

Danish Organisation Strategy for the Office of the High Commissioner for Human Rights (2025-2030)

Introduction: The United Nations Office of the High Commissioner for Human Rights (OHCHR) is the main body of the UN dealing with human rights. It has as its core mandate to promote and protect all human rights for all people and does so by promoting human rights at national and international levels as well as mainstreaming human rights throughout the UN system.

Key results:

- Laws, policies and practices on governance, in the administration of justice, and in law enforcement, address and prevent human rights violations and abuses.
- States advance gender equality and combat gender-based discrimination and stereotypes against all women and girls.
- States benefit from increased United Nations support to integrate human rights implement the 2030 Agenda and SDGs, building on OHCHR's coordination mandate.

Justification for support:

- As custodian of the international human rights system, OHCHR holds a unique and central mandate and possibility to promote and protect human rights.
- Reviews and evaluations show OHCHR's ability to adapt and delivery results despite challenges.
- There is a clear convergence between OHCHR's mandate and Danish priorities and a continued partnership with OHCHR presents a key opportunity to leverage its strengths for the realisation of shared human rights ambitions and priorities.

How will we ensure results and monitor progress:

- Based on OHCHR's own framework and indicators, each of the areas of priority in the strategy has two selected results where monitoring and follow-up will be focused.
- Denmark works closely with the largest likeminded donors to ensure follow up and results, including through regular consultations with OHCHR.

Risk and challenges:

- OHCHR faces both risks and challenges related to the chronic underfunding of the organisation vis-à-vis its mandate.
- The proliferation and complexity of tasks stemming from the Treaty Body system and the Human Rights Council places further strains on OHCHR's resources.
- An important challenge identified for OHCHR relates to its ability to prioritise in complex, resource-constrained environment, which requires further attention.

File No.	24/48981						
Responsible Unit	FN-Genève						
<i>Mill.</i>	2025	2026	2027	2028	2029	2030	total
Commitment	60	60	60	60	60	60	360
Projected ann. Disb.	60	60	60	60	60	60	360
Duration of strategy	2025-2030						
Finance Act code.	06.32.08						
Desk officer	Trine Lyst Hansen						
Reviewed by CFO	Yes, Alberte Sofie Linde Forsell						

SDGs relevant for Programme



Budget*

Unearmarked	DKK 162 million
Voluntary Fund for Technical Cooperation	DKK 156 million
UN Voluntary Fund for Victims of Torture	DKK 12 million
Peace Mission Support Section	DKK 30 million
Total	DKK 360 million

**subject to annual parliamentary approval*

Danish involvement in governance structure:

- Denmark participates in an annual high-level multi-donor consultation with the High Commissioner for Human Rights as well as an annual bilateral consultation with OHCHR.
- The Permanent Mission of Denmark to the United Nations in Geneva is an active participant in ongoing Member States consultations and briefings.

Strat. objectives

Contribute to the achievement of the human rights-related Sustainable Development Goals, in particular: SDG 5 (gender equality), SDG 10 (reduced inequalities) SDG 16 (peace, justice and strong institutions).

Priority results

- 1) strengthening civic participation and state accountability
- 2) enhancing equality and countering discrimination
- 3) Mainstreaming human rights in development, peace, and security
- 4) digital technologies serve humanity and advance human rights
- 5) Action for organisational effectiveness.

Core information

Established: 1993
 Headquarters: Geneva, Switzerland
 Field presences: 18 country offices, 12 regional offices, 42 Human Rights Advisors deployed to the field to support human rights mainstreaming, 9 human rights components in UN Peace Missions + 8 other types
 Human resources: 1,955 staff members, 49% in the field
 Financial resources: in 2023, OHCHR had an appeal of USD 452 million. Hereof USD 178.2 mill. received from regular budget and USD 281.5 mill. received from voluntary funds.
 High Commissioner: Volker Türk (Austria), since October 2022
 Governance: Part of the United Nations Secretariat, directly accountable to the Secretary-General and the General Assembly of the UN.



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**
Danida

**Danish Organisation Strategy for the United Nations Office
of the High Commissioner for Human Rights**

2025-2030

Draft November 2024

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List of Acronyms

HRC	Human Rights Council
ICT	Information and Communication Technology
JPO	Junior Professional Officer
MFA	Ministry of Foreign Affairs
MOPAN	Multilateral Organisation Performance Assessment Network
OEAP	Organisational Effectiveness Action Plan
OHCHR	Office of the High Commissioner for Human Rights
OMP	Organisational Management Plan
OPCAT	Optional Protocol to the Convention Against Torture
PMS	Performance Monitoring System
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
TOC	Theory of Change
UN	United Nations
UNCTs	United Nations Country Teams
UNDCF	United Nations Sustainable Development Cooperation Framework
UNGA	United Nations General Assembly
UPR	Universal Periodic Review
UNVFVT	United Nations Voluntary Fund for Victims of Torture
VFTC	Voluntary Fund for Technical Cooperation

1. Objective

This Strategy for cooperation between Denmark and the United Nations Office of the High Commissioner for Human Rights (OHCHR) forms the basis for the Danish contributions and is the central platform for Denmark's dialogue and partnership with OHCHR. It sets forth Danish priorities for performance within the overall framework established by the organisation's own strategy, the [UN Human Rights Management Plan 2024-2027](#) (OMP), published 8 June 2024. In addition, it outlines specific goals and results that Denmark will pursue in its cooperation with the organisation, directly and in coordination with like-minded countries.

The five priority areas for Danish support during the period 2025-2030:

1. Strengthening civic participation and state accountability
2. Enhancing equality and countering discrimination
3. Mainstreaming human rights in development, peace, and security
4. Digital technologies serve humanity and advance human rights
5. Action for organizational effectiveness

The current context is characterised by critical challenges shaping the geo-political landscape. Progress towards the Sustainable Development Goals (SDGs) is faltering, the impact of climate change is accelerating, conflicts are multiplying and intensifying, compliance with human rights obligations are regressing, and participation and dissenting opinions are increasingly criminalised. New technologies are fuelling misinformation, disinformation and surveillance, while discrimination and hate speech based on gender, race, and religion are on the rise. At the same time the efficiency and effectiveness of multilateral institutions to respond to these challenges is being weakened by rising polarisation, serious funding challenges, antagonistic pressures on the international human rights system, and an increasing questioning of multilateralism itself.

Responding to these challenges, the "Pact for the Future," a hallmark result of a year-long process, was adopted by the UN General Assembly in September 2024. This declaration reaffirms the commitment of UN Member States to sustainable development, peace, human rights, and stronger global governance in response to current challenges. The Pact for the Future complements and consolidates efforts initiated with OHCHR Up Front (2016), A Call to Action for Human Rights (2020), Our Common Agenda (2021), and a new Agenda for Peace (2023) in confirming the critical role of human rights in addressing global challenges and charting a path towards societies rooted in equity, dignity, and participation, as well as serving as the foundation for peace, security, and accelerated progress towards the SDGs.

The interdependence and mutually reinforcing nature of human rights, development, peace, and security is clearly reflected in Denmark's Foreign and Security Policy as well as in Denmark's strategy for Development Cooperation, "The World We Share". Within the peace and security agenda, Denmark emphasises human rights and respect for international law as cross-cutting priorities, including the role of human rights in prevention, sustaining peace, and within the Women, Peace, and Security agenda, which is a Danish priority. These priorities have also informed Denmark's successful candidacy for the UN Security Council in 2025-2026. Human rights and the associated values of participation, non-

discrimination, and accountability present the foundations of “The World We Share” and cut across all Danish priorities. Denmark’s emphasis on democracy, a free civil society, the right to participation and associated freedoms, as well as the prioritisation of the rights and dignity of those in marginalised situations, gender equality, and women’s and girls’ rights is clearly reflected in the Danish Ministry of Foreign Affairs (MFA) How-to Notes on “*Human Rights and Democracy*” and “*Danish support to Civil Society*”. A focus on human rights and associated values is further integrated within all MFA How-to Notes, including “*Fighting Poverty and Inequality*”, “*Peace Building and Stabilisation*”, “*Social Sectors and Social Safety Nets*”, and “*Securing Coherence between Humanitarian Aid, Development Cooperation, and Peacebuilding*”.

In its international cooperation Denmark has a prominent position in human rights agendas on the prevention of torture, rights of Indigenous Peoples, women’s and girls’ rights and gender equality, and freedom of religion or belief. Denmark also has a well-established position in the defence of a strong and independent civil society and on addressing the impact of new and emerging digital technologies on human rights.

Danish priorities are clearly reflected in the mandate, mission, and management plan of OHCHR and inform the focus of this organisational strategy. OHCHR is the preeminent multilateral institution and leading UN agency dedicated to promoting and protecting human rights and is a crucial partner in advancing Denmark’s human rights agenda. In a time of geopolitical challenges and pressures on the human rights system, Denmark’s commitment to continued support, responsible donorship, and a primary contributor to OHCHR remains acutely relevant.

2. The Organisation

MANDATE: OHCHR was established in 1993 to promote and protect all human rights for all people. It was created through the General Assembly’s adoption of the Vienna Declaration and Programme of Action (UNGA Resolution 48/141), which also details its mandate.¹ Guided by this founding resolution, the UN Charter, the Universal Declaration of Human Rights, and subsequent human rights instruments, OHCHR is mandated to take an active role in addressing obstacles to the full realisation of all human rights and in preventing human rights violations throughout the world.







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

In pursuing its mandate OHCHR engages the *national level* to ensure human rights-compliant legislation, capacity for implementation, effective mechanisms for monitoring and redress, as well as the inclusion and participation of civil society and other stakeholders. At the *international level*, OHCHR works to support effective and coordinated human rights

¹ See Annex 2 for OHCHR Mandate.

mechanisms² and to ensure the responsiveness and active engagement of states, national human rights institutions, civil society, and the UN system. OHCHR is also responsible for the *mainstreaming of human rights throughout the United Nations system* by integrating human rights norms and standards into the decision-making, policies, and system-wide initiatives of the UN, and through cooperation with individual UN agencies. At the field level, OHCHR supports the human rights components of UN peace missions or political offices and deploys human rights advisers to work with UN Country Teams (UNCTs).

STRATEGY, PRIORITIES, AND RESULTS: The current priorities, strategies, and targets of OHCHR are set out in its OMP, directing the guiding planning, monitoring, and reporting of the Office over the next four years.³ Aligned with its predecessor, the OMP is structured around OHCHR’s six main pillars of work:

- | | |
|--|---|
| 1. Mechanisms: Improving implementation of the outcomes of the international human rights mechanisms |  Mechanisms (M) |
| 2. Participation: Enhancing participation, and protecting civic space and human rights defenders |  Participation (P) |
| 3. Non-Discrimination: Enhancing equality and countering discrimination |  Non-discrimination |
| 4. Accountability: Strengthening governance, the rule of law, and accountability for human rights violations and abuses |  Accountability |
| 5. Development: Advancing sustainable development through human rights |  Development |
| 6. Peace and Security: Addressing fragility, insecurity, conflict and violence |  Peace and Security |

Under each pillar OHCHR has defined five to seven result areas, all contributing to OHCHR’s theory of change. The content of the pillar approach has been informed by six strategic directions that have supported prioritisation: 1) rebuild trust and reinvigorate a **global human rights movement**; 2) foster **inclusion and equality** through a **diversity** approach; 3) promote a **human rights economy** to realise rights and reduce inequalities; 4) ensure that **digital technologies and data** are at the service of humanity and advance human rights; 5) put human rights at the centre of **early warning** and advance the **global protection agenda**; 6) advance **environmental action** with human rights at its core.

The priorities, strategies, and targets set out by the OHCHR are complex and as such mirrors one of the challenges faced by OHCHR, namely the ability to prioritise in a complex, resource-constrained environment, cf. chapter 3 below.

The OMP further outlines priorities for organisational effectiveness, based on OHCHR’s Organisational Effectiveness 2.0 change management programme initiated in 2023.

² See Annex 3 for illustration of human rights mechanisms.

³ See Annex 4 for illustration of OHCHR OMP, KPIs, ToC, and SDG alignment

GOVERNANCE AND ORGANISATION: OHCHR is a part of the United Nations Secretariat, directly accountable to the Secretary-General and the General Assembly. The High Commissioner for Human Rights, appointed by the General Assembly for a four-year term, is the UN’s principal human rights official. The current High Commissioner, Volker Türk, took up his function October 2022.

OHCHR is headquartered in Geneva. Alongside Executive Direction and Management, it has three substantive divisions: i) the Thematic Engagement, Special Procedures and Right to Development Division; ii) the Human Rights Council (HRC) and Treaty Mechanisms Division; and iii) the Field Operations and Technical Cooperation Division. The Human Rights New York Office, headed by a deputy to the High Commissioner, works to integrate human rights norms and standards within the decision-making and operational activities of inter-governmental and inter-agency bodies at UN headquarters in New York. As of June 2024, OHCHR had 1,955 staff members, including 72 Junior Professional Officers (JPOs) and UN Volunteers sponsored by member states, with 49% of staff deployed in the field, including 655 staff in peace missions.⁴

OHCHR’s field presence includes 18 country offices with mandates agreed upon with host governments, 12 regional offices supporting the integration of human rights into broader development, peacebuilding, and humanitarian programming of the UN and Member States, 9 human rights components in UN Peace Missions, 42 Human Rights Advisers deployed to the field to support UN Country Teams (UNCTs) with human rights mainstreaming, and 8 other types of field presence, mainly rapid response functions to emerging human rights crises. Since 2018, OHCHR has expanded its field presence by 12 countries, including a doubling of investigative missions, with overall staff growing by over 600 during this period.

