

HANDBOOK

APPLYING A HUMAN RIGHTS-BASED APPROACH TO DEVELOPMENT AND HUMANITARIAN PROGRAMMING

Annexes

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ANNEX I: International Human Rights Law, Instruments and Mechanisms

The Universal Declaration of Human Rights, ICCPR and ICESCR

Human rights have a long tradition in history, but human rights in the global governance terms are a modern set of individual and collective rights that are promoted and protected at international, regional and national levels.

At the *global* level, the 1948 Universal Declaration of Human Rights (UDHR) created the basis of human rights. The Declaration contains 30 articles covering all human rights that ought to be protected. Since the Declaration was not legally binding – meaning UN members states joining the Declaration are not legally obliged to follow it – the international community proceeded with establishing a series of nine international treaties (see the table below) that are legally binding for state parties that have ratified them. The 1966 International Covenant on Civil and Political Rights (ICCPR), the 1966 International Covenant on Economic, Social, and Cultural Rights (ICESCR), and the Universal Declaration itself form the “International Bill of Human Rights.”

The ICCPR upholds dignity of individuals before the law and guarantees their ability to participate freely in civil and political society. *Civil rights* include such rights as the right to life, liberty, and personal security; the right to equality before the law; the right to a fair trial; the right to privacy; and freedom of religion. *Political rights* guarantee involvement in public affairs, and include such rights as freedom of expression; freedom of association; the right to protest peacefully; and the right to vote and political participation.

The ICESCR promotes individual growth, social and economic development, and identity. *Economic and social rights* include such rights as the right to a family; the right to education; the right to health; the right to work; and the right to social security. *Cultural rights* maintain and promote cultural affiliations and collective identities, and protect minority communities against the incursions of national assimilationist and nation-building projects.¹ They include such rights as the right to indigenous land, rituals, and shared cultural practices; and the right to speak one’s own language and to education in their native language.

The realm of international human rights law has expanded both the depth and scope of the rights to be protected [see Annex II]. There are human rights treaties that address rights of particularly vulnerable groups including women, children, people with disabilities, and people of racial, ethnic and linguistic minorities. In addition to treaties, a range of *secondary* human rights instruments (Declarations, Recommendations, Concluding Observations or Resolutions), especially those issued by the UN Human Rights Council and monitoring bodies of the international human rights instruments, elaborate the content of human rights.² For example, the ICCPR has been progressively interpreted to extend its protection to human rights on the Internet.³ Most recently, by innovatively interpreting the ICESCR, the UN Human Rights Council announced enjoyment of clean and healthy environment amidst the climate crisis a human right.⁴

Considering the constantly evolving scope of international human rights law, all development and humanitarian actions and areas fit in the regime of human rights. Although most RDD programmes appear to be majorly dedicated to upholding economic, social and cultural rights, they all contain elements of civil and political rights.

1 UNDP (2006)

2 OHCHR (accessed on July 26 2022). [The Core International Human Rights Instruments and their monitoring bodies.](#)

3 OHCHR (accessed on July 26 2022). [OHCHR and privacy in the digital age.](#)

4 UN Human Rights Council Resolution No. A/HRC/48/L.23/Rev.1 (2021): “Recognizing that sustainable development, in its three dimensions (social, economic and environmental), and the protection of the environment, including ecosystems, contribute to and promote human well-being and the enjoyment of human rights, including the rights to life, to the enjoyment of the highest attainable standard of physical and mental health, to an adequate standard of living, to adequate food, to housing, to safe drinking water and sanitation and to participation in cultural life, for present and future generations, [...]”

	International Human Rights Instrument	Year	Monitoring Body
UDHR	Universal Declaration of Human Rights	1948	Human Rights Council Special Procedures Universal Periodic Review
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination	1965	CERD
ICCPR	International Covenant on Civil and Political Rights	1966	CCPR (Human Rights Committee)
ICESCR	International Covenant on Economic, Social and Cultural Rights	1966	CESCR
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	1979	CEDAW
CAT	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	1984	CAT
CRC	Convention on the Rights of the Child	1989	CRC
ICMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families	1990	CMW
CPED	International Convention for the Protection of All Persons from Enforced Disappearance	2006	CED
CRPD	Convention on the Rights of Persons with Disabilities	2006	CRPD
Not legally binding for states that have ratified it		Legally binding for states that have ratified it ⁵	

At the *regional* level, the most notable instruments include the 1950 European Convention on Human Rights ([ECHR](#)), the 1969 American Convention on Human Rights ([ACHR](#)), the 1981 African Charter on Human and Peoples' Rights ([ACHPR](#)), the 2004 Arab Charter on Human Rights ([ACHR](#)), and the 2012 ASEAN Human Rights [Declaration](#). These instruments all echo human rights provisions within the UDHR, although their enforcements vary.⁶ Regional human rights mechanisms are important to consider when applying a HRBA in country programmes in their respective regions as they provide an additional set of tools and accountability channels that can potentially assist the people to claim their rights, and their governments to fulfil their human rights obligations.

5 You can check data on UN treaty ratification of any UN member state [here](#).

6 The first three conventions are guaranteed enforcement by three respective regional human rights courts: the European Court of Human Rights, the Inter-American Court of Human Rights, and the African Court on Human and Peoples' Rights. Two other regional human rights bodies, the Arab Human Rights Committee in the Middle East, and the Association of Southeast Asian Nations (ASEAN) Intergovernmental Commission on Human Rights in Southeast Asia, also exist. However, these regional bodies do not decide individual complaints and are, therefore, not considered judicial.

In addition to international and regional safeguards of human rights, the *domestic* legal system is the principle framework for implementing a state's international legal obligations to uphold human rights. These rights may be codified in a variety of legal instruments, including national constitutions, relevant legislation, policies, regulations and development strategies. In any of these forms, provisions of these instruments should reflect international human rights standards binding upon states under international and regional law. In many cases, states may be held accountable for human rights commitments that they voluntarily make with international and regional human rights mechanisms, such as through their acceptance of human rights recommendations given to them during their [Universal Periodic Review](#) (UPR) mentioned below.

States with the duties to respect, protect and fulfil human rights

The duty to *respect* means states must refrain from interfering with or curtailing the enjoyment of human rights. For example, in the case of the right to water, the state cannot disconnect water supply without due process.

