

Delivering as One on Human Rights

UN Sustainable Development Group Human Rights Mainstreaming (UNSDG-HRM)¹

Multi-Donor Trust Fund

Terms of Reference

December 2021

(Original Terms of Reference 21 October 2010, amended 12 September 2012 and further amended 8 February 2019, 5 December 2019 and December 2021)

¹ Previously named the UNDG Human Rights Mainstreaming Mechanism (UNDG-HRM), the operational name of this Fund is changed to the UN Sustainable Development Group Human Rights Mainstreaming (UNSDG-HRM) by decision of the Steering Committee 5 December 2019.

1 INTRODUCTION

1.1 Purpose

The UNSDG Human Rights Mainstreaming Multi-Donor Trust Fund (the UNSDG-HRM Fund) supports the UNSDG to further institutionalize the mainstreaming of human rights in the UN Development System (UNDS), leveraging the opportunities presented by the UNDS repositioning. It enables the empowered, independent UN Resident Coordinators (RCs) and new generation UN Country Teams (UNCTs) to advance the values of the UN Charter and ensure that human rights are at the heart of the implementation of the 2030 Agenda through coherent, system-wide policies and coordinated inter-agency action at all levels.

1.2 Background

Encouraging respect for human rights is a fundamental purpose of the UN under its Charter. All agencies and organizations under the UN system, within their own unique mandate, are committed to the common values and purpose of the UN Charter and contribute directly and indirectly towards the realization of human rights.

Mainstreaming of human rights within the UN system has thus been central to a series of UN reform initiatives since 1997, including the former Secretary-General's call to strengthen human rights capacity at the UN at country level (Action 2) and the follow-up Global Action 2 inter-agency programme (2004-2008). UN Member States have also progressively strengthened the political impetus for human rights in development through GA resolutions on the UN's operational activities for development, including the 2007 Triennial Comprehensive Policy Review (A/RES/62/208) and the 2012, 2016 and 2020 Quadrennial Comprehensive Policy Reviews (A/RES/67/226, A/RES/71/243 and A/RES/75/233 respectively). Numerous resolutions of the Human Rights Council (and the former Commission on Human Rights) have called upon UN agencies to contribute to human rights and to integrate human rights into their activities, and governing bodies of many UNSDG member agencies have also given explicit support for mainstreaming and contributing to human rights within their respective mandates. Against this political context, and facing increasing demands from UN Resident Coordinators (RCs) and UN Country Teams (UNCTs) for better guidance and support to respond to increasing demands from Member States for assistance in the area of human rights, the UNDG established this fund in 2010 and an interagency coordination mechanism on human rights in order to further strengthen system-wide coherence, collaboration and support for RCs and UNCTs in mainstreaming human rights. Since 2011, this fund has supported the UNSDG's efforts to champion a comprehensive and systematic approach to integrating human rights in development.

The adoption of the 2030 Agenda for Sustainable Development by Member States in 2015 (A/RES/70/1) triggered significant change in the institutions and activities for development, including the work of the United Nations. The 2030 Agenda is a manifesto for human rights, with human rights a common thread through all 17 goals and the commitment to leave no one behind and reach the furthest behind first. In the context of the ongoing efforts to support the realization of the vision of the 2030 Agenda continued funding to support the human rights mainstreaming efforts of the UNSDG, at global, regional and country level is crucial to maintain and build on the gains and achievements of the last 10 years. The UN development system reforms mandated by the General Assembly (A/Res/72/279) envisage a revitalized

UNDAF (now the UN Sustainable Development Cooperation Framework) in support of the implementation of the 2030 Agenda, new generation of UNCTs ensuring the best configuration of support on the ground, and strengthened capacities, resources and skill sets within the UN development system to support national Governments in achieving the Sustainable Development Goals. It also envisages impartial and empowered Resident Coordinators, with the authority and leadership to draw on the expertise and assets of all United Nations development system entities, including non-resident agencies, and system-wide accountability on the ground for implementing the United Nations Sustainable Development Cooperation Framework and supporting countries in their implementation of the 2030 Agenda. Human rights leadership and technical capacities will be critical to ensure that the new development system will be able to fully integrate human rights into the support provided to Member States, in line with the vision of the 2030 Agenda. The Secretary-General's Call to Action for Human Rights also provides important guidance and impetus to the United Nations development system on priority areas for strengthening the work of the organization in the areas of human rights. The HRM Fund is designed to provide additional support to UN country teams to take forward relevant actions under the Call to Action in line with the objectives of the Fund.

In the Quadrennial Comprehensive Policy Review (QCPR) in late 2020, Member States recognized the United Nations' contribution to the promotion of all human rights for sustainable development. They further "called upon all entities of the United Nations development system, in accordance with their respective mandates, to assist Governments upon their request and in consultation with them, in their efforts to respect and fulfil their human rights obligations and commitments under international law, as a critical tool to operationalize the pledge to leave no one behind" (A/RES/75/233, OP 28). The additional, catalytic resources for the UN development system provided by the Fund enable the UN to strengthen its capacity to provide high-quality, joined-up responses to such requests.

2 FUNCTIONS OF THE FUND

2.1 Fund objectives

The Fund is a critical source of funding to the UNSDG's inter-agency initiatives to advance policy coherence at global level and to provide support to RCs and UNCTs to ensure that the UN's normative role, particularly human rights, gender equality and women's empowerment are a core feature of institutional change and transformational UN support to countries. In the context of the Decade of Action to deliver the 2030 Agenda and the UNDS repositioning, maintaining the momentum achieved through previous efforts, strengthening our support to RCs and UNCTs, and further institutionalizing human rights in the UNDS' work is vital if we are to respond to the increasing demands from RCs, UNCTs and national partners. Ensuring that the United Nations system provides effective support to Member States to implement their human rights commitments is crucial for keeping human rights at the fore of SDG implementation, and for building peaceful and inclusive societies. Adequate funding for human rights and the implementation of rights-based approaches across all pillars of the UN's work is essential. The Fund is a critical part of this global support approach.

Investments of the Fund strengthen system-wide, norms-based policies and guidance, and structures and capacities to support RC leadership and joined-up action at country level that puts people as rights holders at the centre of development work. Support to the integration and application of the human rights-based approach (HRBA) and the principle of leaving no one behind (LNOB), and the expanded human rights

advisory capacities available to RCs and UNCTs, strengthen the ability of the UNDS to design and implement responses that focus attention on the most vulnerable groups and apply a human rights lens in identifying the structural issues that need to be addressed as part of building forward better after the COVID-19 pandemic. The investments of this Fund complement other investments in the capacity of the UN development system to support Member States to achieve the 2030 Agenda, including the funding for the RC system and for the development work of the agencies, funds and programmes through their core budgets and extra-budgetary funding. The value-add of this Fund is its focus specifically on strengthening the capacity of the UNDS to put human rights at the centre of its work - through joint actions wherever possible, addressing gaps in the system and providing catalytic resources to UNCTs to respond to emerging human rights priorities and opportunities at country level for accelerated progress towards the SDGs in a way that strengthens their capacity to support long-term sustainability of results.

Overall goal: The UN development system contributes to a society where all people enjoy their human rights, including civil, political, economic, social and cultural rights, as well as the right to development and the right to a healthy environment without discrimination and are empowered to be active partners in development in accordance with the 2030 Agenda and its promise to leave no one behind.

Mission: To support the UN development system, particularly the country level, to fully integrate human rights in the implementation of the 2030 Agenda, putting people at the centre of development and systematically applying a human rights-based approach, including through the implementation of the Secretary-General's Call to Action for Human Rights (Call to Action).

Vision: Human rights are at the core of UN development system work at all levels, resident coordinators and UN country teams build the capacities of duty bearers and strive to empower rights holders as active agents in development and will uphold their inherent dignity and rights to ensure no one is left behind.

2.2 Functions

Following the above overall goal, mission and vision, the Fund will support the following functions:

1. **Advance policy coherence, thought leadership, and knowledge creation and management on human rights in development** - through initiatives such as strategic level inter-agency engagements and policy retreats, Frontier Dialogues, joint knowledge management products (e.g. UNSDG Portal on Human Rights and LNOB) and fora for peer-to-peer learning and support;
2. **Strengthen RCs and UNCTs' capacities, knowledge, skills, guidance and tools to put human rights at the core of analysis, programming and advocacy, including to further the implementation of the Call to Action for Human Rights** - through initiatives such as human rights leadership and diplomacy support for RCs, training of UNCTs on the HRBA (updated Common Learning Package), surge capacity to support the integration of economic and social rights in policy advice and UNCT processes; and tailored support to UNCTs to jointly address urgent or emerging human rights priorities.
3. **Expand in-country capacities of RCs and UNCTs to systematically put human rights at the centre of their work** - through the scaled-up and strengthened Human Rights Adviser programme.
4. **Provide direct funding and catalytic support to RCs and UNCTs to strengthen support and partnership with governments and NHRIs on engaging with human rights mechanisms and**

integrating human rights in development as well as for strengthened capacity and platforms for meaningful participation and advocacy by rights-holders – including through initiatives such as providing direct support to UNCTs to work with national partners on integrating human rights into SDG responses and SDG planning and programming, and to jointly engage and build capacities of civil society, communities and human rights defenders to meaningfully participate in development processes and priorities.

The above functions align with the 4 outputs/themes in the results framework. Interventions supported by the Fund under each function may be implemented by Participating UN Organizations through global, regional or country-level initiatives, in collaboration with other UN entities and partners where relevant.

3 THEORY OF CHANGE AND RESULTS FRAMEWORK

3.1 Problem Analysis

“When we take a human rights-based approach to development, the outcomes are more sustainable, powerful and effective. This is why human rights permeate the 2030 Agenda for Sustainable Development.” (SG, C2A)

Despite the clear and comprehensive anchoring of the 2030 Agenda in human rights, much remains to be done to harness the problem-solving power of human rights and effectively use the human rights framework and mechanisms to address barriers to sustainable development including discrimination, marginalization, violence and inequality. Without concrete progress on the realization of all human rights, the vision of the 2030 Agenda will remain out of reach. For example, in many countries, deep economic and social inequalities and inadequate health and social protection systems exacerbated the impact of the COVID-19 pandemic, setting the world back many years on key development indicators. Failures to address pervasive inequality and discrimination also increase the likelihood of conflict.