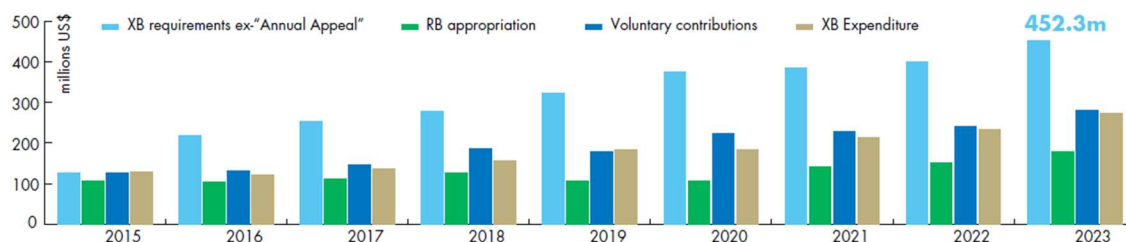


FINANCE AND FUNDING: Human rights are a core responsibility under the UN Charter and one of the three pillars of the UN system. In principle the UN regular budget should finance all activities mandated by the General Assembly and its subsidiary organs, including the HRC. However, only about five percent of the total UN regular budget was allocated to OHCHR in 2023, failing to cover at least 20 percent of OHCHR mandated work. In 2023, OHCHR received USD 178.2 million from the regular budget, against an extra budgetary requirement of USD 452 million.

⁴ See Annex 5 for Organogram and further details on organisation and field presence.

FUNDING NEEDS, INCOME AND EXPENDITURE

Extrabudgetary (XB) requirements, regular budget (RB) appropriation, voluntary contributions and expenditure evolution 2015-2023 (in millions of US\$)



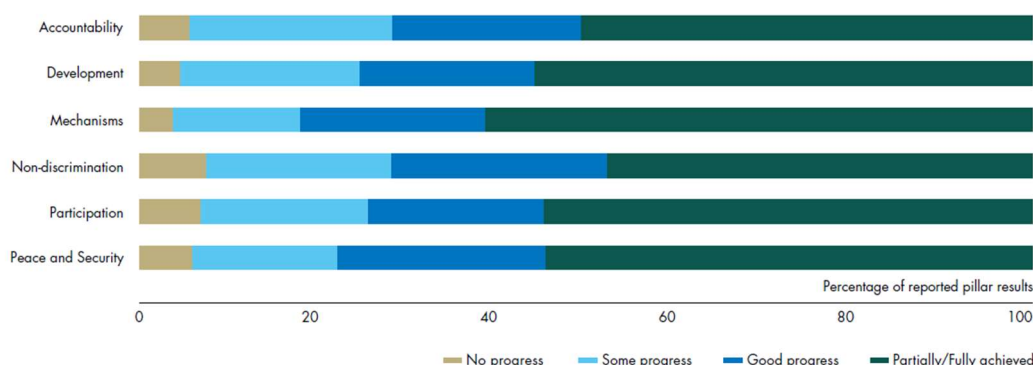
While allocations from the UN budget have increased (USD 128.6 million in 2018), it remains heavily insufficient to meet the growing demands on OHCHR’s mandate and requests for support. OHCHR is therefore highly reliant on voluntary funds to be able to address all requests and needs for assistance (extra-budgetary requirements). Although voluntary funding increased from USD 187.1 million in 2018 to USD 281.5 million in 2023, the gap between extra-budgetary requirements and funds received has widened significantly over the last decade.⁵

Voluntary contributions to OHCHR range from unearmarked to hard earmarked, based on specific project agreements. In 2023, only 30% of voluntary funds were unearmarked, further constraining OHCHR’s ability to respond flexibly and effectively to requests and needs.

3. Lessons Learnt, Key Strategic Challenges and Opportunities

PARTNER ASSESSMENT: OHCHR’s own reporting under the 2018-2023 plan demonstrates progress on planned outcomes and significant achievements in global human rights protection.⁶ Over this period, substantial progress was noted toward 90% of country-level results, with 54% reported as fully or partially achieved. Likewise, good progress was achieved against two-thirds of the expected pillar results in 2023.

LEVEL OF PROGRESS REPORTED UNDER PILLAR RESULTS IN 2023



⁵ See Annex 9 for further details on OHCHR funding trends 2014-2022

⁶ For snapshot of results and budget from annual reports 2022 and 2023 see Annex 7 and 8

The most recent **Multilateral Organisation Performance Assessment Network (MOPAN)** assessment of OHCHR was published in April 2019⁷, while the next one is scheduled to take place in 2025. The MOPAN assessment scores were satisfactory, and substantial progress was noted in areas like strategic leadership, gender equality, and results-based management. However, MOPAN also pointed to significant challenges in addressing resource constraints, enhancing human resources and partnership strategies, and strengthening risk management and evaluation functions. With reference to its unique mandate and mechanisms, normative authority, ability to link country specific challenge to multilateral diplomacy, recognised expertise, and mission driven staff the MOPAN concluded that OHCHR was “punching above its weight”.

In 2022, the MFA commissioned a **Mid-Term Review (MTR)** confirming the MOPAN portrait of OHCHR and its relevance as a partner in support of Denmark’s strategic ambition to advance democratic values and human rights. The MTR notes satisfactory progress on two areas of priority in the previous strategy that are also carried forward in the current strategy.⁸ The MTR notes clear results in *mainstreaming human rights into UN development, peace, and security* initiatives. Enabled by OHCHR’s increased field presence and support to UNCTs, human rights are increasingly integrated into UN Sustainable Development Cooperation Frameworks (UNDCF). The MTR further notes that OHCHR increasingly supported UN peace operations and special political missions and had an active role in briefings to the Security Council on human rights in conflict areas, such as Syria, Myanmar, and Ukraine. On the priority of *organisational effectiveness*, the MTR confirms that OHCHR has made progress in institutionalising strategic planning and results-based management within the Performance Monitoring System (PMS), but also continued challenges as outlined further below.

CHALLENGES: While generally positive, MOPAN, the MFA’s MTR, and OHCHR’s own evaluations also point to consistent challenges.⁹ A key challenge - and opportunity - is presented by the **proliferation and complexity of OHCHR’s mandated tasks**, often politically assigned and beyond its sphere of control. The UN treaty body system has expanded significantly and there has been a positive increase in ratifications resulting in a heavier reporting and review burden. Simultaneously, the HRC has issued new mandates to address emerging thematic issues, such as digital rights and climate change as well as an increase in country mechanisms. The success of mainstreaming human rights has also generated new expectations and demands on OHCHR’s services. These new mandates and tasks address critical areas but also increase workload and are often not met with commensurate funding, resulting in further overextension and potentially impacting the sustainability of OHCHR’s work.

As outlined earlier, OHCHR continues to face challenges from **chronic underfunding** and the modality and composition of OHCHR’s finances. The challenges of underfunding

⁷ For further details on MOPAN scores and key findings, see Annex 6.

⁸ “Mainstreaming human rights into development, peace and security” and “Action for organisational effectiveness”

⁹ References used for section 3 section include OHCHR Annual Reports 2018–2023, MOPAN 2019, MFA Mid-Term Review 2022, OHCHR meta-synthesis of evaluation reports 2023 , UN [progress report on QCPR implementation 2023](#)

have been worsened by the UN liquidity crisis and hiring restrictions imposed on regular budget posts in July 2023, resulting in treaty body and investigative mandates working with vacancies, alongside travel restrictions and operational budget cuts. Budget constraints, earmarking, delayed payments, and restrictions on the regular budget present major obstacles to OHCHR's ability to deliver effectively, flexibly, and fully on its mandate.

OHCHR has made progress in strategic planning but continues to be challenged in its ability to **prioritise in complex, resource-constrained environment**. Key challenges include a) complex pillars and KPIs not fully supported by a coherent theory of change, resulting in activity-centred projects not fully aligned with the operational management plan, b) projects with overly ambitious targets lacking robust analysis, contributing to underachievement of results, c) a complex PMS and an excess of underutilised plans and reports. These challenges are acknowledged and to some extent addressed in the current organisational effectiveness plans, but a continued focus on ensuring coherence, effectiveness, and prioritisation of increasing demands on its mandate against limited funding remains necessary.

OHCHR has grown significantly over the past decade, especially through its expanded field presence. Increased presence has proven valuable, enhancing OHCHR's results, its monitoring capabilities, and influence on human rights agendas at the national level, and mainstreaming human rights within UNCTs. However, the organisation also faces **challenges related to its organisational architecture**. The MOPAN assessment noted staff being overstretched, capacity shortfalls, and limited flexibility over human resource management. The 2023 *OHCHR 2.0 Organisational Review* highlights a siloed working culture that undermines coordination and synergies between Geneva and New York and between headquarters and the field. Field operations also face challenges with double reporting lines, where human rights advisers are embedded in UNCTs, or in peace or political missions.

OPPORTUNITIES: In the face of global challenges, there is an opportunity to use this critical juncture to mobilise for a renewed momentum and commitment to human rights, international law, and an effective multilateral system. This aspiration has been the drive behind the recently adopted UN *Pact for the Future*. While OHCHR is challenged by the demands on its mandate, its strengthened role within UN declarations, system-wide initiatives, and mainstreaming efforts continue to present an opportunity to embed human rights in global governance.

In contexts of shrinking civic space and declining scope and effect of bilateral human rights diplomacy, the international human rights mechanisms often continue to present and protect key opportunities for international and national human rights dialogue. The human rights mechanisms and the work of OHCHR also constitute the foundation for policy and advocacy engagement of other human rights actors. The MFA MTR highlights the importance of OHCHR in support of civil society and human rights advocacy in challenging contexts, through statements and documentation, support to human rights defenders, and efforts to protect civic space.

As custodian of the international human rights system, OHCHR holds a unique and central mandate to promote and protect human rights. Reviews and evaluations show OHCHR's ability to adapt and delivery results despite challenges. They highlight OHCHR's normative

authority and strengths in partnerships, stakeholder engagement, and broad convening power. There is a clear convergence between OHCHR's mandate and Danish priorities and a continued partnership with OHCHR presents a key opportunity to leverage its strengths for the realisation of shared human rights ambitions and priorities.

4. Priority Areas and Results to be Achieved

The priority areas and results outlined below reflect Denmark's Strategy for Development Cooperation and Foreign and Security Policy Strategy and align with OHCHR's own OMP and monitoring framework. They reflect the current context, but also a continuation of the previous Danish Organisation Strategy and the long-standing areas of priority in Denmark's foreign policy. Denmark's longstanding, specific focus on the prevention of torture, promoting the rights of Indigenous Peoples, advancing women's rights and gender equality, incl. sexual and reproductive health and rights (SRHR), and protecting freedom of religion or belief is embedded in some of the chosen priorities, but also constitute a cross-cutting focus in Danish engagement with OHCHR.

Priority 1: Strengthening Civic Participation and State Accountability

Repression of civil society and human rights defenders is intensifying globally, with rising marginalisation, hate speech, and disinformation eroding public trust and participation. Erosion of civic space and limiting participation of civil society is often mirrored in a similar decline in government responsiveness, accountability, and respect for rule of law, which are the foundations of effective human rights protection and prevention. Under its current management plan, OHCHR will work towards **enhancing participation, protecting civic space, and safeguarding human rights defenders** as well as **strengthening governance, the rule of law, and accountability for human rights violations and abuses**. Across the priorities OHCHR efforts include strengthening legal and regulatory frameworks globally and nationally, monitoring implementation, and empowering individuals and groups to engage in public consultation and dialogue. OHCHR will also work to embed participation and accountability as priorities across system-wide UN policies, programmes, and advocacy.

Civil society, public participation, and inclusive, responsive, and accountable governance are also Danish key priorities. In Denmark's Strategy for Development Cooperation SDG 16, emphasising accountable and inclusive institutions, is a key priority, also recognising public participation and state accountability as a precondition for more peaceful, safe, resilient, and sustainable societies (*How to Note: Human Rights and Democratisation*). Civil society is a key partner across all Danish development priorities. A strong civil society can hold those in power to account, disseminate information, facilitate engagement, and is a prerequisite for accountability and democratic governance. Civil society, protection of civic space, and assistance to human rights defenders at risk are thus key Danish priorities (*How to Note: Danish Support for Civil Society*). Denmark will reflect these priorities in its dialogue with OHCHR, with monitoring focused on the following results¹⁰:

¹⁰ The selected results under each area of priority 1-4 derive from OHCHR's own framework and indicators. Their numbering and operationalisation can be found in Annex 1.

- *States and other relevant actors ensure that people and groups in all their diversity are increasingly empowered to exercise their rights to access information and to participate in public affairs without discrimination, online and offline.*
- *Laws, policies and practices on governance, in the administration of justice, and in law enforcement, address and prevent human rights violations and abuses, including in civic space and in the context of emerging digital technologies and corruption.*

Priority 2: Enhancing equality and countering discrimination

Ensuring equality and countering discrimination are core principles of international human rights law and fundamental to the SDGs and the pledge to leave no one behind. However, rising inequalities disproportionately affect groups already marginalised on the basis of gender, race, religion, age etc. Gender-based discrimination is increasing and remains one of the most prevalent forms of discrimination across the globe. Under the current management plan, OHCHR will work to **enhance equality, counter discrimination**, and support efforts to reduce socio-economic inequalities. Priorities include assisting states in countering discrimination and enacting non-discriminatory laws, policies, and programmes, with emphasis on race, gender, minorities, persons with disabilities, Indigenous Peoples, and people on the move. In support of the United Nations System-Wide Gender Equality Acceleration Plan emphasis will be placed ensuring that states prioritise gender equality and combat gender-based discrimination.

This is well aligned with Denmark’s international engagement, which prioritises the rights, equality, and protection of Indigenous Peoples, religious minorities, and women and girls, with a particular emphasis on addressing sexual and gender-based violence (SGBV) and promoting access to SRHR. These priorities will be reflected Denmark’s engagement with OHCHR, with progress monitored against the following results:

- *States adopt laws, policies, programmes and practices that combat all forms of discrimination and address inequalities, including their intersectional dimensions, informed by disaggregated data.*
- *States advance gender equality and combat gender-based discrimination and stereotypes against all women and girls.*

Priority 3: Mainstreaming human rights in development, peace, and security

In 2024, only 17% of SDGs are on track, with progress threatened by the impact of climate change, geopolitical tensions, and escalating conflicts. This context is a stark reminder that sustainable development cannot be realized without peace and security, peace and security will be at risk without sustainable development, and neither can be achieved without human rights. Under its management plan OHCHR will work to advance **sustainable development, and address fragility, insecurity, conflict and violence, through human rights** integration. OHCHR has a key role in supporting UN agencies in the application of a rights-based approach and will continue to build UN capacity to support states to integrate human rights within the sustainable development agenda. OHCHR will also work to mainstream human rights in peace and security agendas and take a leading role in the implementation of the UN Agenda for Protection. They will work to strengthen

contribution of human rights monitoring to early warning and prevention response and provide a human rights perspective to UN's expertise and capacities in the fields of prevention, mediation, peacebuilding, transitional justice and accountability.