The duty to *protect* means states must proactively protect the rights of all individuals and groups with preventive, protective or remedial mechanisms against human rights violations caused by non-state actors. For example, in the case of domestic violence as a matter of the right to security of persons, the state should establish a hotline through which survivors can make reports to local authorities.

The duty to *fulfil* requires states to make proactive steps to facilitate enjoyment of human rights, including appropriate legislative, administrative, budgetary and judicial measures. For example, the state should consult civil society representatives in drafting the National Strategy on Combatting Human Trafficking in line with international human rights standards.

The duty to *fulfil* also requires states to fulfil its obligations in front of regional and international human rights oversight mechanisms. By ratifying a UN human rights treaty, states are obliged to submit periodic reports to the relevant monitoring body on how the rights are being implemented in practice. The UN treaty-based monitoring bodies (see the table above) are committees of independent experts tasked with monitoring the state's implementation of the ratified treaties, examining human rights reports submitted by the state itself, or by civil society actors as "shadow reports," and receiving individual complaints⁷ of human rights violations. In consideration of all submissions and direct review with a state party's delegation, the committees will then publish their human rights concerns and recommendations for the state to implement until the next review cycle.

In addition, regardless of whether a state has ratified any or all human rights treaties, the Universal Periodic Review (UPR), under the auspices of the UN Human Rights Council, requires every UN member state to report periodically on their human rights records. Taking place every 4.5 years for each UN member state, the UPR is designed to "prompt, support, and expand the promotion and protection of human rights on the ground."⁸ Based on the reports made by the state party under review, information submitted by UN human rights [treaty bodies](#) and [Special Procedures](#), NGOs, and the discussion on the spot with other UN Human Rights Council state members (and any interested UN member states), an outcome report that contains questions, comments and recommendations for the state under review is released. The state under review is then able to choose either to "accept" or to "note" (i.e. "reject") the recommendations included in the outcome report. Most of the follow-up work after the UPR is dedicated to the accepted human rights recommendations. It should be reminded that recommendations made during the UPR are not legally binding. However, by relating certain UPR recommendations, especially those accepted by the state, to the programme or project activities, programmes may enhance their legitimacy and potential acceptability.

7 Available in ICCPR, ICERD, CAT, CEDAW, CRPD, CPED, ICMW, ICESCR and CRC.

8 OHCHR (accessed on July 26 2022). [Basic facts about the UPR](#).

ANNEX II: Non-exhaustive list of human rights protected under international law

1	Non-discrimination	20	Freedom of thought, conscience and religion	41	Compulsory primary education
2	Life	21	Freedom of opinion and expression	42	Humane treatment when deprived of liberty
3	Liberty and security of the person	22	Freedom of the press	43	Protection against imprisonment for debt
4	Protection against slavery and servitude	23	Freedom of assembly	44	Expulsion of aliens only by law
5	Protection against torture	24	Freedom of association	45	Prohibition of war propaganda and incitement to discrimination
6	Legal personality	25	Participation in government	46	Minority culture
7	Equal protection of the law	26	Social security	47	No imprisonment for breach of civil obligations
8	Legal remedy	27	Work	48	Protection of children
9	Protection against arbitrary arrest, detention, or exile	28	No compulsory or forced labour	49	Access to public service
10	Access to independent and impartial tribunal	29	Just and favourable conditions of work	50	Democracy
11	Presumption of innocence	30	Trade unions	51	Participation in cultural and scientific life
12	Protection against <i>ex post facto</i> laws	31	Rest, leisure and paid holidays	52	Protection of intellectual property rights
13	Privacy, family, home and correspondence	32	Adequate standard of living	53	International and social order for realizing rights
14	Freedom of movement and residence	33	Education	54	Political self determination
15	Nationality	34	Participation in cultural life	55	Economic self determination
16	Marry and found a family	35	Self-determination	56	Women's rights
17	Protection and assistance of families	36	Protection of and assistance to children	57	Prohibition of the death penalty
18	Marriage only with free consent of spouses	37	Freedom from hunger	58	Prohibition of apartheid
19	Equal rights of men and women in marriage	38	Health		
		39	Asylum		
		40	Property		

Source: Indicators for Human Rights Based Approaches to Development in UNDP Programming: A Users' Guide (UNDP, 2006)

ANNEX III: Guides to conduct a legal and policy analysis on human rights

The analysis of information about practical protection of human rights in a country context should answer the following key questions.

- What [UN human rights treaties](#) has the country ratified?
- What have [international human rights treaty bodies](#) commented on the country's human rights situation?
- What have the [UN Special Rapporteurs](#) commented on the country's human rights situation?
- What do independent civil society reports have to say about the country's human rights situation?
- What are major human rights issues that have been repeatedly highlighted by these reports?
- What are the groups most vulnerable to these human rights violations?
- Can your programme do anything about these violations, directly or indirectly?

To answer these questions, below are steps to conduct information gathering – in the order of importance and priority:

1. Check the country's most recent [Universal Periodic Review](#)
2. Check its ratification status of UN [human rights treaties](#)
3. Within the ratified UN human rights treaties: check the most recent reports, concluding observations or recommendations submitted by the respective monitoring bodies for [the state in question](#)
4. Check country reports by [UN Special Procedures](#), or their statements, for example the country visit reports by the [Special Rapporteur on the situation of human rights defenders](#)
5. Check regional human rights body reports: currently only available at [the African Commission on Human and Peoples' Rights](#), and [the Inter-American Commission on Human Rights](#)
6. Check independent local civil society reports ("shadow reports"), including those by the National Human Rights Institutions (NHRIs), especially those submitted to the UN Human Rights mechanisms
7. Check international human rights monitoring NGOs reports, most prominently [Human Rights Watch](#), [Amnesty International](#), and [Freedom House](#), as well as international media reports
8. Check [voluntary national review](#) on the implementation of SDGs, bearing in mind their [connection](#) with human rights
9. Check national or ministerial reports
10. Check reports produced by other states or intergovernmental organizations (IGOs), such as those done by [the European Union](#), or [the United States](#)

ANNEX IV: Indicative information that supports situation analysis – UNDP examples

The table below provides indicators through which development and humanitarian programmes can gain a thorough understanding about the human rights situation at the country level. The table uses an example of the right to access to clean water – a social right, and another of the right to freedom from torture – a civil right.

