HUMAN RIGHTS MAINSTREAMING FUND

Final Narrative Report
2011-2024

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1. EXECUTIVE SUMMARY

The Human Rights Mainstreaming Fund (HRM Fund) has been pivotal in embedding human rights into the core strategies and operations of the United Nations development system (UNDS) in line with global commitments and UN mandates. Since its inception in 2011[1], the HRM Fund has significantly contributed to the strengthening and capacity-building of the UN system, Member States and national development partners through policy changes, country programming support for national human rights systems, capacity-building, and the implementation of human rights-based approaches. The Fund has assisted UN agencies and Member States in their obligations to uphold human rights. This report outlines the purpose, achievements, best

practices, key lessons and overall impact of the HRM Fund from 2011 to 2024.

The HRM Fund achieved substantial milestones in promoting human rights within the UNDS. It has supported the integration of human rights into the policies and operations of the UNDS, strengthening the assistance the United Nations provides to governments in operationalizing the 2030 Agenda for Sustainable Development; these steps align with international human rights obligations and commitments, including to advance gender equality and women's empowerment (GEWE) and leave no one behind (LNOB)[2]. The Fund has also played a crucial role in strengthening UN assistance to and

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[1] The Fund's purpose, in its first memorandum of understanding, was "to support the implementation of objectives and priorities of the United Nations Development Group Human Rights Mainstreaming Mechanism (UNDG-HRM), established by the UNDG Principals on 30 November 2009, to further institutionalize the mainstreaming of human rights into UN operational activities for development by further strengthening system-wide coherence, collaboration and support for UNRCs and the UNCTs on human rights mainstreaming, as well as to strengthen the coherence of UN responses to national priorities, thus ensuring strong national ownership and capacity to fulfill human rights obligations. The multi-donor trust fund (MDTF) will support strategic activities at global, regional and country level that ultimately contribute to the *transformational change and/or impact* at the country level."

[2] The role of the United Nations in supporting its Member States to meet their obligations is outlined in the Quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system (A/RES/67/226, A/RES/71/243, A/RES/75/233).

partnerships with regional and national partners, including national human rights institutions, civil society and human rights defenders.

The impact of the HRM Fund on the UNDS has been profound. However, the Fund's undercapitalization precluded meeting the full demand that was demonstrated across the system at country, regional and global levels. By providing policy guidance and strategic support, as well as technical capacities and support through global inter-agency initiatives and the deployment of Human Rights Advisers (HRAs) in 56 countries, the Fund has enabled UN country teams (UNCTs) and Resident Coordinators (RCs) to implement human rights-based approaches more effectively in their analysis, advocacy and programming. This has led to more inclusive and sustainable development outcomes, as countries are better equipped to meet their human rights obligations through the assistance provided by UNCTs. The Fund also fostered greater collaboration and coherence within the UN system, promoting a unified and coherent approach to human rights and development. This included significant policy contributions through the United Nations Development Group/United Nations Sustainable Development Group (UNDG/UNSDG) inter-agency human rights coordination mechanisms and the additional technical support and capacities of the Technical Secretariat hosted by the Development Coordination Office (DCO). The Fund also contributed to inter-agency programming in the area of human rights and was an effective mechanism as a platform for increased human rights programming, albeit with limited funds overall for this specific engagement.

Throughout its period of operation, the Fund remained the only inter-agency pooled fund dedicated to the integration of human rights in the work of the UNDS. It provided catalytic resources and support to the UNSDG entities, RCs and UNCTs, drawing on the expertise and mandates of UNDS entities and other resources available, to advance joint efforts to put human rights at the centre of United Nations development efforts at global, regional and country levels, in line with governments' requests. Through strategic interventions with relatively modest funding, the HRM Fund has strengthened the ability of the United Nations to uphold human rights and support Member States in their development efforts. The lessons learned and best practices identified through the Fund's initiatives will continue to inform and enhance future human rights mainstreaming and operational activities in development[3] efforts across the UN system and in support of Member States obligations at global, regional and country levels. The HRM Fund's legacy is a more robust and human rights-oriented UNDS, committed to ensuring dignity, equality and justice for all.

Notwithstanding the increasing clarity in mandates of the UNDS to support countries to implement their human rights obligations as a critical tool for achieving sustainable development (QCPR, 2012; 2016; 2020), the recognition of the value of pooled funds for achieving the vision of the UNDS repositioning, and the unmet demand from Member States and UNCTs for additional support including HRAs, the number of Member States contributing to the Fund remained limited (total seven Member States).

