



FINAL PROJECT DOCUMENT

United Nations Development Programme
Democratic Governance Group/Bureau for Development Policy (BDP)

GLOBAL Human Rights Strengthening Programme

2007-2011

The Global Human Rights Strengthening Programme (GHRSP) is to contribute to UNDP's corporate strategy to fully integrate human rights into its policies, programmes and processes, and provide meaningful guidance to the application of a human rights-based approach to UNDP programming processes.

As such the GHRSP is a direct response to ongoing/current international developments and challenges reflected in the Millennium Declaration of 2000, the Millennium Outcome Document of 2005, as well as the ongoing UN Reform initiatives such as the creation of the new UN Human Rights Council and the UN Action 2 Programme. The GHRSP moreover grounds itself in the UNDP MYFF and the UNDP Users Guide for Programming which places UNDP's development assistance firmly within the human rights-based paradigm.

The GHRSP will focus on the full implementation of the 2005 Human Rights Practice Note - *Human Rights in UNDP*, and undertake its activities grounded in the three strategic areas identified:

- 1) *Supporting the Strengthening of National Human Rights Systems;*
- 2) *Promoting the Application of a Human Rights-Based Approach to Development Programming;* and
- 3) *Greater Engagement with the International Human Rights Machinery.*

The activities will test guidelines and identify best practices in UNDP's areas of operation, and will develop UNDP's capacity for applying a human rights-based approach in all its activities and support country level programming to that end. An important objective will be the formation and/or strengthening the institutional partnerships, crucial to ensure a coherent corporate approach to the integration of human rights in UNDP.

With Regional Bureaux, BCPR, BRSP and Regional Centres/SURFs as main corporate partners, the Global Programme, housed in BDP, will provide UNDP Country Offices with appropriate practical tools, good practices, and guidance on a human rights-based approach to programming. The Programme will substantively support HRBA knowledge management (with linkages to existing corporate Knowledge Networks), at both the Global and Regional levels.

The programme's strategy will take due account of UNDP's *Integrated Package of Services to Implement the Millennium Development Goals*, and the *Gender Strategy and Action Plan* (approved by the Executive Board in June 2005).

UNDAF Outcome(s)/Indicator(s): *Not Applicable***Expected Outcome(s):**

By 2011, corporate policies and programmes have firmly integrated human rights, including in the results-based management tools, evaluation methodologies etc. Moreover, a substantial number of Country Offices will have adopted a Human Rights-Based Approach (HRBA) to Development Programming.

Expected Outcome Indicator(s):

- 1) Increased Country Offices reporting on HRBA reflected in the MYFF/MTSP Report.
- 2) Increased reliance on HRBA as a principle for development effectiveness in the future MTSP.
- 3) Future UNDP policy documents are human rights/HRBA sensitive.

Baseline: In a situation with increasing UN-wide demands and calls by a number of donor countries for a greater UN-wide coherence, COs have either limited or no experience in HRBA programming, limited access to HRBA technical advisory services. Country Offices regularly have difficulties in formulating and implementing HRBA-related initiatives, and have few practical (and integrated) tools to enhance HRBA programming processes. In addition, the Regional Centres have varying capacities in human rights and HRBA.

Expected Output(s)/Indicator(s):

1. A Human Rights-Based Approach in all UNDP practice areas promoted and strengthened, and human rights mainstreamed into overall UNDP programming tools;
2. Strengthened capacity of UNDP HQ staff, Regional Centres/SURFs, as well as Country Offices to promote human rights and apply a HRBA in their work;
3. Improved availability of guidance material for UNDP's cooperation with partner countries for supporting national human rights systems and applying a HRBA;
4. 20-30 Country Offices supported through integrated human rights review and follow-up programming advice;
5. Enhanced UNDP capacity at country level to engage with civil society on issues of human rights and development;
6. UNDP's policy and practical engagement with "marginalised and vulnerable" people and groups strengthened;
7. Knowledge management on human rights and HRBA strengthened, including through the "human rights in development" publication series.
8. Partnership with relevant multi-lateral and bi-lateral organisations and NGOs in human rights/HRBA and development strengthened, and joint pilot initiatives carried out.

Project Period: **2007-2011**
 Project Title: **Global Programme on Human Rights**
 Project ID: **00057900**
 Award Code: **00047966**
 Project Duration: **4 years**

Total budget: **US\$ 8,213,400/--**
Allocated resources:

- UNDP:
- Other: *(including in-kind contributions)*
- Unfunded budget:

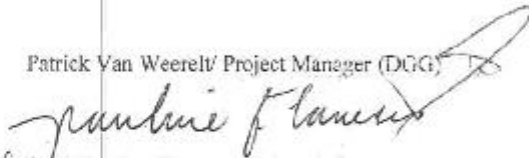
PAC Approval: 25 September 2006 (New York)

SIGNATURE PAGE

Programme Period: 2007-2011
Project Title: Global Programme on Human Rights
Project ID: 00057900 Award Code: 00047966
Project Duration: 4 Years
Management Arrangement: Agency Execution/UNOPS

Budget: US\$ 2,313,400
General Management Support Fee
Total Budget: _____
Allocated resources:
• Government: _____
• Regular: _____
• Other: _____
 Donor: _____
 Donor: _____
 Donor: _____
• In kind contributions: _____
Unfunded budget: _____

Approved by: Patrick Van Weerelt/ Project Manager (DCG)



Submitted by: *[Signature]* DCG Practice Director

Approved by (UNOPS): UN Office for Project Services

Approved by (UNDP): Olay Kjørven, Assistant Administrator and Director BDP

[Signature]
S. Karasa Thomas
BDP PSU

I. BACKGROUND:

1.1 Context:

Since the [1993 Vienna World Conference on Human Rights](#), and driven by the UN Secretary General's first and second [UN Reforms](#) in 1997¹ and 2002², respectively, the promotion and protection of human rights and the application of the Human Rights-Based Approach (HRBA) to development programming have gained considerable prominence in the work of the UN. The 2000 Human Development Report ([Human Rights and Human Development](#)) enhanced the conceptual linkages between human development and human rights. The Report stated: *"The promotion of human development and the fulfillment of human rights share a common vision. The combination of two perspectives gives us something that neither can provide alone"*. The 2003 Human Development Report ([Millennium Development Goals: a Compact among Nations to End Human Poverty](#)) provides a sound and detailed analysis of the value-added of the human rights framework in achieving the Millennium Development Goals (MDGs), whilst the 2005 Human Development Report ([International Cooperation at a Crossroads: Aid, Trade and Security in an Unequal World](#)) argues that the links between violent conflicts, violation of human rights and lack of security are barriers to the achievements of the MDGs. The UNDP Administrator stated in February 2006: *"Development is about empowerment, human rights, participation, democracy I strongly agree with the stress onhuman rights and human development which, of course, this organization is known for"*³.

In the Report [In Larger Freedom: Towards Development, Security and Human Rights for All](#), the UN Secretary General reaffirmed that human rights is the basic tenor of the UN: *"We will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights"*. In the [2005 World Summit Outcome Document](#), the Member States unequivocally and unanimously stressed their support for the further mainstreaming of human rights throughout the UN system: *"We resolve to integrate the promotion and protection of human rights into national policies and to support the further mainstreaming of human rights throughout the United Nations system..."*⁴. This was further confirmed in the [General Assembly Resolution](#) on the establishment of the UN Human Rights Council in which it is stressed that the Council *"should also promote the effective coordination and the mainstreaming of human rights within the UN system"*⁵.

The new UN Human Rights Council has been mandated, by the General Assembly, to "promote the effective coordination and the mainstreaming of human rights within the UN system", and as well as well as provide "Advisory services, technical assistance and capacity building initiatives" for the member states to implement their human rights obligations at the country level. The implications of these two mandates will most likely be significant for UNDP in the future. Moreover, the Report of the Secretary-General's High-Level Panel on UN System-Wide Coherence ("Delivering as One"), in Paragraph 51, recommended, inter alia, that "All UN agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of the UN's work..."

¹The SG called on all agencies, funds, programmes and other entities of the UN system to mainstream human rights into their various activities and programmes within the framework of their respective mandates.

²The SG presented human rights as "a bedrock requirement for the realization of the Charter's vision of a just and peaceful world" and invited the UN High Commissioner for Human Rights to prepare a plan for the strengthening of national human rights protections systems (now called the **UN Action 2 Initiative**). UNDP regards this UN-wide initiative as a fundamental tool bringing the different UN entities together towards reaffirming human rights as a bedrock requirement for development, peace and security. It provides for an important umbrella for strengthening coordination and coherence among the different UN partners.