For Denmark, human rights is the foundation of development, peace, and security. They are integral to the sustainable development agenda, and the bedrock for the pledge to leave no one behind. Human rights protection is a cornerstone in Denmark's Foreign and Security Policy, and human rights violations are recognised as both a cause and consequence of conflict. Denmark emphasises protection as well as meaningful participation of women and youth in conflict prevention and peace-building activities (*How to Notes: Peace Building and Stabilisation, Securing Coherence between Humanitarian Aid, Development Cooperation, and Peacebuilding*). OHCHR, through its strategic coordination role, partnerships with other UN agencies, and its continued field presence, represents a central partner for Denmark's mainstreaming agenda. This will be reflected in Denmark's engagement with OHCHR, with progress monitored against the following results:

- *States benefit from increased United Nations support to integrate human rights, including the right to development, when they implement the 2030 Agenda and SDGs; support covers analysis, programmes and advocacy, and includes economic and environmental policy, building on UN Human Rights' coordination mandate.*
- *In line with its Agenda for Protection, the UN encourages and supports States and other actors responsible for protecting people in situations of conflict, violence and crisis*

Priority 4: Digital technologies serve humanity and advance human rights

Digital technology is transforming societies and impacting all aspects of life, presenting both opportunities and challenges for human rights. Technological advancements outpace efforts to regulate and govern and the multinational corporations behind the technological revolution are becoming increasingly powerful. **Ensuring digital technologies and data are at the service of humanity and advance human rights** is one of six **strategic directions** in the OHCHR management plan. OHCHR will work with governments and companies to integrate human rights into digital technology design and usage and support the regulation of emerging technologies ensuring alignment with human rights. The Global Digital Compact, adopted in 2024, presents new opportunities and areas of engagement for OHCHR.

For Denmark, digital technology also constitutes a cross-cutting priority in foreign, security, and development policies. Through its TechPlomacy initiative, Denmark engages the tech industry as a geopolitical actor and has a significant focus on the role as well as the responsibility of large tech companies. The Danish led Tech for Democracy and Digital Democracy initiatives have a particular focus on challenges and opportunities of digital technology for democratic participation, civic space and human rights defenders. Finally, at the UN, Denmark is part of the core group behind the HRC resolution on "New and Emerging Digital Technologies and Human Rights", focused on a holistic response to human rights opportunities, challenges and gaps arising from rapid innovation. These

priorities will be reflected in Denmark’s engagement with OHCHR, with monitoring focused on the following results:

- *Legal, regulatory, institutional and policy frameworks protect and expand **civic space** offline and **online**.*
- *States and the UN system respond to threats arising from [...] **new technologies** [...] in a manner that is **consistent with international human rights law**.*

Priority 5: Action for organisational effectiveness

As reflected above, OHCHR faces ongoing challenges with its organizational architecture and prioritisation in complex, resource-limited environments. With growing and increasingly complex demands on its mandate, often beyond its control, these challenges are likely to intensify. Denmark will maintain a focus on organisational effectiveness as a key priority. OHCHR’s own management plan includes eight priorities to enhance organisational effectiveness, programme delivery, and operational impact. Each priority is accompanied by an Organizational Effectiveness Action Plans (OEAPs). Reflecting their relevance for the priority results areas of this strategy, Denmark will focus on progress in two OEAPs: i) strengthening the field and ii) innovation to increase impact.



As part of **strengthening the field**, OHCHR aims to reinforce the capacity of regional offices to provide strategic, programmatic and administrative services, and streamline workflows between headquarters and the field. This will improve the overall efficiency of the work of the OHCHR and ultimately strengthen technical assistance and achievement of results in the field. Under **innovation to increase impact** OHCHR will promote the use of data and digital tools to drive stronger results for human rights. Denmark will pay special attention to the use of digital technologies for enhanced data collection, analysis, and information management, but also the use of digital tools to support participation and accessibility to UN human rights processes.

Denmark will furthermore monitor on OHCHR’s ability to **mobilise funds** and address the widening gap between extra-budgetary needs and allocated funding. Denmark and Norway are institutional lead for the planned **2025 MOPAN**. Engaging in the MOPAN assessment is a priority for Denmark, with a particular focus on assessing OHCHR’s ability to prioritise, as well as to ensure that OHCHR follows up on the coming MOPAN recommendations. These priorities will be reflected in Denmark’s engagement with OHCHR, with monitoring focused on the following results:

- *Progress on Organizational Effectiveness Action Plans related to i) strengthening the field and ii) innovation for impact.*
- *Addressing recommendations in the coming MOPAN assessment related to funding and prioritisation of resources.*

5. Danish approach to engagement with the organisation

Denmark will hold OHCHR accountable and monitor progress towards achieving results. Consistent with Danish multilateral guidelines, monitoring and reporting will be based on OHCHR's own monitoring and reporting framework and cycle, with a focus on selected targets mentioned in previous sections and indicators outlined in Annex 1. OHCHR will furthermore provide Denmark with an overview of progress on the targets in question.

Results, contextual developments in challenges, opportunities and risks, lessons learnt and recommendations from evaluations, including MOPAN, will be reflected in **annual stock-taking reports**, and discussed at **annual high-level consultations** and as part of the ongoing dialogue at a technical level.

Denmark will support **promotion of selected priorities** and consolidation of OHCHR mandate to pursue them through leverage of our broader political engagement within the UN system, including in the General Assembly and the HRC, as well as in dialogues with individual UN agencies receiving Danish multilateral assistance.

Denmark will also explore **synergies between its multilateral and bilateral cooperation** by supporting OHCHR's engagement in Danish priority countries, with particular focus on integrating human rights in UNSDFs and supporting follow-up on human rights mechanisms, including the Universal Periodic Review.

At both multilateral and country levels, Denmark will ensure close **coordination** with the European Union, like-minded countries, and established civil society partnerships to jointly influence resolutions, policies, and agenda-setting processes relevant to shared priorities. Denmark will also coordinate with other donors in its ongoing monitoring efforts and in support of OHCHR's fundraising. Denmark will explore opportunities to mobilise additional earmarked resources through OHCHR contributions to other programmes and projects, or through secondment of experts or JPOs.

Each year specific priorities for engagement on priorities and interaction with OHCHR will be established in an **Annual Action Plan**, developed in consultation with the **Contact Group** and other relevant MFA Units.¹¹

6. Budget

Denmark's voluntary contribution in 2024 was DKK 84 million (USD 12.2 million), which is significantly larger than Denmark's contributions in previous years. This is due to an extraordinary contribution of DKK 16.5 million in 2024 for the OHCHR's organisational effectiveness initiative, dedicated to strengthening OHCHR's presence in the field. Approximately 32% of Denmark's contribution in 2024 was unearmarked. Most other funds were soft earmarked to the United Nations Voluntary Fund for Victims of Torture, the OPCAT Special Fund, and the Voluntary Fund for Technical Cooperation, where Denmark was the largest donor. Denmark also provided earmarked support for human

¹¹ For Annual Action Wheel, see Annex 8

rights protection in stabilisation and peace operations, and other selected initiatives¹². Denmark's voluntary contributions have remained consistent since 2018, while its ranking as a contributor has fallen from sixth to tenth in 2023 due to increased donations from other countries. As at 31 October 2024, Denmark's ranking is number seven.¹³ Denmark has also consistently supported the deployment of JPOs to OHCHR. In 2023, three of 44 JPOs were supported by Denmark.

In the current Organisation Strategy 2025-2030, Denmark's total annual *voluntary contribution* to OHCHR is projected to be DKK 60 million per year amounting to a total budget of DKK 360 million over the period. The funding is subject to annual parliamentary approval and will be disbursed on an annual basis. The funding softly earmarked for the Voluntary Fund for Technical Cooperation (VFTC) as well as for the OHCHR Peace Mission Support Section (PMSS) reflect Denmark's continued focus on strengthening OHCHR presence in the field and ability to support mainstreaming of human rights within UNCT's and human rights components of peace missions. The funding softly earmarked for the UN Voluntary Fund for Victims of Torture (UNVFVT) reflects the long-standing Danish commitment to the fight against torture and an expectation that it is a continued priority across the priorities reflected in this strategy. Financial management of both funds follows OHCHR's general rules and regulations, and annual financial and narrative reporting is part of annual reports.

*Indicative budget for Denmark's voluntary contribution to OHCHR*¹⁴

	2025	2026	2027	2028	2029	2030	Total
Unearmarked	27	27	27	27	27	27	
Voluntary Fund for Technical Cooperation	26	26	26	26	26	26	
United Nations Voluntary Fund for Victims of Torture	2	2	2	2	2	2	
Peace Missions Support Section	5	5	5	5	5	5	
Total	60	60	60	60	60	60	360

Budget in DKK million. The budget is subject to annual parliamentary approval.

7. Planning, Monitoring and Risk Management

PLANNING AND MONITORING: OHCHR carries out continuous monitoring and targeted evaluations to ensure that evidence and lessons are captured and feed strategic decision-making in a timely manner. Monitoring not only enables OHCHR to track progress towards identified results but validates its theory of change at the design stage and allows it to adapt and adjust in response to changing circumstances. Mid-term and annual

¹² An overview can be found in Annex 12

¹³ For funding trends 2014-2022 and Danish contributions 2019-2024 see Annex 9, 10, and 12

¹⁴ For the years 2026-2028, the numbers included are the expected Danish contributions as indicated in the Danish Finance Act 2025, §06.32.08

reviews of the implementation of annual work plans contribute to the monitoring framework of the OMP and help managers to determine the continued relevance of overall targets. Environmental, programmatic and institutional risks are also reviewed in the middle and at the end of the year and mitigation measures are taken to reduce threats to successful implementation of the programme. The regular monitoring required for effective implementation of the OMP is supported by a Performance Monitoring System, a database in which OHCHR's more than one hundred organizational units and field presences record strategic programming documents, annual work and cost plans, and report on programme implementation.

RISKS: The OHCHR Risk Register¹⁵ was developed in 2020 as part of an overall risk management initiative of the UN Secretariat. In line with mandated requirements, the organisation wide Risk Register is reviewed and updated annually. The Risk Register categorises risks according to their risk levels (*very high, high, medium and low*). This includes an assessment of their impact and likelihood, as well as existing internal controls. For all identified risks, the Risk Register further details risk mitigation responses to be taken by the organisation. Risk treatment and response plans are prepared for high and very high level risks, and the implementation status of these actions is reported on annually. Major (*significant/ likely*) risks with high residual risks include:

Financial risks: Three major risks are identified relating to i) Budget Allocation, ii) Extra-Budgetary Funding, and iii) Financial Contributions. These reflect the constrained regular budget, the politicised budget approvals and high reliance on voluntary contributions, earmarking restrictions, and low fundraising capacity of OHCHR. Mitigation measures include strengthened engagement with member states to secure more predictable and sustainable funding, strengthening awareness of OHCHR's critical role, fundraising diversification, and more strategic allocation of unearmarked funding. OHCHR expects a constraint of resources to affect its ability to deliver on its mandate.

Political Climate: Key drivers for this risk include geopolitical conflicts, push-back on human rights, resistance to recommendations, lack of coordinated engagement threatening both effective international coordination and ability of UN General Assembly and intergovernmental committees to effectively respond to needs of the UN secretariat, but also challenging national implementation. Mitigation measures include building stronger cross regional alliances, stronger membership engagement and dialogue, and more strategic messaging. OHCHR expects challenges from global and regional shifts and divisions impacting on its ability to effectively pursue its mandate and priorities.

Public Perception, Support and Reputation: The reputation of OHCHR is vulnerable to misinformation and negative narratives that can undermine its credibility and public support. Rise of disinformation through digital technology, limited resources, and crisis communication capacity leave the organisation at risk of reputational damage, especially in politically sensitive situations. Mitigation measures include strengthening strategic

¹⁵ See Annex 11 for a snapshot of risks in the Risk Register 2023, as the updated 2024 Risk Register is currently being finalised.

communication and media engagement, strengthening collaboration with civil society to reinforce credibility and counter negative narratives, and strengthen rapid response controls for crisis communication. A persistent risk remains in OHCHR's capacity to fully control its public image amid complex political dynamics.

ICT Infrastructure & Systems, and Cybersecurity: With an increased reliance on digital platforms, evolving cyber threats and limited investment in ICT and security infrastructure, OHCHR faces cybersecurity vulnerabilities, including potential data breaches that could compromise sensitive information on human rights cases and individuals. Mitigation measures include strengthening digital resilience of its system, undertaking cybersecurity audits and training, and strengthening incident response protocols. Despite mitigation efforts cyber security threats continue to evolve and a persistent area of risk for the organisation.