INDICATORS	ACCESS TO CLEAN WATER PROGRAMME	PREVENTION OF TORTURE PROGRAMME
Human rights in principle	<ul style="list-style-type: none"> ▪ Country ratification of ICESCR, and/or appropriate regional human rights instruments ▪ Significant reservations to ICESCR ▪ Country ratification of relevant environmental Conventions, e.g. Aarhus Convention ▪ Is the right to water enshrined in the Constitution or other national laws? ▪ Constitutional articles on substantive human rights related to water, such as the right to life, the right to health ▪ Constitutional articles on procedural rights for citizens and NGOs to obtain information, to participate in decision making and have access to courts ▪ Formal and informal laws that indirectly affect people’s access to water, e.g. property rights, legal status of women, customary land laws 	<ul style="list-style-type: none"> ▪ Country ratification of ICCPR, First and Second Protocol to the ICCPR, CAT, and/or appropriate regional human rights instruments ▪ Constitutional articles on the right not to be tortured ▪ Significant statutes on the prevention of torture
Human rights in practice	<ul style="list-style-type: none"> ▪ Assessment and recommendations of Special Rapporteurs (SRs), e.g. the SR on the Right to Food and the SR on the Right to Health ▪ State party reports to the Committee on Economic, Social and Cultural Rights, and the Committee’s Concluding Observations ▪ NGO/IGO and other narrative reports on access to clean water and the main obstacles to providing clean water to all ▪ The latter should be compared to official statistics 	<ul style="list-style-type: none"> ▪ Assessment and recommendations of the Special Rapporteur on Torture ▪ State party reports to the Human Rights Committee and the CAT Committee and concluding observations ▪ IGO/INGO/NHRI/NGO and other narrative reports on torture and the main obstacles to preventing torture ▪ Experts’ judgements data for time-series tracking of civil and political rights protection, violations of personal integrity rights, and/or the degree to which torture is systematically practiced ▪ Survey-based measures on public perceptions of torture, the use of torture to obtain confessions, and practices that actually constitute torture.

INDICATORS	ACCESS TO CLEAN WATER PROGRAMME	PREVENTION OF TORTURE PROGRAMME
Official statistics	<ul style="list-style-type: none"> ▪ % of GDP invested in infrastructure dedicated to water and sanitation ▪ Proximity of source of clean water ▪ Households with access to water within 200 metres ▪ Quality of the water ▪ Infant mortality rates ▪ Prevalence of water-borne diseases in men, women, and children 	<ul style="list-style-type: none"> ▪ Time it takes to process cases ▪ Amount of time a suspect remains on remand ▪ Number of cases processed ▪ Number of prisoners per cell

Source: Indicators for Human Rights Based Approaches to Development in UNDP Programming: A Users' Guide (UNDP, 2006)

ANNEX V: Indicative information that supports situation analysis – IOM example

The table below provides indicators through which humanitarian programmes can gain a thorough understanding about the human rights situation at the country level in relations to the rights of migrants. Compared to the previous UNDP examples, due to the transnational nature of humanitarian assistance that targets migrants, this example conducts a deeper analysis grounded in both human rights and humanitarian law (Geneva Conventions), and other relevant international law (instruments of the International Labour Organization) pertaining to protection of migrants and migrant workers.

Identify the international and regional conventions, treaties and instruments that address the relevant issue facing migrants			
Has the State signed or ratified these instruments?			
(If the State has not yet signed or ratified, examine if there are any lobby or advocacy activities for ratification being carried out by any other organizations or civil society groups.)			
Human Rights Instruments:			
<input type="checkbox"/> ICERD	<input type="checkbox"/> ICESCR	<input type="checkbox"/> CAT	<input type="checkbox"/> ICMW
<input type="checkbox"/> ICCPR	<input type="checkbox"/> CEDAW	<input type="checkbox"/> CAT Optional Protocol	<input type="checkbox"/> CPED
<input type="checkbox"/> ICCPR Op. 1	<input type="checkbox"/> CEDAW Optional Protocol	<input type="checkbox"/> CRC	
<input type="checkbox"/> ICCPR Op. 2	<input type="checkbox"/> 1951 Refugee Convention/1967 Protocol		
Geneva Conventions			
<input type="checkbox"/> I	<input type="checkbox"/> II	<input type="checkbox"/> III	<input type="checkbox"/> IV
ILO Instruments:			
<input type="checkbox"/> No. 97	<input type="checkbox"/> United Nations Convention against Transnational Organized Crime		
<input type="checkbox"/> No. 143	<input type="checkbox"/> Trafficking Protocol	<input type="checkbox"/> No. 189	<input type="checkbox"/> Smuggling Protocol
Regional Instruments:			
Europe	Inter-Americas	Africa	League of Arab States
<input type="checkbox"/> ECHR	<input type="checkbox"/> American Declaration of the Rights and Duties of Man	<input type="checkbox"/> ACHPR	<input type="checkbox"/> Revised Arab Charter on Human Rights
<input type="checkbox"/> Protocol 4		<input type="checkbox"/> African Charter on the Rights and Welfare of the Child	
<input type="checkbox"/> Protocol 7	<input type="checkbox"/> ACHR	<input type="checkbox"/> ACHPR-WOMEN Rights	
		<input type="checkbox"/> African Union Refugee Convention	
		<input type="checkbox"/> The Kampala Convention	

Is there discrimination against migrants or certain groups of migrants?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Explanation of discrimination and affected groups, including those who face double discrimination:		
Do national policies or laws reflect international standards?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Policies and laws which do not reflect international standards:		
Identify national policies, laws, and actions taken by the State to address the issue		
Assess whether national policies and laws exist and if yes, do they effectively address the issue in question?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are certain groups, e.g. irregular migrants, domestic workers, implicitly or explicitly excluded from the relevant policy or law?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is irregular migration criminalized under national law?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are the national policies and laws implemented in practice? <i>(If not, what are the reasons for this? Lack of knowledge? Lack of resources? Discrimination or xenophobia?)</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Have any of the UN treaty-based bodies (e.g. Migrant Workers Committee) or charter-based bodies (e.g. Special Rapporteur on the Human Rights of Migrants) made any recommendations or raised any concerns regarding State policies, laws and actions involving the issues?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Source: Rights-based approach to programming (IOM, 2015)

ANNEX VI: Indicative information that supports stakeholder analysis – UNDP examples

The UNDP’s table below provides a list of information through which development and humanitarian programmes can assess capacities of rights-holders and duty-bearers. It uses examples of the right to clean water and the right to freedom from torture. The complexity of the capacity gap analysis depends on the number of levels of rights-holders and duty-bearers the programme or project aims to target.

