

21 July 2025

To:

H.E. Mr. António Guterres, United Nations Secretary-General

H.E. Mr. Volker Türk, United Nations High Commissioner for Human Rights

## **Civil Society Letter on the UN80 Process: Proposals for Strengthening the UN Human Rights Pillar**

On 12 March 2025, the Secretary-General launched the UN80 Initiative that aims to update the UN's structures, priorities, and operations for the 21st century. This process is taking place against a backdrop of escalating conflicts, rising authoritarianism, climate breakdown and deepening inequality, as well as an undermining of international law.

Meanwhile, the UN is in crisis. The UN member States often fail to enforce their decisions, ignore human rights obligations, and turn a blind eye to the global expansion of authoritarianism. In addition, member States face a credibility crisis as a result of their repeated double standards and selectivity, and failure to take action to prevent atrocity crimes. The Security Council is too often paralysed by the veto powers. The UN also faces a financial crisis, as a result of the failure of some member states to pay their assessed UN contributions in full and on time.

At this pivotal moment, **the UN must urgently recommit to its founding promise: to uphold the dignity and rights of all. A reformed and revitalised human rights pillar that is principled, consistent and accountable is not a luxury—it is a necessity.**

The UN80 Initiative has been presented as an opportunity to strengthen the UN system and better deliver for all stakeholders, particularly those most marginalised and vulnerable. In practice it has, however, focused on efficiency, rationalisation and trimming spending. In addition, **the process has: 1) lacked transparency, 2) provided limited opportunities for meaningful and effective civil society engagement, and 3) followed a very restrictive timeline.**

As real as the financial crisis might be, the deliberations around the UN80 Initiative must **ensure that decisions for reform are in line with the expectations, needs and demands of civil society, human rights defenders, victims and survivors.** In considering efficiency and cost-cutting, they should also **improve the effectiveness, reach and responsiveness of UN human rights mechanisms.**

It is essential that the UN leadership avoid across-the-board, one-size-fits-all spending cuts. **It should prioritise UN activities that save lives, including human rights work.** While some activities can be reduced or cut, others may need to be expanded to better deal with the challenges we face in the 21<sup>st</sup> century.

Strengthening civil society engagement with the UN system as a whole is more important than ever. Many critical UN functions rely on civil society information, analysis and supporting activities to operate effectively. **The most cost effective approach to improve global governance is to strengthen the ability of civil society to provide such support and information - underpinned with expertise, ground-level context and at little to no cost to the UN itself.**

**We call on the Secretary-General and the High Commissioner for Human Rights to make all proposals transparent and public.** Civil society needs to understand the measures proposed and be given a seat at the decision-making table.

Attached to this letter you will find:

- A set of principles that should underpin any reform process.
- A set of criteria that should guide any decision-making process.
- A list of the recommended reforms that, in our view, strengthen the UN human rights pillar.
- A summary of the views of human rights defenders working at the international, regional and national level at the UN and the needed reforms (collected by the International Service for Human Rights through an online survey between 3 June and 16 July).

UN80 must be a turning point that strengthens the UN's capacity to ensure that human rights are not sidelined, but centered, in global governance. Reforms must ensure unwavering commitment to the peoples the UN was created to serve.

Sincerely,

1. Asian Forum for Human Rights and Development (FORUM-ASIA)
2. Cairo Institute for Human Rights Studies (CIHRS)
3. Centre for Civil and Political Rights (CCPR Centre)
4. Center for Reproductive Rights
5. Child Rights Connect
6. CIVICUS
7. Earthjustice
8. Franciscans International
9. Geneva for Human Rights
10. Human Rights Watch
11. International Service for Human Rights (ISHR)
12. International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA World)
13. International Federation for Human Rights (FIDH)
14. International Planned Parenthood Federation (IPPF)
15. Plan International
16. Sexual Rights Initiative (SRI)
17. World Organisation against Torture (OMCT)

## Annex 1 and 2:

### Principles underpinning process

- **Inclusive and participatory engagement:** Ensure safe and meaningful participation of affected populations, independent civil society and human rights defenders in all reform discussions and negotiations, especially from historically marginalised communities and groups.
- **Transparency:** All processes should be open, with clear communication about agendas, timelines and decisions, as well as proposals on the table for deliberation.
- **Human rights-centered approach:** Reforms must prioritise the promotion, respect, protection, and fulfillment of human rights across all pillars of the UN.
- **Equity:** The process should proactively address power imbalances and ensure that historically marginalised groups are not excluded or further disadvantaged.
- **Sustainability:** Reforms should promote financial and environmental sustainability, and not be cosmetic or short-term fixes.