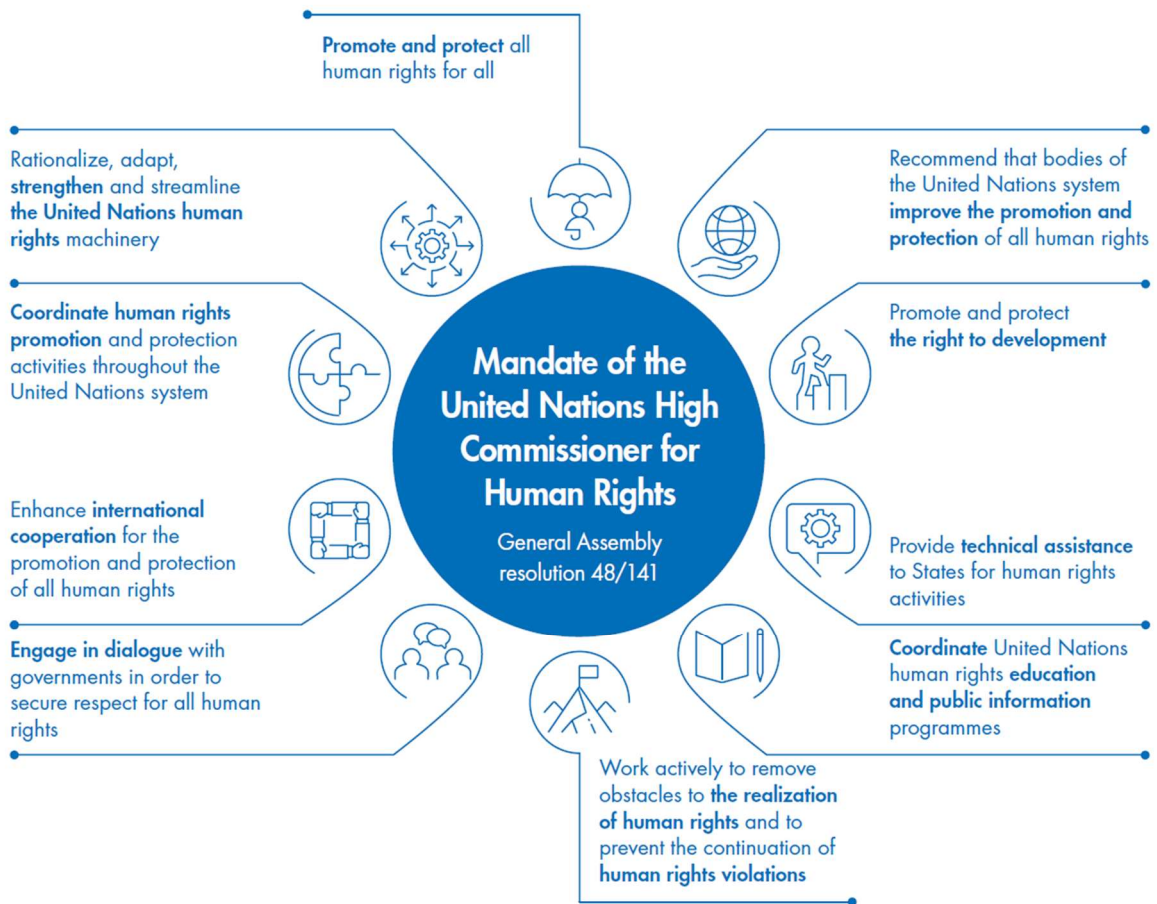
ANNEX 1: RESULTS MATRIX

The matrix below shows the chosen Danish priority results (cf. chapter 4) and the related results, indicators and targets from the OHCHR Management Plan and associated results framework.

Priority 1: Strengthening civic participation and state accountability		
Result	Indicator	Target
P2: States and other relevant actors ensure that people and groups in all their diversity are increasingly empowered to exercise their rights to access information and to participate in public affairs without discrimination, online and offline.	Number of countries of engagement demonstrating significant improvement in the level of meaningful participation in selected public processes.	57
A1: Laws, policies and practices on governance, in the administration of justice, and in law enforcement, address and prevent human rights violations and abuses, including in civic space and in the context of emerging digital technologies and corruption.	Number of countries where the level of compliance of legislation/policy with human rights standards has significantly improved	34
Priority 2: Enhancing equality and countering discrimination		
Result	Indicator	Target
ND1: States adopt laws, policies, programmes and practices that combat all forms of discrimination and address inequalities, including their intersectional dimensions, informed by disaggregated data.	Number of countries where the level of compliance of legislation/policy with human rights standards has significantly improved in this area	12
ND3: States advance gender equality and combat gender-based discrimination and stereotypes against all women and girls.	Number of countries where advances in this area take place	5
Priority 3: Mainstreaming human rights in development, peace, and security		
Result	Indicator	Target
D1: States benefit from increased United Nations support to integrate human rights, including the right to development, when they implement the 2030 Agenda and SDGs; support covers analysis, programmes and advocacy, and includes economic and environmental policy, building on OHCHR's coordination mandate.	Number of UNCTs that have significantly integrated international human rights norms, standards and principles, and/or the recommendations of the human rights mechanisms, in their work	60
PS1: In line with its Agenda for Protection, the UN encourages and supports States and other actors responsible for protecting people in situations of conflict, violence and crisis	Number of countries in which the OHCHR initiatives have helped to protect people from human rights violations	25

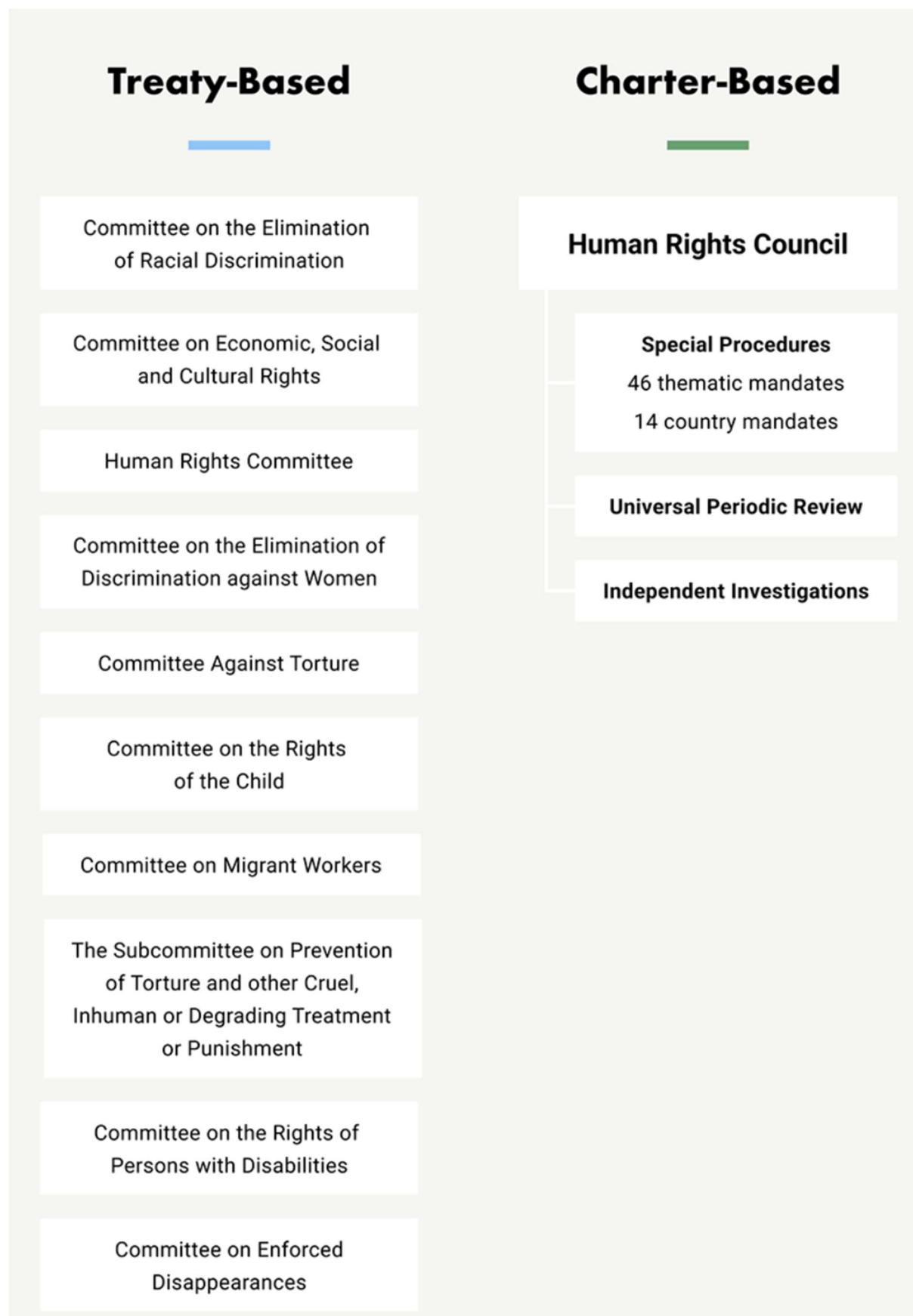
	Number of countries in which the international community has engaged objectively and constructively on human rights issues raised by OHCHR.	20
Priority 4: Digital technologies serve humanity and advance human rights		
Result	Indicator	Target
P1: Legal, regulatory, institutional and policy frameworks protect and expand civic space offline and online .	Number of countries of engagement demonstrating significant improvement in the level of meaningful participation in selected public processes.	57
PS5: States and the UN system respond to threats arising from the climate crisis, pandemics, new technologies and innovations in warfare in a manner that is consistent with international human rights law .	Number of areas where human rights mechanisms have helped to strengthen international or regional human rights law or standards related to new technologies.	16
Priority 5: Action for organisational effectiveness		
Result	Indicator	Target
KPI1: Progress on Organisational Effectiveness Action Plans related to i) strengthening the field and ii) innovation for impact.	Percentage of results under OEAP strengthening the field where OHCHR good progress or partly/fully achieved	80%
	Percentage of results under OEAP innovation for impact where OHCHR good progress or partly/fully achieved	
KPI2: Addressing recommendations in the coming MOPAN assessment related to funding and prioritisation of resources.	Percentage of recommendations related to funding and prioritisation of resources that are constructively addressed by the OHCHR.	80%

ANNEX 2: OHCHR MANDATE



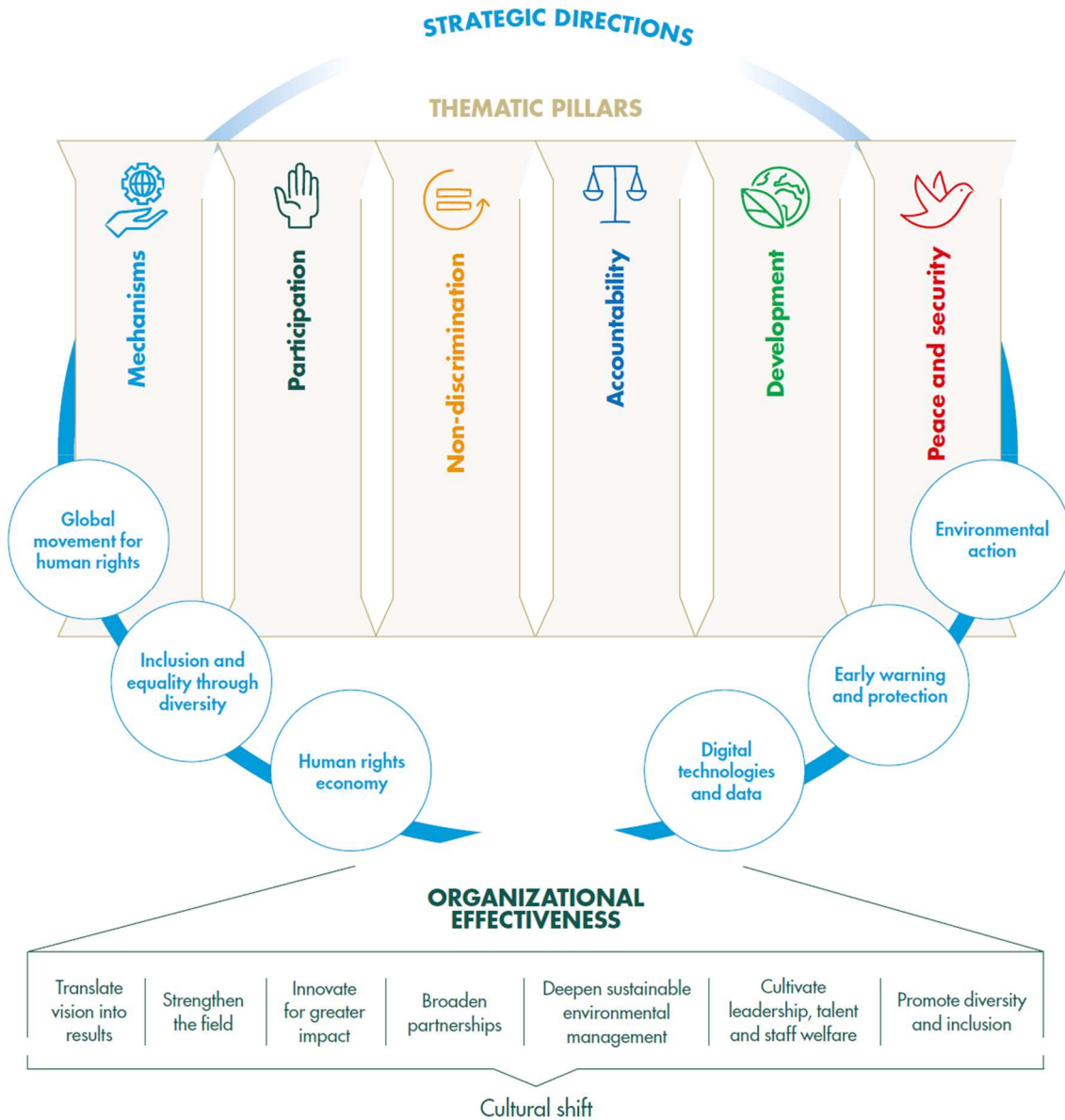
UN Human Rights Management Plan 2024-2027

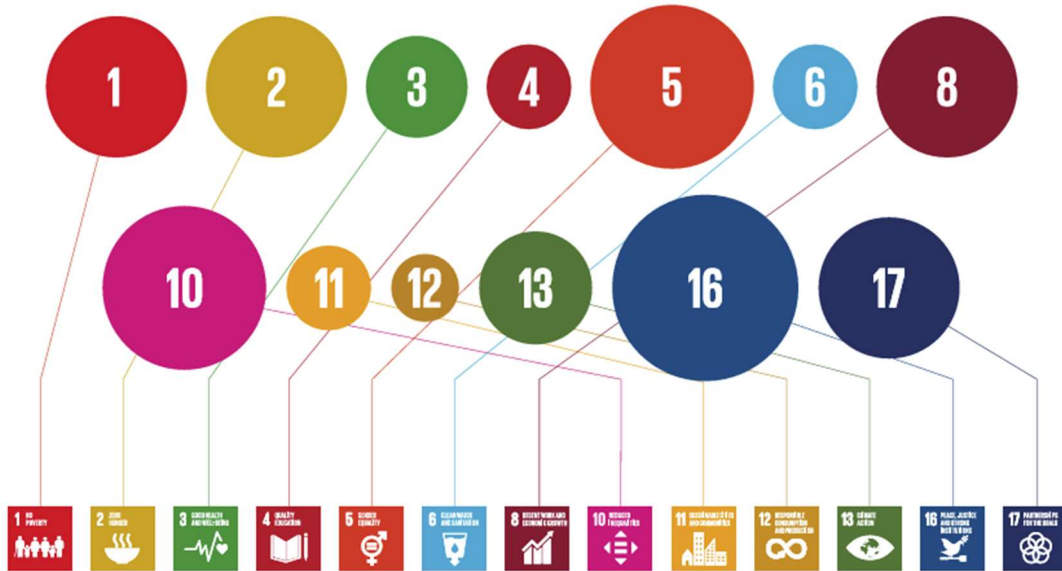
ANNEX 3: HUMAN RIGHTS MECHANISMS



ANNEX 4: OHCHR OMP PRIORITIES AND TOC

ALL HUMAN RIGHTS, FOR EVERYONE, EVERYWHERE.