The Steering Committee (SC) members expressed their commitment to continue collaborating. However, the closure of the HRM Fund has created a significant gap in the existence of an inter-agency coordination mechanism and availability of dedicated flexible funding. This gap will hinder the UNDS's ability to collectively respond to Member States' requests for assistance in meeting their human rights obligations as outlined in the 2020 Quadrennial comprehensive policy review (QCPR).

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[3] In the 2005 World Summit Outcome the United Nations was mandated to mainstream human rights (A/RES/60/1 para 126—"We resolve to … support the further mainstreaming of human rights throughout the United Nations system"). The 2024 Pact for the Future (A/RES/79/1) affirmed that sustainable development and the realization of human rights and fundamental freedoms are interdependent and mutually reinforcing.

FIGURE 1. DIRECT AND IN-COUNTRY SUPPORT, 2011-2024

Legend:
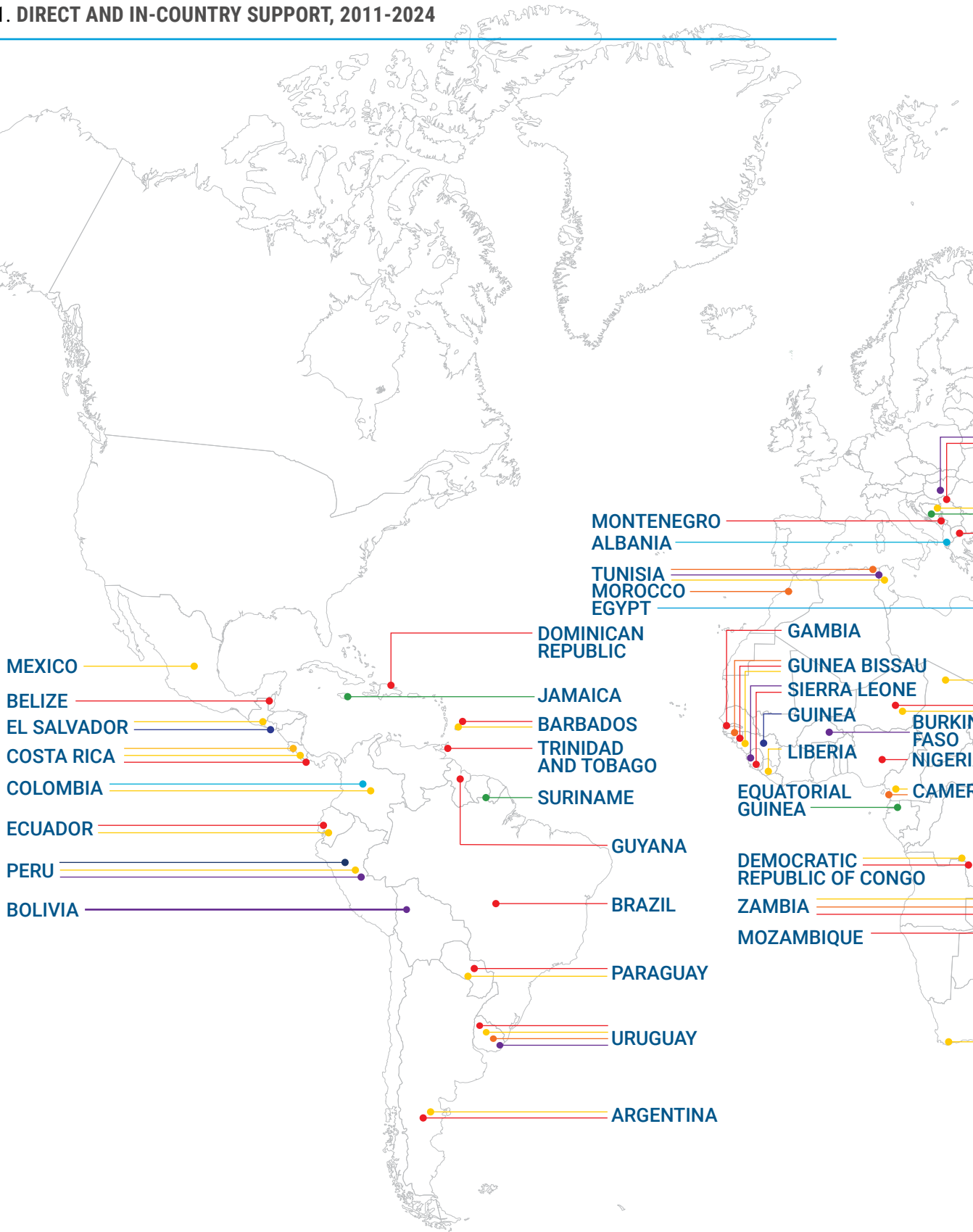
- ● HRA PROGRAMME (MULTIPLE YEARS, UNTIL 2024)
- ● HRA PROGRAMME (UNTIL 2022 AND MID-2024)
- ● HRA PROGRAMME (DISCONTINUED, CONVERTED INTO A TECHNICAL MISSION)
- ● SURGE INITIATIVE
- ● UNDP-OHCHR PARTNERSHIP TO ADVANCE HUMAN RIGHTS & SUSTAINABLE DEVELOPMENT (SEED FUND)
- ● UNDP-OHCHR PARTNERSHIP TO ADVANCE HUMAN RIGHTS & SUSTAINABLE DEVELOPMENT (SUPPORT FOR HUMAN RIGHTS INDICATORS)
- ● COUNTRY-LED CATALYTIC INITIATIVES OF THE UNSDG OPERATIONAL GUIDE ON LNOB