### Criteria to guide decision-making

- **Do the reforms enhance the capacity to protect and promote human rights globally?** Decisions should improve the effectiveness, relevance, responsiveness and impact of UN human rights mechanisms, while addressing efficiency and cost-cutting.
- **Are the voices and needs of rights-holders reflected in the outcome?** Both processes and outcomes should enable, value and reflect the expertise and lived experiences of affected populations.
- **Do reforms strengthen the independence and integrity of human rights institutions?** Reforms must protect key human rights bodies and mechanisms from political interference.
- **Do decisions align with international human rights law and standards?** Reforms must be consistent with the Universal Declaration of Human Rights, core human rights treaties, customary international law and progressively evolving human rights standards, including commitments on gender equality.
- **Do the reforms or measures promote a consistent, principled and non-selective application of human rights standards and principles to all situations?** Reforms must ensure that all situations and issues are addressed on the basis of evidence and by applying human rights norms in a principled and consistent manner and without discrimination, avoiding politicisation, double standards or selective scrutiny.
- **Do the reforms promote cooperation of States with the human rights system, and levy consequences for non-cooperation?** Reforms should incentivise meaningful state engagement with UN mechanisms while establishing clear

consequences—diplomatic, reputational, or procedural—for obstruction or refusal to cooperate.

- **Do the reforms address impunity at the highest level, and are accountability mechanisms reinforced or created to ensure compliance and remedy for violations?** Reforms must strengthen mechanisms to hold political, military, and corporate actors accountable for serious human rights violations and abuses, regardless of status or power, including through support for international investigative and judicial processes. There must be pathways to justice for victims and consequences for violators.

## Annex 3:

### **Key Civil Society Concerns and Recommendations on UN Human Rights Pillar Reforms**

The following recommendations are all directed to ensuring that the UN human rights system is fit for purpose and can operate more effectively, efficiently and sustainably.

#### **1. Funding for the UN human rights pillar**

Increased political and financial investment in human rights is essential to peace, security and sustainable development at the national, regional and international levels.

- **Member States should increase their investment in human rights** and, in particular, the UN human rights pillar, including as an aspect of their legal obligations under Article 2(1) of the International Covenant on Economic, Social and Cultural Rights.
- The UN's human rights pillar is already chronically underfunded, accounting for approximately 5% of the UN regular budget and less than 1% of UN's total expenditure (regular budget and voluntary contributions). While there may be opportunities for greater efficiency and effectiveness in the use of existing resources, **the budget for the UN human rights pillar should therefore be safeguarded from any overall UN budget and spending cuts**. Any cuts to the human rights pillar would result in minimal savings but have significant and disproportionate adverse consequences for the rights of people around the world, particularly communities and groups subject to various and intersecting forms of discrimination. Conversely, any increase in funding to the human rights pillar could contribute to efficiency by increasing economies of scale; adequate funding for the human rights pillar is highly cost effective in the longer term. Promoting human rights safeguards international peace and security and has a vital preventive function, alleviating or averting severe humanitarian crises.
- **States must be held accountable for failing to pay UN dues in full and on time**, both now and in future years. States that repeatedly fail to pay their UN dues should have their right to vote in any UN body or process - including the General Assembly, the Security Council and the Human Rights Council - suspended until such time as arrears and dues are paid. The provision for default of UN dues set out in article 19 of the UN Charter should be supplemented as needed by additional measures through the UNGA to incentive states to remain in good standing.

#### **2. Office of the High Commissioner for Human Rights**

OHCHR has a critical role to play in coordinating the promotion and protection of human rights across the UN system, thereby contributing to effectiveness and efficiency. Any reduced funding

for OHCHR is likely to reduce coordination, complementarity and efficiency across the UN system.