In the last 20 years, there has been increasing recognition of the role of the UNDS in providing assistance to Member States on human rights as part of their development efforts. Most recently, in the 2020 QCPR, Member States recognized the United Nations contribution to the promotion of all human rights for sustainable development, and called upon all entities of the United Nations development system, in accordance with their respective mandates, to assist Governments upon their request and in consultation with them, in their efforts to respect and fulfil their human rights obligations and commitments under international law, as a critical tool to operationalize the pledge to leave no one behind. Member States also called upon the UNDS, in the context of the COVID-19 pandemic to achieve and work towards building back better and a sustainable inclusive and resilient recovery which is people-centred, gender-sensitive and respects human rights, has a particular focus on the poorest, most vulnerable and those furthest behind and protects the planet, achieves prosperity and universal health coverage by 2030.

Human rights mainstreaming in the UNDS has progressively gained momentum under the UNDG and UNSDG, from general policy integration and coherence at global level (eg. the UN Common Understanding on a Human Rights Based Approach and the integration into the CCA and UNDAF/Cooperation Framework Guidelines) to strengthened UN capacity for actions at country level in support of national actions through joint programming and advocacy. Despite improvements in UNCTs’ performance on key indicators on

integrating human rights in development, gaps remain in the readiness and capacity of UN country teams to fully integrate human rights in their work. Evidence from the HRM Fund evaluation, the UNSDG Information Management System and UN Info, DCO-collected data², consultations with stakeholders held by the HRM Fund Steering Committee and the results of the UNSDG review of COVID SERPs³ (for example) confirm that despite significant progress in many areas, the UNDS, particularly at the country level, has not yet:

- effectively mainstreamed human rights in the implementation of the 2030 Agenda
- systematically applied a gender and human rights-based approach
- consistently put people at the centre of development, especially marginalized groups or those facing intersecting vulnerabilities
- fully implemented relevant elements of the Secretary-General's Call to Action on Human Rights

Independent evaluation of the UNSDG HRM Fund 2020-2021

In 2020 the Steering Committee commissioned the first independent evaluation of the HRM Fund, which was completed in early 2021. The evaluation sought to understand the Fund's achievements towards institutionalizing the mainstreaming of human rights into UN operational activities for development and to provide recommendations to strengthen the Fund's impact going forward. The evaluation found that in the first 10 years of operation, the Fund made 'important contributions to institutionalizing and operationalizing human rights mainstreaming across the UN development system' and provided 'important support to strengthen inter-agency planning at country level that has resulted in increased human rights mainstreaming throughout UNCT planning documents'.

The evaluation report concluded, among others, that: "The Fund has demonstrated its unique added value in supporting human rights mainstreaming throughout the UNDS and is well placed to further advance human rights mainstreaming within the context of UNDS Reform" and, "By operating through its current pooled funding format, the Fund is able to directly engage a variety of UN agencies in human rights mainstreaming efforts, leverage the comparative advantages of these agencies, and pursue a diversified portfolio that links global to country level efforts."

The Steering Committee's implementation of the Management Response to the evaluation in 2021 has informed these Terms of Reference. For more details see: <http://mptf.undp.org/factsheet/fund/HRM00>

Under the UN's common understanding on the human rights-based approach to development, UNCTs play a critical role in supporting duty bearers and rights-holders to fulfil their roles towards the realization of human rights for all. This involves working with national partners such as governments, parliamentarians, National Human Rights Institutions, civil society and communities (particularly those

² For examples, see 2020 Consolidated Annual Narrative Report of the UNSDG Human Rights Mainstreaming Trust Fund

³ As cited in the report of the UN Secretary General on the Implementation of General Assembly Resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/76/75)

left behind), as well as working with regional and international human rights mechanisms and multilateral processes. Human rights leadership and technical capacities are critical to ensure that the development system will be able to fully integrate human rights into the policy and programmatic support provided to countries, in line with the vision articulated by Member States in the 2030 Agenda and the 2020 QCPR, and by the Secretary General in his 2019 Call to Action for Human Rights.

Capacity needs and demands for support from UNCTs in carrying out this work outstrip what is currently provided. The 2021 evaluation of the Fund and consultations with RCs and other UN stakeholders and partners at global and regional level convened by the Steering Committee of the HRM Fund in 2021 highlighted a number of inter-related reasons for the gaps identified above. These can be clustered under the following areas:

- i. insufficient incentives and accountability mechanisms within the UNDS for RCs and UNCTs to fully integrate human rights in all aspects of their work;
- ii. gaps in coherent policies, political support and clear messaging on human rights in development at all levels;
- iii. gaps in access to the necessary advice, skills, tools and capacities to put human rights at the centre of UNCTs' work;
- iv. UNCTs do not have the capacities and resources needed to support and partner with duty-bearers including national and local governments and National Human Rights Institutions (NHRIs) to more effectively and systematically engage with human rights mechanisms and integrate human rights in development; and
- v. UNCTs do not have the capacities and resources needed to support and partner with rights-holders, including human rights defenders, civil society and communities to ensure they have the necessary capacity and platforms for meaningful participation in development processes.

Continued and accelerated efforts to respond to these needs are therefore required to ensure that the UNDS is able to put human rights at the centre of its work - particularly at the country level - and provide assistance to governments, civil society, the private sector and other stakeholders to support implementation of international norms and standards and mainstream human rights and the principle of LNOB across development efforts. The HRM Fund provides critical, additional support to RCs and UNCTs to enhance coherent and joint action to advance human rights including gender equality and the commitment to leave no one behind as part of our collective efforts to achieve the 2030 Agenda and to meet Member States' expectations under the QCPR and UNDS repositioning. This includes activities that cover the full breadth of human rights in sustainable development, including the application of the human rights-based approach to development by field staff, RC leadership on human rights and the deployment of in-country advisory capacity to support UNCTs in identifying and responding to the specific human rights issues that are crucial to transformational approaches to sustainable development in the particular context. Additionally, in strengthening the capacity of the UNDS to provide effective support to Member States, the Fund supports initiatives that focus on specific rights or priorities, responding to gaps and opportunities for enhanced UNCT engagement and support, such as those identified in the Secretary General's Call to Action for human rights and resolutions of the General Assembly and as reflected in the CCAs and Cooperation Frameworks developed by UNCTs.

3.2 Theory of Change

The Fund's overall goal is for the UNDS to contribute to a society where all people enjoy their human rights, including civil, political, economic, social and cultural rights, as well as the right to development and the right to a healthy environment without discrimination and are empowered to be active partners in development. This is grounded in the mandate of the UN development system to support the implementation of the 2030 Agenda.

To this end, the mission of the Fund is to support the UN development system, particularly the country level, to fully integrate human rights in the implementation of the 2030 Agenda, putting people at the centre of development and systematically applying a human rights-based approach, including through the implementation of the Secretary-General's Call to Action for Human Rights (Call to Action).

In pursuit of this overall goal, the activities and priorities of the Fund are based on a theory of change that draws on the results and evaluation of the Fund's operations in the last 10 years, experiences of UNDS staff and partners, particularly at the country level; analysis of UNDS operations; international best practices and UNSDG policies and principles, including the human rights-based approach to development. The theory of change is also informed by and aligned with the vision and efforts to reposition the UN development system, including the creation of empowered, independent Resident Coordinators and new generation UNCTs to advance international norms and standards and the values of the UN Charter, and to ensure that human rights underpin all efforts to achieve the 2030 Agenda as well as the priorities for support identified by the UNSDG. ***In this respect, the theory of change reflects all key changes that are necessary to bring the overall goal of the Fund to fruition, some of which the Fund will only indirectly contribute towards/influence.***

The theory of change posits that:

The overall goal is that the UNDS contributes to a society where all people enjoy their human rights, including civil, political, economic, social and cultural rights, as well as the right to development without discrimination and are empowered to be active partners in development in accordance with the 2030 Agenda and its promise to leave no one behind.

The theory of change assumes that this can be achieved if three changes are realized:

- a. CHANGE 1: duty bearers and partners better promote and implement human rights in line with their human rights obligations and Agenda 2030,
- b. CHANGE 2: right holders claim and exercise their rights and are active participants in the UNDS, in line with the 2030 Agenda,
- c. CHANGE 3: human rights are – and remain – at the core of the UNDS work at all levels, RCs and UNCTs build the capacities of duty bearers and strive to empower rights holders as active agents in development and will uphold their inherent dignity and rights and ensure no one is left behind.

The theory of change assumes that for these three integrated changes to be realized, five things are required:

1. RCs and UNCTs have **incentives** and are **accountable** for fully integrating human rights in all aspects of their work and implementing the Call to Action
2. The UNDS has coherent **policies** and **messaging** on human rights at all levels, including to further the implementation of the Call to Action

3. RCs and UNCTs have **advice, skills, tools and capacities** to put human rights at the core of analysis, programming and advocacy, including to further the implementation of the Call to Action
4. **National & local governments and NHRIs** have the capacity to engage with human rights mechanisms and integrate human rights in development as active agents and partners, with support from RCs and UNCTs
5. **Human rights defenders, civil society and communities** have the *capacity and platforms* for meaningful participation and advocacy, with support from RCs and UNCTs

However, there are a number of external and internal assumptions that need to be and remain in place, and various risks that can prevent that these changes will occur. These are:

CHANGE 1: For duty bearers and partners to better promote and implement human rights in line with the Agenda 2030, there are two key assumptions that are required: a) member governments continue to require UN support to strengthen national human rights protection systems and human rights in development, and continue to request UN support to fulfill human rights obligations as indicated in the QCPR. Further, there is the risk of changes in the political climates in member countries that reduce the political commitment to implementing human rights.

CHANGE 2: For rights holders to claim and exercise their rights and are active participants in the UNDS, an external risk is related to reluctance from member governments to uphold human rights. The required assumption is that there is sufficient civic space for right-holders to actively participate in the development process.