KAZAKHSTAN

SERBIA
UKRAINE
MONGOLIA
REPUBLIC OF MOLDOVA
BOSNIA AND HERZEGOVINA
NORTH MACEDONIA
SOUTHERN CAUCASUS
UZBEKISTAN
TURKEY
TAJIKISTAN
PAKISTAN
JORDAN
NEPAL
BANGLADESH
CHAD
MYANMAR
NIGER
LAO PDR
SUDAN
CAMBODIA
SOUTH SUDAN
PHILIPPINES
SOMALIA
SRI LANKA
KENYA
MALAYSIA
UGANDA
INDONESIA
RWANDA
BURUNDI
PAPUA NEW GUINEA
TANZANIA
MALAWI
MADAGASCAR
SAMOA
ZIMBABWE
BOTSWANA
ESWATINI
LESOTHO
SOUTH AFRICA
MALDIVES
TIMOR LESTE

PARTICIPATING UN ORGANIZATIONS (PUNOs) AND STEERING COMMITTEE MEMBERS

Office of the United Nations High Commissioner for Human Rights

United Nations Development Programme

United Nations Educational, Scientific and Cultural Organization

United Nations Population Fund

United Nations Children's Fund

United Nations Entity for Gender Equality and the Empowerment of Women

International Labour Organisation

United Nations System Staff College

United Nations Development Coordination Office

United Nations MPTF Office

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Irish Aid

Sida

Swiss Agency for Development and Cooperation

2. INTRODUCTION: MAINSTREAMING HUMAN RIGHTS IN THE UN DEVELOPMENT SYSTEM AND ROLE OF THE FUND
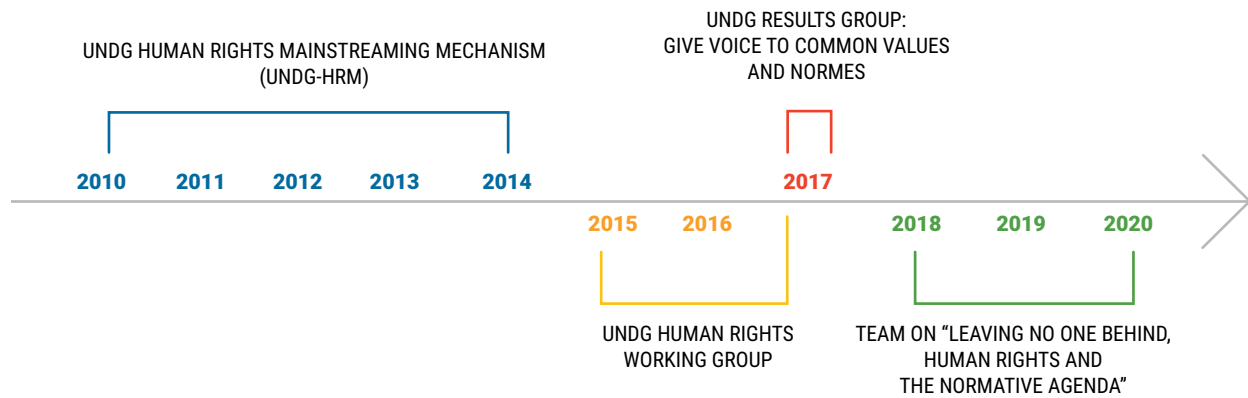
Encouraging respect for human rights is a fundamental purpose of the United Nations under its Charter. All agencies and organizations within the UN system, each with their own unique mandate, are committed to the common values and purpose of the UN Charter, contributing directly and indirectly towards the realization of human rights. Member States have recognized the importance of system-wide coherence by strengthening the linkages between the normative work and operational activities of the UN system and have increasingly used explicit language to highlight the important role of the United Nations in assisting governments with the implementation of human rights for sustainable development.