- **OHCHR should be provided with the resources necessary to fully discharge its independent mandate**, conferred by General Assembly resolution 48/141. In addition to coordination, OHCHR's mandate includes prevention and accountability for human rights violations. Prevention avoids the significant human and financial costs associated with human rights violations, while accountability is necessary to provide justice to victims and deter future violations and their attendant costs.
- In order to contribute to effective and efficient prevention, the **High Commissioner should provide regular intersessional briefings to the Human Rights Council** on situations that merit the HRC's attention. Consistently with the HRC's resolution on the prevention of human rights violations, **OHCHR should also ensure a UN system-wide response to early warning signals** from national and global civil society, national human rights institutions and UN country offices.
- Consistently with its mandate to support and strengthen the effectiveness of the UN human rights machinery, **OHCHR should promote and protect the independence, diversity and responsiveness of the Special Procedures**, as well as the independence of the investigative mechanisms established by the Human Rights Council. Any standardisation of methods of work, including through changes in personnel and staffing, must be guided by stakeholder inputs.
- While OHCHR should explore opportunities to expand field offices and regional presences, and support the mainstreaming of human rights cross-country offices, **OHCHR should maintain its primary offices and functions in Geneva**. This will leverage economies of scale, contribute to coordination and collaboration with other agencies, assist to guard against fragmentation and duplication, and assist to ensure safe, efficient and effective access for independent civil society. **Any location considered by OHCHR for any presence or mechanism should be subject to a civil society impact assessment**, identifying any challenges or barriers to safe and effective civil society access and participation.
- OHCHR should identify opportunities to streamline and negotiate more favourable commercial terms for expenditures on travel, accommodation and events.

### 3. Human Rights Council and mechanisms

The Human Rights Council is the UN's peak multilateral human rights body, with a mandate to promote and protect human rights, and prevent and ensure accountability for violations. Its independent mechanisms - including Special Procedures and investigative bodies such as commissions of inquiry - provide access to substantial human rights capacity and expertise, all provided on a voluntary basis.

- **The General Assembly's review of the status of the HRC should aim to strengthen the HRC's mandate, effectiveness and efficiency, as well as elevate the status of human rights across the UN system.**

- Among other steps, pursuant to article 96(2) of the UN Charter, the **General Assembly should authorise the HRC to request advisory opinions of the International Court of Justice on legal questions arising with respect to human rights**. This would assist to ensure the principled and consistent development, interpretation and application of international human rights law. It would also contribute to efficiency by increasing the comity of law and providing authoritative guidance on legal matters which may otherwise be subject to different approaches by different mandates and mechanisms.
- The HRC's Special Procedures are independent experts who provide extensive guidance and advice on human rights issues on a fully pro bono basis. In order to maximise efficiencies and fully leverage this pro bono capacity and expertise, **it is imperative that the independence of the Special Procedures is respected and protected and that they are provided with the resources necessary to fully discharge their mandates**. It is similarly **essential to preserve the independence of investigative mechanisms**, free from political considerations and interference that may impede their efficiency and effectiveness.
- Selectivity and double standards significantly erode the integrity of international human rights law and the effectiveness and efficiency of mechanisms mandated to promote and protect human rights. In order to address this, **the HRC should mandate an independent, cross-regional working group of experts** empowered to refer urgent situations to the HRC, including by applying the objective criteria set out in the "Irish Principles". This would ensure that the HRC could be seized of matters on their merits and focus its limited resources on critical situations.
- While the duplication of mandates should be avoided, the **complementarity of mandates should be encouraged where such mandates can fulfil distinctive functions in relation to a particular theme or situation**. Thus, for example, a particular situation may warrant both a commission of inquiry to collect and preserve evidence of atrocity crimes while a Special Procedure is also mandated to engage in dialogue and cooperation with a government or authority. **Any merger or consolidation of mandates should only be undertaken following an assessment as to the implications for operational independence and effectiveness, as well as the views of independent civil society and victims and survivors of violations**.
- The Universal Periodic Review must maintain its strengths of universality and stakeholder engagement, while being recognised as just one tool in the Council's toolbox which cannot be used as a substitute for other Council mandates or mechanisms.
- The Human Rights Council's **Advisory Committee and the Complaints Procedures could be reviewed for their relevance and effectiveness**.

#### 4. Treaty bodies

The UN human rights treaty bodies, composed of independent human rights experts serving in a non-remunerated and independent capacity, monitor and provide legal interpretation to States on the implementation of their obligations under the core human rights treaties. The work of

treaty bodies contributes to prevent violations, promote accountability, and support effective and efficient implementation.