³Global Management Team Meeting; The Hague (03.02.2006).

⁴Paragraph 126.

⁵Operative Paragraph 3.

Parallel with developments taking place within the UN system on human rights mainstreaming (including the adoption of a [UN Common Understanding on a Human Rights-Based Approach to Development Cooperation](#), hereinafter “UN Common Understanding”), numerous bilateral partners and non-governmental organizations have also moved towards integrating human rights into their policies and programming. This development is reflected in the work of the [Organisation for Economic Cooperation and Development/Development Assistance Committee \(OECD/DAC\)](#), in which efforts are made to update its 1997 policy related to human rights mainstreaming. A recent study on “*Integrating Human Rights into Development - A Synthesis of Donor Approaches and Experiences*”, carried out by the [Overseas Development Institute \(ODI\)](#), states firmly: “*The trend is clear. Both bilateral and multilateral donor agencies have adopted or are in the process of adopting or refining human rights in development policies*”.

As part of the UN family, UNDP is mandated to respect, promote, and protect human rights in its activities. While this mandate existed from the beginning, it was actively articulated and systematically implemented only after the adoption of a special human rights policy in 1998 - [Integrating Human Rights with Sustainable Human Development](#). Since then, key features of UNDP's human rights work have included: supporting the development of national human rights action plans; strengthening national human rights systems; application of a HRBA to programming; and supporting human rights learning, civic education and awareness-raising campaigns. UNDP also stepped up its engagement with the former UN Commission on Human Rights⁶ and with the [Office of the High Commissioner for Human Rights \(OHCHR\)](#).

In 2003, UNDP also led an inter-agency initiative to further develop the conceptual and practical implications of applying a Human Rights-Based Approach (HRBA) to programming, which resulted in the adoption of the ‘UN Common Understanding of a Human Rights-Based Approach to Development Cooperation’. Subject to the endorsement by the UN Development Group, this was also incorporated into the CCA/UNDAF Guidelines. The UN Common Understanding or ‘Stamford Consensus’ is currently guiding the implementation of the HRBA to development programming in UNICEF, OHCHR, UNFPA, UNIFEM, UNESCO, WHO and UNDP. Moreover, UNDP is also playing a leading role in the implementation of the UN Inter-Agency Programme aimed at strengthening the national promotion and protection systems for human rights (the Action 2 Programme), as called for in the Secretary General's 2002 Reform.

UNDP efforts to operationalise human rights in its programming were notably enhanced through the implementation of the joint UNDP/OHCHR global [Human Rights Strengthening Programme \(HURIST; 1999-2006\)](#), in line with the 1998 MoU between UNDP and OHCHR. Based on this experience and lessons learned, UNDP, in 2005, adopted a new Practice Note - [Human Rights in UNDP](#), which in turn has identified three strategic areas of interventions for UNDP in the future:

- a) *Supporting the Strengthening of National Human Rights Systems;*
- b) *The Application of a Human Rights-based Approach to Development Programming; and*
- c) *Greater Engagement with the International Human Rights System.*

A final external evaluation of HURIST took place in 2005.⁷ Although primarily focused on the performance of HURIST as a programme, the evaluation also took a broader look at human rights in UNDP. The evaluation, whilst noting the satisfactory conceptual work with regard to human rights and poverty, various aspects of governance and the human rights dimension of environmental management and energy use, called for further work in these areas. It also recognized the value of a methodology for human rights

⁶Since 2003, and on a bi-annual basis, two comprehensive reports were submitted to the Commission on Human Rights. Click here for the [first](#) and [second](#) reports.

⁷From May to August 2005. It was performed by a team comprising Mr. Gonzalo Perez del Castillo, Uruguay (former UNRC/UNDP Resident Representative), Ms. Hanne Lund Madsen, Denmark (Consultant), Professor Gudmundur Alfredsson and Mr. Rolf Ring, Director and Deputy Director of the Raoul Wallenberg Institute, Sweden, respectively. The evaluation was carried out with two specific objectives: a) To assess HURIST activities and practices against the objectives as set out in the revised Programme Document with a view to support the implementation of UNDP's 1998 policy; and b) To outline a forward looking vision of where UNDP ought to go to implement its 2005 Practice Note on Human Rights.

reviews of UNDP projects/programmes and the contributions of the reviews to the work of UNDP Country Offices. The evaluation noted HURIST's support to the development of UNDP programmes focused on human rights, including national human rights action plans, and endorsed the valuable spirit and the work performed by the [UN Volunteers](#) in the field.

However, the evaluation found that the work performed in relation to the project objectives was very uneven, relating this partly to the fact that HURIST could only achieve results in the institutional space it was allowed. It noted: "In the most successful cases HURIST managed to produce good quality conceptual work and some programmatic tools that allowed it to proceed to an operational phase where it fielded several interesting pilot experiments. Even so, due to lack of time or resources no adequate follow up of these pilot cases was possible." In conclusion, the evaluation noted that HURIST's achievements went beyond the objectives of the project document in its impact on UNDP and the UN. At the same time, it noted however that UNDP corporately never really confronted what it takes to go from traditional development programming to the application of a HRBA, noting that "this rendered efforts to go from 'policy to practice' rather difficult. UNDP COs continue to demand clearer guidelines and practical tools but the challenge is evidently larger than that."

In its recommendations for the future, the evaluation stressed that UNDP should take steps to project a clearer corporate identification with human rights promotion and protection. This implies, *inter alia*, an unequivocal and explicit support from the leadership of UNDP, a change in organizational culture to make the organization embrace human rights objectives jointly with traditional development objectives, an unambiguous political backing for those Resident Coordinators/Resident Representatives who attempt to effectively implement this policy and that HRBA is clearly reflected in the Multi-Year Funding Framework (MYFF). But above all, UNDP should undertake its engagements and efforts within the framework of a **full-fledged corporate strategy** for human rights mainstreaming.

The HURIST evaluation and subsequent internal discussions have resulted in a unanimous call for greater human rights capacities in the Regional Bureaux and in Regional Centres and Country Offices (COs). Consensus moreover exists concerning the catalytic role of the Regional Centres/Sub-Regional Frameworks (SURFs) and the specific needs for enhanced policy advice, tools development, training and technical backstopping. In the consultations, references were moreover made to the usefulness and importance of the HRBA as a '**driver of change**' and the need for positive incentives for staff. The headquarters, notably the Bureau for Development Policy (BDP), should ensure it provides policy direction and commitment as well as strategic guidance and methodologies in human rights-based programming, including detailed demonstration of design, results and resource frameworks.

It is within this context that UNDP will step up the operationalisation of the 2005 UNDP Human Rights Practice Note. This effort is in line with UN Reform, articulated in the 2005 Outcome Document, and links closely to activities undertaken under [UN Action 2 programme](#) umbrella. The programme is moreover justified by the fact that the UN Common Understanding is still insufficiently known in UNDP and needs further support in its application. As highlighted in the evaluation of HURIST, much work remains to be done to provide UNDP with the methodologies and tools necessary for operationalising the HRBA in its programming. Finally, justification of the programme is also found in the 2004 MYFF report which specifically calls on UNDP to further strengthen its work on HRBA⁸.

⁸The 2004 MYFF Report, while highlighting that the activities under Justice and Human Rights service line made it the second largest area of support under Democratic Governance (with 82 COs reporting), states in paragraph 71 that: "...UNDP should however become more pro-active in applying a human rights-based approach to programming based on the UN-wide "Common Understanding".

The overarching guidance for the Global Human Rights Strengthening Programme (GHRSP) is found in the UN Common Understanding whilst the Programme will firmly align itself and complement the broader objectives as foreseen through the UN Action 2 Programme. The UN Common Understanding is guided by the following three inter-related provisions:

1. *All programmes of development cooperation, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.*
2. *Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.*
3. *Development cooperation contributes to the development of the capacities of duty-bearers to meet their obligations and/or rights-holders to claim their rights.*

1.1.1 Past cooperation and lessons learned

During the first phase of the HURIST programme (1999–2001), efforts were particularly devoted to supporting the development of six National Human Rights Action Plans⁹ and strengthening the human rights capacities of COs through programming support, including the deployment of nineteen UNV Human Rights Specialists¹⁰, mostly for two or three years. During the second phase (2002–2005), the programme mainly focused the application of a HRBA to development within UNDP. The priority was methodology development (including the development of the [Working Guidelines on Human Rights-Based Reviews of UNDP Programmes](#)) and documentation and dissemination of learning experiences of HRBAs in areas such as poverty reduction, the environment, HIV/AIDS, decentralization and parliamentary development. The development of guidelines and tools for Human Rights-Based Reviews of UNDP programmes became the priority of HURIST, particularly after the adoption of the *UN Common Understanding*.