CHANGE 3: For human rights to remain at the core of the UNDS work at all levels, for RCs and UNCTs to build the capacities of duty bearers and to strive to empower rights holders as active agents in development and uphold their inherent dignity and rights and ensure no one is left behind, there are numerous internal risks and assumptions:

External and internal **assumptions** that need to remain in place for this change to occur are:

- Member States continue to request the UN to better mainstream HR throughout its activities (external)
- Available funding and resources to mainstream HR throughout the UN system and to respond to HR violations/crisis (external)
- The UN reform facilitates the Fund's work and HR mainstreaming efforts (external and internal)
- UNCT members and staff understand the need and respective responsibilities for further human rights mainstreaming, and are committed to implement the mainstreaming of human rights by building their capacities and working together for joint results (external)
- Capacity building initiatives translate into practice (external)
- UNCTs and HRAs enjoy a trusting relationship (external)
- There are sufficient HRAs in roster for timely response to requests from Member States and UNCTs (external)
- The Fund has sufficient operational capacity to influence UN policy and provide support to inter-agency collaboration mechanisms in relation to mainstreaming of human rights, and to influence actors at the country level (internal)
- Global, regional and national level efforts are closely interlinked (internal)
- Participating UN organizations have the capacity to implement initiatives (internal)

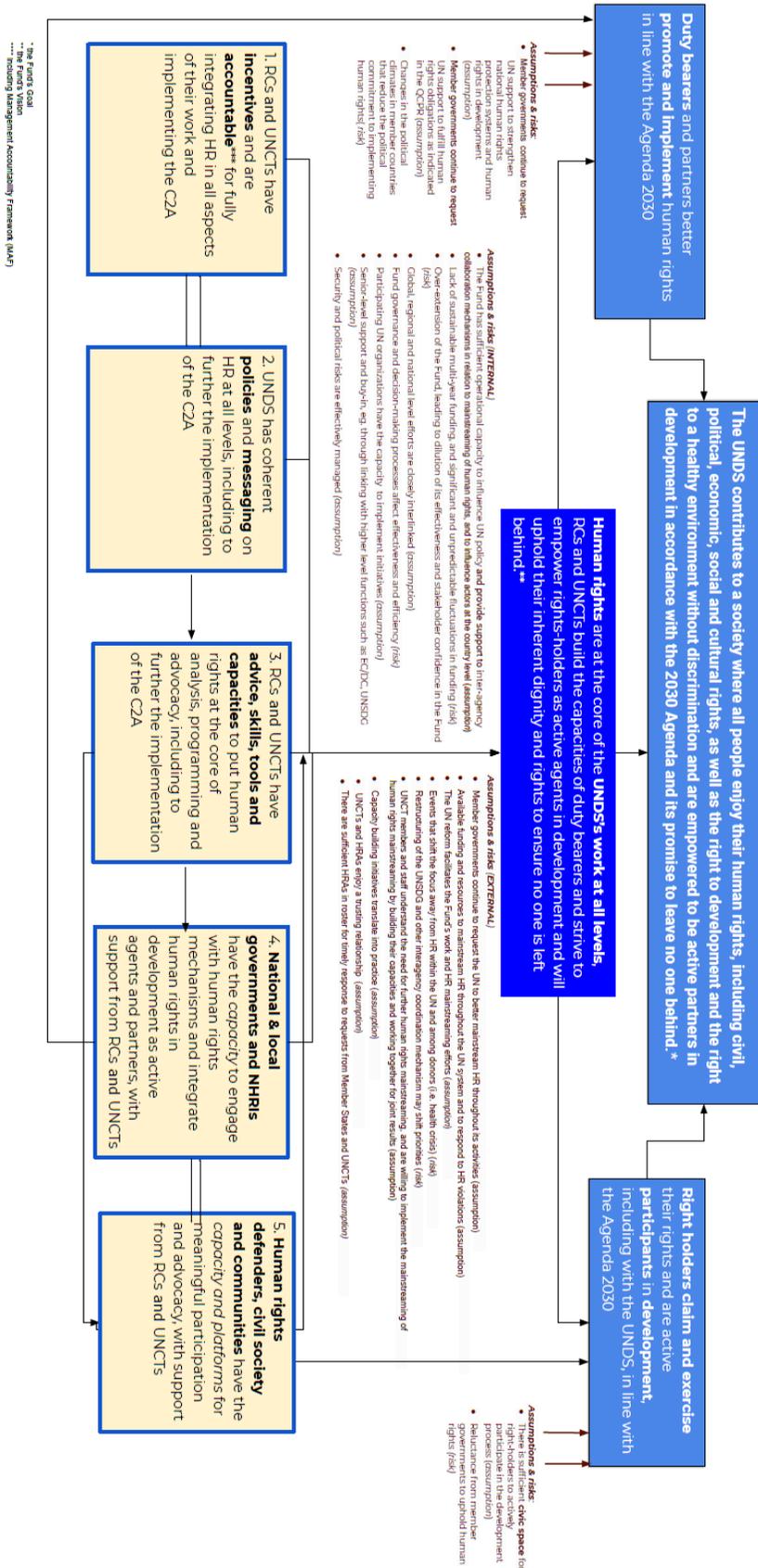
- Senior-level support and buy-in, eg. through linking with higher level functions such as EC/DC, UNSDG (internal)
- Security and political risks are effectively managed (internal)

External and internal risks that may prevent this change from occurring are:

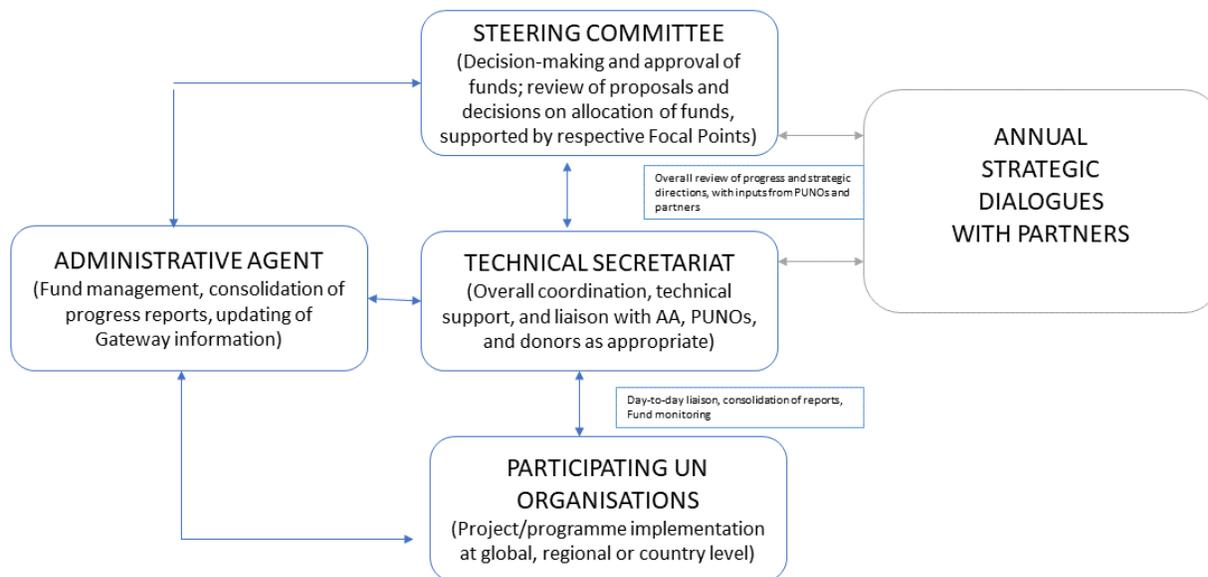
- Events that shift the focus away from human rights within the UN and among donors (ie. health crisis) (external)
- Interagency coordination mechanisms and architecture evolve in a way which requires significant changes to Fund processes or project design to achieve intended impact (external)
- Lack of sustainable multi-year funding, and significant and unpredictable fluctuations in funding of the Fund (internal)
- Over-extension of the Fund, leading to dilution of its effectiveness and stakeholder confidence in the Fund (internal)
- Fund governance and decision-making processes affect effectiveness and efficiency (internal)

The specific contributions of the Fund towards this theory of change are set out in the results framework below. The Fund will contribute directly towards changes 2-5, and indirectly towards change 1.

Theory of Change



4 GOVERNANCE



The Fund is managed by a Steering Committee comprised of representatives at senior, decision-making level from up to six Participating Organizations which have signed the MOU, with OHCHR to serve as the Chair. The Steering Committee sets the strategic direction of the Fund, reviews funding proposals and approves allocations. The Administrative Agent and Secretariat are ex-officio members of the Steering Committee. DCO participates in the Steering Committee in an observer capacity. The Steering Committee members are supported by technical level Focal Points nominated by their respective Steering Committee representatives. The Steering Committee will agree the strategic priorities of the Fund in accordance with the Terms of Reference and make decisions based on all areas related to the allocation of funds from the Fund. The Steering Committee makes decisions on the basis of consensus.

Specific responsibilities of the Steering Committee include:

- Provide strategic direction and ensure adequate substantive support from the Steering Committee entities to resource mobilization activities of the Fund
- Review and approve its Terms of Reference and related rules of procedures/Operational Manual and update and/or modify them, as necessary
- Review, evaluate and prioritize proposals (based on summary prepared by the Technical Secretariat), taking into consideration available resources, the priorities outlined in the Terms of Reference, and the degree to which the proposals conform to agreed criteria for country support and prioritization of global activities
- Make decisions on all areas related to allocation of funds including approving proposals for funding; ensure their conformity with the requirements of the Fund

- Review periodic monitoring and evaluation updates as well as progress reports consolidated by the Technical Secretariat based on the progress reports submitted by the participating UN organizations and the UNCTs
- Regularly review the risk-monitoring matrix and ensure identified risks are addressed
- Agree upon and commission evaluations, and ensure and monitor follow up to evaluations
- The Steering Committee develops an annual work plan based on the multi-year results framework to indicate activities and funds required for resource mobilization and to serve as a framework to guide approval of projects.
- Identify opportunities for the Fund to engage in structured and periodic bilateral and thematic discussions with donors and other key stakeholders and communicate the key messages of the Fund where appropriate.

Further detail regarding the operations of the Steering Committee are set out in the Operations Manual.

4.2 Technical Secretariat (Secretariat)

The Secretariat will provide operational coordination and technical support to the Fund. It will be hosted by the UN Development Coordination Office to facilitate the Secretariat's support to inter-agency coordination, institutional linkages between the Fund and the UNSDG and its working mechanisms, and the coordination of, support to, and communication with, RCs and UNCTs and Regional UNSDG structures as required to achieve the Fund's objectives. The Secretariat provides overall coordination and facilitation support to the Steering Committee, Participating UN Organizations, and the Administrative Agent.

