployments in 43 RCOs and UNCTs from the original 12 in 2012, made evident the need to support an enhancement of the existing management structure of the programme in OHCHR.

The project to strengthen such programme management aimed at:

- ✓ Ensuring adequate time to the formulation of the deployment strategies in view of the expansion of the programme;
- ✓ Facilitation and coordination of new requests in view of increasing knowledge of the programme, interests and potential expansion of interests for funding;
- ✓ Preparation of increased packages of documentation for review of the Steering Committee to facilitate decision making;
- ✓ Facilitate expansion of knowledge management opportunities across the programme and;
- ✓ Complete the annual reporting obligations which require more full dedicated time in view of the increased number of deployments and the subsequent results.

The position has been therefore key in the support of the achievement of the programme outcomes and outputs namely:

Outcome 2: Through advocacy and technical support for relevant capacity and empowerment structures in the field, help anchor strong, system-wide human rights and evidence-based expertise in the leadership of RCs and UNCTs, specifically as they engage national development actors.

Output: Contribute leadership development and support package for RCs and UNCTs focused on the knowledge, skills and capacities needed to address human rights dimensions of the 2030 Agenda in programming and advocacy, including by provision of two fora for exchange of human rights leadership experiences.

II. Assessment of Programme Results

The deployment of HRA to RCs and UNCTs, a key vehicle in support of human rights integration in the work of the United Nations on the ground, as confirmed by the evaluation of the UNSDG Human Rights Mainstreaming Multi Donor Trust Fund, continued to expand through the reporting period.

Since the launch of the 2012 UNSDG Strategy for the Deployment of HRAs to UN Resident Coordinators and UN Country Teams, under which OHCHR has responsibility for operational and thematic guidance, OHCHR has ensured timely implementation of deployments in full coordination with the relevant established mechanisms.

Through the financial support received the position of the Manager of the Programme was able to dedicate full time to the implementation of programme through 2020. The results achieved can be clustered in three main areas namely: a) strategic direction and outreach towards expansion of deployments; b) programmatic implementation including financial and human resources management and c) reporting and support to resource mobilization.

Strategic direction and outreach towards expansion of deployments

In close cooperation with DCO a road-map and a mapping of human rights capacities needs and demands was completed and presented to the Steering Committee including various up-dates through the year. The mapping includes an analysis of the 131 UN RSCOs/ UNCTs and the OHCHR presences covering these countries providing technical human rights support including existing HRA deployments with a view to ensure enhanced outreach and identifying possible priority countries for expansion there were human rights expertise is most needed. Strengthening demand driven opportunities was one of the focus of this exercise. The road-map and the mapping have both facilitated strengthened strategic engagement with RCs on the ground and has resulted in an enhanced understanding amongst Steering Committee members and DCO of the needs in the regions and a more demand-driven process which resulted in increasing number of interest and firm requests submitted for 2021. In 2020 requests were received and approved for Lesotho, Burundi, Myanmar, Guinea Bissau, Bosnia and Herzegovina, Costa Rica and Dominican Republic.

The mapping which requires full coordination with OHCHR geographic Branches, DCO and RCs on the ground has been regularly up-dated by the Manager of the Programme. This exercise includes analysis of developments regarding UN engagement on the ground and the prevention agenda. Knowledge of the programme as well as the process for requesting a HRAs deployment continue to expand, with increasing numbers of RCs, who benefited from the programme in previous postings, supporting new requests and encouraging others to submit applications in close cooperation with OHCHR and DCO.

Through this strategic engagement in 2020 and beginning of 2021 firm requests for 2021 were received and approved for new deployments in Zambia, Eswatini, Sierra Leone, Equatorial Guinea and the enhancement of the deployment in the Philippines. Interests have also been expressed by RCs in Gabon, Cote D'Ivoire, Mozambique and Surinam.

All requesting RCs were assisted through the entire process for the preparation and submission of the requests as well as the finalization of recruitments and deployment in country. The requests were all analyzed, prioritized according to the UNSDG established criteria; shared on time and presented for approval to the UNSDG Steering Committee. The support of the position has facilitated compilation of all the materials and submissions with enough time for consideration.