A Practice Note on [Poverty Reduction and Human Rights](#) was developed in cooperation with the Poverty Group in BDP (PRG/BDP)¹¹, whilst work on [Decentralised Governance and Human Rights](#) and [Parliamentary Development and Human Rights](#) was undertaken with the policy specialists in the Democratic Governance Group. A study on [Police Reform and Human Rights](#) was produced in cooperation with the Bureau for Crisis Prevention and Recovery (BCPR), whilst a reference document on [Integrating Human Rights into Energy and Environment Programming](#) was produced in cooperation with the Energy and Environment Group in BDP (EEG/BDP). In the case of indigenous peoples, HURIST cooperated with the Civil Society Division in the Bureau for Resource Mobilisation and Strategic Partnerships (BRSP), notably in the ongoing piloting in Kenya and Ecuador.

As part of a long-term strategy, HURIST gradually increased its support to regional human rights initiatives undertaken by UNDP Regional Bureaux, Regional Centres and SURFs. In the Asia and Pacific region, support was provided for a major programme for developing a Community of Practice for Access to Justice¹². 19 out of 23 Country Offices in the region are now reporting activities in the area of justice and

⁹Countries were: Cape Verde, Lithuania, Mauritania, Moldova, Mongolia, and Nepal. In some cases, HURIST also provided support to implement the plans. The experiences from the countries have been documented and made available over the years, in addition to the lessons learnt study- **National Human Rights Action Plans: Learning From Experiences** (March 2006).

¹⁰Countries were: Benin, Bolivia, Brazil, Cambodia, Cote d'Ivoire, Congo, Ecuador, Fiji, Honduras, Kazakhstan, Malawi, Mali, Mozambique, Nepal, Niger, Nigeria, Philippines, Somalia and Yemen. National UNVs have served in nine country offices, in most cases replacing international UNVs.

¹¹Piloting of this Practice Note is currently underway in Bosnia and Herzegovina, Macedonia, Argentina, Ecuador, Benin, Cape Verde, and Comoros. The pilot project on the **HRBA to Poverty Reduction** is a **cross-practice** project of the Democratic Governance Group/BDP between the Poverty Group/BDP and it is a direct outcome of the second phase of the HURIST programme. In eight countries, UNDP is either working on the national or the local level to strengthen human rights in the Poverty Reduction Strategy Papers (PRSPs) or local development strategies, focusing on the aim to include vulnerable groups in the process.

¹²In September 2005, it resulted in the launch of the Asia-Pacific Access to Justice Practitioner's Guide-[Programming for Justice: Access for All](#).

human rights (MYFF 2005). A similar programme to build a Community of Practice was promoted in the Latin American region¹³. Close cooperation was also established with the Regional Centre in Bratislava (Slovak Republic) to promote the Centre's role in human rights programming in the European and CIS region¹⁴. The main regional activity in the Arab region to date has been the cooperation with the Regional Bureau in organizing a workshop on *Applying a Human Rights Based Approach to Programming* in Damascus, Syria (December, 2004). Regional activities in the Africa region have commenced with the HRBA to Poverty Reduction piloting in Benin, Cape Verde and Comoros.

A key activity since 2003 has been the field-testing of **Human Rights-Based Review of UNDP Country Programmes**. The efforts have not only resulted in enhanced knowledge of the application of a HRBA to programming, but have also strengthened the partnership between HURIST, the Regional Bureaux and COs. In 2004, all UNDP Regional Directors recommended their respective COs to benefit from the Reviews. As of May 2006, 17 COs have undergone this review process¹⁵.

As an intermediary step, in March 2005, a lessons-learned workshop on human rights-based programme reviews was organized. Following are the main issues and recommendations of the workshop:

- The workshop discussed possible improvements of the Reviews, stressing their potential as tools to strengthen the application of a HRBA, with more emphasis on **capacity-development** and **facilitating** CO processes. Participants agreed that such reviews should continue as a **regular activity** of UNDP. It was suggested that Regional Centres should play a key role.
- The workshop noted that there are now policy guidelines and tools to support the work of COs, such as the Practice Notes on Human Rights in UNDP, Poverty Reduction and Human Rights, and Access to Justice. However, participants still stressed the **need for additional practical tools** such as: model annotated project documents; good practices at different stages of the project cycles; discussion papers on indicators; and specific ways to link human rights with the MDGs.
- The workshop noted with concern the difficulty that COs experience when faced by different programming review missions with diverse mandates. It was recommended that the various HQ units support **"integrated"** reviews that bring together different concepts/approaches and units to jointly codify lessons learned in tools and methodologies.
- It was stressed that more needed to be done to promote and to reinforce the UN Common Understanding, which is gaining ground as a framework for several UN agencies and is also being used by donors.

¹³Titled: *Application of a Human Rights Approach in the Establishment of a Practice Community on Access to Justice and Human Security*.

¹⁴In November 2005, RBEC organized a workshop on the Implementation of a Human Rights-based Approach to Development Programming in Europe and CIS (Prague, Czechoslovakia).

¹⁵Bosnia and Herzegovina, Benin, Bolivia, Cape Verde, Kyrgyzstan, China, Macedonia, the Philippines, Rwanda, Sri Lanka, Kenya, Brazil, Uruguay, Indonesia, Moldova, Armenia and El Salvador.

2. PROJECT DEFINITION:

The overall objective of the Global Human Rights Strengthening Programme (GHRSP) is to “contribute to a corporate strategy for fully integrate human rights into UNDP policies, programmes, and processes and provide meaningful guidance to the application of a human rights-based approach to UNDP programming processes”. As such the GHRSP is a direct response to ongoing/current international developments reflected in the Millennium Declaration of 2000, the Millennium Outcome Document of 2005, as well as ongoing UN Reform initiatives such as the creation of the new Human Rights Council and the UN Action 2 Programme. The GHRSP moreover grounds itself in the UNDP MYFF and the UNDP Users Guide for Programming, which places UNDP’s development assistance firmly within the human rights-based paradigm.

The GHRSP will focus on the full implementation of the 2005 Human Rights Practice Note- *Human Rights in UNDP*, and undertake its activities grounded in the three strategic areas identified:

- 1) *Supporting the Strengthening of National Human Rights Systems;*
- 2) *Promoting the Application of a Human Rights-Based Approach to Development Programming;*
- and
- 3) *Greater Engagement with the International Human Rights Machinery.*

In view of its fundamental nature, the GHRSP will also give priority to programming and capacity development support, in addition to building and enhancing innovative and effective partnerships.

The GHRSP will provide UNDP COs with appropriate practical (and integrated) tools, good practices, and other guidance material on a HRBA to programming and national human rights promotion and protection systems. It will work closely with the Regional Bureaux, Centres and SURFs, and take the lead in HRBA knowledge management, with linkages to existing corporate Knowledge Networks. The programme’s strategy will link to UNDP’s *Integrated Package of Services to Implement the Millennium Development Goals* (a corporate scaled-up response to the 2005 World Summit Outcomes), and will use the *Gender Strategy and Action Plan* (approved by the Executive Board in June 2005) as stringent guidance in the operationalisation of the Programme.

The GP should also be regarded as UNDP’s continued substantive and complementary contribution to the Secretary General’s Human Rights Reform Initiatives, including the UN-wide Action 2 initiative.

2.1 PROJECT OBJECTIVES:

OBJECTIVE 1: TO SUPPORT THE STRENGTHENING OF NATIONAL HUMAN RIGHTS SYSTEMS FOR THE PROMOTION AND PROTECTION OF HUMAN RIGHTS

The UN Action 2 Initiative has identified the following non-exhaustive elements as integral to a national promotion and protection system for human rights:

- Laws consistent with international human rights standards;
- Effective functioning of the judiciary and law enforcement agencies as well as independent human rights institutions or ombudsman offices;
- Procedures for individuals to effectively claim and exercise their rights;
- Good governance and accountable government institutions that promote and protect human rights;
- Democratic, open, transparent and participatory decision-making processes;
- Strong civil society, including a free and independent media.

