



PALAIS DES NATIONS – 1211, GENEVA 10, SWITZERLAND

11 August 2026

Sirs,

I wish to express our appreciation to the members of the Multilateral Organisation Performance Assessment Network (MOPAN) and the staff of the Secretariat for the 2019–2025 assessment of the Office of the High Commissioner for Human Rights (OHCHR). We are grateful to Denmark and Norway for championing this assessment on behalf of the MOPAN membership, and we thank all partners and stakeholders who contributed to the rigorous and participatory process.

We welcome the thorough account of OHCHR's organisational performance in an increasingly challenging global environment for human rights, including shrinking civic space, rising conflict and displacement, and rapidly evolving technological risks, alongside sustained financial pressures. We note the overall conclusion that all 12 key performance indicators are rated satisfactory, reflecting consistent performance across the MOPAN framework.

We particularly value the recognition that OHCHR has a clear strategic vision and results framework- the OHCHR Management Plan- grounded in its mandate and comparative advantage; and that the Office's organisational reform agenda (Organisational Effectiveness 2.0 – OE 2.0) is a credible direction for strengthening effectiveness. We are pleased with the recognition of the maturity of our RBM system and programming tools, and the growth and strength of the evaluation function which has substantially contributed to the verification process of the Office's achievements during this exercise. We also welcome recognition of our strong performance on cross-cutting priorities, especially gender equality and the protection of civic space, and the progress made in institutionalising the 'leave no one behind' principle, while acknowledging that further work is required in areas such as disability and minority inclusion and in strengthening the operational mainstreaming of environmental sustainability. Overall, we take pride that the assessment notes that "OHCHR is a small but dynamic organization with a strong commitment to continuous improvement" while delivering meaningful results with modest resources.

His Excellency
Mr. Ib Petersen
Ambassador,
Permanent Representative of Denmark
to the United Nations Office at Geneva

His Excellency
Mr. Tormod Cappelen Endresen
Ambassador
Permanent Representative of Norway
to the United Nations Office at Geneva



The assessment also provides important, actionable feedback on continuing challenges. We appreciate it and will address the relevant areas through a focused set of management actions aligned with our ongoing reform agenda.

First, on prioritisation, we recognise the finding that, in an environment of growing demand and shrinking resources, OHCHR needs a stronger framework for prioritising its efforts to avoid organisational overstretch. We note the need for continued efforts on prioritization. At the same time, we wish to reiterate that across our strategic planning framework, prioritization is embedded at each step starting from the development of our pillar strategies and organizational effectiveness action plans and embedded in the strategic directions and target populations. In 2025, OHCHR already conducted the operations review which resulted in a revised global footprint amongst other outcomes to prioritize limited resources for maximum impact. During our preparations for the 2026 planning process, we also introduced a new prioritization framework. We will continue to apply this framework to strengthen prioritisation within our annual planning and resource allocation processes, including by sharpening trade-offs across themes, geographies and modes of engagement, and by ensuring that prioritisation decisions are reinforced through senior management governance arrangements.

Second, on the financial framework, we recognise the analysis of the structural constraints that the organization faces. As part of the UN Secretariat, OHCHR's resources comprise a share of the UN regular budget and voluntary contributions. Given substantial earmarking of voluntary contributions, only a limited share of overall resources is available for flexible allocation. Regarding our RB funding, the longstanding mismatch between mandates and funding remains a significant challenge and the office continues to get additional mandates further exacerbating the situation. We will continue to engage with Member States on sustainable financing for the human rights pillar, while strengthening our resource mobilisation approach, improving internal coordination of donor engagement, and sustaining our advocacy for increased multi-year and more flexible funding. The Office will also continue to engage with the broader UN80 processes and the Human Rights Group to seek synergies that can rationalise the resources available for human rights.

Third, on operational agility, we take note of the conclusion that bottlenecks in core business processes—recruitment, procurement, programme management and grant making—continue to constrain responsiveness, including the risk of shifting administrative burdens to country/regional offices with the regionalization and delegation of authority. The Office has already started making inroads in addressing the noted core business processes under the O.E. 2.0 workstreams, for example, streamlining the grants management which has already resulted in the 50% improvement in grant processing. We will continue to streamline business processes within UN Secretariat rules and controls, strengthen field-facing support and



administrative capacity (including through regional hub arrangements), and consolidate improvements already underway in areas such as grants management.

Fourth, on partnerships, we acknowledge the assessment's finding that OHCHR lacks an overarching corporate partnership strategy, despite extensive partner engagement globally. The Office has already embarked on a thematic review which aims to establish and operationalise a clearer partnership framework to improve strategic focus, strengthen longer-term partnerships, and clarify modalities and division of labour with other UN entities and partners—particularly those with specialised protection mandates.

Finally, we take seriously the observations regarding staff well-being and the need to strengthen corporate processes related to protection from sexual harassment and sexual exploitation and abuse, within the UN Secretariat-wide frameworks that apply to OHCHR. We will continue to consolidate on the new mechanisms developed under OE 2.0 including the dedicated legal support and well-being functions, ensuring that we reinforce clarity of responsibilities and reporting pathways; strengthen access to support mechanisms; and continue to embed a respectful and safe working culture across the organisation. In response to concerns related to independent experts, OHCHR addresses reported misconduct through existing oversight and advisory mechanisms which ensure accountability, due process and transparency while safeguarding the independence that is essential to the credibility of mandate holders. The Office will continue to strengthen its investment in ensuring that independent experts and partners outside the scope of the UN policies on prohibited conduct working with the Office are made aware of these UN policies upon appointment, during their induction and on a regular basis. Senior management will continue to intervene where necessary while ensuring that staff interacting with them are aware of the support measures available to them.

We consider the MOPAN assessment an important external reference point. It affirms progress made since the previous assessment and provides constructive guidance on priorities for further strengthening and emerging priorities that OHCHR should track closely. I and my senior team are committed to sustaining reform momentum and sharpening prioritisation so that OHCHR can continue to deliver meaningful human rights results in difficult conditions.

Please accept, Sirs, the assurances of my highest consideration.

Volker Türk