INDICATORS	ACCESS TO CLEAN WATER PROGRAMME	PREVENTION OF TORTURE PROGRAMME
Capacities of rights-holders	<ul style="list-style-type: none"> ▪ Evidence that a thorough analysis has been made to identify the groups that are the most disadvantaged and vulnerable in relation to access to clean water (disaggregating data by sex, age, ethnicity, geographical origin an urban/rural location is therefore vital) ▪ Evidence on whether rights-holders are aware of their rights and laws and standards enshrined in international and national legislation ▪ Evidence that public authorities are providing rights-holders with access to information and access to decision making on water related policies and services, and effective access to justice and remedy ▪ Evidence of capacity of rights-holders to advocate and/or mobilize for their rights ▪ Evidence of ongoing monitoring of reports from domestic CSOs on access to clean water and the institutional aspects responsible for continued problems with access to water. 	<ul style="list-style-type: none"> ▪ Evidence on whether individuals are aware of international and national norms on the prevention of torture and their rights to complain to and have their case promptly and impartially examined by competent authorities, as well as the right to obtain redress ▪ Evidence of engaging CSOs that represent rights-holders when decisions over programme resources are made ▪ Evidence of ongoing monitoring of reports from domestic CSOs on situation of torture in the country ▪ Evidence that public authorities are providing rights-holders with access to information, access to decision making affecting justice decisions and effective remedies ▪ Evidence of capacity of rights-holders to advocate and/or mobilize for their rights

INDICATORS	ACCESS TO CLEAN WATER PROGRAMME	PREVENTION OF TORTURE PROGRAMME
Capacities of duty-bearers	<ul style="list-style-type: none"> ■ Evidence that a thorough analysis has been made to identify the key duty bearers i.e. state actors or institutions responsible for making and enforcing the rules for using natural resources and for providing water services ■ Data on the number of duty bearers that are aware of the national and international obligations related to the environment that they are supposed to meet; in particular the provision of procedural rights to citizens, such as the right to information, participation and access to remedy and redress ■ Data on the general level of human rights awareness among state officials ■ Data on whether key institutions have the capacity to perform their duties (including authority, data and resources) 	<ul style="list-style-type: none"> ■ Evidence that a thorough analysis has been made to identify the key duty bearers i.e. state actors or institutions responsible for detention policy and detention centres (especially the police and prisons) ■ Existence of an institutionalized system for documenting reports of torture in all places of detention ■ Existence of institutionalized system for monitoring torture in all places of detention ■ Evidence of a government commitment to put in place mechanisms to combat corruption at all levels in the judicial sector ■ Evidence that education and information regarding the prohibition against torture are fully included in the training of law enforcement personnel, civil or military, medical personnel, public official or other persons who may be involved in the custody, interrogation or treatment of any individual subjected to any form of arrest, detention or imprisonment

Source: Indicators for Human Rights Based Approaches to Development in UNDP Programming: A Users' Guide (UNDP, 2006)

Can rights-holders access legal representation?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are there any other underlying reasons for why the rights-holders cannot claim their rights? For example, discriminatory or xenophobic attitudes.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Underlying reasons:	

Source: Rights-based approach to programming (IOM, 2015)

ANNEX VIII: National Human Rights Institutions as a stakeholder in HRBA programming

In theory, national human rights institutions (NHRIs) are independent bodies, established by the state, with a broad constitutional or legal mandate to promote and protect human rights domestically. NHRIs may have varying mandates and organisational structures. They operate according to the [UN Paris Principles](#). The accreditation process, based on the UN Paris Principles, classifies NHRIs as “fully” or “partially” compliant with the principles, indicating their independence and effectiveness.

NHRIs’ functions or activities are described in the Paris Principles as “responsibilities” for the promotion and protection of human rights. NHRIs have a mandate to undertake these functions and to issue views, recommendations or even seek remedies before domestic courts for allegations of human rights violations that they receive. In addition, NHRIs ensure that states meet their international obligations and that all efforts are made to implement them at the national level. NHRIs, therefore, in countries where they exist, serve as both duty-bearers and an important partner for human rights monitoring and accountability.

However, not every country has a NHRI. And not all NHRIs are totally independent. Check <https://ganhri.org/membership/> for more information about NHRIs and their accreditation statuses.

ANNEX IX: Suggested HRBA activities to address capacity-related issues

Development and humanitarian programmes and projects should apply a HRBA throughout their design, implementation and evaluation cycle, and depending on the local context and programmatic priorities, they can do so implicitly or explicitly. However, there are activities that, if incorporated into their designs, can make programmes and projects remarkably more compliant with HRBA standards. The table below suggests a list of HRBA-conducting activities that respond to identified capacity gaps of rights-holders, duty-bearers, or both.

Capacity gap issue	Activities
Addressing rights-holders	
The public believes that it lacks rights or that its rights have been violated.	<ul style="list-style-type: none"> ▪ Craft civil society-led public awareness campaigns using creative methods such as community theatre. ▪ Hold community dialogue around rights and responsibilities, leveraging existing social structures, such as youth groups and village savings and loans associations. ▪ Improve media coverage of legal entitlements. ▪ Support legal aid or support services, such as paralegal networks, to help individuals ensure that their rights are protected through legal education, advice, and assistance.
Rights-holders and their entitlements are not specified by law.	<ul style="list-style-type: none"> ▪ Support government, civil society, policy centres, and other stakeholders to conduct legal and policy analysis and to develop draft legislation, policies, and regulations that address identified gaps. ▪ Build support for legislative and policy reform through a combination of policy dialogue and direct advocacy.
Rights-holders lack the skills or tools to build broad coalitions, conduct targeted advocacy, or lead effective campaigns on rights issues.	<ul style="list-style-type: none"> ▪ Build the capacity of “anchor” organizations capable of driving networking and to support network members to develop shared approaches to monitoring these organizations’ impact. ▪ Foster linkages between civic advocates and public relations experts capable of crafting and testing messages, then foster linkages between civic actors and media. ▪ Use social network analysis to help both existing and nascent networks to determine the extent of their connectivity and existing communication patterns. ▪ Build the capacity of CSOs, local think tanks, and academicians to conduct research that can form the basis of evidence-based advocacy.
Rights-holders are systemically prevented from claiming their rights or seeking redress.	<ul style="list-style-type: none"> ▪ Conduct barrier analysis to systematically map and understand existing structural barriers and leverage points for driving change. ▪ Support civil society to document the denial or violation of rights. ▪ Strengthen legal services for those whose rights have been denied or violated. ▪ Build strategic litigation capacities among local actors to pursue court cases that have the potential to set legal precedent and reduce structural barriers.