Over the years, this area of work has significantly grown in demand in UNDP. High quality implementation requires an ongoing enhancement of the CO capacity to integrate human rights in its activities and CO access to UNDP and OHCHR experience/expertise, and other external expertise that can help with programme conceptualization and development. The GHRSP will focus on areas where policies need to be further explored and developed and where innovative field initiatives could be supported, in partnership with the relevant actors. Support in this area will be closely aligned with the objectives of the Action-2 Programme, with its focus on the UN Country Teams. Moreover, direct programme support at country level will remain predominantly within the ambit of the Democratic Governance Thematic Trust Fund (DGTTF) and relevant Regional Programmes.

The GHRSP will also support the implementation of the Practice Note on [Access to Justice](#), by contributing to pilot projects and the documentation of case studies with and explicit HRBA focus, particularly at the national level and in partnership with the relevant national authorities. The GHRSP will moreover, as a priority intervention, support efforts by national authorities to harmonise national legislation in line with international human rights standards (including *'traditional'* or *'customary laws'*), including appropriate capacity-development support to fulfill the required tasks.

The continued cooperation with expert institutions (including OHCHR) regarding **National Human Rights Institutions (NHRIs)** will be further developed into concrete guidance material and case studies to enhance UNDP's cooperation with NHRIs in the future. The GHRSP will also further develop its work in the areas of Parliaments and Human Rights, Land Rights, Police Reform and Human Rights and transitional justice. The GHRSP will cooperate with the relevant Bureaux (particularly with BCPR), divisions and units in UNDP concerning the strengthening of human rights systems pertaining to State fragility, and generally regarding the human rights aspects of conflict prevention and resolution, national security systems and transitional justice mechanisms. The GHRSP, in collaboration with some expert University Centres and Institutions, will moreover develop a *"Human Rights in Development"* publication series to codify lessons learnt and to actively table new topics of interest to UNDP regarding human rights and development.

A particular element of attention in the GHRSP will be on the stronger linkages between the operational and the normative work as called for in the Outcome Document, notably pertaining to the fundamental human rights clauses of **non-discrimination** and equity. All States have ratified at least one of the major United Nations human rights treaties or covenants, while 80% of them have ratified four or more. All these treaties contain explicit and specific non-discrimination clauses, which, in the case of the International Covenants on Civil, Political, Economic, Social, and Cultural Rights, enumerate that no distinction will be permitted on grounds of race or ethnicity, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status (which also includes HIV/AIDS). Despite these legally binding non-discrimination clauses, development has sometimes proven to be prone to elite capture and power excess, with significant groups and individuals being marginalized, rendered vulnerable, or simply discriminated upon. UNDP has a strong and explicit responsibility to tackle these human rights violations as it concerns its own development programming processes.

The GHRSP will therefore pursue specific objectives related to marginalised, excluded and 'vulnerable groups' in development processes with a specific linkage to the normative standards at hand. The GHRSP will strive to further the UNDP knowledge and experience in dealing with minorities, indigenous peoples, disabled people, migrant workers etc in the development process. The objectives will be on policy and tool developments, as well as field-testing at country level.

The GHRSP will also closely work with the CSO Division/BRSP and explore how UNDP can further strengthen the role of civil society as one of the pillars of a national human rights system. UNDP has supported the creation of National CSO Advisory Committees in several countries, and the GHRSP will provide support to further this important process, as appropriate.

OBJECTIVE 2: TO PROMOTE THE UNDERSTANDING AND APPLICATION OF A HUMAN RIGHTS-BASED APPROACH TO DEVELOPMENT PROGRAMMING

Previous support (such as *policy material, tools, pilot projects, learning events, and documentation of some experiences*) centered on some UNDP Practice Areas and a few COs. Guidelines for Human Rights Reviews were also developed and tested. The GHRSP will follow up on this and strive to strengthen the HRBA in all UNDP's activities under three main lines of action:

- a) *Continuation of the Human Rights Reviews;*
- b) *Continued efforts to strengthen human rights in the UNDP's practice areas; and*
- c) *Integration of human rights in overall UNDP programming tools.*

2.1 The Human Rights-Based Programme Reviews:

The GHRSP will continue to support calls for further Human Rights-Based Program Reviews, and will strive towards making the Review an *organization-wide* initiative with a particular emphasis on capacity development and facilitation of CO processes. In this regard, close consultations, coordination, and partnerships with the concerned Bureaus, Regional Centres/SURFs, Divisions and Units (working on gender and conflict prevention issues etc) UNIFEM and UNICEF will give the opportunity to better understand the complementarities between different concepts and approaches and to provide an integrated package to COs, thus avoiding parallel tracks grounded in different and separate cross-cutting issues. Alignment work has already begun. The joint HURIST/BCPR review mission to UNDP Armenia in March 2006 represented the first ever opportunity to simultaneously apply a HRBA and as well as a Conflict Sensitive Approach (CSA) to programming on the ground. Lessons learned through this joint exercise (including the further need to reflect on how the conceptual linkages between the HRBA and CSA can be translated in conducting such reviews more effectively in the future) will no doubt guide the future work in this area, including in the development of methodologies and generic programming tools on HRBA, conflict prevention and gender mainstreaming. Core to the Reviews will be the systematic promotion and application of the UN Common Understanding on a HRBA to development cooperation.

2.2 Continued efforts to strengthen human rights in the UNDP's practice areas:

This calls for continued efforts focusing on all UNDP practice areas from a HRBA perspective. The GHRSP will, among others and not limited to, scale up support towards HRBA in **decentralized governance**, will initiate new work, in cooperation with the Energy and Environment Group, on **water governance and human rights**, and will give urgent attention to work on **anti-corruption and human rights**. In addition, the Programme will be ready to continue its work on promoting a HRBA in poverty reduction and in the achievement of the MDGs, which continue to remain core priorities of UNDP.

The GHRSP will furthermore set an example in furthering an enhanced partnership with colleagues working on gender mainstreaming as described within the *Gender Strategy and Action Plan*¹⁶(approved by the Executive Board in June 2005), particularly relating to specific issues of women's rights and violence against women.

Special effort is moreover foreseen regarding Human Rights and HIV/AIDS. UNDP has been designated as the lead agency in human rights, gender and HIV/AIDS, in the Consolidated UN Technical Support Plan¹⁷, and as such the GHRSP will support the work of the HIV/AIDS Group in BDP, based on a clear

¹⁶Designed to integrate the promotion of gender equality and women's empowerment fully into UNDP's core business. The strategy is based on three dimensions: a) Capacity development; b) Providing gender-responsive policy advisory services; and c) Supporting specific interventions that benefit women.

¹⁷The Global task Team on Improving AIDS Coordination Among Multilateral Institutions and International Donors, in its 14 June Report, called on the UNAIDS Secretariat to lead a process with UNAIDS Cosponsors to clarify and cost a UN system division of labour for technical support to assist countries to implement their annual priority AIDS action plans.

strategy/plan. The GHRSP will moreover provide specific support for capacity development of the justice sector to uphold women's rights to inheritance and property and its linkages to HIV/AIDS; through which it is usefully complementing the Work-Plan of the Group in the Bureau for Development Policy.

2.3 Integration of human rights in overall UNDP programming tools:

The GHRSP will explore further possibilities to substantively integrate human rights thinking into UNDP project formats, the MYFF and Results-Oriented Annual Reports, and Results-based Management. A partnership with the Capacity Development Group and the Evaluation Office will be necessary in this work.

OBJECTIVE 3: TO STRENGTHEN THE ENGAGEMENT WITH THE INTERNATIONAL HUMAN RIGHTS MACHINERY

In recent times, major developments have taken place regarding the UN human rights machinery, including the adoption of the [OHCHR Plan of Action](#)¹⁸ and as well as the creation of the UN Human Rights Council to replace the former UN Commission on Human Rights. The creation of the UN Human Rights Council is significant for UNDP as well, given the Council's explicit mandates to coordinate the mainstreaming human rights in the UN System and as well to provide advisory services, technical assistance and capacity building.

Given the developments described above, UNDP considers it a valuable proposition to explore with its key partner organization, OHCHR, whether it would be worthwhile to revisit, review and perhaps revise the 1998 MoU, and to consider the desirability of commissioning a study on UNDP's potential contribution to the human rights mainstreaming mandate of the Human Rights Council and to the existing UN human rights mechanisms (particularly the relevant Treaty Bodies and Special Procedures). The objective of the study should be to explore how interaction with such mechanisms could add value to UNDP's development programming in different political contexts, and how UNDP could substantively contribute and learn from their work. The study should take into account how other specialized UN agencies engage with the human rights machinery, and look into potential possibilities for collaboration.