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				



Mechanisms (M)

Improving implementation of the outcomes of the international human rights mechanisms

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



Development (D)

Advancing sustainable development through human rights

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



Participation (P)

Enhancing participation, and protecting civic space and human rights defenders

- P1** Legal, regulatory, institutional and policy frameworks protect and expand civic space offline and online.
- P2** States and other relevant actors ensure that people and groups in all their diversity are increasingly empowered to exercise their rights to access information and to participate in public affairs without discrimination, online and offline.
- P3** Human rights defenders are better protected and are empowered to contribute effectively to their societies and UN processes.
- P4** The global movement for human rights is enhanced by stronger public support and grows through more diverse alliances.
- P5** Evidence on civic space trends enables rapid and effective responses and preventive action.
- P6** The UN system steps up engagement with civil society and prioritizes meaningful, inclusive and safe offline and online participation in its programmes and advocacy.



Peace and Security (PS)

Addressing fragility, insecurity, conflict and violence

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



Non-discrimination (ND)

Enhancing equality and countering discrimination

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



Accountability (A)

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

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

UN Human Rights' Theory of Change

EFFECTIVE NATIONAL PROTECTION SYSTEM

States uphold their obligations under international human rights law

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

Individuals and groups claim and defend their rights

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

EFFECTIVE INTERNATIONAL PROTECTION SYSTEM

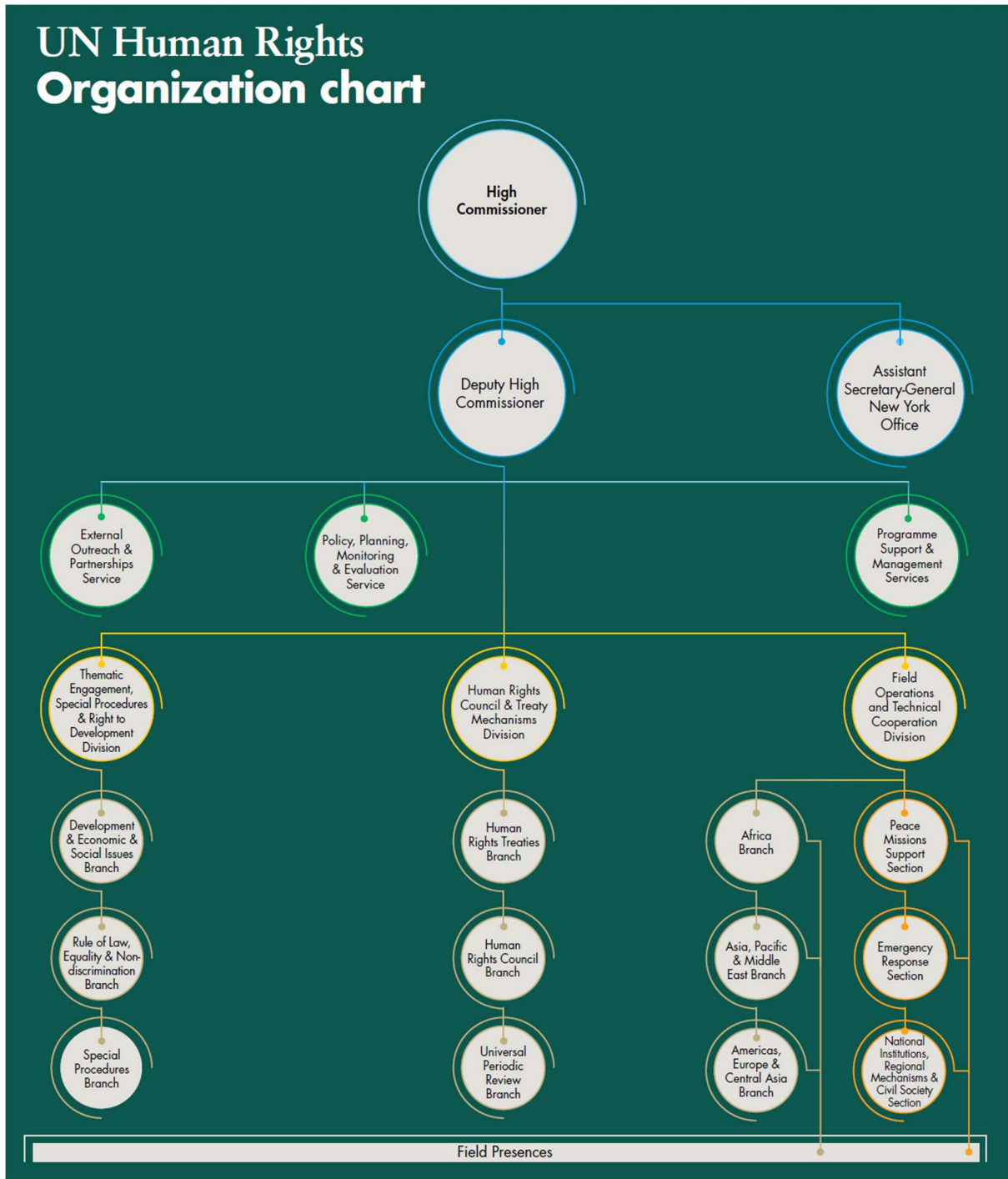
6. States actively engage with the international human rights mechanisms
7. International human rights mechanisms are effectively supported
8. International human rights law and standards continue to be developed
9. The UN integrates human rights in all its programmes
10. The international community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

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

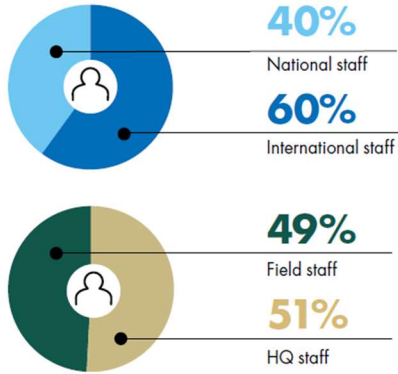
UN HUMAN RIGHTS TOOLBOX

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

ANNEX 5: ORGANOGRAM AND FIELD PRESENCE



STAFF DISTRIBUTION BY CATEGORY



1,955 staff



148 nationalities



680 staff in peace missions



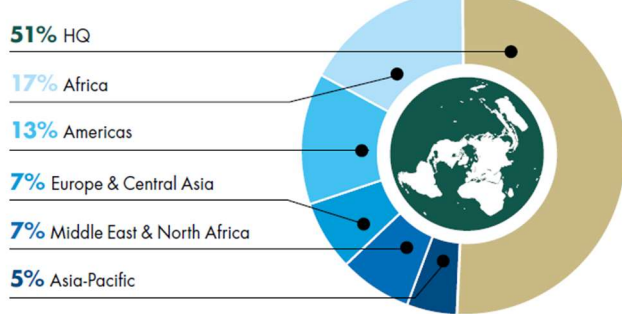
46 JPOs sponsored by
20 Member States



26 UNVs sponsored by
8 Member States

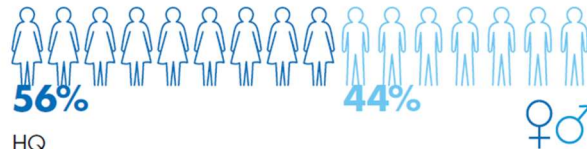
Notes: Data as of June 2024. UNV figures represent those fully funded in 2023. Data include all UN Human Rights and UNDP-administered staff in the General Service, National Officer, Professional and higher categories on temporary, permanent, continuing and fixed-term appointments. Locally recruited staff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

STAFF DISTRIBUTION BY LOCATION AT HQ AND IN THE FIELD



STAFF DISTRIBUTION BY GENDER

All UN Human Rights



HQ



Field



General service



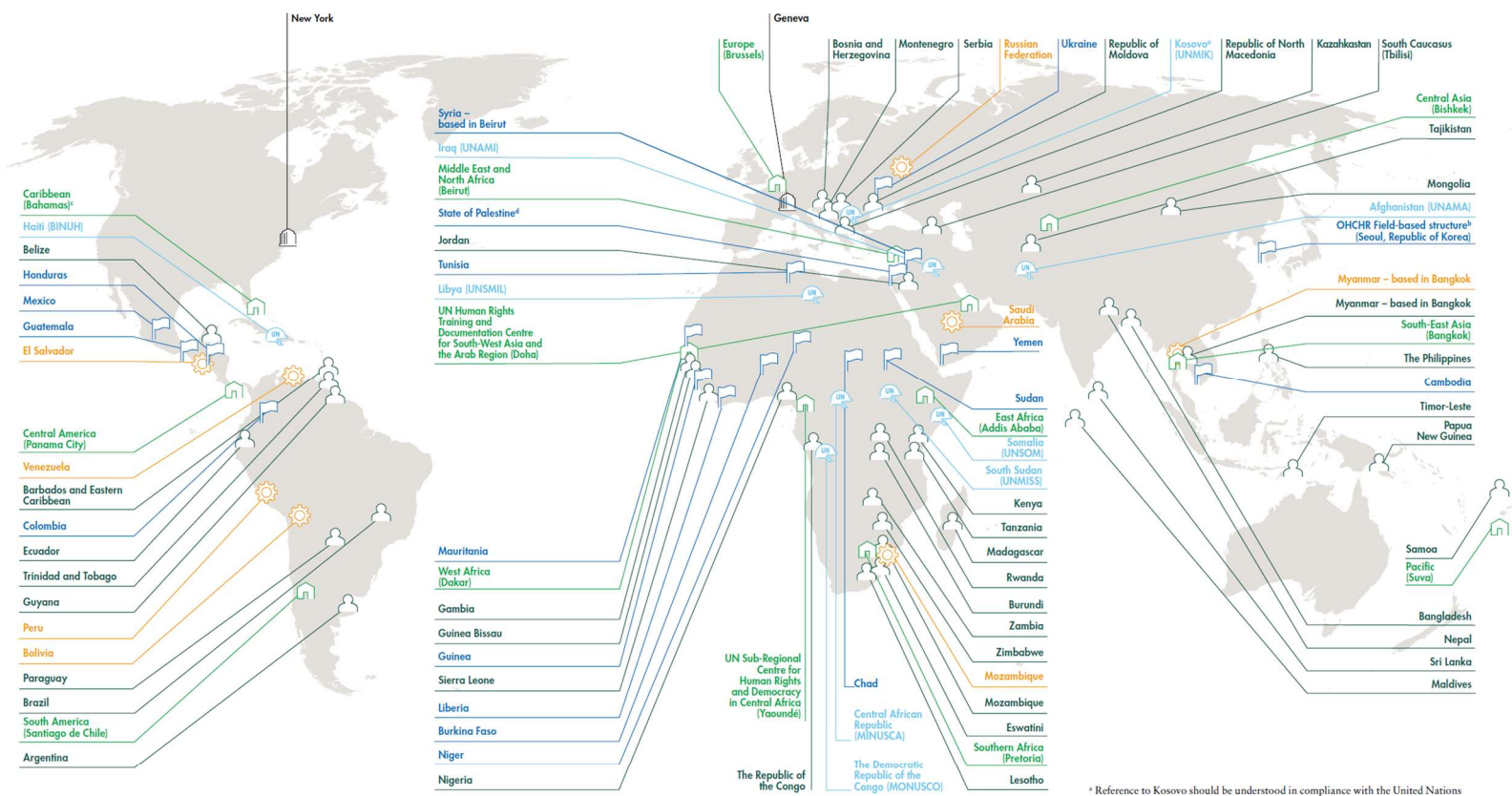
Professional and above



P1	70%	30%
P2	64%	36%
P3	60%	40%
P4	55%	45%
P5	52%	48%
D1	43%	57%
D2	33%	67%
ASG	100%	
USG	100%	

2 + 89
HQ locations field presences

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



^a Reference to Kosovo should be understood in compliance with the United Nations Security Council resolution 1244.
^b Mandated by Human Rights Council resolution 25/23.
^c On hold until funding is available.
^d Reference to the State of Palestine should be understood in compliance with United Nations General Assembly resolution 67/19.

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

OHCHR ORGANISATION AND FIELD PRESENCES

Geneva headquarters: The headquarters of OHCHR is located in Geneva. It consists of three substantive divisions and the Executive Direction and Management, which handles management, planning, coordination and outreach functions.