In addition to defined substantive roles, the Secretariat has a number of specific responsibilities in relation to the support to the Steering Committee and management of the Fund:

- Support the Steering Committee in the development of the Operations Manual and propose updates as and when necessary for the efficient and effective operations of the Fund
- Provide logistical and operational support to the Steering Committee
- Review proposals submitted by Participating UN Organizations for completeness and consistency with the Fund Terms of Reference and Operations Manual before submitting them to the Steering Committee
- Upon the Chair's confirmation of approval by the Steering Committee, transmit the decisions to the Administrative Agent for fund disbursement
- Coordinate with UN system entities to facilitate the provision of technical assistance to implementing organizations including regional and country offices, with a view to ensuring Fund-wide success and support monitoring processes
- Prepare periodic progress reports on the programme implementation and analyzing implementation bottlenecks and presenting recommendations to the Steering Committee on measures to accelerate the implementation
- Prepare the consolidated annual narrative report for the Fund
- Facilitate learning and knowledge management across the activities supported by the Fund
- Compile data for annual progress reviews against the results framework indicators and targets
- Liaise with the Administrative Agent on fund administration issues
- Facilitate evaluations of the Fund as directed by the Steering Committee and support the elaboration and implementation of Steering Committee Management Responses as appropriate.

- Organize calls for the submission of potential funding concept notes or expressions of interest and related review processes as requested by the Steering Committee
- Support the development of quality project proposals, including facilitating coordination or supporting consultation with UN system entities and relevant inter-agency networks or mechanisms as required for effective use of HRM Fund resources
- Provide technical support to inter-agency coordination mechanisms supporting human rights mainstreaming initiatives in the development system to contribute to progress towards the Fund's Outcome and Outputs/Themes
- Monitor project reporting and closures
- Outreach and communications to partners to raise awareness of the Fund and its operations
- Support the Steering Committee's resource mobilization activities
- Prepare draft criteria for eligibility/selection of UNCTs for direct support, where requested to do so by the Steering Committee

The Secretariat capacities and resources will be determined by the Steering Committee and will be commensurate with the scale of work of the Secretariat (which will be partially determined by the capitalization of the Fund). The Steering Committee will review and approve the project document for the Secretariat as and when required for effective operations of the Fund.

4.3 Participating UN Organizations

UN Organizations that participate in the Fund sign a standard MOU with the Administrative Agent, and operate under its financial regulations, rules and policies and assumes full financial and programmatic accountability for the funds disbursed to it by the Administrative Agent and for the implementation of the project and provides financial and narrative progress reports to the Administrative Agent on its activities, as described in the MOU. Participating UN Organizations assume full programmatic and financial accountability for funds transferred to them. Each Participating UN Organization will recover its indirect costs (maximum of 7% for programme support costs) for implementing projects as agreed and specified in the MOU signed with the AA. In accordance with the UN General Assembly resolution 62/208 (2007 Triennial Comprehensive Policy Review principle of full cost recovery), all other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Participating UN Organization(s) may receive funding from the Fund to implement programmes and activities that embody the Fund's objectives and will contribute to the achievement of the Fund's overall goal, vision and mission and the results set out in the results framework. The proposal(s) should contribute to one or more of the four outputs/themes in the results framework.

They are responsible for the following duties:

- Submit expressions of interests/proposals (based on Fund latest templates) to the Fund Steering Committee, through the Secretariat, for review and subsequent consideration by the Steering Committee
- Design, implement and oversee projects/programmes
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent
- Provide timely results-based narrative and financial progress reports as outlined in the MOU

- Provide other progress updates and information to the Steering Committee as outlined in the Operations Manual

4.4 Administrative Agent/Multi-Partner Trust Fund Office (MPTF Office)

The role of the MPTF Office, as the Administrative Agent for the Fund, includes the receipt, administration and management of contributions from donors, disbursement of funds to Participating UN Organizations in accordance with decisions of the Steering Committee, and consolidation and dissemination of progress reports to the donors. Through the MPTF Office GATEWAY, a public website on all MPTFs administered by the MPTF Office, it ensures full transparency of the operations of the Fund. UNDP performs the Administrative Agent functions in accordance with the UNDG "[Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN Funds](#)". [Policies and guidance](#) on the role of the Administrative Agent is available on the [MPTF Office's GATEWAY \(mptf.undp.org\)](#). The Administrative Agent administers resources in accordance with the decisions of the HRM Steering Committee.

It will be responsible for the following activities:

- Sign a MOU with the Participating UN Organizations
- Negotiate and sign Standard Administrative Arrangements with donors that wish to provide contributions to the Fund
- Receive, administer, and manage contributions from donors
- Subject to availability of funds, disburse funds to Participating UN Organizations based on resource allocation decisions of the Steering Committee
- Consolidate annual and final financial reports from the Participating UN Organizations
- Transmit annual/final Consolidated Reports to donors through the Technical Secretariat and Steering Committee
- Undertake the financial closure of the Fund

The Administrative Agent will charge a 1% fee of each donor contribution for fund administration and fiduciary responsibilities.

4.5 Stakeholder and Partner Dialogues

The Steering Committee will convene an annual dialogue with donors to inform the Fund's strategic directions, including generation of support for its resource mobilization strategy and supported initiatives. The annual dialogues will be convened after the publication of the previous year's consolidated annual report. The meeting will review progress and discuss changes in circumstances and major risks including any substantive revisions to the Fund. Depending on the agenda for a particular meeting, it may also be considered to invite other stakeholders including recipients of the Fund's support. The Secretariat will prepare the meeting.

The Technical Secretariat will also support the Steering Committee in structured and periodic bilateral and thematic discussions with donors and other key stakeholders as identified in annual work plans for the Fund or as otherwise requested by the Steering Committee.

5 FUND ADMINISTRATION AND CONTRIBUTIONS

The Steering Committee leads the resource mobilization, with the Secretariat providing support including drafting of the resource mobilization strategy and supporting planning and implementation of activities. Contributions to Fund may be accepted from Member States of the United Nations or from intergovernmental or non-governmental organizations, and/or from private sources. Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and the Business Community. In support of the overarching aim of the Fund, and in order to ensure maximum flexibility and adaptation to priorities, donors to the Fund are encouraged to contribute with multi-year pooled, unearmarked resources. However, if this is not possible, earmarking at the thematic level will be accepted.

Contributions to the Fund may be accepted in fully convertible currency. Such contributions shall be deposited in the bank accounts designated by UNDP. The value of a contribution-payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. The MPTF Office charges a standard one-time fee of 1% for pass through services of UN pooled funds, which will be deducted from the contributions to the Fund at the time they are deposited.

6 FUND PROGRAMMING CYCLE

The Steering Committee will agree an annual workplan to facilitate planning and use of resources. In order to maintain flexibility and responsiveness to needs, the Steering Committee reserves the right to amend the workplan and approve proposals that are not included in the workplan.

6.1 Proposal development

Participating UN Organizations will be eligible to submit proposals for activities to be supported by the Fund in line with the Terms of Reference including the Multi-Year Results Framework and relevant processes outlined in the Operations Manual.

To be eligible for funding, a proposal must meet the following criteria:

- a) Demonstrate a contribution towards at least one output in the Fund's results framework;
- b) Proposal fosters inter-agency collaboration, joint planning (eg. CCA/CF), RC or UNCT capacity building, or programming and implementation by a number of UN entities;
- c) Proposals involving country-level actions must be coordinated with the RC, indicating it is supported by the UN Country Team, and supports the CCA, Cooperation Frameworks and 2030 Agenda.
- d) Proposal duration must be within with the multi-year results framework.
- e) Proposal budget must meet the MPTFO financial thresholds and follow the UNSDG budget categories.
- f) Proposals must identify contribution to at least one of the 17 SDGs.
- g) Proposals must apply the gender marker.
- h) Completed risk management plan and M&E plan sections of the proposal template

Proposals for direct funding by UNCTs will be managed in accordance with a process agreed in advance by the Steering Committee. This may include support in joint programming through UN Organizations

participating in the Fund focused on UNCT support and engagement and may include a call for proposals/expressions of interest under a thematic topic, or solicitation of needs from countries that meet agreed eligibility criteria determined by the Steering Committee to maximize impact of available funds towards the outcome and outputs/themes. Where appropriate, direct funding to UNCTs will be awarded on a competitive basis, with proposals being assessed by the Steering Committee based on their relevance and quality. Country-level projects are expected to be implemented through joint programmes, with two or more Participating UN Organizations (unless this is not feasible due to country-specific conditions) and meet criteria set forth by the Steering Committee.

Global and regional-level projects may include funding for country-level activities, to be managed by the entity/ies implementing the project. Proposals for such projects will include details of any activities to be implemented at the country level requiring use of funds at country level, including resource amount and process for identifying partner countries.

Secretariat support to Participating UN Organizations for proposal development will be provided in line with the specific parameters set out by the Steering Committee in line with this Terms of Reference and the Operations Manual.

6.2 Review and Approval

All project proposals and any other required information will be reviewed first by the Secretariat for compliance with the applicable requirements in terms of process and content. If necessary and agreed by the Steering Committee, the Secretariat may obtain support in this process from Participating UN Organizations or other partners. The Secretariat ensures a technical review of proposals is conducted by the Steering Committee or other appropriate mechanism. The Secretariat will make a recommendation to the Steering Committee, which will review each proposal and related documents. The Steering Committee will ultimately be responsible for decisions regarding the use of funds and will notify applicants of funding decisions through the Secretariat. The multi-year results framework in these Terms of Reference outlines the scope of work of the Fund and guides the prioritization of available resources. The Steering Committee recognizes the deployment of Human Rights Advisers as the flagship initiative supported by the Fund. Programmes are reviewed on the probability that they will aid in the achievement of the Fund's results including building the capacity of the UN development system and furthering the partnership approach, as well as maintaining operational effectiveness of the Fund.

6.3 Implementation Modalities and Criteria for Support

Activities of the UNSDG entities supported by this Fund will be implemented by Participating UN Organizations utilizing existing and relevant agency or agency/programme/project infrastructures (including relevant oversight bodies), at global, regional and national levels, including through the joint programming modalities.