OBJECTIVE 4: TO PROVIDE PROGRAMMING AND CAPACITY DEVELOPMENT SUPPORT FOR THE EFFECTIVE IMPLEMENTATION OF THE POLICY

The effective and successful implementation of UNDP's human rights policy would, first and foremost, require a strengthening of its internal capacity. Given the already existing corporate commitment for staff development, the GHRSP will cooperate particularly with the Learning Resources Centre (including on issues such as the development of human rights and HRBA-related training material for the Virtual Development Academy (VDA) course) and the Capacity Development Group (CDG/BDP), in the development of training material and the implementation of training in human rights and HRBA to programming. As often as possible, human rights capacity development in UNDP should be designed to embrace national counterparts as well to ensure effective national ownership/commitment of UNDP supported HRs/HRBA initiatives. Such a thrust of the capacity development effort would be in line with the emphasis on national ownership and alignment with national procedures stressed by the [Paris Declaration on Aid Effectiveness](#). The latter could also function as an entry point for dialogue regarding national counterparts' efforts to fulfill their international human rights commitments and the role UNDP could play in this process.

¹⁸The *OHCHR Plan of Action: Protection and Empowerment* (Geneva, May 2005). The Plan has been developed under five focus areas: a) Greater country engagement; b) An enhanced leadership role for the High Commissioner; c) Closer partnerships with civil society and UN Agencies; d) More synergy in the relationship between OHCHR and the various UN human rights bodies; and e) Strengthened management and planning for OHCHR.

The GHRSP will give priority support for the finalization and the field-testing of the following ongoing two CDG/BDP led initiatives: i) **A HRBA Trainer-of Trainers Manual and Resource Guide**; and ii) **How-to-Guide to HRBA Development Programming for UNDP Programme Officers**. In March 2006, the HURIST programme, together with the UNDP Governance Indicators' Project (based at the UNDP Oslo Governance Centre), also published a [User Guide on Indicators for Human Rights Based Approaches to Development in UNDP Programming](#)¹⁹ for CO staff to further strengthen their work. These initiatives should be seen as UNDP contributions to the Action 2 initiative, complementing the **"UN Common Learning Package on a HRBA to Development Cooperation and Programming"** (also called the Common Learning Package), for the UNCTs in the field, which is currently being finalized, and with which UNDP's capacity development efforts will be aligned.

The increasing role played by Regional Bureaux, Regional Centres, and SURFs in supporting the human rights work of COs and as well as the previous experience of the HURIST programme, makes it natural to see the relevant Regional Bureaux taking the lead in the promotion and application of a HRBA in their respective regions through the Regional Centres/SURFs. The GHRSP, for its part, would support the enhancement of the human rights capacity in the Centres/SURFs and also provide funds to be used for programming support to Country Offices, in addition to involving them in the HQ led policy development and in the piloting of guidance/policy material at the country level, as appropriate.

The GHRSP will encourage Regional Bureaux, Centres and SURFs to build on the positive experience so far of Regional **Communities of Practice**, with its strong element of CO participation. The creation and strengthening of Communities of Practices on HRBA generally or in its application in specific practice areas will serve as one of the means to implement UNDP's human rights policy. Cross practice dialogue and inter-linkages will also be encouraged to promote HRBA into other practices.

The management of knowledge on HRBA to development is a major responsibility for the GHRSP, where it will link to the UNDP Knowledge Platform and work closely with the networks such as the UN-wide Human Rights Policy Network (HURITALK), Democratic Governance Practice Network (DGPN), Crisis Prevention and Recovery Practice (CPRP), the Gender Network, and the Poverty Reduction Network (PRN) to facilitate access to documentation on tools, methodologies, cases studies and lessons learnt material. The Regional Centres will play an active role in the creation and management of knowledge on HRBA in UNDP programming.

OBJECTIVE 5: TO BUILD AND ENHANCE PARTNERSHIPS FOR THE EFFECTIVE IMPLEMENTATION OF THE POLICY

The effective implementation of UNDP's human rights policy and its role in the overall efforts by the UN to strengthen human rights call for an extensive pattern of partnerships within the UN system, with governments, the bilateral and multi-lateral organizations and non-governmental bodies and institutions.

Since 1999, UNDP and OHCHR have worked within a fruitful and strong partnership to further implement UNDP's policy on human rights. This partnership will be further build upon, whilst partnerships reflecting the new development realities will also be explored, as the development in UNDP towards a HRBA is thus part and parcel of a general trend in development cooperation. Important work is ongoing within the context of the OECD/DAC; the World Bank "Justice and Human Rights" Trust Fund; the donor support for

¹⁹The guide specifies four critical areas for using indicators: (i) Understanding the human rights situation at the country level through the identification and use of indicators that may provide an assessment of the baseline human rights situation; (ii) Understanding the capacities of individuals and groups as 'rights holders' to claim their rights as well as the capacities of state institutions as 'duty bearers' to promote and protect human rights on the ground; (iii) Identifying and using indicators for ensuring the incorporation of human rights principles in the design, implementation and monitoring of UNDP Programmes; and (iv) Identifying and using indicators to determine the likely impact of programmes on furthering human rights in the country.

the application of a human rights-based approach is growing rapidly, whilst the UN processes tend to lean more and more towards processes of joint programming at the country level.

Similar developments are also taking place in many governmental programmes, bi-lateral/multi-lateral institutions and in the non-governmental community. It is of vital interest for UNDP to cooperate closely with them, both to learn and to contribute to better human rights protection. Such collaboration will be a key objective within the GHRSP, and opportunities for joint pilot initiatives are considered to be of prime importance.

It is also in view of the above that, in line with earlier HURIST Practice, that the GHRSP will establish a Consultative Group (CG) to allow the donors an opportunity to review the implementation of the programme, offering at the same time a forum for exchanging information and experiences on the integration of human rights with development. Members of the CG will be donor countries and other relevant partners, such as prominent experts, academics, and civil society representatives. While the CG is an essential tool for the partnerships of the GHRSP and therefore presented in this context, the details about the CG will be outlined in the chapter on the implementation strategy of the GHRSP.

2.2 PROJECT OUTPUTS:

The project will contribute to the achievement of the following outputs:

- Policy and program support to enhance national human rights promotion and protection systems.
- UNDP's engagement with "marginalised, vulnerable, and excluded" groups strengthened and non-discrimination firmly integrated into UNDP programming and policy processes
- UNDP support to civil society strengthened.
- Country office capacity developed and processes facilitated through integrated and organisation-wide human rights reviews.
- Human rights based approach in all UNDP practice areas promoted and strengthened.
- Human Rights mainstreamed into overall UNDP programming tools.
- The MoU with the Office of the High Commissioner for Human Rights revised and implementation monitored.
- A study produced on UNDP's future engagement with UN human rights machineries
- UNDP Regional Bureau/Centre capacity strengthened and programming support to promote the application of HRBA.
- Training material for HRs and HRBA developed and/or improved.
- Knowledge management on HRBA created and strengthened.
- Partnership with relevant UN agencies, multi-lateral and bi-lateral organisations and NGOs in human rights and development strengthened.

2.3 PARTNERSHIPS:

2.3.1 UNDP: For full HRBA integration within UNDP, it is essential that all parts of UNDP play an active part in the implementation. Policy development will always be done in cooperation with the relevant policy units in BDP, BCPR, BRSP, the Regional Bureaux, the Regional Centres/SURFs and interested COs. The same partners will be involved in the field-testing of policy material and documenting case studies.

Operational support, often combined with capacity development, aimed at strengthening the implementation of the policy in the field will, to the extent possible, be done in close cooperation with Regional Bureaux and Regional Centres/SURFs. They are viewed as key players for the successful implementation of the programme to ensure the sustainability of the achievements of the GHRSP. As far as possible, and in order to link policy development with the operational level, the piloting of

guidance material will be financed by the annual allocations to the Regional Centres/SURFs. The GHRSP will participate in and contribute to the establishment of Regional Human Rights Specialist Posts at the regional level. These Human Rights Specialists should, within the overall objectives and outputs of the GHRSP, develop their own region-specific strategies and workplans. Such strategies/workplans may, subject to the needs and priorities of the concerned regions, cover one or more objectives and outputs of the GHRSP.