- **UN human rights treaty bodies should be provided with the resources necessary to fully discharge their mandates.** The lack of resources currently provided means that the expertise of members is not fully or efficiently leveraged.
- **Additional resources are also necessary to ensure that the treaty bodies can operate and review States on a predictable calendar,** which would substantially enhance efficiencies for both States and civil society. **Treaty bodies should also be provided with additional resources to address a large and inefficient backlog in the determination of individual communications.**
- Where it is safe and efficient to do so, **treaty bodies should consider conducting clusters of State party reviews in the regions,** thereby contributing to accessibility and efficiency for States in the region, as well as national and regional-level civil society.
- **Treaty bodies should ensure, and be provided with the resources to maintain, modalities for online participation.** This is necessary to ensure accessibility as well as to avoid the significant financial and environmental costs associated with unnecessary travel.

## 5. Human rights, peace and security

The promotion, protection and implementation of human rights, as well as the prevention of violations, is essential to the efficient and effective promotion and maintenance of peace and security.

- **The Human Rights Council should be mandated to seize the UN Security Council of human rights matters that may impact on international peace and security,** thereby contributing to greater prevention, as well as enhanced coordination and efficiency between mechanisms.
- For the same reasons, **the Secretary-General should use their mandate under article 99 of the UN Charter to refer to the Security Council any widespread and systematic human rights violations,** or early warning signs thereof, that may impact on international peace and security.
- **All States should oppose and refrain from the use of the veto in the Security Council in situations involving atrocity crimes.** This is essential to enable the Security Council to act in such situations and to minimise the enormous human and financial costs associated with such crimes.

## 6. Civil society access and participation

Safe and effective civil society access and participation, that is meaningful and inclusive, is essential to ensure that the UN human rights system is relevant and responsive to the situation on the ground. Civil society inputs assist to ensure that the outputs and recommendations of the UN human rights system are community informed and can be implemented effectively and efficiently at the local, national and regional levels.



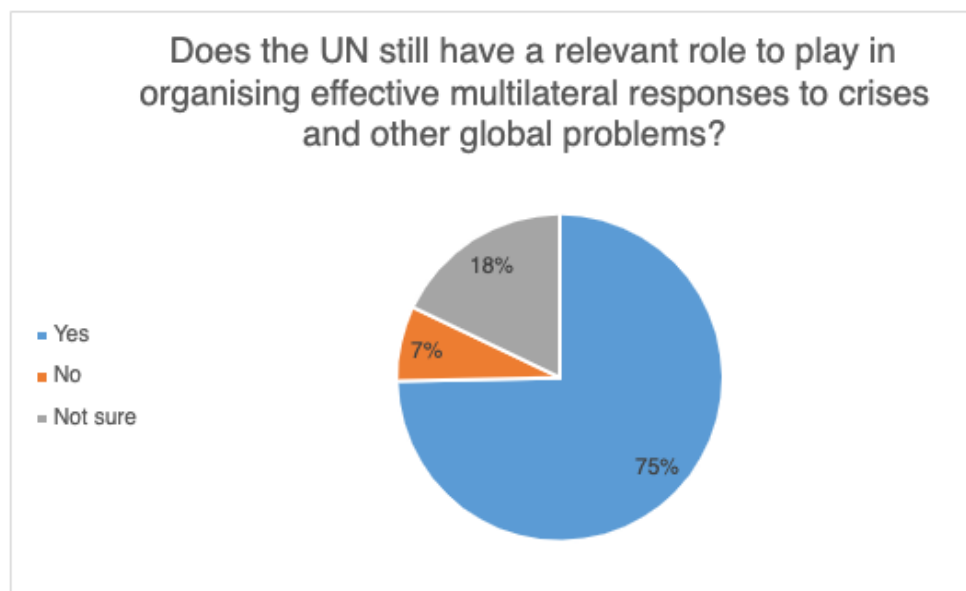
- **Civil society space at the UN must be expanded and protected** by integrating [all previous recommendations](#) on access and participation, in particular:
  - Ensure hybrid modalities for participation and move away from outdated platforms (e.g., Webex). At a minimum, **the General Assembly should create a mandate for hybrid modalities for the Human Rights Council and mechanisms, as well as the Treaty Bodies**, that allows UNOG and OHCHR to provide all stakeholders with the necessary channels to participate in meetings via relevant platforms in a permanent and timely manner. The UN should also adopt a system-wide approach by ensuring that hybrid modalities for participation are integral to its work, including in other multilateral fora, such as environmental processes, as well as the Commission on the Status of Women and the NGO Committee, among others.
  - Similarly, the UN leadership and member states should work to **expand physical access for accredited NGOs** at all UN premises, and the **ban on civil society during the UN General Assembly's high-level segment should be ended**. Similar modalities for civil society participation at the UN in Geneva should apply to civil society participation at the UN in New York and other UN fora, including access to informal negotiations.
  - Given the crucial role that human rights defenders and victims of human rights violations play in the work of the UN human rights system, efforts must be made to increase the efficiency and effectiveness of the mandate to prevent and address intimidation and reprisals against those engaging with the UN human rights system. **The OHCHR Senior Official on reprisals should be provided with the resources to maintain a regularly updated, publicly accessible database of reprisals** cases brought to the attention of the mandate. This database would bring greater visibility to cases and enable efficient and effective follow-up by NGOs and States. The database should include State responses and follow-up action by UN bodies. **The Senior official should also carry out effective and consistent follow-up on all documented cases until they are resolved**. This is more efficient and effective than relying on victims to proactively follow up on the status of their cases.
  - The UN must be reformed to ensure that independent civil society including NGOs can participate in all UN bodies, mechanisms and processes safely, meaningfully and effectively. Among others, **the ECOSOC NGO Committee should be reformed to ensure that accreditation processes become more fair, transparent, non-politicised, non-discriminatory and efficient. It must also end the practice of unduly stalling processes, sometimes indefinitely**. Current processes, which involve the frequent and repeated deferral and delay of NGO applicants for accreditation, are highly inefficient as well as being incompatible with human rights standards regarding freedom of association and freedom from discrimination. The NGO Committee should also institute hybrid Q&A sessions for applicant NGOs to engage remotely and address the severe backlog of NGOs awaiting accreditation.