The Steering Committee, supported by the Technical Secretariat, coordinates the implementation of all activities under the Fund to ensure its timely delivery and compliance with the overall workplan and objectives of the Fund. The Fund Operations Manual contains detailed criteria and procedures for approval of project proposals to be supported under the Fund, in line with the overall objectives.

One of the main objectives of the Fund is to support UN Resident Coordinators in their strategic leadership of the UNCTs in mainstreaming human rights at country level and relationships with national authorities. When projects are directly proposed by UNCTs, the UN Resident Coordinators are entrusted with supporting the overall programme design to ensure UN coordination, coherence, impact and sustainability of results. Proposals directly proposed by UNCTs for country implementation will be signed off by the RC, who is responsible for confirming that the activity is supported by the UNCT and for explaining how the proposal contributes to the UN Sustainable Development Framework and the 2030 Agenda. The UN Resident Coordinator also facilitates monitoring and evaluation of Fund projects implemented at the country level in conformity with UN standards, joint programming guidance and related MoUs. On receipt of consolidated country level reports, the Resident Coordinator will provide an overall assessment of the programme's progress and results within the scope of its role. Further details on roles and responsibilities for joint programmes implemented at the country level will be set out in the Operations Manual.

7 REPORTING, MONITORING AND EVALUATION

7.1 Reporting

Annual and final narrative reports of projects implemented with the support of the Fund will be required in accordance with the terms of the Fund MOU. Annual and final narrative reports will compare actual results with expected results at the output level and outcome levels, with reference to the approved project documents, and explain the reasons for over or under achievement. The Secretariat may also require Participating UN Organizations to submit interim reports to the Steering Committee to facilitate Fund oversight, management and information-sharing. Such requirements will be outlined in more detail in the Operations Manual.

The Secretariat will prepare consolidated narrative progress and financial reports (based on the narrative reports received by the Secretariat and the financial report consolidated by the Administrative Agent) and will provide these reports to the Administrative Agent who will provide these to each donor that has contributed to the Fund account. The narrative report will include lessons learned and highlight both challenges and achievements from the implementation of the initiatives supported by the Fund, as well as the functioning of the Fund itself as outlined in the Terms of Reference. The reports will include key findings and recommendations from analyzing the project portfolio and results in relation to the indicators and targets included in the multi-year results framework. Compliance with gender markers will be integrated in the report based on the MPTFO template. Where relevant, data should be disaggregated by sex.

7.2 Monitoring and evaluation

MDTF monitoring and evaluation arrangements are in line with the standard UNSDG MOU/SAA. The monitoring and evaluation of the Fund will be based on achievements in relation to results expressed in project documents and against the multi-year results framework in this Terms of Reference. The monitoring and quality assessment will be undertaken by the Steering Committee, with the support of the Secretariat.

The first independent evaluation of the Fund was undertaken in 2020/2021. Additional assessments or evaluations may be conducted in line with the terms of the UNSDG MOU/SAA.

8 ACCOUNTABILITY AND TRANSPARENCY

These clauses are further detailed in the legal instruments that govern the Fund (MOU and SAA).

8.1 Accountability

Each participating United Nations Organization will assume full programmatic and financial accountability for the funds transferred to it by the Administrative Agent. Such funds will be administered by each Participating United Nations Organization in accordance with its own regulations, rules, directives and procedures. Indirect costs of the Participating UN Organizations recovered through programme support costs will be 7 per cent.

For each project or program approved for funding, each Participating UN Organization will provide the Secretariat with the annual and final narrative reports and the MPTFO with annual and final financial statements prepared in accordance with their accounting system and reporting procedures, as stated in the legal agreements signed with the Administrative Agent.

8.2 Audit

The Administrative Agent and the Participating UN Organizations will be audited according to their own financial rules and regulations, in line with the audit framework for multi-donor funds, as agreed by the Audit Internal Services of the Participating United Nations Organizations and endorsed by the United Nations Development Group in 2014.

8.3 Transparency

The MPTFO website, Gateway (<http://mptf.undp.org>), is a web-based service portal that provides real-time financial data issued directly from the UNDP accounting system. The Fund has a separate page in the Gateway portal (<http://mptf.undp.org/factsheet/fund/HRM00>) which will allow partners and the public at large to follow-up the contributions, transfers and expenses, and access key documents and reports.

The Secretariat and the MPTFO will ensure that the Fund's operations are posted on the Gateway portal. Each Participating UN Organization will take appropriate measures to promote the Fund. Information shared with the media regarding beneficiaries of funding, official press releases, reports and publications will acknowledge the role of the Fund.

8.4 Joint Communications

The Secretariat and each Participating UN Organization will take appropriate measures to publicize the Fund and to give due credit to the other Participating UN Organizations. Information given to the press, to the beneficiaries of the Fund, all related audio-visual materials, official notices, reports and publications, will acknowledge the role of the host Government, the donors, the Participating UN Organizations, the Administrative Agent and any other relevant entities. In particular, the Administrative

Agent will include and ensure due recognition of the role of each Participating UN Organization and partners in all external communications relating to the Fund.

The Administrative Agent in consultation with the Participating UN Organizations will ensure that decisions regarding the review and approval of the Fund as well as periodic reports on the progress of implementation of the Fund, associated external evaluation are posted, where appropriate, for public information on the MPTF Office GATEWAY of the Administrative Agent (mptf.undp.org). Such reports and documents may include approved programmes and programmes awaiting approval, fund level annual financial and progress reports and external evaluations, as appropriate.

9 RISK MANAGEMENT

The governance structure, which brings together all stakeholders, including financial contributors, offers an opportunity to develop a common understanding of the risk context, how to manage and monitor risk and possible mitigation measures. An assessment of risk and the use of joint mechanisms to reduce and better manage risks can result in more informed strategic choices.

Risks will be monitored and managed at the project and programme level, and at the Fund level. The Fund risk management strategy is not a replacement for project risk evaluation/management. The Steering Committee shall regularly assess risks and mitigation measures against the developed risk strategy and update it accordingly. See Annex 1 for Risk Management Registry.

10 OPERATIONS MANUAL

The Fund's operations manual will be developed within 3 months after the approval of the latest revision of the TOR. Internal rules of procedure of the Steering Committee will be included in the Fund's operations manual and take into consideration the formal decision-making process. The Steering Committee may approve a revision of the Operations Manual when circumstances require an adjustment of procedures, provided such amendments are consistent with the mandates, policies, and procedures of the United Nations, as well as with the provisions of the Memorandum of Understanding and the Standard Administrative Arrangement.

11 AMENDMENTS, DURATION AND TERMINATION

The present Terms of Reference may be modified at any time by the Steering Committee. The Fund duration ends on 31 Dec 2025.

If the Fund is not extended, the last date to transfer funds to the Participating UN Organizations will be 30 Jan 2025. Completion of all operational activities will be 1 December 2025. The submission of the final narrative report will be on 31 May 2026.

All Participating United Nations Organizations will provide certified final financial no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the

approved programmatic document occurs, or according to the period specified in the financial regulations and rules of the Participating United Nations Organization in question, whichever is earlier. The publication of the certified final financial statement (“Source and Use of Funds”) is to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Fund occurs.

Notwithstanding the completion of the initiatives financed from the Fund, any unutilized balances will continue to be held in Fund Account until all commitments and liabilities incurred in implementation of the programmes have been satisfied and programme activities have been brought to an orderly conclusion.

As per the standard Memorandum of Understanding and Standard Administrative Arrangement, any balance remaining in the Fund Account upon completion of the Fund will be used for a purpose mutually agreed upon or returned to the Donor in proportion to its contribution to the Fund as decided upon by the Donor and the Steering Committee.

For more information about the MDTF pass-through modality, please see:
www.undp.org/mdtf/overview.shtm

ANNEX I: RISK MANAGEMENT REGISTRY

The Steering Committee shall regularly assess risks and mitigation measures against the developed risk strategy and update it accordingly. The following risk ranking matrix captures the hierarchy of risks, allowing an assessment of the most appropriate responses to the identified risks, particularly to those risks most likely to impede success (very high and high).

Type: Financial, Programmatic, Political, Strategic, Reputational

Probability/likelihood: Very Likely (5), Likely (4), Possible (3), Unlikely (2), Rare (1)

Impact: Insignificant (1), Minor (2), Moderate (3), Major (4), Extreme (5)

Rank #	Description	Type	Probability/ Impact	Risk Management Response Plan	Owner (eg. Steering Committee, Secretariat, designated roles/working groups)
1	Loss or significant reduction of one of the current major donors to the Fund	Financial	The Fund operates below full capacity Probability: 1 Impact: 4	<ol style="list-style-type: none"> 1. Gather senior leadership support from Steering Committee/Participating UN Organizations to present strong inter-agency message on value add of the Fund to current donors and partners. 2. Current donors of the Fund actively participate in the annual stakeholder dialogues and exchange ideas in support of the Fund's objectives, multi-year results framework and resource mobilization efforts. 3. Resource mobilization strategy linked with multi-year results framework and leveraging opportunities for increasing donor engagement and expanding the donor contributions; resource mobilization plan developed, implemented and monitored by Steering Committee. 4. Encourage and facilitate multi-year agreements with current partners to increase predictability of funding. 	<p>Steering Committee and Steering Committee-mandated Resource Mobilization Task Team</p> <p>Steering Committee and Steering Committee-mandated Resource Mobilization Task Team</p> <p>Steering Committee and Steering Committee-mandated Resource Mobilization Task Team</p> <p>Secretariat and MPTFO</p>