The GHRSP's contribution to the development of human rights and HRBA-related material and trainings will similarly be done with sustainability in view and proactively reach out to activities where the Learning Resource Centre and the Capacity Development Group (CDG/BDP) are responsible. In order to reinforce the concept that women's rights are human rights, the GHRSP will generally work in close cooperation with UNIFEM, UNICEF and the Gender Unit in BDP, and make sure that it plays an integral role.

Even if the cooperation with COs will be within the purview of Regional Bureaux, SURFs and the Regional Centres, the most important clients for the GHRSP are the COs and host governments. A key objective of the Programme is to provide COs and the host governments with support and with the tools and guidance necessary for the implementation of the policy.

The cooperation with UNVs will continue and be reinforced with an aim to strengthen COs' capacities to facilitate the implementation of the policy. Support will particularly be provided to COs that engage with the GHRSP in piloting and policy development. Fully funded international UNVs will be welcome, while, resources permitting, funds will also be provided for international and national UNVs within the annual budgets for the regional Centres.

2.3.2 OHCHR: The current fruitful cooperation with OHCHR will continue and focus on the aspects of the GHRSP where OHCHR will be able to make a special contribution. There will be ongoing consultations concerning possible areas for cooperation. For most of the policy development work, partnership with OHCHR is viewed crucial both with regard to tap into their pool of expertise and in order to ensure policy alignment between the two agencies. This is true even more with regard to the activities under Objectives 1 and 3, where a close cooperation between the two agencies will be necessary.

2.3.3 Other UN Agencies and Programmes: The GHRSP will cooperate with other UN agencies and programmes when such cooperation seems of mutual interest. Arrangements should be decided on a case-by-case basis, taking into account their current debate on HRBAs.

2.3.4 Government Counterparts: Effective and constructive dialogue and engagement with the relevant government counterparts is essential to implement human rights policies on the ground, particularly under Objectives 1 & 2, and this will be pursued on a case by case basis through appropriate and carefully contextualized mechanisms, also taking the Paris Declaration into consideration.

2.3.5 Bilateral Partners: As mentioned elsewhere in the document, bilateral partners are also increasingly advancing in integrating human rights into their respective development cooperation frameworks, both globally and in their respective countries of engagement, and it is of utmost importance for UNDP to follow the developments very closely. In this regard, the GHRSP should build on the already existing partnership with the OECD/DAC GOVNET Task Team on Human Rights and explore other partnership opportunities. Given the emphasis placed on donor harmonization, by the Paris Declaration, the GHRSP will also be keen to pursue **joint HRBA pilot** initiatives so as to define harmonized approaches, tools, and methodologies.

2.3.6 NGOs and CSOs: As the most important cooperation with NGOs/CSOs will take place in the field, the GHRSP will systematically encourage COs to engage in such cooperation. Cooperation with NGOs/CSOs at the global level will also be required so as to benefit from their expertise in the development and implementation of policies in various fields. Considering the importance of the link with civil society, GHRSP will request the CSO Advisory Committee to the Administrator to appoint a member either to the Steering Committee or the Consultative Group of the GHRSP.

2.4 RISKS:

The level of ambition is high and the intention is that all involved should be able to enhance their HRBA knowledge and as well as its practical application. However, the intense corporate and donor pressures to increase delivery at the country level, limited human resources, and as well as the diversity of languages and concepts (such as HRBA, gender and conflict prevention etc) used could slow down learning processes and delay programme implementation. In such a scenario, institutional ownership, advocacy, pre-emptive actions and flexibility could minimise the overall risks to programme success, and this can only be assured through fully involving the Management Team, Regional Centres/Bureaux and the relevant COs in the development, planning and implementation of the activities.

Changing and challenging political environments and national priorities can also undermine the types of interventions and capacity development activities, particularly for the national counterparts. There is no guarantee against such a risk. However, the Programme will, to the maximum extent possible, adopt appropriate advocacy tools/strategies to mitigate the overall impact.

3. PROJECT BENEFITS (BUSINESS CASE):

The 2004 and 2005 MYFF Reports reported that Justice and Human Rights service line was one of the largest areas of support under Democratic Governance practice area, whilst this reporting did not reflect human rights activities under the umbrella of poverty reduction, crisis prevention, capacity development and HIV/AIDS. However, the 2004 MYFF Report, in its key message 2, stressed that UNDP needed to be more proactive in adopting a Human Rights-Based Approach in its work, even though the HRBA had already been integrated in the MYFF. This finding has been corroborated by an external evaluation done on the work of UNDP in the area of human rights-based approaches, where an absence of a UNDP corporate strategy to implement a human rights-based approach was noted, despite the existence of keen interests at the country levels. Subsequent consultations with Regional Bureaux, Bureau for Crisis Prevention and Recovery (BCPR), Bureau for Resources and Strategic Partnership (BRSP), respective Practices, Regional Centres and SURFs and as well as country offices confirm the interests in moving forward on this issue.

The new UN Human Rights Council has been mandated, by the General Assembly, to “promote the effective coordination and the mainstreaming of human rights within the UN system”, and as well as well as provide “Advisory services, technical assistance and capacity building initiatives” for the member states to implement their human rights obligations at the country level. The implications of these two mandates will most likely be significant for UNDP in the future. Moreover, the Report of the Secretary-General’s High-Level Panel on UN System-Wide Coherence (“Delivering as One”), in Paragraph 51, recommended, *inter alia*, that “All UN agencies and programmes must further support the development of policies, directives and guidelines to integrate human rights in all aspects of the UN’s work...”

Parallel, but in line with developments in the UN, numerous bilateral and multilateral partners have also moved towards integrating human rights into their policies and programming, including the efforts made in the OECD/DAC to update its 1997 policy related to human rights mainstreaming, as well as the establishment of a Justice and Human Rights Trust Fund by the World Bank Group, with a particular emphasis on mainstreaming human rights into poverty reduction strategy processes.

The current internal and external environments and demands require UNDP to strengthen its work in this crucial area, thus enhancing the value that the UN system (as part of the reform initiatives), bilateral partners and beneficiaries derive from partnering with UNDP.

As such, increased capacities of UNDP to respond to the emerging demands are expected to have the following benefits for the organization:

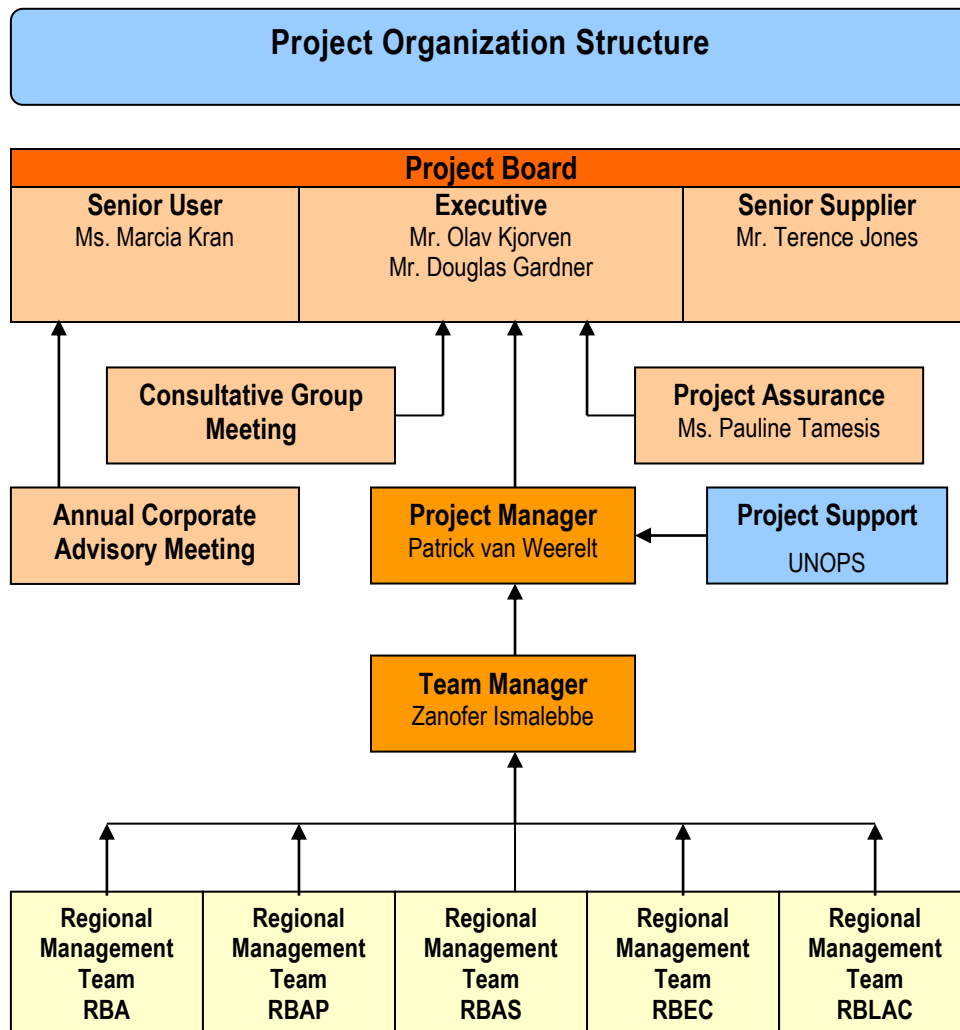
- As the leader of the development efforts, direct response to ongoing/current international developments and challenges reflected in the Millennium Declaration of 2000, the Millennium Outcome Document of 2005, as well as the ongoing UN Reform initiatives such as the creation of the new UN Human Rights Council and the UN Action 2 Programme.
- By fully integrating human rights into UNDP practices, policies, programmes and processes, placing UNDP's development assistance firmly within the human rights-based paradigm.
- To contribute to promotion, understanding and implementation of the HRBA within the broader UN, bi-lateral, multi-lateral and national fora.
- Demonstrate the added value in sustaining development outcomes efforts to reduce poverty and reach the MDGs, by directing attention to the poorest, most vulnerable, excluded, discriminated and marginalized people.
- Given the cross cutting nature of the interventions, strengthen internal coordination and service delivery.
- Finally, and perhaps most importantly, enhance UNDP capacity in human rights and HRBA to better respond to the demands at the country level, and as well as take the lead in the creation and effective management and sharing of knowledge and experience related to the policy.