## Annex 4:

### Summary of the views of human rights defenders working at the international, regional and national level on the needed reforms at the UN

The **International Service for Human Rights (ISHR)** ran an **online survey** for human rights defenders and organisations working in national and regional contexts between 3 June and 16 July. We received 171 responses. Here is an analysis of those:

1. **Most of the respondents (75%) believe that the UN still has a relevant role to play** organising effective multilateral responses to crises and other global problems.



2. **They believe the UN is relevant because:**
  - It's a forum to address issues that transcend national boundaries and cannot be resolved by any country acting alone
  - It provides a platform (often the highest and last fora) for human rights defenders, victims and civil society to expose injustice, promote accountability, garner solidarity or assert its rights
  - It upholds and further develops international law.
  - It holds States accountable for their actions and human rights obligations
3. When asked more in detail about **what should the UN** mainly focus on to protect and promote human rights today and what should its **main role be**, additional elements highlighted by respondents included:

- **Promote multilateralism** and be a space of genuine dialogues for peace, consensus-building, cooperation and bring about the sense of global togetherness.
- Act as a **global guardian of human rights** ensuring their universality and indivisibility and making sure they are upheld and enforced.
- **Research, investigate, monitor and respond to human rights abuses worldwide.** Many respondents highlighted the importance of **addressing the systemic and intersectional inequalities** that disproportionately affect the most marginalised.
- Change the paradigm when human rights violations happen: move beyond reactive measures to **proactive prevention, enhanced protection, accountability and meaningful redress.** Tackle the **root causes**, such as colonialism, unequal access to resources, extractive economic systems, and discriminatory policies. Go beyond reporting and recommendations and develop more robust mechanisms capable of issuing **binding decisions** (or even sanctions) **and holding States responsible of human rights violations accountable.**
- **Be a truly responsive and action-oriented arena and focus on implementation and enforcement**
- **Protect and provide support to victims;** civilians in situations of war, violence and emergency settings; civil society. The system should listen, include and empower people everywhere; it should amplify the voices of those most affected by systems of oppression and those excluded from global policymaking.
- **Prevent conflicts and crises,** organise **humanitarian aid** and engage in **peacebuilding.**
- **Set standards, provide guidance on international law and technical assistance, capacity-building, and resources to help countries** improve their human rights practices.
- **Engage in broader and unbiased Human Rights education and** awareness campaigns.