- The Thematic Engagement, Special Procedures and Right to Development Division (TESPRDD) develops policy and provides guidance, tools, advice, and capacity-strengthening support on thematic human rights issues, including for human rights mainstreaming purposes. It also provides support to the HRC's special procedures.
- The HRC and Treaty Mechanisms Division (CTMD) provides substantive and technical support to the HRC, the Council's Universal Periodic Review (UPR) mechanism, and the human rights treaty bodies.
- The Field Operations and Technical Cooperation Division (FOTCD) is responsible for overseeing and implementing the OHCHR's work in the field.

Dedicated services and sections, which report directly to the Deputy High Commissioner, handle core management, planning, coordination and outreach functions.

New York office: The OHCHR New York Office works for the effective integration of human rights norms and standards in the decision-making and operational activities of inter-governmental and inter-agency bodies based at the United Nations headquarters in New York. OHCHR-NY is headed by the Assistant Secretary-General, who assists the High Commissioner in advancing the human rights agenda among policy-making bodies, permanent missions of Member States, United Nations departments and agencies, non-governmental organizations, professional groups and the media.

Country and stand-alone offices: In establishing country offices and stand-alone offices, OHCHR negotiates with the host Government a full mandate that includes human rights protection and promotion. OHCHR's 18 country or stand-alone offices includes 16 country offices in Burkina Faso, Cambodia, Chad, Colombia, Guatemala, Guinea, Honduras, Liberia, Mauritania, the State of Palestine, The Syrian Arab Republic (based in Beirut), Sudan, Tunisia, and Yemen, Democratic People's Republic of Korea (based in Seoul), and the Human Rights Monitoring Mission in Ukraine. A mandate typically includes human rights monitoring and analysis, protection, interaction with and the provision of technical assistance to the host Government, national authorities, civil society, victims and other relevant counterparts through targeted technical cooperation activities, capacity-building and public reporting.

Human rights components in UN peace missions: The OHCHR is the lead United Nations entity for the protection and promotion of human rights, but all UN actors have a role to play in protecting and promoting human rights in their operations. In this respect, OHCHR seeks to integrate human rights in all components of UN peace missions. In 2024, OHCHR supported nearly 900 international and national human rights officers and support staff in 9 Human Rights Components of UN peace missions

in Afghanistan, Central African Republic, the Democratic Republic of the Congo, Haiti, Iraq, Kosovo, Libya, Somalia, and South Sudan.

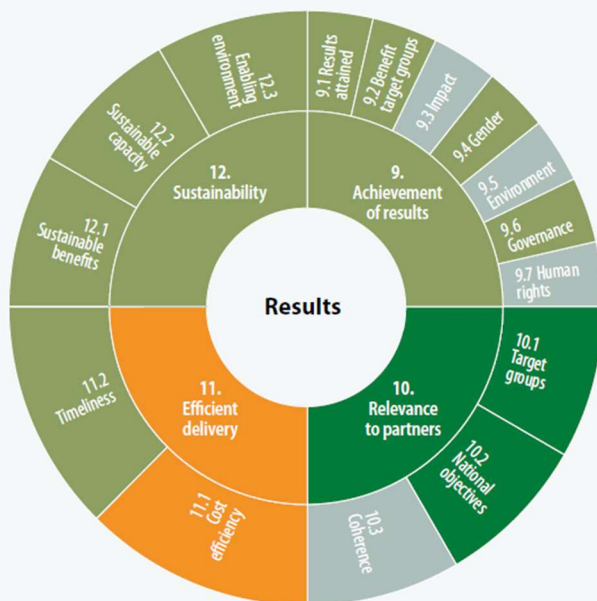
Regional offices and centres: Regional offices cover multiple countries and are instrumental in integrating human rights into the broader development, peacebuilding and humanitarian programming of the United Nations and Member States. OHCHR maintains 12 regional presences, which includes 10 regional offices, one Sub-Regional Centre for Human Rights and Democracy in Central Africa (Yaoundé) and one Training and Documentation Centre for South-West Asia and the Arab Region (Doha). The regional offices are based in East Africa (Addis Ababa), Southern Africa (Pretoria), West Africa (Dakar) South-East Asia (Bangkok), the Pacific (Suva), the Middle East and North Africa (Beirut), Central Asia (Bishkek), Europe (Brussels), Central America (Panama City) and South America (Santiago de Chile).

Human Rights Advisers: Human Rights Advisers are deployed to the field to support UNCTs at the request of UN Resident Coordinators. They are essential catalysts of human rights mainstreaming. They follow up and analyse the human rights situation in the country in which they serve and advise the UN Resident Coordinator and the UNCT as a whole on strategies to build or strengthen nations' capacities and institutions in promoting and protecting human rights. They also engage with national actors (Governments and civil society) on how to best promote and implement human rights standards. As of the end of 2024, OHCHR had deployed Human Rights Advisers and/or undertaken human rights mainstreaming projects in 43 countries: Argentina, Bangladesh, Barbados, Belize, Bosnia Herzegovina, Brazil, Burundi, Republic of Congo, Ecuador, Eswatini, Gambia, Georgia/South Caucasus, Guinea Bissau, Guyana, Jordan, Kazakhstan, Kenya, Lesotho, Madagascar, Malawi, Maldives, Moldova, Mongolia, Montenegro, Myanmar, Nepal, Nigeria, the Republic of North Macedonia, Papua New Guinea, Paraguay, Philippines, Rwanda, Samoa, Serbia, Sierra Leone, Sri Lanka, Tajikistan, Tanzania, Timor-Leste, Trinidad and Tobago, Zambia, and Zimbabwe.

Rapid response to emerging human rights crises: A Rapid Response Unit supports the work of OHCHR by swiftly deploying personnel to the field. The Unit manages an internal roster of staff who can be rapidly deployed in human rights and humanitarian emergencies and can provide surge capacity to OHCHR field offices. At the request of Member States, OHCHR often conducts or supports fact-finding missions and commissions of inquiry that investigate serious allegations of human rights violations and abuses. The Rapid Response Unit has, in recent times, conducted or coordinated the establishment of Fact-Finding Missions or Commissions of Inquiry mandated by the HRC on the Occupied Palestinian Territories, Democratic Republic of the Congo (DRC) on the events in the Kasai regions, South Sudan, Burundi and Myanmar; as well as the Commission of Inquiry on Mali mandated by the Secretary-General.

ANNEX 6: MOPAN SNAPSHOT

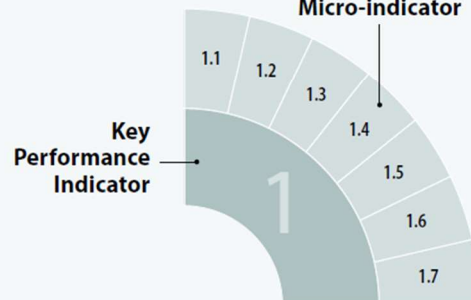
OHCHR PERFORMANCE RATING SUMMARY (2017-18)



Key



Micro-indicator



Box 3: Main strengths identified in the MOPAN 2017-18 assessment

- OHCHR has made important strides in further strengthening its strategic leadership and management. The Office has a clear and transparent sense of direction and has succeeded in fostering an inclusive corporate identity.
- OHCHR's longstanding commitment to gender equality and the empowerment of women is widely acknowledged and highly regarded. The Office has effectively contributed to the promotion of these issues.
- The Office applies a strongly developed, outward-looking partnership focus in all its work streams and engages pro-actively with governments, civil society and the private sector to align its priorities with national policies and strategies.
- The Office has developed strong, effective and integrated results-based management systems, including an integrated, common framework for planning and reporting.
- OHCHR produces excellent knowledge materials, including education and training manuals that are highly regarded by its partners.

Box 4: Main areas for improvement identified in the MOPAN 2017-18 assessment

- OHCHR's organisational architecture is not yet fully fit for purpose. To fulfil its mandate, align its organisational structure with its strategic priorities and meet expectations from member states and rights-holders, the Office will need to strengthen the capabilities of its New York office and other presences in a structural manner. In that regard, the Office would benefit greatly from more predictable resourcing to deliver against its expanding mandate and strategy.
- OHCHR'S human resource management is insufficiently aligned with the needs and requirements of the Office. The Office has not kept pace with the growing demands in areas such as recruitment, staff mobility, talent management, staff development, performance management and diversity. The Office has acknowledged this issue and is committed to professionalising its human resource management policies and actions.
- Partnerships are at the core of the work of the Office and of all staff, but the Office does not yet have a corporate strategy laying out why, how and which partnerships are important, now and in the future. OHCHR needs a more strategic and innovative perspective on the nexus between partnerships, external communications and fundraising.
- The Office lacks an "evaluation culture"; as a consequence, the evidence base on results is still weak. Although the evaluation function is showing signs of improvement, it is under-resourced, both in terms of staff and funds, and not fully independent.
- Despite recent progress to assess and manage risk, there is still room for improvement to strengthen the Office's corporate risk management policy and strategy.
- OHCHR has a relatively centralised decision-making structure, which is partly due to limited administrative capacity in field offices. OHCHR has stated its intention to delegate more authority to the field but has yet to operationalise this.

ANNEX 7: PERFORMANCE AND BUDGET 2023 SNAPSHOT



MEMBER STATES COOPERATION

Human Rights Council (HRC)

154 resolutions, decisions and President's statements adopted

Special Procedures

82 visits (hosted by 55 governments)

Universal Periodic Review (UPR)

41 UPR outcomes adopted
42 national reports submitted and reviewed (with 100 per cent participation of States)

Documentation

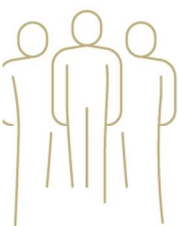
2,798 official documents (submitted for meetings of the GA, ECOSOC, and international human rights mechanisms)

Treaty Bodies

16 treaty actions (ratifications and accessions) bringing the total number of ratifications to **120** for the 2018-2023 period

98 media statements, press releases, and media advisories

PEOPLE-CENTRED



Humanitarian Funds

Direct assistance and rehabilitation provided to:

59,500 survivors of torture (in 92 countries) and **12,100** survivors of contemporary forms of slavery (in 36 countries)

Fellowship Programmes

82 persons with enhanced capacities (47 women and 35 men from communities of Indigenous Peoples, people of African descent and minorities)

Committee on Enforced Disappearances (CED)

99 new urgent actions registered



CIVIL SOCIETY AND STAKEHOLDER ENGAGEMENT

Participation in Human Rights Council sessions

2,452 oral statements by CSOs
108 statements by national human rights institutions (NHRIs)
1,014 civil society written statements
240 side events facilitated

Engagement in the field

More than **4,600** partnerships established/enhanced (including with CSOs and human rights defenders)

Submissions to reviews by treaty bodies

1,281* received from CSOs, NHRIs, and UN entities

UN PARTNER COLLABORATION

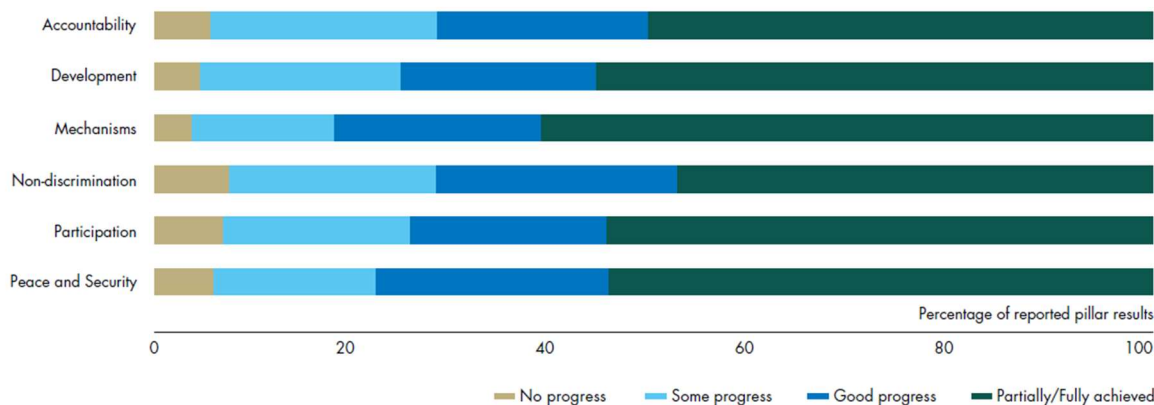
UN Country Teams

44 human rights advisers in UNCTs

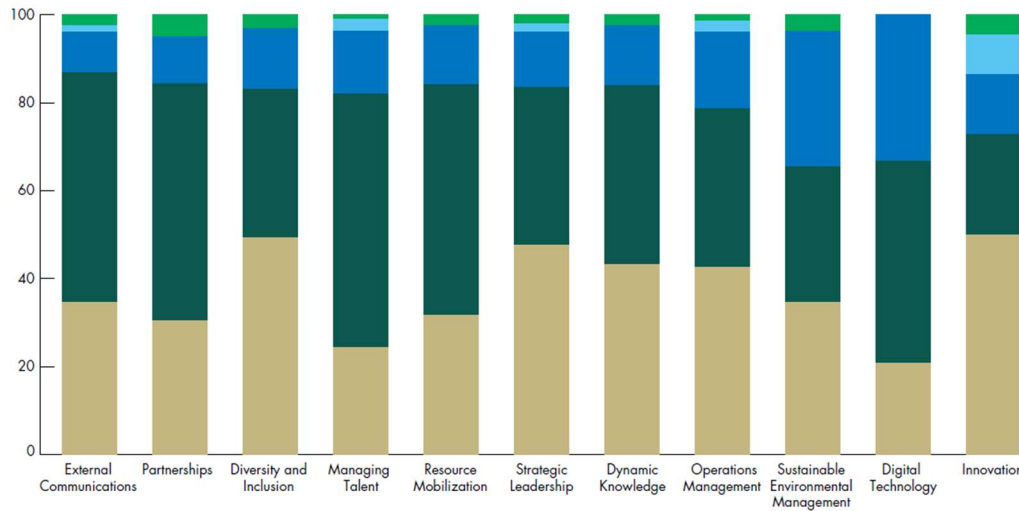
UN Peace Missions

11 human rights components (680 staff supported by UN Human Rights)

LEVEL OF PROGRESS REPORTED UNDER PILLAR RESULTS IN 2023

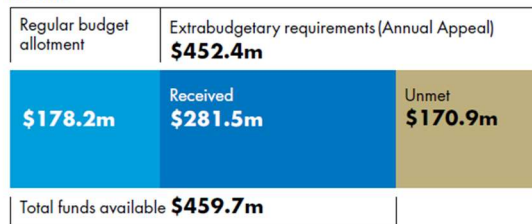


PROGRESS REPORTED UNDER EACH OEAP IN 2023

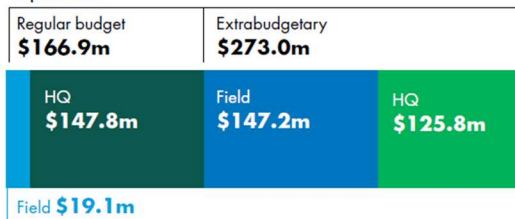


INCOME AND EXPENDITURE

Income

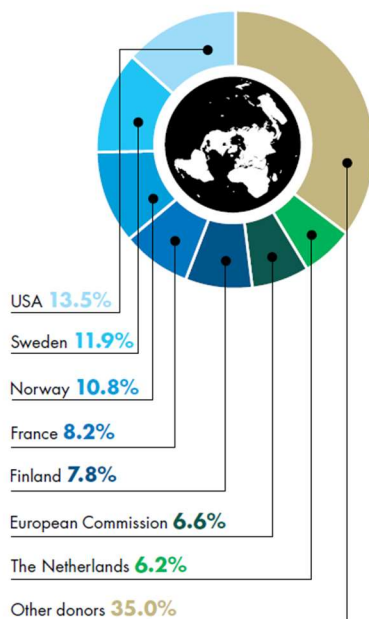


Expenditure



VOLUNTARY CONTRIBUTIONS

Top sources of unearmarked contributions



Breakdown of donors by brackets of contributions



* Of total amount of voluntary contributions.