4. PROJECT ORGANISATION STRUCTURE:

4.1 Project Board:

The Director of the Democratic Governance Group of BDP will be ultimately responsible for mobilizing and authorizing resources to this project. For particular elements of the project contributions from other parts of UNDP may be sought. A Global Human Rights Strengthening Project (GHRSP) board will be appointed to oversee and direct the project. The following roles are foreseen in the GHRSP Project Board:

Executives:	Mr. Olav Kjørven Assistant Administrator and Director Bureau for Development Policy (BDP – New York) & Mr. Douglas Gardner Deputy Director – Bureau for Development Policy (BDP – New York)
Senior Supplier:	Mr. Terrence D. Jones Director - Democratic Governance Group (BDP – New York)
Senior User:	Ms. Marcia V.J. Kran Deputy Regional Manager & Head of Policy and Programmes UNDP Regional Centre in Bangkok
Project Assurance:	Ms. Pauline Tamesis Practice Manager Democratic Governance Group (BDP– New York)
Project/Programme Manager:	Mr. Patrick van Weerelt Human Rights Adviser Democratic Governance Group (BDP– New York)
Team Manager:	Mr. Zanofer Ismalebbe Human Rights Policy Specialist Democratic Governance Group/BDP UNDP Geneva



4.2 Role Descriptions:

Executives and Chairs of the Project Board: Mr. Olav Kjørven and Mr. Douglas Gardner

1. Ownership of the project's Business Case
2. Overall direction and guidance for the project
3. Chair Project Board meetings and reviews
4. Set Management Stage Tolerances
5. Review Exception Reports and Exception Plans
6. Delivery of project results and objectives

Senior Supplier: Mr. Terence D. Jones

1. Ownership of the project from a supplier viewpoint
2. Approval of Functional Specifications
3. Attend Project Board meetings and reviews
4. Prioritize project Issues
5. Review Exception Reports and Exception Plans
6. Recommend action on changes

Senior User: Ms. Marcia Kran

1. Ownership of the project from a user (beneficiary, stakeholder) viewpoint
2. Approval of User Specifications for deliverables
3. Attend Project Board meetings and reviews
4. Prioritize project Issues
5. Review Exception Reports and Exception Plans
6. Recommend action on changes

Project Assurance: Ms. Pauline Tamesis

1. Adherence to the business case (on behalf of the Executive)
2. Monitor the compliance with user needs and expectations (on behalf of Senior User)
3. Attend Project Board meetings and reviews
4. Supplier Assurance carried out by spot-check/audit of deliverables and outputs
5. Review of Products/Deliverables via Quality Reviews

Project Manager: Mr. Patrick van Weerelt

1. Day-to-day management of the project
2. Planning, monitoring and control
3. Reporting progress through Highlight Reports
4. Overall Management of Team Managers
5. Delivery of the project deliverables

Team Manager: Mr. Zanofer Ismalebbe

1. Day-to-day management of the project
2. Planning, monitoring and control
3. Reporting progress through Highlight Reports
4. Coordination and Management of Regional Management Teams and regional work plans
5. Delivery of the project deliverables

Regional Management Teams:

1. Development of regional annual work plans
2. Day-to-day management of the regional work plans
3. Planning, monitoring and control
4. Reporting progress through regional Highlight Reports, on a quarterly basis
5. Delivery of the project deliverables

4.3 Project Team:

The Human Rights Adviser in BDP will act as the Project Manager (50%; rest being the Human Rights Advisory function at the HQ) responsible for the day-to-day management of the project. The Project team will further be composed of a Team Manager (50%; rest being the Human Rights Advisory function in Geneva) and Regional Management Teams. The Team Manager will work together with the Project Manager in ensuring effective management and smooth implementation of project activities, in line with the agreed workplans. Regional management teams will form part of the project team with respect to activities in their respective regions. The project board may also agree with other units within UNDP or with outside organizations about the composition of the team that will be responsible for the implementation of a certain activity or activities.

Under the overall management of the Project Manager, the Team Manager will coordinate a number of task forces composed of staff members from different parts of the UNDP house (as appropriate), working on specific deliverables.

4.4 Project Support:

The Project Support role will be provided by UNOPS, although administrative services such as filing and compilation/distribution of reports may be assigned to additional resource(s) during the implementation of the project, as required.

Annex A: PROJECT WORKPLAN

Objective 1: To Support the Strengthening of National Human Rights Systems for the Promotion and Protection of Human Rights							
Applicable MYFF service line: Democratic Governance; 2.4. Access to Justice and Human Rights							
Outcome:							
Outputs	Key activities	Y1	Y2	Y3	Y4	Inputs	Budget (\$)
Output 1: Policy and program support to enhance national human rights promotion and protection systems.	1.1 Support implementation of Practice Note on Access to Justice through piloting and cases, from a HRBA perspective.	X	X	X	X	Program support to pilots/ documentation of case studies	200,000
	1.2 Collaborate notably with BCPR, to develop guidance material, including piloting, on strengthening national human rights systems, transitional justice mechanisms and state fragility; and build firm linkages to ongoing work in the conflict prevention area.	X	X	X	X	Guidance notes, workshops, pilots	250,000
	1.3. Produce UNDP guidance material and case studies on support for NHRI in cooperation expert institutions and OHCHR.	X	X			Policy Note, regional/national workshops	150,000
	1.4 Field-test existing studies on Police Reform and Human Rights (in partnership with BCPR), Parliament and Human Rights and develop case material and document experience for further policy exploration. Also, initiate activities to learn from other partners who are active in this field.	X	X	X	X	Pilot program support/ documentation/publication of case studies. Consultations with other partners.	100,000

	1.5 Provide advisory services, technical assistance, capacity building, promoting the full implementation of human rights obligations at the national level, including support to bring the national legislation inline with international human rights standards.	X	X	X	X	Guidance Note, country office support missions/workshops etc.	200,000
Output 2: UNDP's engagement with "marginalised, vulnerable, and excluded" groups strengthened and non-discrimination firmly integrated into UNDP programming and policy processes	2.1 Provide continued support for initiatives of Indigenous Peoples to strengthen their engagement with the national development and human rights systems.	X	X	X	X	Country pilots to assist national permanent forum structures	200,000
	2.2 Develop guidance material on UNDP's engagement with minorities in development. In this regard, cooperate with OHCHR and the UN Independent Expert on Minority Issues.	X	X	X	X	Policy Note, workshops, consultations, country pilots/ documentation of case studies/relevant studies	300,000
	2.3 Support new policy initiatives in the areas of migrant workers, displaced people, disabled peoples, violence against women etc.	X	X	X	X	Consultations, workshops, documentation	200,000
	2.4 Further conceptualise and implement the work on Participatory Video in relation to free, active and meaningful participation of the marginalised and vulnerable groups in development processes.	X	X	X	X	Capacity development workshops; consultations; pilots; relevant IT support etc	300,000