Rank #	Description	Type	Probability/ Impact	Risk Management Response Plan	Owner (eg. Steering Committee, Secretariat, designated roles/working groups)
				5. Adjust annual/multiyear workplan targets to reflect SC prioritization within agreed Results Framework structure based on available resources.	Steering Committee
2	Significant funding gaps to the Fund's multi-year results framework	Financial	<p>The Fund cannot provide the intended support across all or some areas of the results framework, resulting in reduced types of support provided across the Fund portfolio (recognizing the criticality of support to HRAs) and undermining the achievement of the Outcome.</p> <p>Probability: 3 Impact: 3</p>	<p>1. Gather senior leadership support from Steering Committee/Participating UN Organizations to present strong inter-agency message on value add of the Fund's expansion and diversified offer of support to potential donors and partners.</p> <p>2. Resource mobilization strategy linked with multi-year results framework and leveraging opportunities for engaging new donors and strategic partners; resource mobilization plan developed, implemented and monitored by Steering Committee</p> <p>3. Key/core donors of the Fund actively support Fund resource mobilization activities.</p> <p>4. Encourage and facilitate multi-year agreements with new partners to increase reliability.</p> <p>5. Adjust annual/multiyear workplan targets to reflect SC prioritization within agreed Results Framework structure based on available resources and available evidence regarding achievements and impact.</p>	<p>Steering Committee and SC-mandated Resource Mobilization Task Team</p> <p>Steering Committee and Steering Committee-mandated Resource Mobilization Task Team</p> <p>Secretariat in liaison with donors</p> <p>Secretariat and MPTFO</p> <p>Steering Committee</p>

Rank #	Description	Type	Probability/ Impact	Risk Management Response Plan	Owner (eg. Steering Committee, Secretariat, designated roles/working groups)
3	Fund implementation is delayed or limited due to capacity constraints among Participating UN Organizations	Reputational	<p>The Fund resources remain unallocated, or allocations remain unspent</p> <p>Probability: 2 Impact: 3</p>	<p>1. Steering Committee and Secretariat to ensure every approved proposal/project has a strong risk management plan that includes any possible risks related to capacity constraints.</p> <p>2. Fund monitoring and Participating UN Organization reporting will include updates on bottlenecks; Steering Committee and Secretariat to support identification of solutions to capacity challenges.</p> <p>3. Fund design draws on support from the expertise of Steering Committee members and inter-agency mechanisms at country, regional and HQ levels</p> <p>4. Activities to be supported by the Fund are aligned with UN system priorities including the QCPR, the Secretary General's Call to Action for Human Rights and/or agreed UNSDG priorities, which provide reinforcing accountability and incentive structures for Participating UN Organization engagement.</p> <p>5. Fund Secretariat supports Steering Committee development of an annual workplan including expected lead entities and provides overall coordination and facilitation support to Participating UN Organizations, including support to convening inter-agency fora to strengthen support for implementation of Fund initiatives.</p> <p>6. HRM Fund portfolio enables flexibility in design and</p>	<p>Steering Committee</p> <p>Participating UN Organizations, Secretariat and Steering Committee</p> <p>Participating UN Organizations, Secretariat and Steering committee</p> <p>Steering Committee</p> <p>Secretariat</p>

Rank #	Description	Type	Probability/ Impact	Risk Management Response Plan	Owner (eg. Steering Committee, Secretariat, designated roles/working groups)
				<p>implementation of initiatives, including initiatives at global, regional and country level.</p> <p>7. The Secretariat supports Participating UN Organizations in the development of high-quality proposals and inter-agency consultation/coordination.</p> <p>8. Proposals may include limited funds for short-term capacity support to implementation where needed.</p>	<p>Steering Committee</p> <p>Secretariat</p> <p>Participating UN Organizations</p>
4	Changes in the political climates in Member States where UN programmes are being implemented that reduce the political commitment to implementing human rights	Political	<p>The Fund's potential reach or impact is reduced</p> <p>Probability: 2</p> <p>Impact: 2</p>	<p>1. Fund-supported interventions are fully aligned with 2030 Agenda and approved mandates for UN development system operations including UN Charter, GA/Res 72/279 and the QCPR 2020, which provides a strong framework of international commitments to reduce vulnerability to changing domestic priorities.</p> <p>2. Fund workplans are reviewed and revised by the Steering Committee periodically.</p> <p>3. Review of project proposal templates and project amendment templates (including M&E framework and project-specific risks and assumptions) by Steering Committee provides opportunity to strengthen risk management including risks posed by changes in political climates in relevant countries.</p> <p>4. HRM Fund portfolio enables flexibility in design and implementation of initiatives,</p>	<p>Steering Committee</p> <p>Steering Committee</p> <p>Steering Committee</p> <p>Steering Committee</p>

Rank #	Description	Type	Probability/ Impact	Risk Management Response Plan	Owner (eg. Steering Committee, Secretariat, designated roles/working groups)
				<p>including initiatives at global, regional and country level and the ability to flexibly address changes in implementation environments.</p> <p>5. Host governments' prior approval for any HRA deployments. Steering Committee updated on OHCHR implementation of contingency plan to secure HRAs and partner UNCTs if political/security concerns arise</p>	OHCHR
5	<p>Interagency coordination mechanisms and architecture evolve in a way which requires significant changes to Fund processes or project design to achieve intended impact.</p>	Political	<p>The Fund's activities are delayed/distracted due to a need to adjust processes to fully engage the support of relevant inter-agency coordination mechanisms on human rights</p> <p>Probability: 2 Impact:2</p>	<p>1. Fund governance is not directly dependent on UNSDG architecture; Steering Committee can fully discharge its functions irrespective of status of coordination mechanisms.</p> <p>2. Steering Committee and Secretariat continue to support active and expanded engagement of UNSDG entities in Fund governance and Fund-supported activities.</p> <p>3. Formalized engagement of DCO in the Steering Committee and as host of the Secretariat enables linkages with the UNSDG and UNSDG working mechanisms as well as other inter-agency coordination mechanisms relevant to human rights where necessary.</p> <p>4. Steering Committee and Secretariat will make every effort to be aligned with relevant institutional architectures including through the UNSDG.</p> <p>5. The Fund's Steering Committee members engage the Call to Action</p>	<p>Steering Committee</p> <p>Steering Committee, Secretariat</p> <p>DCO</p> <p>Steering Committee, Secretariat</p>

Rank #	Description	Type	Probability/ Impact	Risk Management Response Plan	Owner (eg. Steering Committee, Secretariat, designated roles/working groups)
				<p>for Human Rights Task Teams to foster the collaborative spirit.</p> <p>6. The Fund’s support to periodic, strategic level inter-agency workshops on human rights mainstreaming in development will provide the space for strategic discussions on aligning thematic priorities or emerging human rights issues requiring more political support.</p>	<p>Steering Committee members</p> <p>Steering Committee</p>

ANNEX II – DETAILED MULTI-YEAR RESULTS FRAMEWORK

The Fund’s expected outcome is that by 2025, human rights are more at the core of UN development system (UNDS) work at all levels, and that RCs and UNCTs build the capacity of duty bearers and strive to empower rights-holders as active agents in development and uphold their inherent dignity and rights to ensure no one is left behind.

If this is achieved, it will support the overall goal that the UNDS contributes to a society where all people enjoy their human rights, including civil, political, economic, social, and cultural rights, as well as the right to development without discrimination and the right to a healthy environment and are empowered to be active partners in development in accordance with the 2030 Agenda and its promise to leave no one behind (impact). This in turn will contribute to the Sustainable Development Goals. It is understood that the 17 SDGs reflect human rights standards, and 92% of the associated 169 targets are linked to international human rights instruments. Accordingly, the investments of the Fund contribute to the achievement of all SDGs and the 2030 Agenda, including the explicit commitment to leave no one behind and reach the furthest behind first. The Fund is specifically contributing to SDG target 16, 5 and 10. The Fund’s investments also contribute towards the prevention of crisis, violent conflict and human rights violations. Through building UNCT capacities to advance cross-pillar work, including through early warning and joined up analysis and planning, and strengthening national human rights systems and supporting adherence to human rights laws and standards and the principle of leaving no one behind in the context of development efforts the Fund contributes to more coherent and comprehensive prevention efforts at the country level.

The Fund expects to achieve the planned outcome to put human rights more at the core of UNDS work at all levels in 2025 by delivering four specific outputs/themes from 2022 to 2025. A separate output/theme refers to each of a) global work, b) UNCTs, c) Human Rights Advisers, and d) UNCT's support to partners. The activities under these outputs/themes are mutually reinforcing and, in some cases, directly contribute to other outputs/themes. For example, Human Rights Advisers provide significant additional capacities and knowledge to the UNCTs in which they are deployed; UNCTs' work with partners at the national level informs global policies and system-wide guidance on integrating human rights and development at the country level.

Specifically, **output 1** will ensure that by 2025, the UNDS has advanced policy coherence, thought leadership, and knowledge creation and management on human rights in development. **Output 2** will ensure that RCs and UNCTs have necessary capacities, knowledge, skills, guidance, and tools to apply a human rights-based approach, putting human rights at the core of analysis, programming, and advocacy by 2025, including to further the implementation of the Call to Action for Human Rights. Further, because of **output 3**, an increased number of Human Rights Advisers will have provided RCs and UNCTs with capacities to put HR at the centre of their work⁴. Finally, **output 4** will ensure that by 2025, with support of RCs and UNCTs, national & local governments and NHRIs have stronger capacities to engage with human rights mechanisms and integrate human rights in development, and human rights defenders, civil society and communities have strengthened capacity and platforms for meaningful participation and advocacy.

For these four outputs/themes to achieve the planned outcome that by 2025, human rights are more at the core of UNDS work at all levels, there are numerous assumptions and risks. Risks and assumptions that may prevent the four outputs/themes from contributing to the expected outcome by 2025 are noted in detail in the result matrix under each output. For human rights at the core of UNDS work at all levels (outcome) to contribute into the broader impact, the assumptions are: a) that duty bearers and partners better promote and implement human rights in line with the Agenda 2030, b) that right holders claim and exercise their rights and are active participants in development, including with the UNDS, in line with the Agenda 2030, c) that there is sufficient civic space for right-holders to actively participate in the development process, that d) Member States request UN support to strengthen national human rights protection systems and human rights in development, and that e) Member States request UN support to fulfil human rights obligations as indicated in the QCPR. Risks that could prevent the outcome from contributing to the desired impact are e) changes in the political climates in Member States that reduce the political commitment to implementing human rights, f) that there is sufficient civic space for right-holders to actively participate in the development process, and g) reluctance from Member States to uphold human rights.

⁴ Human Rights Advisers operate under a standard Terms of Reference/job description (at P5, P4 or NOC level). These are published at the time of recruitment. See example job descriptions in Annex III.