*Note: **there were two visions regarding the role the UN must play regarding socio-economic issues such as poverty and wealth inequities.** The majority believed the UN should play a role in addressing those issues and offered a large range of solutions including making the SDGs binding, strengthening the UN normative role in relation to fiscal, economic and environmental justice, pushing for fair taxation, supporting debt relief for low income countries, promoting policies that equitably redistribute resources, enhancing the data collection and monitoring frameworks of economic, social and environmental rights to hold governments to account, tackling the root causes embedded in the current global trade, financial and production/consumption system, supporting people-centred and community-led development and holding companies to account among others.*

*A minority of the respondents considered that this was not the role of the UN either because it was unrealistic to expect any impact on these matters or because socio-economical changes should be left to governments, NGOs and local actors.*

4. Respondents agreed that the UN is in crisis. **The top 3 challenges faced by the UN in upholding human rights** according to them are:

- lack of enforcement mechanisms
- political divisions among UN member states obstructing consensus-building and hindering the implementation of human rights resolutions and initiatives
- lack of implementation by some States of recommendations made by UN human rights bodies

*(other popular options selected: lack of accountability for atrocity crimes and insufficient funding and resources for UN human rights activities)*

5. The 7% of respondents who said that the UN was not relevant anymore indicated as the main reason the inability of the system to respond to crises and global challenges due to the paralysis of the Security Council, double standards, the non-binding character of the recommendations or decisions emitted by the UN and the fact that States ignored them and were not held accountable for that and finally the lack of resources.

6. According to respondents, any reform process should be guided by the following **values or principles: accountability, inclusivity, principled decision making and participation.**

7. According to the respondents, the **top five changes most needed to make the UN human rights system more accountable and responsive** to grassroots realities are:

- **Put people and communities affected by human rights violations at the centre of decisions** *(many respondents stressed this as essential and that the UN should work with bottom-up approaches and consider right-holders as co-creators of solutions. Several respondents shared the opinion that the UN should not be just a forum for States but an institution that defended and acted with humanity, firmly grounded in the lived realities of those it seeks to serve. There were also several responses pointing out to the importance of strengthening civil society – with trainings, funding, safe spaces, temporary relocation, technical support - and acknowledging/prioritising community systems/solutions, as well as reinforcing structures to support victims (e.g.: reparations, trauma support, reintegration programs, protection etc).*
- **Ensure a safe and meaningful participation of civil society and human rights defenders** *(respondents also mentioned the need to make the system more accessible, participatory and inclusive to people and communities who face exclusion and discrimination. The detailed solutions mentioned included: facilitation of remote participation, improved digital platforms, more transparency, facilitation of visas, more translation/interpretation, facilitation of accreditations, less bureaucracy, no intimidations, reprisals and transnational*

*repression. Several respondents also mentioned the idea to move UN offices or some key meetings to the Global South. Some respondents mentioned the necessity of having participatory mechanisms beyond State-centric structures, so civil society is included in the decision-making, not just consulted.*

- **Reform the security council** *(solutions provided to make it more representative and diverse were, for example: rotating its membership, abolishing the veto system and allocating seats based on regions)*
- **Uphold universal human rights law and values**
- **Ensure an adequate and sustainable funding for the UN's human rights work** *(Treaty Bodies and Special Procedures were mentioned by several respondents as essential mechanisms that should have adequate servicing and funding).*

8. **In addition to these five elements, when asked in more detail about their vision of a reformed UN, respondents mentioned that:**

- **The UN must reaffirm the framework and principles it defends.** *(This included adopting two narratives: one that accepts and acknowledges that colonialism, racism and patriarchy are the root causes of many key problems, and another one that reasserts the UN authority, and make it more popular in order for States to renew their commitment and for the public to feel it closer)*
- **The UN must focus on enforcement and implementation of the human rights treaties and the recommendations made by the system.**
- **The system must address the power imbalances issues within it.** *(Apart from the reform of the Security Council, solutions offered included 1) acknowledging colonisation, engaging in truth and reparations and ensuring equitable representation including those historically excluded from leadership, decision making and policy design spaces; 2) appointing a feminist woman UN SG; 3) allowing direct participation of citizens, social movements and civil society within the UN; 4) embracing principles of mutual learning, participatory solidarity, respect for local knowledge and bottom-up approaches.)*
- **The system must focus on accountability especially for human rights atrocities and non-cooperation by state parties.** *(Solutions here offered by several respondents: no double standards; necessity of establishing sanctions against States that commit human rights violations or fail on their human rights obligations; more support to ICC/ICJ or to new mechanisms*

*with investigatory powers and authority to deliver and implement binding decisions; Fact-finding missions, investigative bodies, and treaty monitoring systems should be given full independence, adequate resources, and the authority to hold perpetrators accountable.)*