Output 3: <i>UNDP support to civil society strengthened.</i>	3.1 Further develop, create and enhance UNDP Local CSO Advisory Committees, in addition to the further involvement of CSO representatives in the planned areas.	X	X	X	X	Consultations, workshops and programming missions/support	150,000
TOTAL FOR OBJECTIVE 1							2,050,000

Objective 2: To Promote the Understanding and Application of a Human Right-Based Approach to Development Programming							
Applicable MYFF service line: Democratic Governance; 2.4. Access to Justice and Human Rights							
Outcome:							
Outputs	Key activities	Y1	Y2	Y3	Y4	Inputs	Budget (\$)
Output 1: <i>Country office capacity developed and processes facilitated through integrated and organisation-wide human rights reviews.</i>	1.1 Carry out integrated human rights reviews to support the application of a HRBA by COs, in addition to further reflecting on the conceptual linkages between HRBA, conflict prevention and gender sensitivity can be translated in the processes of conducting reviews. In this regard, cooperate with UNDP units that deal with conflict prevention and gender. Also explore other UN agencies involvement in the review processes, as the case may be (such as UNIFEM and/or UNICEF).	X	X	X	X	Programme missions, consultations etc.	400,000
	1.2 Provide follow-up support to implement the recommendations of such reviews.	X	X	X	X	Technical assistance	200,000

	1.3 Initiate a process of collaboration towards harmonisation and improvement of programming tools in UNDP (for example collaborate with Units/Divisions working on gender, conflict prevention etc.)	X	X	X	X	Consultation, background notes etc.	100,000
	1.4 Support the dissemination of the “User Guide on Indicators for Human Rights Based Approaches to Development in UNDP Programming”, monitoring its application and support the development of cases and revisions.	X	X	X	X	Distribution, technical assistance, pilots, case studies etc.	50,000
	1.5 Promote the UN Common Understanding on a Human Rights-based Approach to development across the UN system. Explore possibility for joint initiatives with other UN agencies.	X	X	X	X	Linkages to Action 2 initiatives, brochure/CD	50,000
Output 2: <i>Human rights based approach in all UNDP practice areas promoted and strengthened.</i>	2.1 In cooperation with external and internal partners further strengthen the work on Poverty Reduction and HRBA, including piloting, documentation, and guidance material and field-testing opportunities.	X	X	X	X	Policy guidance, tool development, consultations	300,000
	2.2 Support the promotion of the HRBA in decentralised and local governance, including the development of policy guidance and field-testing of pilot projects.	X	X	X	X	Consultations, tool development, pilots, documentation of case studies etc.	200,000
	2.3 Further develop the work on anti-corruption and human rights and support pilot projects, as appropriate.	X	X	X	X	Consultations, tool development, pilots, documentation of case studies etc.	200,000

	2.4. Follow up cooperation with EEG/BDP and SGP around Environment, Energy and Human Rights, as well as land rights.	X	X	X	X	Consultations, pilots, documentation of case studies etc.	200,000
	2.5 Develop capacity of the justice sector to uphold women's rights to inheritance and property and its linkages to the HIV/Aids pandemic					Consultations, pilots/programming support	150,000
	2.6 In partnership with the HIV/AIDS Group, make appropriate substantive contributions in the human rights and HIV/AIDS focus areas of the Consolidated UN Technical Support Plan, led by the UNAIDS Secretariat.					Guidance note, tool development, consultations	200,000
	2.7 Further strengthen the ongoing work on water and HRBA, notably by linking the HRBA and Integrated Waster Resources Management (IWRM)					Pilots, tools and workshops	250,000
Output 3: Human Rights mainstreamed into overall UNDP programming tools.	3.1 Review existing internal programming tools from a HRBA perspective and facilitate consensus around a plan of action. In this respect, a strong partnership within UNDP's Gender Strategy and Action Plan should be explored.					Regional and Global Consultations	100,000
	3.2 Convene consultations with other organisations, including CSOs, to learn from their experience in integrating human rights into their programming tools.					Convene consultations/Participation in diverse fora.	100,000
TOTAL FOR OBJECTIVE 2							2,500,000

Objective 3: To Strengthen the Engagement with the International Human Rights Machinery							
Applicable MYFF service line: Democratic Governance; 2.4. Access to Justice and Human Rights							
Outcome:							
Outputs	Key activities	Y1	Y2	Y3	Y4	Inputs	Budget (\$)
Output 1: <i>The MoU with the Office of the High Commissioner for Human Rights revised and implementation monitored.</i>	1.1 Organise consultations with OHCHR to review the MoU.	X	X	X	X	Consultations Geneva-NY	80,000
Output 2: <i>A study produced on UNDP's future engagement with UN human rights machineries.</i>	2.1 Conduct a study on how UNDP could most optimally engage with the newly established UN Human Rights Council and other existing human rights mechanisms (Special Rapporteurs, Independent Experts and Treaty/bodies etc.	X				Consultations with the relevant experts/ OHCHR/UN agencies, workshops	50,000
	2.2 Convene internal consultations on the study to discuss the way forward.		X				25,000
TOTAL FOR OBJECTIVE 3							155,000

Objective 4: To Provide Programming and Capacity Development Support for the Effective Implementation of the Policy							
Applicable MYFF service line:							
Outcome:							
Outputs	Key activities	Y1	Y2	Y3	Y4	Inputs	Budget (\$)
Output 1: UNDP Regional Bureau/Centre capacity strengthened and programming support to promote the application of HRBA.	1.1 Support existing communities of practice through capacity development and facilitate the creation of new human rights related communities of practice.	X	X	X	X	Contribution to regional specialist posts and community meetings	600,000
	1.2 Promote inter-regional communities of practice initiatives to share experiences and document best practices.	X	X	X	X	Consultations/workshops/case studies etc	200,000
Output 2: Training material for HRs and HRBA developed and/or improved.	2.1 Support the finalisation and field-testing of the: i) A HRBA Trainer-of Trainers Manual and Resource Guide; and ii) How-to-Guide to HRBA Development Programming for UNDP Programme Officers.	X	X	X	X	ToT and training processes	150,000
	2.2 Strengthen and update the human rights course and the HRBA elements of other courses in the VDA course in UNDP.	X	X			Consultations	50,000
	2.3 Organise UNDP Global Practitioners Meetings on HRBA.		X				200,000
	2.4 Advise on and support the development of human rights related training material.	X	X	X	X		50,000
Output 3: Knowledge management on HRBA created and strengthened.	3.1 Support the documentation of HRBA best practices, including region specific experiences and experience of other organisations.	X	X	X	X	Data-base development, linkages to HURITALK	200,000

	3.2 Support the work of the Regional Centres in the HRBA knowledge creation and management.	X	X	X	X		100,000
	3.3 Develop, co-sponsor, and launch a new publication series titled- “Operationalising Human Rights in Development” in collaboration with ‘outside’ expert institutions.	X	X	X	X	Develop ToR, editing, lay out, further discuss with expert institutions etc.	200,000
TOTAL FOR OBJECTIVE 4							1,750,000

Objective 5: To Build and Enhance Partnerships for the Effective Implementation of the Policy.							
Applicable MYFF service line:							
Outcome:							
Outputs	Key activities	Y1	Y2	Y3	Y4	Inputs	Budget (\$)
Output 1: <i>Partnership with relevant UN agencies, multi-lateral and bi-lateral organisations and NGOs in human rights and development strengthened.</i>	1.1 Convene appropriate consultations/meetings to share experiences/ document lessons.	X	X	X	X		200,000
	1.2 Contribute to global, regional and national meetings on progress in human rights mainstreaming, and advocate for harmonised/ streamlined policies/practices (particularly within the OECD/DAC framework)	X	X	X	X	Preparation of relevant position papers, documents etc.	50,000
	1.3 Carry out joint HRBA programming exercises with interested partners.	X	X	X	X	Seed-money for joint pilots	200,000
TOTAL FOR OBJECTIVE 5							450,000

PROGRAMME MANAGEMENT

Activities		Budget
1. Human Rights Programme Officer in Geneva		
2. Project monitoring missions, relevant meetings, travel, general support etc.		700,000
3. UNOPS Administrative Fees (8%)		608,400
GRAND TOTAL FOR THE PROGRAMME PERIOD		8,213,400