Capacity gap issue	Activities
Addressing duty-bearers	
Technical, management, and resource constraints prevent duty-bearers from fulfilling claims.	<ul style="list-style-type: none"> Facilitate partnerships between individual government agencies and civil society to collectively advocate for increased resources. Establish or strengthen accountability mechanisms for government agencies to process claims and respond to citizen demands. Provide technical advisors to officials to improve their knowledge of constitutional or legal entitlements and how to deliver them.
Addressing both rights-holders and duty-bearers	
Insufficient opportunities exist for rights-holders and duty-bearers to interact constructively.	<ul style="list-style-type: none"> Strengthen existing, formal mechanisms for engagement between rights-holders and duty-bearers, such as public hearings or other social accountability mechanisms. Build the capacity and confidence of rights-holders to engage in these mechanisms and support duty-bearers to understand how they can benefit politically from engagement with their constituents. Where formal mechanisms for engagement are absent or insufficient, support CSOs to facilitate opportunities for engagement using approaches, such as public meetings, or constructive social accountability processes, such as community scorecards.

Source: Applying Rights-Based Approaches: A practical how-to note on integrating principles of empowerment into almost any development activity (Pact & USAID’s Center of Excellence on Democracy, Human Rights, and Governance, 2018)

ANNEX X: Setting up a HRBA logical framework and indicators

Logical framework matrix

This section demonstrates how a HRBA can be incorporated into a logical framework matrix (or a “result matrix”). The selection of method to incorporate a HRBA language into the matrix is dependent on each country and community context, most importantly on its associated risks as identified during the context analysis and consultation with local stakeholders.

Types of projects and matrices to be considered include:

- Projects and results matrices with objectives, outcomes, or outputs that **explicitly** refer to human rights
- Projects and results matrices where it is possible to **change the language slightly to make it more explicitly** linked to human rights
- Projects and results matrices **without explicit** human rights objectives, outcomes, or outputs

This session gives examples of Country A, Country B, and Country C where programmes to address rights of migrants are considered. Three countries have varying political contexts and levels of tolerance towards human rights and civil society work, which lead to different adaptations of a HRBA into their programmes.

Matrices with explicit human rights references

Directly integrating human rights language into the matrix provides the clearest articulation of the programmes’ interest in furthering human rights while keeping duty-bearers responsible for their human rights commitments. Under this approach, it is obvious that the project takes a HRBA because its results are already inclined to address a human rights issue and therefore it has an objective, outcomes and outputs that explicitly refer to human rights.

For example, below is a simplified result matrix of a project to protect vulnerable migrants in Country A where human rights activities are generally promoted, encouraged and accepted. The state of Country A routinely acknowledges its human rights obligations to its citizens.⁹

	Indicators	Baseline/Target
Objective To contribute to comprehensive human rights-based migration management approaches that address the needs of stranded, vulnerable and irregular migrants in Country A	# of migrants in Country A whose human rights are better protected by the respective governments (disaggregated by age, sex, migration status and nationality and/or other status).	***
Outcome The governmental counterparts in the country take steps to adopt a HRBA to migration management.	Country A starts accession to the relevant international human rights instruments. New migration policy is adopted and is in line with international standards as verified by an expert.	***

⁹ Example adapted from IOM (2015)

Output 1 The relevant governmental counterparts have the knowledge about international standards surrounding human rights of migrants.	# of governmental counterparts trained on the international standards surrounding human rights of migrants. % of participants passing the test by the end of the course.	***
Output 2 A comprehensive review of the current legal framework surrounding migration is available to the governmental counterparts.	Report on legislation review of current legal framework surrounding migrants is published and disseminated. % of governmental counterparts who have read the legislation review report	***

Matrices where HRBA references can be “tweaked” into

Many projects might already contain a link to human rights which is not as obvious as those in the previous example. In many cases, they are already running projects, or the continuation of previous ones that use the needs-based framework. Since the link to human rights already exists, HRBA elements can become more pronounced simply by revising the language used in the result matrix.

For example, below is a simplified matrix of a project that provides emergency assistance for returning migrants in Country B.¹⁰

	Indicators	Baseline/Target
Outcome Returning migrants receive life-saving humanitarian assistance in targeted provinces at entry points, transit centres and in host communities.	# of people in need of protection that are referred to protection services	Baseline: n/a Target: 5,000
	# of vulnerable migrants who benefit from return assistance	Baseline: n/a Target: 10,000
Output 1 Protection service providers and social workers are recruited and trained with the partnership of Ministry of Interior of Country B.	# of social workers trained	Baseline: n/a Target: 100
Output 2 Legal counsels are recruited and trained through partnership with local NGOs.	# of legal counsels trained	Baseline: n/a Target: 20
	# of local NGOs engaged	Baseline: n/a Target: 10

It is clear that this project aims to protect human rights of returning migrants to Country B through both capacity building for duty-bearers and legal empowerment for rights-holders. By changing wording of the project’s outputs, a HRBA can be adapted more explicitly and thus more effectively. The revised matrix (revisions highlighted in yellow) can read as follows:

¹⁰ Example adapted from IOM (2015)

	Indicators	Baseline/Target
Outcome <i>The rights to life, adequate standard of living, and health of returning migrants are protected</i> by life-saving humanitarian assistance in targeted provinces at entry points, transit centres and in host communities.	# of people in need of protection that are referred to protection services # of vulnerable migrants who benefit from return assistance	Baseline: n/a Target: 5,000 Baseline: n/a Target: 10,000
Output 1 Protection service providers and social workers are recruited and trained with the partnership of Ministry of Interior of Country B <i>according international human rights standards in emergency situations</i>	% of social workers trained reporting positive development in their awareness and skills	Baseline: n/a Target: 80%
Output 2 Legal counsels are recruited and trained through partnership with local NGOs <i>to inform returning migrants of their rights to life, adequate standard of living, and health as protected under international and national law; and the procedures to claim them</i>	# of legal counsels trained # of local NGOs engaged	Baseline: n/a Target: 20 Baseline: n/a Target: 10

Matrices where HRBA is implied

The dilemma happens when a HRBA language cannot be used explicitly and throughout the matrix. However, there are still ways for programmes to integrate a HRBA by adding one or more human rights outcomes or outputs, adding human rights indicators, or by using “proxy” HRBA language.