OHCHR through this position continued maintaining updated the detailed criteria table for the deployment of HRAs. The agreed criteria is regularly used by OHCHR to assess the requests and proposed focus prioritization as needed. Through these up-dates OHCHR ensured inclusion of new UN programmatic tools and processes and presented to the Steering Committee accordingly to continue facilitation of decision making.

Furthermore, the position continued strategically coordinating complementary funding support from the Voluntary Fund for Technical Cooperation in the Field of Human Rights and expertise from the five high level experts of its Board of Trustees representing the five UN world regions. This coordination is relevant both in the support of the expansion of the donor basis of the programme and ensuring capacity strengthening of the HRAs through the advice of the Board's experts. In this context, HRAs and RCs participated in the 51st Session of the Board of Trustees of the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights and of the Voluntary Fund for Financial and Technical

Assistance in the implementation of the UPR in November 2020, dedicated to the integration of human rights in United Nations programmes, policies and practices at the country level through the work of RCs and UNCTs. In preparation of the Session, the Manager of the Programme facilitated the identification and collection of good practices and results to be presented to the Board for discussions and lessons learned. The samples were of benefit for all the HRAs who could identify possible replication of experiences as relevant. This was particularly relevant for new deployments.

Programmatic implementation including financial and human resources management

All HRAs Terms of Reference are now fully aligned with the UNSDG policy and operate accordingly. Through 2020 all the HRA positions were fully classified and the classifications updated taking into consideration the new UN programmatic tools including Common Country Assessments (CCAs) and United Nations Sustainable Development Frameworks (UNSDCFs). According to the UN Secretariat rules positions and classifications must be regularly up-dated. Through the reporting period the classification notices for the P5, P4 and NOCs were all updated and fully classified.

Job Openings for new deployments were built, launched and processes completed for new international deployments in Costa Rica, Bosnia and Herzegovina, Dominican Republic, Lesotho, Guinea Bissau and nationals in Belize, Guyana and Trinidad and Tobago. Replacements in Papua New Guinea, the Philippines and Jordan were also handled and completed. At the moment of the finalization of this report the recruitment processes launched at the end of 2020 for Burundi and Guinea Bissau were also being completed. The process includes constant liaison with the relevant RCs before issuing the vacancies, provision of advice through the processing and finalization for the High Commissioner's selections.

The process of transition on the new established Resident Coordinator's Offices (RCOs) have required also calibrating the need for resources to cover operational costs that in previous years were covered by the recipient RCOs budgets. In 2019 OHCHR, the Manager of the Programme, anticipating potential challenges and disruptions during this transition, proposed estimated amounts to cover operational costs for HRAs in view of the new financial structures of the RCOs. Through the period under review, an analysis of real costs has been undertaken for each of the 43 deployments with the development of specific templates for the request of the resources required.

HRAs were assisted in the finalization of their annual workplans in line and agreed with the respective RCs. These are up-loaded in the OHCHR Performance Management System, an online platform which serves as an essential tool for monitoring and reporting of results.

All RCOs with HRAs deployments benefitted from a starting package of 15,000 USD as seed funds for activities in addition of the 10,000 USD contribution for operational costs. Support was provided at the beginning of the year and through the entire period to include, in the respective workplans, the allocation of these seed funds.

Activities implemented and facilitated through these funds included in the majority of the deployments capacity building for State partners efforts on the alignment of legislation, policies and practices with international standards and relevant human rights mechanisms recommendations including the Universal Periodic Review ; capacity development to support reporting under the various human rights

treaty-bodies; support to National Human Rights Institutions and compliance with the Paris Principles and campaigns linked to Human Rights Day and other key international human rights days. Initial assessments and advice to all the RCOs and HRAs on the options for use of the funds in line with a greed workplans as well as monitoring of implementation was regularly undertaken.

Regular financial forecasts and analysis were produced monthly on time. These analysis have been key in ensuring adequate level of cash flow in the programme due to the important staffing liabilities in OHCHR. This work required monthly coordination with internal OHCHR programme and financial services as well as with external donor relations and DCO.

Finally, as part of the tasks for this position, a pre-deployment meeting is organized for any new HRA deployment covering the main aspects of the UNSDG framework for deployment, the reporting lines, the identity and the areas of work. This is followed by individual emails with clear guidance on the roles, reporting responsibilities and engagement as well as examples of relevant activities and results across regions.