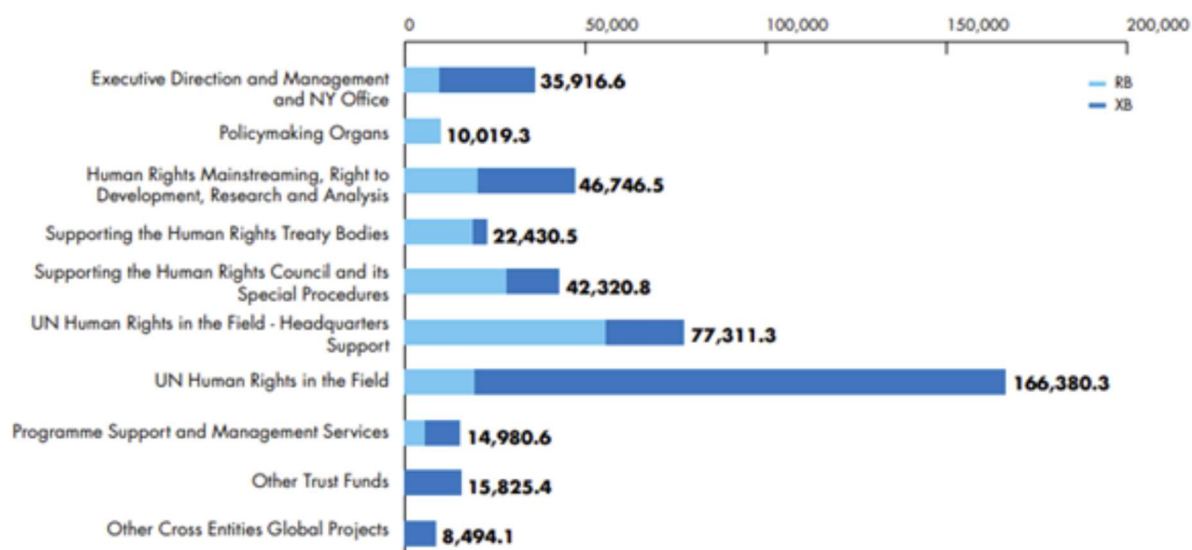
DONORS



Breakdown of donors by geographic group



COMBINED REGULAR BUDGET (RB) AND EXTRABUDGETARY INCOME (XB) EXPENDITURE BY MAIN ACTIVITY IN 2023 (IN THOUSANDS US\$)









ANNEX 8: ANNUAL ACTION WHEEL

	OHCHR	GVAMIS
Quarter 1	<ul style="list-style-type: none"> Annual HRC High Level session (end February - early April)¹⁶ 	<ul style="list-style-type: none"> Commitment of annual contribution Annual high-level consultation between OHCHR and Denmark (GVA/capital) Participation in annual high-level consultation between OHCHR and top likeminded donors
Quarter 2	<ul style="list-style-type: none"> Annual HRC June session (mid June – mid July) Briefing for Member States on the OHCHR Program Plan Presentation of Annual Results Report for the previous year 	<ul style="list-style-type: none"> Disbursement of annual contribution If possible, participation in donor trips for OHCHR top-donors (bi-annually)
Quarter 3	Annual HRC September session (early September – mid October)	<ul style="list-style-type: none"> Preparation of Annual Stock Taking Report for the previous year based on latest OHCHR information
Quarter 4	<ul style="list-style-type: none"> Launch of the Annual Appeal for the following year 	<ul style="list-style-type: none"> Preparation of draft Annual Action plan for the following year Participation in high level dinner between OHCHR and top likeminded donors

¹⁶ At each HRC-session, 30-40 resolutions are adopted. Most of these have budgetary implications for the OHCHR and therefore add to the organisation's budgetary needs.

ANNEX 9: PERFORMANCE AND BUDGET 2022 SNAPSHOT

MEMBER STATES COOPERATION

 <p>Human Rights Council (HRC) 128 resolutions, decisions and President's statements adopted</p>	 <p>Universal Periodic Review (UPR) 25 UPR outcomes adopted 26 national reports submitted and reviewed (with 100 per cent participation of States)</p>	 <p>Treaty bodies 11 treaty actions (ratifications and accessions) bringing the total number of ratifications to 1,839</p>
 <p>Special procedures 70 visits (hosted by 54 governments)</p>	 <p>Documentation 3,000 official documents (submitted for meetings of the GA, ECOSOC and international human rights mechanisms)</p>	 <p>168 media statements, press releases and media advisories</p>

PEOPLE-CENTRED

 <p>Humanitarian Funds Direct assistance and rehabilitation provided to 46,000 victims of torture (in 92 countries) and 13,000 victims of contemporary forms of slavery (in 33 countries)</p>	 <p>Fellowship Programmes 43 persons with enhanced capacities (22 women and 21 men from communities of Indigenous Peoples, people of African descent and minorities)</p>
 <p>Committee on Enforced Disappearances (CED) 98 new urgent actions registered</p>	

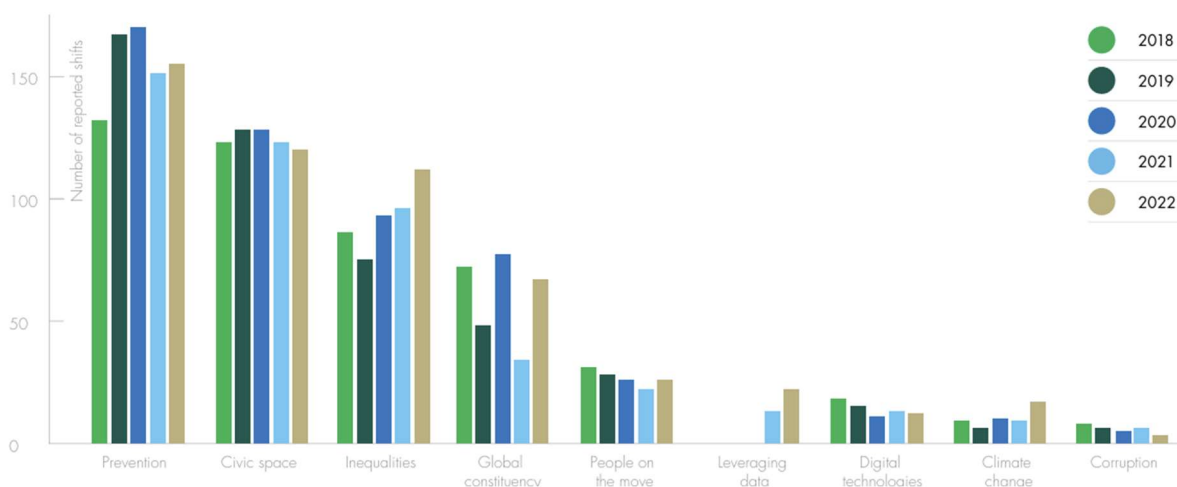
CIVIL SOCIETY AND STAKEHOLDER ENGAGEMENT

 <p>Participation in Human Rights Council sessions 2,406 oral statements by CSOs 72 statements by national human rights institutions (NHRIs) 697 civil society written statements 85 side events facilitated</p>	 <p>Engagement in the field More than 2,400 partnerships established/enhanced (including with CSOs and human rights defenders)</p>	 <p>Submissions to reviews by treaty bodies 1,344* received from CSOs and NHRIs</p>
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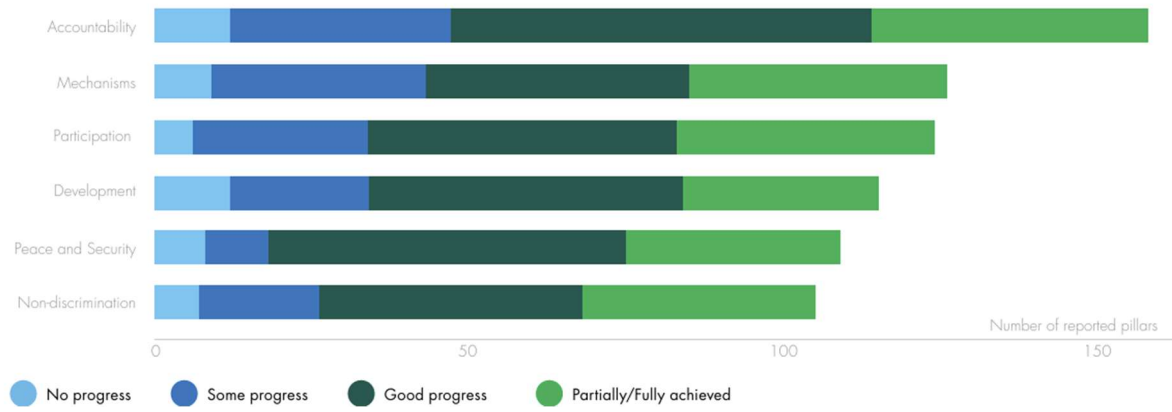
UN PARTNERS COLLABORATION

 <p>UN Country Teams 53 human rights advisers established</p>	 <p>UN Peace Missions 11 human rights components (549 staff supported by UN Human Rights)</p>
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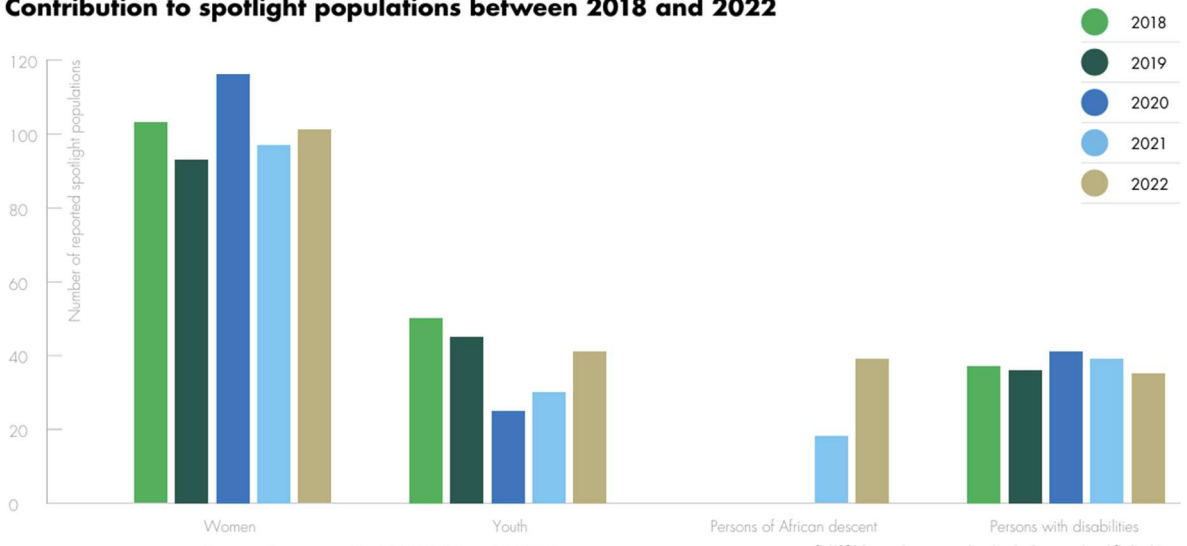
Contribution to shifts between 2018 and 2022