For example, below is a simplified matrix of a project that builds capacities of the government of Country C to manage health and migration.¹¹ Although the project’s objective does not explicitly mention human rights, it can still be seen as applying a HRBA when added one explicit human rights outcome (Outcome 2), followed by two explicit human rights outputs (Outputs 2.1 and 2.2) and explicit human rights and HRBA indicator.

	Indicators	Baseline/Target
Objective To improve and strengthen the linkages between migration management and public health in Country C.	The government takes a leading role in improving health issues related to migration. Government shows political will to address main migration and health issues.	***
Outcome 1 ***	***	***

¹¹ Example adapted from IOM (2015)

<p>Outcome 2 The Government of Country C is committed to strengthen the protection of the human right to health of migrants.</p>	<p>The Government makes reference to the access to healthcare for all migrants (including irregular) in its legislation, policies, regulation or guidelines.</p> <p>% increase in migrants who access health care in Country C.</p>	***
<p>Output 1.1 ***</p>	***	***
<p>Output 2.1 The Government of Country C is familiar with the international standards surrounding the human right to health of migrants.</p>	<p># of governmental counterparts trained on the international standards surrounding the right to health of migrants</p> <p>% of participants passing the test by the end of the course.</p>	***
<p>Output 2.2 Study made available on the issues and recommendations in relation to migrants' right to health in the targeted country.</p>	<p>The availability of a study mapping the main issues and recommendations in relation to migrants' human right to health in the targeted country.</p>	***
	<p># of migrants consulted during the development of the study (disaggregated by age, sex, migration status and nationality and/or other status).</p>	

For other projects, it might be sufficient to add at least one output that is human rights-based. Ideally, this human rights output should target rights-holders rather than duty-bearers. For example:

	Indicators	Baseline/Target
<p>Objective To create favourable conditions for the sustainable departure, travel, and integration of migrants.</p>	Number of migrants and refugees assisted	***
<p>Outcome Increased capability of family reunion and resettlement cases to establish themselves in new countries.</p>	% of beneficiaries who feel that they are equipped to be successful in countries where they are resettled	***
<p>Output 1 Beneficiaries receive safe and dignified departure and travel services.</p>	% of beneficiaries satisfied with services provided (survey)	***
<p>Output 2 Beneficiaries are aware of their rights in the new countries and are informed of where they can seek assistance to claim those rights/or in case of violation of their rights.</p>	<p>% of the beneficiaries having received a pamphlet informing migrants about their rights and where to seek assistance in the new countries.</p> <p>% of beneficiaries who say they are aware of their rights and know where they can seek assistance.</p>	***

In the most politically challenging contexts, it is advisable and strategic to use **the “proxy” HRBA language** in the result matrix. At a glance, a proxy HRBA-integrated matrix does not appear to focus on human rights. However, it includes multiples references to terminologies that are compatible with or even inviting to HRBA programming. Under this methodology, programmes may strengthen the use of indicators that measure HRBA principles, particularly participation, equality and non-discrimination, and accountability and transparency. For example, below is a simplified matrix of a project that addresses public health in Country D.

	Indicators	Baseline/Target
Objective To contribute to the strengthening of the Ministry of Health’s (MoH) capacity to develop and manage pandemic prevention programmes.	% of cases when MoH is consulted on pandemic prevention discussions at national and regional levels	Baseline: 0 Target: 85%
	# of evidence-based recommendations put forward by the MoH	Baseline: 0 Target: 10

In this project, it is clear that there is an opportunity to involve duty-bearers to discuss human rights and international standards as it directly involves duty-bearers (Ministry of Health) and the programmes they plan to set up. As the result matrix looks now, it is not obvious that the project will strengthen the protection of human rights, although international standards will most likely be part of the discussion in practice. However, by using a proxy human rights language, it can become more apparent that this project is human rights-based. The revised matrix could look like this:

	Indicators	Baseline/Target
Objective To contribute to the strengthening of the Ministry of Health’s (MoH) capacity to develop and manage pandemic prevention programmes <i>in accordance with international standards</i> .	% of cases when MoH is consulted on pandemic prevention discussions at national and regional levels	Baseline: 0 Target: 85%
	# of evidence-based recommendations put forward by the MoH <i>in accordance with international standards</i>	Baseline: 0 Target: 10
Outcome 1 Increased MoH’s <i>ownership</i> of <i>international best practices</i> in pandemic prevention, introduced by international organizations and NGOs	# of policy recommendations put forward by the MoH <i>in accordance with international standards</i>	Baseline: 0 Target: 10
Output 1.1 Key officers of MoH are introduced and <i>sensitized</i> with tools and guidelines provided by WHO and NGOs working in the health sector	# of MoH officers trained and sensitized with tools and guidelines on pandemic prevention	Baseline: 0 Target: 50
	# of MoH officers trained and sensitized with tools and guidelines on pandemic prevention, with <i>a particular attention to marginalized and vulnerable groups</i>	Baseline: 0 Target: 30
Output 1.2 MoH provides inputs for the National Strategy in pandemic prevention 2022-2025 <i>in accordance with international standards</i>	National Strategy in pandemic prevention 2022-2025 that integrates MoH’s inputs learned from international practices	Baseline: 0 Target: 1

Outcome 2 Enhanced <i>effective communication between MoH and citizens</i> about pandemic prevention programmes	% of respondents (MoH and other stakeholders) that are satisfied with the communication processes	Baseline: n/a Target: 80%
Output 2.1 Information about MoH's <i>cooperation</i> with WHO and INGOs is <i>widely promoted on the media</i>	# of media reports about the events, <i>disaggregated by platforms, languages, and regions</i>	Baseline: 0 Target: 50
Output 2.2 MoH organizes a webinar to discuss the National Strategy in pandemic prevention 2022-2025 with <i>citizens' participation</i>	# of webinar organized # of citizens participating in the webinar % of citizens participating in the webinar that are satisfied with the event	Baseline: 0 Target: 1 Target: 50 Target: 75%

Setting up human rights indicators

In addition to indicators that measure the performance of a programme or project, when planning and designing a HRBA-integrated intervention, it is crucial that programmes are able to measure the realization of human rights as their outcomes and outputs. "Human rights indicators" are "specific information on the state or condition of an object, event, activity or outcome that can be related to human rights norms and standards; that addresses and reflects rights principles and concerns; and that can be used to assess and monitor the promotion and implementation of human rights."¹² In other words, human rights indicators help measure the programmes or projects' impact on the capacities of duty-bearers, the rights-claiming process of rights-holders, and the enjoyment of human rights as a whole.