Results Matrix

Impact:			
The UN development system contributes to a society where all people enjoy their human rights , including civil, political, economic, social, and cultural rights, as well as the right to development and the right to a healthy environment without discrimination and are empowered to be active partners in development in accordance with the 2030 Agenda and its promise to leave no one behind ⁵			
Indicator	Baseline	Target	Source
% of countries with independent Human Rights institutions in compliance with the Paris Principles (<i>SDG target indicator 16.a.1.a.</i>)	41.6% (2020)	n/a	UN Global SDG Database
Number of cases of enforced disappearance of human rights defenders, journalists and trade unionists (<i>SDG target indicator 16.10.1.a</i>)	19 (2020)	n/a	UN Global SDG Database
Number of cases of killings of human rights defenders, journalists and trade unionists (<i>SDG target indicator 16.10.1.b.</i>)	393 (2020)	n/a	UN Global SDG Database
% of countries with legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of sex – Area 1: overarching legal frameworks and public life (<i>SDG target indicator 5.1.1.a.</i>)	70.9% (2020)	n/a	UN Global SDG Database
Conflict-related death rate (civilians) per 100,000 population (<i>SDG target indicator 16.1.2.b.</i>)	5.0 (2020)	n/a	UN Global SDG Database
% of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law (<i>SDG target indicator 10.3.1/16.b.1</i>)	20% (2020) ⁶	n/a	UN Global SDG Database
% of women reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law (<i>SDG target indicator 10.3.1/16.b.1</i>)	n/a (2020) ⁷	n/a	UN Global SDG Database

Outcome: By 2026, human rights are more at the core of UNDS work at all levels, RCs and UNCTs build the capacity of duty bearers and strive to empower rights-holders as active agents in development and uphold their inherent dignity and rights to ensure no one is left behind.

⁵ While it is understood that the 17 SDGs reflect human rights standards, and 92% of the associated 169 targets are linked to international human rights instruments (see e.g. www.ohchr.org/Documents/Issues/HRIndicators/SDG_Indicators_Tables.pdf), the result matrix includes only a *selected* set of SDG target indicators that are most relevant to the intended impact of the Fund. It includes SDG indicators under OHCHR's custodianship for which data is available for a baseline year (16.a.1, 16.10.1.a., 16.10.1.b., and 16.1.2.b; see www.ohchr.org/EN/Issues/Indicators/Pages/SDGIndicators.aspx for details). In addition, the matrix includes an SDG target indicator on legal frameworks on equality and non-discrimination on the basis of sex (5.1.1.a.).

⁶ This is an approximate value for 2020 based on data from only 34 states. No precise global data is available yet. See [Report of the Secretary General on Progress towards the SDGs \(E/2021/58\)](#).

⁷ No sex-disaggregated data is currently available, but there are indications that women are more likely to be victims of discrimination than men. See [Report of the Secretary General on Progress towards the SDGs \(E/2021/58\)](#)

<i>Indicator</i>	<i>Baseline</i>	<i>Target</i>	<i>Source</i>
<i>Supporting governments and duty bearers</i>			
% of UNCTs that have in the past year facilitated follow-up of the UPR recommendations by the Government	59% (2020) ⁸	95% (2025)	QCPR 1.4.8.b; DCO, OHCHR (IMS: D.1.1.6.2)
% of UNCTs that have in the past year facilitated follow-up of the treaty bodies recommendations by the government	72% (2020) ⁹	80% (2025)	QCPR 1.4.8.d; DCO, OHCHR (IMS: D.1.1.10.3)
% of UNCTs that have in the past year facilitated follow-up of the recommendations of special procedures mandate holders by Government	48% (2020) ¹⁰	55% (2025)	QCPR 1.4.8.d; DCO, OHCHR (IMS: D.1.1.15.3)
% of programme country Governments that agree that the UN contributes substantially to identify the situation of the poorest, most vulnerable, and those furthest behind	<i>TBD</i>	<i>Pending baseline 2021</i>	QCPR 1.4.1.i.; DESA (PCG survey)
% of programme country Governments that agree that the UN contributes substantially to address the development needs of the poorest, most vulnerable, and those furthest behind	<i>TBD</i>	<i>Pending baseline 2021</i>	QCPR 1.4.1.ii.; DESA (PCG survey)
<i>Empowering right holders</i>			
% of UNCTs that have structured engagement with civil society groups throughout the programming cycle	<i>TBD (2021)¹¹</i>	<i>Pending baseline 2021</i>	QCPR 3.7.3.; DESA (RC/UNCT survey)
<i>UN analysis</i>			
% of CCAs conducted in the past year that thoroughly maps relevant international human rights obligations and commitments made by the country	<i>TBD (2021)</i>	<i>Pending baseline 2021</i>	QCPR 1.4.9, OHCHR
% of RCs that confirm receiving adequate support on human rights by the UNDS in delivering on the promise to leave no one behind through a human rights lens in prevention, response and recovery plans	<i>TBD (2021)</i>	<i>Pending baseline 2021</i>	QCPR 1.4.11.vii, DESA (RC/UNCT survey)
% of current CCAs that include recommendations from UPR, treaty bodies, and special procedures as a core component of its analysis (<i>unweighted average</i>) ¹²	72% (2020)	80% ¹³ (2025)	DCO IMS D.1.1.23
<i>UN Cooperation Frameworks</i>			
% of CFs developed in the past year that addresses programme countries' capacities gap in meeting their human rights obligations	<i>TBD (2021)</i>	<i>Pending baseline 2021</i>	QCPR 1.4.10, OHCHR
% of current UNDAFs/CFs that link outcomes with specific recommendations from the UPR	80% (2020)	100% (2025)	DCO IMS D.1.1.24
% of current UNDAFs/CFs that link outcomes with specific recommendations from the Treaty Bodies	76% (2020)	80% (2025)	DCO IMS D.1.1.24
% of current UNDAFs/CFs that link outcomes with specific recommendations from the Special Procedures	52% (2020)	70% (2025)	DCO IMS D.1.1.24

⁸ 2020 data from DCO IMS

⁹ 2020 data from DCO IMS

¹⁰ 2020 data from DCO IMS

¹¹ In case data for this QCPR indicator are not available in time, indicators from the existing DCO IMS on support to civil society engagement with HR mechanism will be used instead

¹² The indicator should be also disaggregated and reported on by the % for UPR, treaty bodies, and special procedures. For the baseline in 2020, this is 80% (UPR), 76% (treaty bodies), and 58% (special procedures)

¹³ Based on 100% UPR; 80% treaty bodies and 60% special procedures.

% of UNCTs that have carried out joint ¹⁴ advocacy initiatives focused on ensuring respect for and protection of human rights ¹⁵ in the past year	<i>TBD (2021)</i>	<i>Pending baseline 2021</i>	DCO IMS D.1.1.5
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Output 1. By 2025, the UNDS has advanced policy coherence, thought leadership, and knowledge creation and management on HR in development [**thematic area: global level work**]

<i>Indicator</i>	<i>Baseline</i>	<i>Targets</i>	<i>Source</i>
Number of inter-agency engagements ¹⁶ to generate thought leadership, knowledge or policy messaging convened with the support of the Fund (<i>cumulative</i>)	0 (2020)	2 (2022), 4 (2023), 6 (2024), 6 (2025)	Annual reports of HR Mainstreaming Trust Fund
Number of joint, inter-agency knowledge products on human rights in development ¹⁷ supported by the Fund (<i>cumulative</i>)	1 (2020)	3 (2022), 5 (2023), 7 (2024), 9 (2025)	Annual reports of HR Mainstreaming Trust Fund
Extent of knowledge sharing as measured by the number of page views of the UNSDG Knowledge Portal on HR and LNOB per year	0 ¹⁸ (2020)	1,000 (2022), 1,500 (2023), 2,000 (2024), 2,200 (2025)	UNSDG Knowledge Portal web analytics
Number of peer-to-peer engagements with an explicit knowledge sharing objective supported by the Fund, at global and regional levels ¹⁹ (<i>cumulative</i>)	0 (2020)	3 (2022), 5 (2023), 7 (2024), 9 (2025)	Annual reports of HR Mainstreaming Trust Fund
Indicative pipeline proposals			
<ul style="list-style-type: none"> To generate HR thought leadership and promote system-wide policy coherence on human rights mainstreaming in development²⁰ To ensure effective information exchange and learning through knowledge management and peer-to-peer support on human rights mainstreaming across the UNDS 			

Output 2. By 2025, RCs and UNCTs have necessary capacities, knowledge, skills, guidance and tools to apply HRBA, putting HR at the core of analysis, programming and advocacy, including to further the implementation of the C2A [**thematic area: UNCTs**]

<i>Indicator</i>	<i>Baseline</i>	<i>Targets</i>	<i>Source</i>
% of RCs that confirm receiving adequate support on human rights by the UNDS in elaborating or updating their CCA	<i>TBD (2021)</i>	<i>Pending baseline 2021</i>	QCPR 1.4.11.a; DESA (RC/UNCT survey)
% of RCs that confirm receiving adequate support on human rights by the UNDS in developing or reviewing their CF	<i>TBD (2021)</i>	<i>Pending baseline 2021</i>	QCPR 1.4.11.b; DESA (RC/UNCT survey)
% of RCs that have indicated that UNCT members consult with them on exceptional and sensitive cases related to their normative agenda	88% (2019)	90% (2022), 92% (2023),	QCPR 3.2.8; DESA (RC/UNCT survey)

¹⁴ Defined as with participation of at least 2 UN entities

¹⁵ This includes a) an engagement with human rights mechanisms (ratification of human rights instruments, invitations to special procedures, participation in country reviews), b) alignment of national laws, policies and practices with international human rights norms and standards, protection of human rights defenders and of civic space (including the participation of civil society in policy-making), d) respect for the rights of specific groups and/or awareness-raising of their contribution to the country's development, e) enhancing national institutional capacities to promote and protect human rights (including NHRIs, NHRAPs and National Mechanisms for Reporting and Follow-up)

¹⁶ Such as global or regional meetings, consultations, workshops, policy research/papers; for example, under the *Call to Action*

¹⁷ Such as common messages, publications, audio-visual products.

¹⁸ The portal had a soft launch only in March 2021. For the first two quarters, it had 801 page views.]

¹⁹ Includes engagements that may be convened under other Outputs.