Mainstreaming of human rights within the UN system has 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 United Nations at the country level (Action 2)

and at the follow-up Global Action 2 inter-agency programme (2004–2008). In 2008, the United Nations Secretary-General tasked the Office of the High Commissioner for Human Rights (OHCHR) and the Chair of the UNDG to initiate "an interagency process to explore the modalities to further strengthen system-wide coherence, collaboration and support for resident coordinators (RCs) and UN country teams (UNCTs) in mainstreaming human rights, taking into account lessons learned from Action 2". The establishment of the UNDG Human Rights Mainstreaming Mechanism (UNDG -HRM) in 2009 was the direct response to this directive. This dedicated, inter-agency coordination mechanism at a global level enabled the UNDG to consolidate the achievements of the Action 2 programme from 2004–2008 as well as those from various workstreams under other existing UNDG Working Groups and provided a platform for inter-agency collaboration to strengthen policy coherence and operational support to UNCTs.

FIGURE 2: HUMAN RIGHTS MAINSTREAMING FUND HEADQUARTERS LANDSCAPE:

The structure of the UNDG/UNSDG human rights interagency coordination mechanisms from 2010–2020

UNDG HUMAN RIGHTS MAINSTREAMING MECHANISM
(UNDG-HRM)

UNDG RESULTS GROUP:
GIVE VOICE TO COMMON VALUES
AND NORMES

2010 2011 2012 2013 2014   2017

2015 2016   2018 2019 2020

UNDG HUMAN RIGHTS
WORKING GROUP

TEAM ON "LEAVING NO ONE BEHIND,
HUMAN RIGHTS AND
THE NORMATIVE AGENDA"

The associated Human Rights Mainstreaming (HRM) Fund was established in 2010 to support the implementation of objectives of the UNDG[4] HRM, institutionalizing the mainstreaming of human rights into UN operational activities for development. It aimed to further strengthen system-wide coherence, collaboration, and support for RCs and UNCTs on human rights mainstreaming, as well as to enhance the coherence of UN responses to national priorities, thus ensuring strong national ownership and the capacity to fulfil human rights obligations. The Fund aimed to support strategic activities (from policy to programmatic support, including capacity-building) at global, regional and country levels that ultimately contribute to transformational change and/or impact at the country level.

While the Fund's Terms of Reference (ToR) evolved over time to reflect significant changes in the operating environment[5] – including the endorsement of the 2030 Agenda and the United Nations development system (UNDS) repositioning (A/RES/72/279) – its key functions remained substantively constant :

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 senior policy retreats, a Frontiers Forum and Frontier Dialogues, joint knowledge management products and fora for peer-to-peer learning and support.

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[4] Established by the Secretary-General in 1997, the UNDG was set up to design system-wide guidance to coordinate, harmonize and align UN development activities. The purpose of UNDG was to strengthen the UNDS at the country level, preparing it to meet future challenges and ensuring that operations are conducted in accordance with mandates from UN governing bodies such as the General Assembly. In 2008, UNDG was incorporated as one of three pillars of the UN System Chief Executives Board for Coordination (CEB). In 2017 as part of the UN reform process, the UNDG was re-positioned as the UNSDG, with its own dedicated Secretariat, the Development Coordination Office (DCO). The UNSDG Secretariat provides technical and advisory support to the UNDS in the implementation of the QCPR through improving the functioning of the UNDS, supporting resource mobilization for system-wide financing priorities, and facilitating inter-agency programmatic and policy collaboration and partnership for achievement of the 2030 Agenda.

[5] Purpose of the Fund as outlined in the original ToR of the Fund (dated 21 October 2010): http://mptf.undp.org/document/download/10163. This was updated in February 2019 to reflect changes in the UNDG/UNSDG working mechanisms but was not changed significantly. The ToR was further revised in 2021 to reflect the management response to the independent evaluation recommendations, including the revitalization of its mission and adoption of a multi-year results framework.

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 (Call to Action) launched in 2020 – through initiatives such as human rights leadership support for RCs, training of UNCTs on the human rights-based approach (HRBA), surge specialized 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 (HRA) Programme.