Human rights indicators can be categorized into human rights indicators in principle, human rights indicators in practice, and HRBA indicators.

12 OHCHR (2012)

Human rights in principle

Human rights indicators in principle measure human rights as they are laid out in national law and policy. Human rights in principle are relatively easy to measure as their information is normally made publicly available.

For example, in the case of a project that addresses media literacy in Country X:

	Indicators	Baseline/Target
Objective The project will strengthen protection of internet rights and security of women and girls in country X	1. Country X policy recommendations about internet safety for women and girls are incorporated into national legislation	Baseline: N/A Target: policy recommendations incorporated into national legislations
	2. Legal legislations related to protection of women and girls on the internet are in line with international human rights standards	Baseline: N/A Target: policy changes are in line with international standards
	3. Country X sets up a helpline to report cases of gender-based cyber harassment	Baseline: N/A Target: Yes

The first and third human rights indicators are very straightforward and their information can be found easily online. The second indicator requires a bit more research as the programme will need to look into the substance of the law to assure its conformity with international human rights standards. Although indicators of this type are highly important, changes in national legislation like these take a long time and may fall outside the scope of the project.

Human rights in practice

Indicators that measure human rights in practice are essential in order to fully grasp the human rights development in a country context. While measuring the state's commitment to human rights on paper might be easy, measuring the extent to which these rights are actually enjoyed and exercised by individuals in practice requires remarkably more work. This entails looking into various sources of data in order to get an accurate overview of the situation. Indicators of this nature can be verified through, for example, reports by UN human rights mechanisms, or international, regional and domestic civil society reports. Where possible, indicators that measure human rights in practice can be verified by [SDGs data](#). In absence of relevant data, programmes may collect original data through a design and distribution of quantitative or qualitative survey and research.

These indicators are diverse. They can be quantitative or qualitative, focused on duty-bearers or rights-holders, but they all aim to measure how international human rights standards are protected and promoted as a result of the programme or project.

For example, in the case of the media literacy project in Country X:

	Indicators	Baseline/Target
Outcome 1 Women and girls are aware of their rights to access internet safely	% of women and girls surveyed who indicate that they feel safe when using the internet (200 asked)	Baseline: 20% Target: 80%
	# of cases that involve women and girls reported to the Ministry of Telecommunications	Baseline: 0 Target: 200
	% of cases involving women and girls reported to the Ministry of Telecommunications lead to remedial actions	Baseline: 0 Target: 90%
Outcome 2 Ministry of Telecommunications officials are sensitized to protection of girls and women's rights on the internet	# of Ministry officials at both national and local levels trained on identification and reporting of online harassments against women and girls	Baseline: 0 Target: 50
	% of trained Ministry officials who have a better understanding of women and girls' rights from the perspective of international law after the training (50 asked).	Baseline: 0 Target: 90%

Human rights-based approach indicators

While human rights indicators directly measure the programme or project's contribution to the realization of human rights, the HRBA indicators measure to what extent the programme or project abides by key principles of a HRBA, including participation, equality and non-discrimination, and accountability. These indicators, therefore, are relevant in all projects, regardless of how focused they are on human rights.

For example, in the case of the media literacy project in Country X:

	Indicators	Baseline/Target
Outcome 1 Capacity gaps of CSOs advocating for women and girls' rights on the internet are fully addressed	# of CSOs working on women and girls rights participating in identifying local needs and opportunities for partnership, including high-risk CSOs [Participation & Equality]	Baseline: 0 Target: 20
	# of CSOs selected for strategic partnership through small grants, including CSOs working on intersectional issues [Non-discrimination]	Baseline: 0 Target: 20 (5 reserved for CSOs working on intersectional issues of women and girls' rights)

<p>Outcome 2 Increased public understanding about the concept of “fake news” and “dis-information” in line with international human rights standards</p>	<p>Information about the concept is made available online on social media channels of the Ministry of Telecommunications</p> <p>[Accountability & Transparency]</p>	<p>Baseline: No Target: Yes</p>
	<p>% of women and girls surveyed exhibit good understanding of the concept (data disaggregated by age, ethnic group, and economic background)</p> <p>[Non-discrimination]</p>	<p>Baseline: 10% Target: 80%</p>

ANNEX XI: HRBA in Monitoring and Evaluation framework

HRBA in Monitoring

The monitoring and evaluation process should consider both the improvement (if any) of the enjoyment of human rights on the ground (also known as “situation monitoring”), and the actual delivery of development or humanitarian interventions according to their result matrix (“performance monitoring”).

“Situation monitoring” measures the broader conditions and changes of a situation before, during, and after the implementation of the programme or project. This type of monitoring will be relevant for programmes or projects which have an objective or outcome directly linked to improving the realization of rights. For example:¹³

	Indicators	Baseline/Target
Objective The project will strengthen the protection of the rights of migrant workers in Country X.	% of migrant workers who have brought employment-related complaints in front of a formal mechanism. [Human rights in practice]	Baseline: 5% Target: 65%
Outcome 1 Domestic legislation is better in line with international standards surrounding the protection of migrant workers.	National legislation in line with international standards. [Human rights in principle]	Baseline: N/A Target: Yes

“Performance monitoring” measures progress in achieving specific results in relation to the result matrix. It also measures to what extent programmes or projects follow the HRBA principles. For example:¹⁴

	Indicators	Baseline/Target
Outcome 2 Migrant workers feel more confident in seeking justice in front of a formal complaint mechanism regarding employment violations.	% of migrant workers asked who feel that the formal complaints mechanism treat their case fairly.	Baseline: 12% Target: 70%
	# of migrant workers consulted on the main challenges faced in court/tribunal by migrant workers. [Participation]	Baseline: 0 Target: 40
Output Migrant workers know where to seek assistance in case their labour rights are violated.	% of migrant workers who are aware of where to seek assistance in case their labour rights are violated. (Disaggregated on age, sex, migration status, nationality, etc.). [Accountability, Non-discrimination]	Baseline: 17% Target: 77%
	# of CSOs and local migrant groups involved in distributing the information to migrant workers. [Transparency & Inclusion]	Baseline: 0 Target: 15

In addition to monitoring according to the result matrix, the monitoring process should consider to what extent programmes or projects have incorporated HRBA principles throughout the whole programme or project

¹³ Example adapted from IOM (2015)

¹⁴ Ibid.

cycle. The International Organization for Migration (IOM) has developed a monitoring tool with questions that could guide programme staff to make sure that HRBA principles are comprehensively applied.