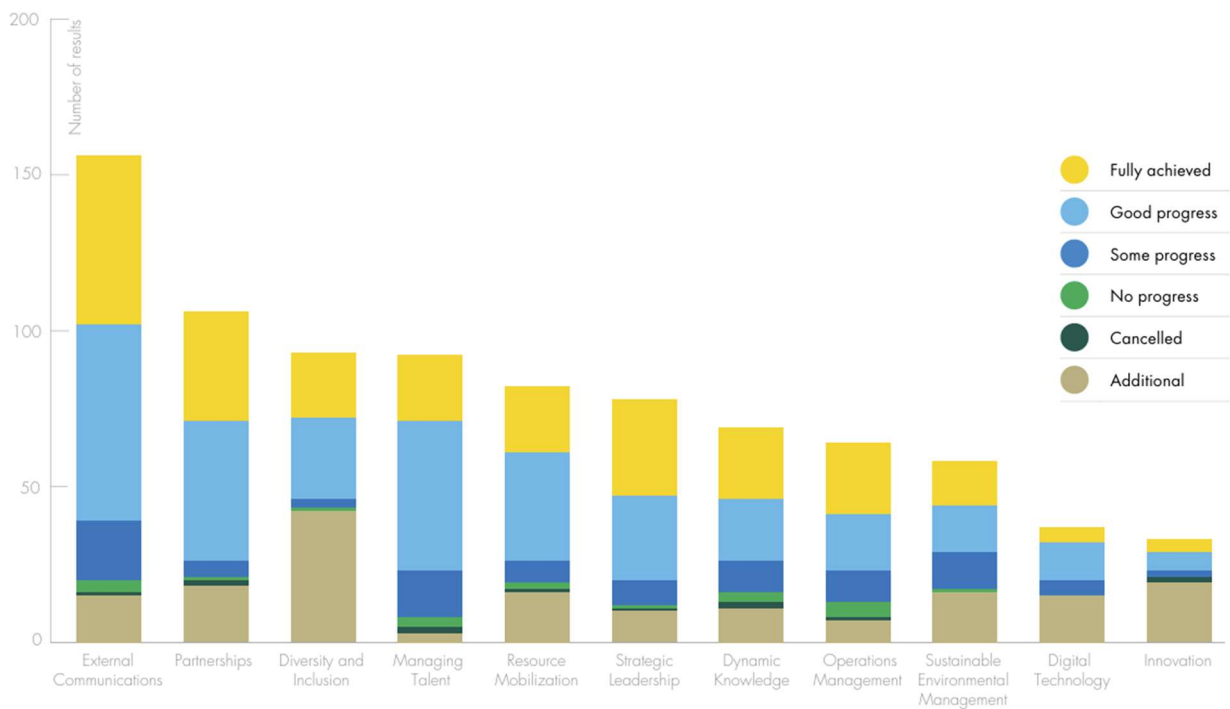
Progress reported under each pillar in 2022



Contribution to spotlight populations between 2018 and 2022



Progress reported under each OEAP in 2022



Funding overview in 2022

Income and expenditure

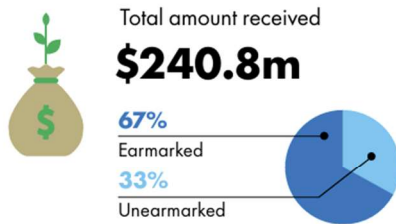
Income



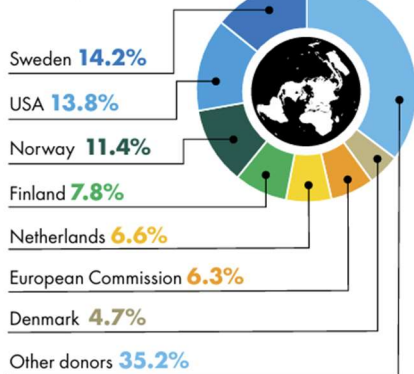
Expenditure



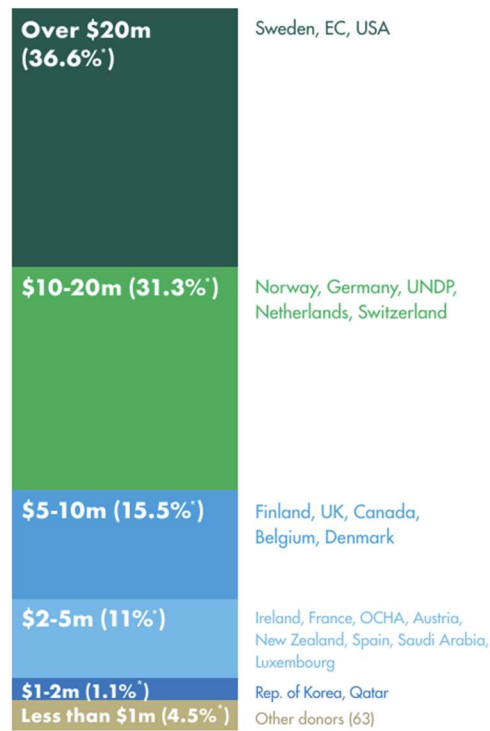
Voluntary contributions



Top sources of unearmarked contributions



Breakdown of donors by brackets of contributions



Donors



Breakdown of donors by geographic group

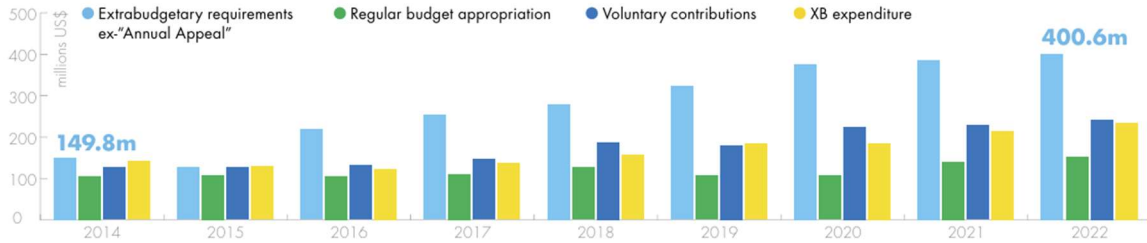


* Of total amount of voluntary contributions.

ANNEX 10: FUNDING TRENDS 2014-2022

Funding needs, income and expenditure

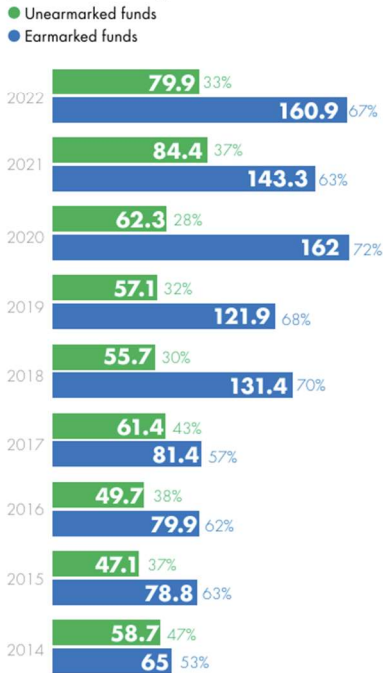
Extrabudgetary requirements, RB appropriation, voluntary contributions and expenditure evolution 2014-2022 (in millions of US\$)



Until 2015, the extrabudgetary requirements (Annual Appeal) consisted of mere cost plans based on projected income. As of 2016, UN Human Rights introduced a new approach to demonstrate its true requirements, i.e., a needs-based budget of all the funds the Office would need if it were to respond to all requests of assistance it received that could realistically be implemented within a single year.

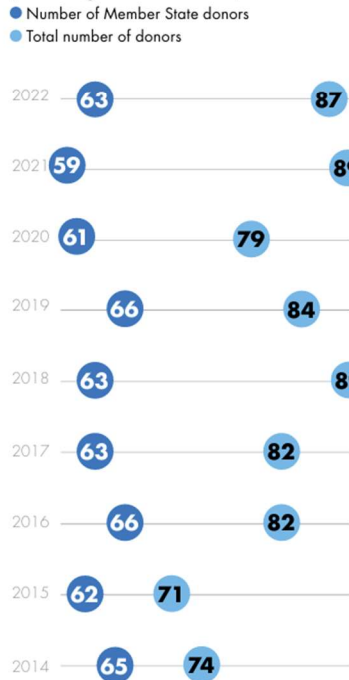
Flexibility of funding

Earmarked versus unearmarked funding (in millions of US\$)

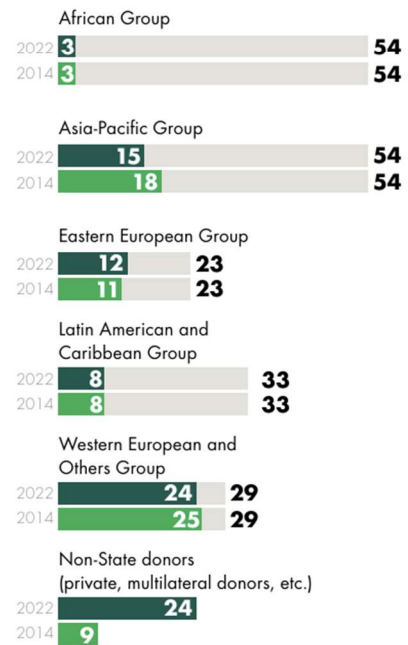


Donors

Number of donors (including Member States)



Breakdown of donors by geographic group



ANNEX 11: OHCHR RISK REGISTER

Risk Dashboard

STRATEGIC	OPERATIONS	FINANCIAL	COMPLIANCE	FRAUD & CORRUPTION
Planning	Human Resources	Funding and Investments	Regulatory	Programme Delivery
Budget allocation	Recruiting, hiring and retention	Extra-budgetary Funding	Umoja Requirements	Implementing Partners
HR Strategy and Planning	Security	Regular budget funding		
Organizational synchronization	Information Resources & IT			
Organizational transformation and management reform, Organizational structure, Staff/Management relations	IT infrastructure, IT Security and Access, IT Governance and Cyber Security			
Principal organs, partners				
GA and Member States, Political Climate (external and internal)				
Partners and Donors				
Inter-agency coordination				
Internal and External Factors				
Unique events (e.g. pandemic), crisis and contingency management				
Reputation				
Public perception and reputation				

Last updated March 2023. Risks are identified with a four-year horizon

ANNEX 12: DENMARK'S VOLUNTARY CONTRIBUTIONS TO OHCHR 2019-2024

Earmarking	2019	2020	2021	2022	2023	2024*
Unearmarked	4.116.481	3.972.341	4.335.956	3.789.474	3.888.249	3.939.306
Voluntary Fund for Victims of Torture	762.311	735.619	802.955	701.754	288.018	741.778
OPCAT Special Fund	0	200.610	200.610	143.287	143.287	0
Voluntary Trust Fund for participation of LDCs/SIDS in the work of the HRC	0	0	0	1.601	6.402	0
Voluntary Fund for Technical Cooperation	4.209.893	5.724.343	4.496.547	0	3.744.240	4.093.390
Ethiopia	0	0	0	0	368.406	368.406
Joint investigation in Tigray	0	0	320.821	0	0	0
Somalia	294.507	147.254	0	0	0	0
HR protection in stabilization and peace operations	686.080	686.080	0	696.208	716.435	716.435
Early warning in the Pacific	0	0	0	114.034	232.070	0
Technology and human rights	123.797	0	0	0	0	0
Building the capacities of border officials, with a special focus on the MENA region	1.529.988	0	0	0	0	0
Addressing the human rights, migration and climate change nexus in Sahel 2020-2021	0	1.472.537	0	0	0	0
Indigenous Fellowship Programme 2020-2021	0	160.488	160.488	0	0	0
Action for organisational effectiveness	0	0	0	0	427.655	2.352.103
Total in US\$	11.723.058	13.099.272	10.317.378	5.446.358	9.814.762	12.211.417
<i>Total in DKK</i>	<i>77.323.585</i>	<i>87.750.000</i>	<i>64.250.000</i>	<i>39.816.383</i>	<i>68.183.617</i>	<i>79.000.000</i>

* As of 31 October 2024.

Voluntary contributions to OHCHR in 2024 as at 31 October					
Donor		US\$	Donor		US\$
1	United States of America	35,528,662	41	UNODC	176,236
2	European Commission	21,283,198	42	Mexico	159,319
3	Norway	20,659,479	43	Türkiye	150,000
4	Sweden	19,650,773	44	Thailand	120,000
5	Netherlands	13,798,584	45	Kazakhstan	115,000
6	UNDP (UN pooled and trust funds funding)	13,299,736	46	Inditex	109,409
7	Denmark	12,211,417	47	Microsoft	105,000
8	Germany	10,960,690	48	Belgique/Fédération Wallonie-Bruxelles	100,301
9	Finland	9,732,214	49	Wellspring Philanthropic Fund	100,000
10	Switzerland	9,015,243	50	Rockefeller Brothers Fund	95,000
11	Canada	6,537,219	51	Monaco	81,277
12	Ireland	6,267,579	52	Estonia	72,707
13	France	5,446,623	53	Coventry University	61,831
14	Republic of Korea	4,900,000	54	Indonesia	60,000
15	Belgium	4,109,773	55	David Clark Cause	50,000
16	United Kingdom	3,636,951	56	UN Foundation	49,819
17	Italy	2,781,542	57	Loterie Romande	35,294
18	New Zealand	2,006,689	58	Slovenia	33,040
19	Luxembourg	1,882,905	59	Azerbaijan	31,000
20	Austria	1,636,216	60	Australia	30,544
21	Saudi Arabia	1,443,610	61	Malaysia	30,000
22	ILO	1,264,456	62	Uruguay	30,000
23	Japan	1,214,520	63	Peru	27,029
24	Qatar	750,000	64	Lithuania	26,998
25	Iceland	685,525	65	Malta	26,795
26	UNICEF	671,429	66	Andorra	21,906
27	IOM	643,988	67	Cisco Systems Inc.	18,000
28	Kuwait	532,600	68	Montenegro	16,520
29	Liechtenstein	472,255	69	Singapore	15,000
30	Poland	472,050	70	Slovakia	11,073
31	Education Above All	405,205	71	San Marino	11,013
32	The Schmidt Family Foundation	375,000	72	Hungary	10,834
33	Spain ¹	335,107	73	Bangladesh	10,000
34	Morocco	330,000	74	Costa Rica	9,993
35	UN Women	303,538	75	Georgia	7,000
36	World bank	282,145	76	Albania	5,417
37	Ford Foundation	265,363	77	Kyrgyz Republic	4,912
38	Philippines	200,000			
39	Czech Republic	195,993			
40	United Arab Emirates	183,680			
	Other individual & private donors / miscellaneous				68,763
Total					218,458,985