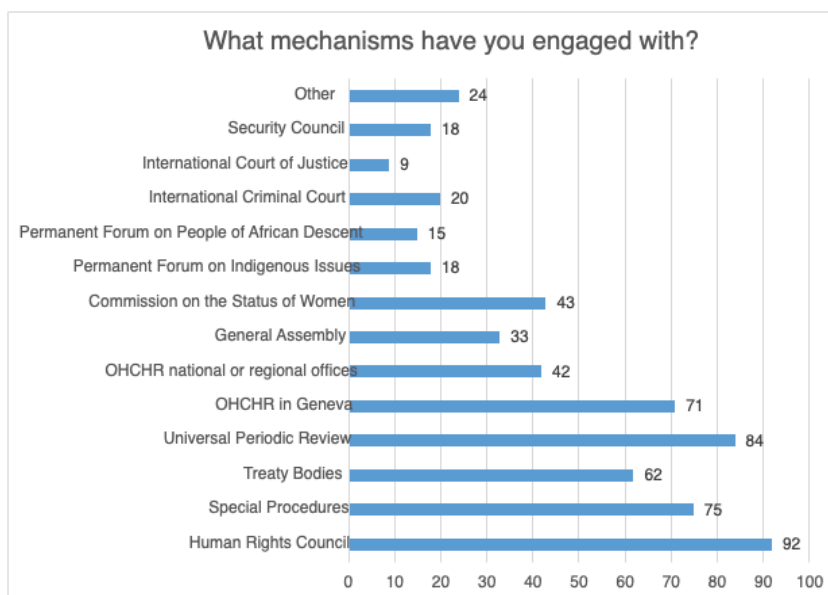
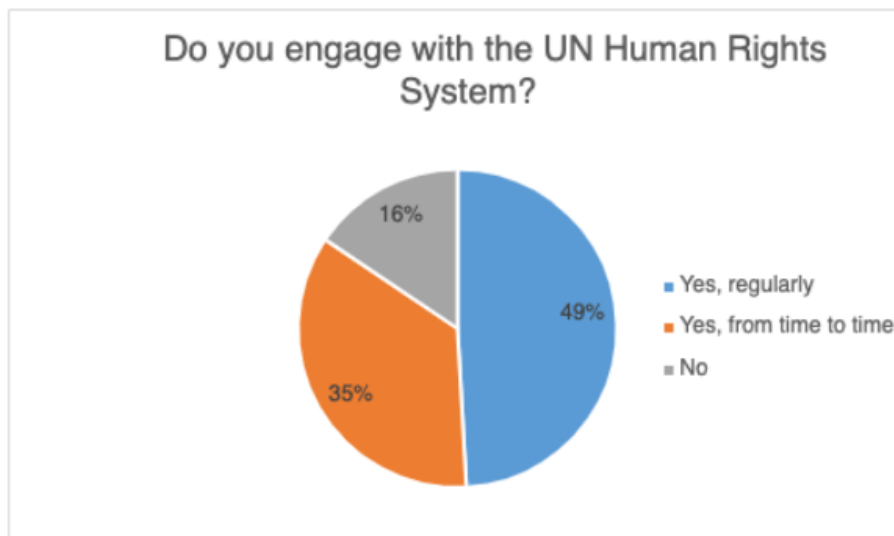
**9. On the reforms to structures and operations and cut-spendings:**

- **Ideas on how to make more with less:**
  - Coordination between countries (regional mechanisms) to share funds and specialised personnel.
  - Have less staff and in particular less officials in Geneva and New York. Decentralise key offices and have more agile and functional mechanisms on the ground linked to civil society. Develop and strengthen regional offices .
  - Decrease aid dependency, invest much more in tackling the root causes of the problems in countries instead of investing a lot in repair and humanitarian aid.
  - Reduce administration and bureaucracy. Leave the implementation of service delivery-oriented development programmes to local actors. Build stronger alliances with human rights organisations to reach the most vulnerable.
  - Invest in more efficient digital tools (so information is more accessible, but also certain activities can be done online – e.g.: some negotiations, monitoring/reporting, simplified reporting of human rights violations etc).
- **Work less in silos:**
  - mainstreaming human rights perspective across other UN spaces and aligning humanitarian, development, and human rights efforts
  - consolidation of UN human rights actors/activities that are currently spread across many agencies
- **On human resources:**
  - Develop staff education on colonialism, racism, patriarchy and their capacity to engage more directly with right-holders and victims so they work more for the people and with humanity.
  - Leadership changes - put humans who are affected by systemic violations of HR (racism, colonialism, patriarchy) in positions where they can make a change.
  - Have more personnel from within developing countries, with locally appropriate pay and benefits applying, not expensive imported ""experts"" on international rates, it would be better able to relate to local people, groups, and officials.