Human Rights Principles (Universality, Participation, Non-Discrimination, Interrelatedness, Transparency and Accountability)	During Situation Assessment and Analysis	During Planning and Design	During Implementation
All marginalized and at-risk groups have been identified and consulted.	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?
All stakeholders, including civil society, have been able to participate freely and meaningfully.	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?
All data is disaggregated appropriately by sex, age and applicable prohibited grounds of discrimination.	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?
Steps have been taken to avoid, detect and address any potential discrimination.	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?
Steps have been taken to identify potential negative effects and/or conflicting right(s) for certain groups and individuals; and steps have been taken to mitigate these effects	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how? If no, why? Will this be addressed and how?

Source: Rights-based approach to programming (IOM, 2015)

HRBA in Evaluation

PIN's evaluation practices generally follow the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) standards. According to these [guidelines](#), criteria for evaluating international development and humanitarian projects, programmes and policies include Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. The table below¹⁵ describes how a HRBA can be integrated into these evaluation criteria.

Criterion	Human rights perspective
Relevance	<p>Assessing the human rights relevance of a programme or project entails examining how the intervention is designed and implemented to align and contribute to human rights, as defined by international and regional conventions; national policies and strategies, including SDGs priorities; and the capacity gaps of targeted rights-holders and duty-bearers.</p> <p>Results of the intervention should also be relevant to the realization of human rights. Some examples of areas to assess include the:</p> <ul style="list-style-type: none"> ▪ Extent to which the programme or project is aligned with international instruments (e.g. ICCPR, ICESCR, CRC, and CEDAW), standards and principles on human rights and contributes to their implementation; ▪ Extent to which the programme or project is aligned with and contributes to regional conventions and national policies and strategies on human rights; ▪ Extent to which the programme or project is informed by substantive and tailored human rights assessments that identify underlying causes and barriers to enjoying rights; ▪ Extent to which the programme or project is informed by needs and interests of diverse groups of stakeholders through in-depth consultations; ▪ Relevance of stakeholder participation in the programme or project.
Coherence	<p>Assessing a programme's or project's coherence involves evaluating how the intervention is in synergy with other interventions carried out by the government, as well as how consistent it is with other actors' in the same context. It evaluates both the harmonization and the complementarity of the intervention with others. In many contexts where human rights violations or humanitarian crises occur transnationally, programmes or projects should also consider their regional coherence.</p> <p>In practice, the evaluation should identify:</p> <ul style="list-style-type: none"> ▪ What efforts have been made to map interventions carried out by the government, international organizations (such as the UN), and other international and national NGOs and CSOs that are geographically, demographically, and thematically connected to the human rights issues that the programme or project addresses. This is to avoid overlaps with past and existing interventions; ▪ Extent to which the programme or project is consistent with PIN's own practices in assisting development, relief and human rights globally. This is to assure internal coherence in enforcing PIN's values and standards.

¹⁵ Adapted from IOM (2015)

Criterion	Human rights perspective
Effectiveness	<p>Analysis of a programme or project's effectiveness involves assessing the way in which results were defined, monitored and achieved (or not) on human rights and that the processes that led to these results were aligned with human rights principles (e.g. participation, non-discrimination, accountability, etc.).</p> <p>In cases where human rights results were not stated explicitly in the planning document or results framework, assessing effectiveness in terms of human rights is still possible and necessary as projects or programmes will have some effect on human rights</p> <p>In any event, for any programme or project, the analysis should include the extent to which a HRBA was incorporated in the design and implementation of the intervention.</p>
Efficiency	<p>The human rights dimension of efficiency requires a broader analysis of the benefits and related costs of integrating human rights in programming. A key aspect that needs to be considered is that human rights involve long-term and complex change processes that require sustained support. While a direct relationship between resource investment and long-term results should be carefully established, the assessment of efficiency should also consider short-term process achievements (participation and inclusiveness, etc.) and medium-term results (developing an enabling environment, building capacity, etc.). Some aspects to consider include:</p> <ul style="list-style-type: none"> ▪ Provision of adequate resources for integrating rights in the project as an investment in short-term, medium-term and long-term benefits; ▪ Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.
Impact	<p>Positive impact on human rights can be defined as the actual and long-lasting realization and enjoyment of human rights by rights-holders and capacity of duty-bearers to respect, protect and fulfil human rights. Impact can be positive or negative, intended or unintended, as well as primary or secondary.</p> <p>For programmes or projects that are not primarily focused on human rights, it can help detect if the programme or project is reinforcing existing discrimination and power structures that are contrary to human rights. Some aspects that should be considered in such an assessment include:</p> <ul style="list-style-type: none"> ▪ Whether rights-holders have been able to enjoy their rights and duty-bearers have the ability to comply with their obligations, whether there is no change in both groups, or whether both are more, or on the contrary less able to do so; ▪ Empowerment of targeted groups and influence outside of the intervention's targeted group; ▪ Unintended effects on any groups that were not adequately considered in the intervention design (e.g. groups under intersecting forms of discrimination); ▪ Effective accountability mechanisms operating on human rights.

Criterion**Human rights perspective****Sustainability**

To assess the sustainability of results and impacts on human rights, the extent to which a programme or project has advanced key factors that need to be in place for the long-term realization of human rights should be studied. Some examples include:

- Developing an enabling or adaptable environment for real change on human rights;
- Institutional change conducive to systematically addressing human rights concerns;
- Permanent and real attitudinal and behavioural change conducive to human rights;
- Establishment of accountability and oversight systems between rights-holders and duty-bearers;
- Capacity development of targeted rights-holders (to demand) and duty-bearers (to fulfil) rights.



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