4. Provide direct funding and catalytic support to RCs and UNCTs to strengthen support and partnership with governments and national human rights institutions (NHRIs) on engaging with human rights mechanisms and integrating human rights in development, and strengthening the capacities and platforms for engagement of human rights defenders, civil society and communities.

A key objective of the Fund – further reinforced by the objectives and priorities of the UNDG/UNSDG human rights mainstreaming coordination mechanisms – was supporting policy coherence at headquarters level in order to strengthen system-wide coherence and collaboration on human rights mainstreaming at the country level. As the Member State mandates and the UN's policies and structures changed over the period of the Fund's operations, the Fund supported proactive policy, operational and programmatic processes to influence and support the integration of human rights in the development system – through inter-agency programmes requiring financial support and through the coordinated technical engagements of the inter-agency Steering Committee (SC) with support from the Fund Secretariat. For example,

the Fund supported the UNDG to integrate and implement relevant elements of the Human Rights up Front initiative (launched by the Secretary-General in 2013) as part of the UNDG workplan and its UNDG Human Rights Working Group.

More recently, in 2021, the Fund's ToR were revised to align the Fund to the evolving needs of the UNDS in mainstreaming human rights, articulating the Fund's role in support of the 2030 Agenda and including explicit outputs relating to the support of the implementation of the Secretary-General's Call to Action. This revision also recast the Fund's overall goal, vision and mission and elaborated a new outcome and outputs for the period 2022-2025.

The Fund's impact was significant, as confirmed by an independent evaluation conducted in 2020, which noted that it:

- fostered improved **policy coherence**, **joint actions**, and **results**

- **built the capacity of the UNDS** to implement the guiding principles of the HRBA, leaving no one behind (LNOB), and gender equality and women's empowerment (GEWE)

- provided c**rucial support to governments and other partners** at country level

The Fund's investments were also recognized for contributing to prevention and resilience efforts, and implementation of the Secretary-General's Call to Action – including human rights in sustainable development, rights in times of crisis, gender equality and the rights of women, public participation, and civic space.

The Fund's setup promoted coherence and coordinated actions at all levels of the UNDS, including through the inter-agency governance structure of the Fund embedded within the UNDG/UNSDG architecture and the nature of the projects approved for implementation by the Participating UN Organizations of the Fund. The Technical Secretariat of the Fund was strategically hosted by the Development Coordination Office (DCO)

and its predecessor, the Development Operations Coordination Office/DOCO[6]. This enabled the Technical Secretariat to facilitate linkages with the inter-agency policy fora and coordination mechanisms of the UNDS, and with the RC System and UNCTs – effectively creating a strong bridge and support which furthered UN coherence. In the early years of the Fund, the Technical Secretariat, through the technical and coordination capacities it provided to the UNDG/UNSDG inter-agency human rights coordination mechanisms, played a pivotal role in advancing the human rights agenda within the UNDS.

[6] DOCO from 1997 until the 2018 Repositioning of the UNDS (A/RES/72/279).

3. SUMMARY RESULTS

3.1. SDG ACHIEVEMENTS

With the enabling environment through the UN reform and Quadrennial comprehensive policy review (QCPR), including through the support to the inter-agency human rights mainstreaming mechanisms of the UNDG[7], the Fund contributed to interagency efforts to proactively support the integration of human rights language and priorities within Member State-led development processes, including dialogues that informed the efforts to achieve the Millenium Development Goals (MDG), the development of the 2030 Agenda and the QCPR resolutions.

In particular, the Fund supported the UNDG's human rights coordination structures as inter-agency platforms for dialogue and policy coherence when providing important support to raise awareness of the criticality of human rights in relation to the 2030 Agenda. In the lead-up to the negotiations on the 2030 Agenda, and prior to its endorsement, the Fund supported several senior-level policy retreats to define a common vision and strategy to strengthen policy coherence and joint advocacy for integrating human rights into global development agendas, including the QCPR, Rio+20 (2012 United Nations