Reporting and support to resource mobilization

The expansion of HRA deployments have represented an important increase of the reporting volume. It has as well evidenced the critical importance of enhanced strategic well-coordinated actions for resource mobilization aiming at securing predictability and sustainability of the funds for the programme. There has been since 2012 an over reliance on OHCHR's and DCO's resource mobilization efforts which require at this stage increased involvement and support by all participating entities in the UNSDG Steering Committee.

During the period under review, the Manager of the Programme undertook an analysis of all the results reported, consolidating the most relevant inputs for the annual MDTF report in close consultations with all HRAs across the world and the relevant RCs. In addition, support to DCO was provided in preparation of engagement letters by DCO and OHCHR Senior Management encouraging contribution to the annual reporting processes. Similarly, the Manager of the Programme in close cooperation with OHCHR's Finance and Budget Section provided all the financial details for the new requests, consolidated budget inputs to anticipate fundraising efforts and costs estimations of the overall programme regularly.

Through the end of 2020, the Manager of the Programme was involved on the evaluation of the UNSDG Human Rights Mainstreaming Multi Donor Trust Fund. The HRA programme being one of the most successful stories, required provision of material, information and discussions with the evaluators as well as revision of documentation and facilitation of discussions.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1⁹ Indicator: Baseline: Planned Target:			
Output 1.1 Indicator 1.1.1 Baseline:0 Planned Target:1	Human Rights capacity in the field Road-Map completed and regularly updated		Minutes of the Steering Committee
Output 1.2 Indicator 1.2.1 Baseline:0 Planned Target:6	Submission of requests for deployment by RCs from for Lesotho, Burundi, Myanmar, Guinea Bissau, Bosnia and Herzegovina, Costa Rica and Dominican Republic/ JOs classified and launched.	Savings allowed for an extra position from the original planned	Individual RC's submissions presented to the Steering Committee. JO VA in Inspira
Output 1.4 Indicator 1.2.1 Baseline: 0 Planned Target:	Provision of materials and documentation for the 2020 evaluation of the UNSDG Human Rights Mainstreaming Multi Donor Trust Fund		Reference in the evaluation report
Output 1.4 Indicator 1.2.1 Baseline: Planned Target:	Substantive annual reports to the MDTF were completed with detailed results from all HRAs including those funded through the DTF for a comprehensive picture. However, there was a delay of several weeks. Through close cooperation of the Manager with the Fund Secretariat and with HRAs, the 2020 Annual Report was finalized with strong content even if with a	Slight delays in the finalization of the report are due to the important volume of deployments and the coordination with HRAs and RCs on the identification of the most relevant results to be highlighted but more concretely the final approved language for the appropriate description and appropriation of the result. This process requires an important consultative process to ensure the report when finalized is fully up to date.	MDTF Gateway report

⁹ Note: Outcomes, outputs, indicators and targets should be **as outlines in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

	short delay.		
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iii) Evaluation, Best Practices and Lessons Learned

The management of the programme have continued using the recommendations form the OHCHR 2016 evaluation as to continue optimizing the opportunities for sustainability of the programme. The time framework between the moment the firm requests is received and the actual deployments have been substantially reduced now that all processes are aligned. For example, from the moment the request for deployment are approved by the Steering Committee to the receipt of funds by OHCHR and the launching of vacancies timelines have been reduced from 6 months to an average of 2 months. Process of selection have also seen a reduction from the moment of the launching of the vacancy to the moment of the selectin, however due to changes in RCOs in 2020 and release agreements from parent entities where candidates come from and the COVID 19 related travel restrictions we have observed a number of delays. To mitigate them, OHCHR through this position managed to ensure an agreement for starting of functions while waiting for physical deployment wherever this has been possible for example for the replacement in Timor Leste, PNG and the new deployments in Costa Rica and Dominican Republic.

Delay on a few deployments or replacements were linked to agreements in release of candidates and the impact on travelling due to the COVID-19 restriction travels. However, the management of the programme in close cooperation with OHCHR's Human Resources Management Section and relevant RCs ensured working from home prior to actual physical deployments which has been stressed as a bets practice. The challenge remain on the impact of the transition period in the RCOs regarding adequate coverage of the needed operational costs. At the moment of finalization of the present report, an exercise to analyze all the initial pilot initiative was being undertaken with DCO to propose sound options for the future of the programme.