²⁰ through strategic-level inter-agency workshops and policy retreats, Frontier Dialogues and other fora

		94% (2024), 96% (2025)	
% of UNCTs that have been trained on HRBA per year	37% (2020) ²¹	50% (2022), 60% (2023), 70% (2024), 75% (2025)	DCO IMS D.1.1.2
Indicative pipeline proposals			
<ul style="list-style-type: none"> To provide expert advice on integrating human rights, LNOB and GEWE in country-level work and leverage regional processes and capacities through HR advisory support at the regional level To strengthen RCs with HR leadership and diplomacy capacities through peer-to-peer exchange To support RCs/UNCTs in integrating economic and social rights into CCAs and CFs through the Surge Initiative To strengthen knowledge and skills of the UNDS on HRBA, LNOB and Gender Equality and Women's Empowerment including through roll out of the updated HRBA Common Learning Package To provide UNCTs with tailored and timely support on enhancing reporting capacities and data for HR in development To provide RCs/HCs and UNCTs with tailored and timely support²² to address urgent or emerging HR priorities, including for CF development and early warning and preventive action 			

Output 3. By 2025, an increased number of Human Rights Advisers have provided RCs and UNCTs with capacities to put HR at the centre of their work **[thematic area: HRAs]**

<i>Indicator</i>	<i>Baseline</i>	<i>Targets</i>	<i>Source</i>
No. of RCs/UNCTs that have the support of a Human Rights Adviser	43 (2020) ²³	54 (2022), 60 (2023), 66 (2024), 72 (2025)	OHCHR
% of UNCTs that have in the past year completed a human rights analysis	77% (2020) ²⁴	85% (2022), 90% (2023), 90% (2024), 90% (2025)	QCPR 1.4.7.i; DCO IMS D.1.1.3
% of UNCTs that have developed a strategy to address the issues identified in the human rights analysis ²⁵ and taken subsequent action to address the issues set out in the human rights analysis	66% (2020) ²⁶	75% (2022), 77% (2023), 80% (2024), 83% (2025)	QCPR 1.4.7.ii; D.1.1.3
% of UNCTs with an HRA that have supported the government in mainstreaming human rights into national development policies and programmes	91% (2020)	93% (2022), 95% (2023), 95% (2024), 95% (2025)	DCO data and IMS D1.1.4
% of UNCTs with an HRA reporting that current CCAs include recommendations from UPR, treaty bodies, and special procedures as a core component of its analysis (<i>unweighted average</i>) ²⁷	84% (2020)	90% (2022), 92% (2023), 95% (2024), 97% (2025)	DCO data and IMS D1.1.23
% of UNCTs with an HRA reporting that UNDAFs/CFs link outcomes with recommendations from UPR, treaty bodies and special procedures (<i>unweighted average</i>)	74% (2020)	80% (2022); 83% (2023); 86% (2024), 89% (2025)	DCO data and IMS 1.1.24
Indicative pipeline proposals			

²¹ 75% in 2018; 45% in 2019

²² E.g., short-term capacities, funding, peer exchange

²³ 34 (2018), 39 (2019)

²⁴ 2020 data from DCO IMS; 55% (2019); 47% (2015)

²⁵ Refers to a HR analysis in the CCA, a Human Rights Up Front Analysis, a Human rights due diligence policy analysis, a Thematic Human rights issue analysis, or UNCT input into the UPR, Treaty bodies, and/or Special Procedures reporting (see DCO IMS Q.04.01.01.03.)

²⁶ 2020 data from DCO IMS; 55% in 2018; 50% in 2019

²⁷ The indicator can be also disaggregated and reported on by the % for UPR, treaty bodies, and special procedures. For the baseline in 2020, this is 93% (UPR), 91% (treaty bodies), and 67% (special procedures)

<ul style="list-style-type: none"> To provide RCs and UNCTs with advice, information and tools on positioning human rights strategically at country level through Human Rights Advisers
<ul style="list-style-type: none"> To strengthen the support provided by HRAs through capacity building (eg. thematic), knowledge management and knowledge sharing between HRAs and UNCTs, UN agencies, funds and programmes and other UN system partners.

Output 4. By 2025, with support of RCs/UNCTs, national & local governments and NHRIs have stronger capacities to engage with HR mechanisms and integrate HR in development, and human rights defenders, civil society and communities have strengthened capacity and platforms for meaningful participation and advocacy [**thematic area: UNCT partners**]

Indicator	Baseline	Targets	Source
<i>Governments</i>			
% of RCs that confirm receiving adequate support on human rights by the UNDS in assisting the country in their engagement with international human rights mechanisms (UPR, treaty bodies, special procedures) and the use of their recommendations;	TBD (2021)	Pending baseline 2021	QCPR 1.4.11.iii; DESA (RC/UNCT survey)
% of RCs that confirm receiving adequate support on human rights by the UNDS in building and strengthening of national capacities and institutions for the promotion and protection of human rights	TBD (2021)	Pending baseline 2021	QCPR 1.4.11.vi; DESA (RC/UNCT survey)
% of RCs that confirm receiving adequate support on human rights by the UNDS in support to national partners on the domestication and ratification of international treaties and alignment of laws, policies and practices with standards	TBD (2021)	Pending baseline 2021	QCPR 1.4.11.v; DESA (RC/UNCT survey)
% UNCTs that have supported the government in mainstreaming human rights into national development policies and programmes in the past year	85% (2020)	89% (2022), 90% (2024), 91% (2025) ²⁸	DCO IMS D1.1.4
<i>NHRI</i>			
% of UNCTs in countries with a NHRI that have engaged with the NHRI as a partner in the past year	96% ²⁹ (2020)	98% (2022), 99% (2023), 100% (2024), 100% (2025)	DCO IMS D1.1.20.1
<i>Civil society</i>			
% of UNCTs that have reported supporting civil society to develop inputs or reports for the UPR or treaty bodies , or supporting civil society to interact with the Special Procedures per year	69% (2020)	72% (2022), 74% (2023), 76% (2024), 78% (2025)	DCO IMS D1.1.8
% of UNCTs that regularly assess risks and threats to civil society actors from different groups and backgrounds, including human rights defenders, journalists and trade unionists	TBD (2021)	Pending baseline 2021	DCO IMS D1.1.22
% of UNCTs that have contributed to an enabling environment for civic space online and offline in partnership with civil society, in the past year	TBD (2021)	Pending baseline 2021	DCO IMS D1.1.21
% of dedicated catalytic activities that includes building the capacity of human rights defenders as a priority, per year	n/a ³⁰ (2020)	25% (2022), 35% (2023), 40% (2024), 45% (2025)	Annual analysis of project proposal forms by the Secretariat ³¹
Indicative pipeline proposals			

²⁸ TBC based on funding request

²⁹ 101 out of 105 countries that have a NHRI

³⁰ The HRM Fund has not yet started to fund dedicated catalytic activities in 2021.

³¹ The Secretariat will use a simple checklist to determine if project proposals include building the capacity of human rights defenders as a priority

<ul style="list-style-type: none"> To provide direct funding and catalytic support to UNCTs for engaging and follow-up on the recommendations of human rights mechanisms, and integrating human rights into SDG responses³² and SDG planning and programming
<ul style="list-style-type: none"> To provide direct funding and catalytic support for strengthened UNCT engagement with NHRIs on SDG planning and programming
<ul style="list-style-type: none"> To provide direct funding and support to UNCTs to jointly engage and build capacities of civil society and communities, including platforms for their meaningful participation and advocacy³³

Fund's Operational Effectiveness

Work Stream	Indicators	Baseline	Targets ³⁴
Use of Resources	Cumulative delivery rate as at 31 December	68% ³⁵ (2020)	70% (2025)
	Number of UN organizations that received funds transferred (accumulative)	2 (2020)	6 (2025)
	Number of dedicated catalytic activities ³⁶ supporting integrated approaches by UNCTs that have been funded (accumulative)	26 (2020)	100 (2025)
	% of HRAs deployed that are female (yearly)	59% (2020)	50% or more (2025)
Resource Mobilization and Communication	Volume of resource mobilized annually (in USD)	3,045,493 (2020)	TBC (2025)
	Number of HRM Fund contributors	6 (2020)	10 (2025)
	Number of formal strategic dialogues of Steering Committee with donors/partners (cumulative)	0 (2020)	4 (2025)
	Number formal engagements of the Steering Committee with donors or potential donors/partners ³⁷ (cumulative)	0 (2020)	8 (2025)
	Communications strategy tracked annually	No ³⁸ (2020)	Yes (2022-2025)
Monitoring & Evaluation	M&E framework updated annually	No ³⁹ (2020)	Yes (2022-2025)
	Annual % financial delivery ⁴⁰	68% (2020)	70% (2022-2025)
	% of projects operationally closed within 6 months of end date (cumulative)	48% (2020)	67% (2022-2025)
	% of approved project proposals that apply the gender equality marker ⁴¹	0 (2020)	100% (2022-2025)

³² Including VNRs

³³ Funding may be linked to thematic priorities, such as under Call to Action areas – eg. right to a healthy environment, civic space, etc.

³⁴ Will depend on available resources and will be adjusted accordingly

³⁵ HRM Fund delivery rate and targets reflect the planned transfer of significant funds to OHCHR in the 4th quarter to cover HRA Programme costs in the coming year. This reduces the overall Fund delivery rate as at 31 December each year.

³⁶ Defined as funding that has been transferred to country level, including sub-elements of global and regional programmes and seed funds.

³⁷ Fund reports, Fund communications materials, formal events or engagements (outside of annual strategic dialogues with current donors)

³⁸ No communication strategy existed for the Fund in 2020

³⁹ No M&E framework existed for the Fund in 2020.

⁴⁰ Due to the nature of Output 3, significant funds are transferred near the end of one calendar year for salaries for the following year. Annual financial delivery targets are accordingly set lower to accommodate this.

⁴¹ Subject to MPTFO fund management platform including this functionality (refer: <https://unsdg.un.org/sites/default/files/2019-09/UNCT%20GEM%20UN%20INFO%20final%20draft%20June%202019.pdf>)

ANNEX III – HUMAN RIGHTS ADVISERS - EXAMPLE JOB DESCRIPTIONS

[Human Rights Adviser P5](#)

[Human Rights Adviser P4](#)

[National Human Rights Adviser](#)