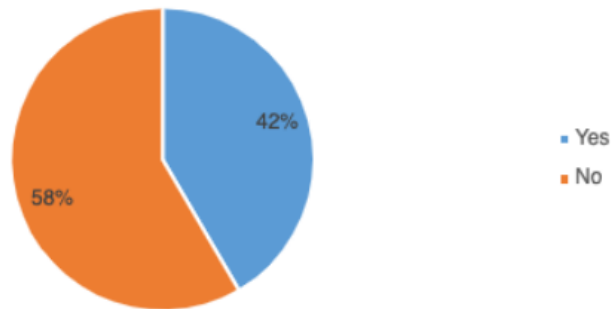
- Strengthen the internal complaint mechanisms, which are currently failing, make them more efficient and establishing dedicated units that will take care of this approach and reform.
- Eradicate corruption within the system.
- Introduce paid internships so that not only people coming from wealthy families can have the experience of working with the UN without working through the night to survive in Geneva/New York.

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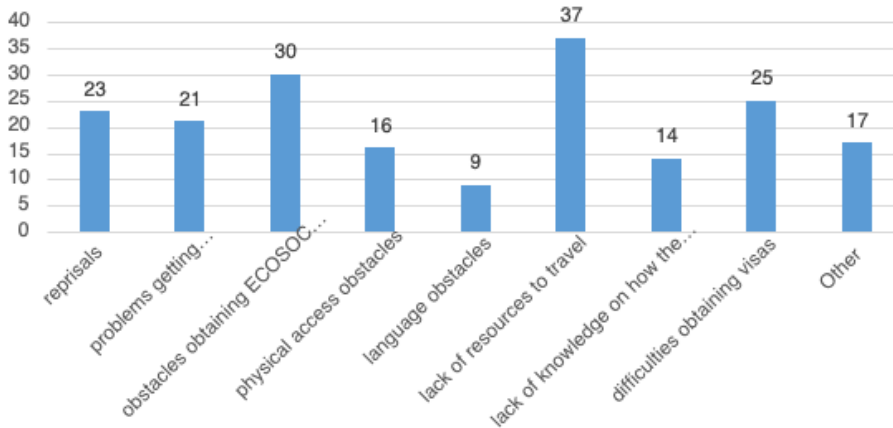
**Additional data** : Profiles of the respondents and their engagement with the system



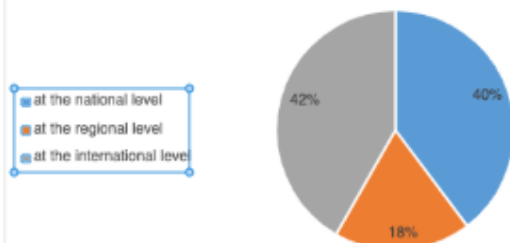
Has your participation and engagement been obstructed or hindered?



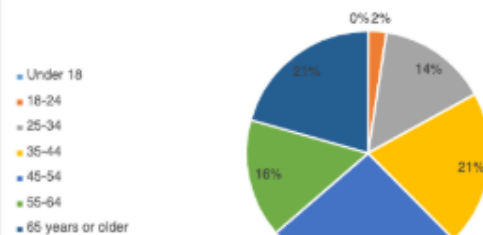
In which way was your participation or engagement obstructed?



Where do you primarily work?



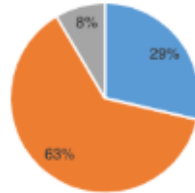
What is your age?





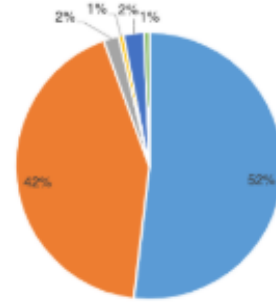
Are you a member of a racial, Indigenous or ethnic group that faces discrimination or marginalisation in your country?

- Yes
- No
- Prefer not to say



How do you identify?

- Female
- Male
- Non-Binary
- Transgender
- Prefer not to say
- Other



Where do you live?

- Africa (excluding North Africa)
- Middle East and North Africa
- Central Asia
- East Asia
- South and South-east Asia
- Western and Eastern Europe
- USA and Canada
- Latin America
- Oceania and Pacific Islands
- The Caribbean