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[7] Effective January 2015, the UNDG-HRM was transformed into the UNDG Human Rights Working Group (HRWG), in line with an overall revision of the UNDG working mechanisms. The HRWG then became the standing senior-level body on human rights within the UNDG, and served as the SC of the Fund. In February 2017, the UNDG realigned the existing Working Groups to more closely reflect the current Strategic Priorities of the UNDG. Through this decision, the HRWG and the members of the HRWG were integrated into a Results Group "Give Voice to Common Values and Norms" (RG VVN). From April to December 2017, the UNDG RG VVN served as the SC of the Fund. As a result of the UNDS reforms and re-structure of the UNSDG and its working arrangements in 2017/2018, the UNSDG body serving as the Fund SC in 2017 - the RG VVN – was dissolved at the end of 2017. Under the new architecture, agreed by the UNSDG Principals on 2 May 2018, there was no equivalent Results Group dedicated primarily to human rights mainstreaming. Accordingly, a separate, inter-agency SC was established for the Fund to ensure operational efficiency and stability. The SC was guided by the policy priorities and workplan of a Task Team on Leaving No One Behind, Human Rights and the Normative Agenda, which operated under the UNSDG from 2018 to 2021.

Conference on Sustainable Development in Rio) and the post-2015 development agenda.

At the request of Member States, the Fund Secretariat facilitated the participation of the inter-agency coordination mechanism in a dialogue on the HRBA in the context of the QCPR intergovernmental process, which contributed to stronger language on human rights in development in QCPR resolution (A/RES/67/226, 2012). This marked the first time that the need for strengthening the normative and operational linkages within the UNDS was stressed.

This progress was also seen in the 2030 Agenda, with Member States emphasizing that the world we strive for is one of "universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination". With its transformative ambition and universal applicability, the 2030 Agenda challenges the United Nations to remain steadfast in ensuring the Sustainable Development Goals (SDGs) are implemented in accordance with international law, through an integrated and comprehensive approach which ensures that no one is left behind, requiring all members of the UN family — development, humanitarian, political, peace and security and human rights — to find better ways of working together across the pillars to prevent and address crises, human rights violations and the denial of human dignity.

Following the endorsement of the 2030 Agenda, the Fund provided catalytic and cost-effective support to UNCTs to respond to the expectations of Member States for assistance in implementing human rights to achieve sustainable development and translate into reality the pledge to leave no one behind and reach the furthest behind first. In this regard, the Fund's support facilitated the collaborative engagement of UN entities, RCs and UNCTs in applying the full breadth of the UN's mandate and normative authority on human rights to strengthen their support to Member States "in a manner that is

consistent with the rights and obligations of States under international law"[8]. Specifically, it supported: piloting the LNOB Guide in three countries (Tunisia, Cameroon, Nepal); e-learning courses with the United Nations System Staff College (UNSSC), which contributed to the integration of a human rights-based approach to LNOB in all UNCT work (covering all SDGs), and with special focus on SDGs 5 (achieve gender equality and empower all women and girls) and 10 (reduce inequality within and among countries). And the support to strengthening partnerships between National Statistics Offices (NSOs) and NHRIs for more accountable institutions and HRBA to data, through the work of the HRAs and the United Nations Development Programme (UNDP)-OHCHR partnership (covering all SDGs and with special attention to SDG 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels). Essentially, as 92 per cent of the 169 SDG targets are linked to international human rights instruments[9], all investments of the Fund contributed towards the achievement of the SDGs.[10]

The HRM Fund also contributed towards the implementation of the **Secretary-General's Call to Action**, which seeks transformative change and emphasizes that human rights underpins the work of the United Nations across its three pillars. One of the areas of engagement was Human Rights at the Core of Sustainable Development, for which support to RCs/Humanitarian Coordinators (HCs) and UNCTs is essential. The Fund initiatives supported the implementation in this thematic area including on the Voluntary National Review (VNR), Universal Periodic Review (UPR), gender equality and equal rights for women, rights in times of crisis, rights of future generations and public participation and civic space. The Fund-supported advisory capacities for RCs and UNCTs, system-wide guidance and capacity-building tools, and catalytic technical and financial support

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[8] The 2030 Agenda, para 18.

[9] See e.g., www.ohchr.org/Documents/Issues/HRIndicators/SDG_Indicators_Tables.pdf

[10] The impact level indicators in the Fund's results matrix for 2022—2025 incorporated seven of the most relevant SDG target indicators from Goals 5, 10 and 16. Starting in 2022, all proposals were required to identify the contribution to at least one specific SDG.

to RCs and UNCTs, enabled UN staff to put human rights at the core of the UN's sustainable development support to countries. Annex 6.4 on Fund projects provide details on country-specific support.

The Secretariat continued to support the inter-agency human rights coordination mechanism in the 2016 QCPR (A/RES/71/243) and 2020 QCPR (A/RES/75/233) processes, including the UNSDG portal called UN INFO[11], which features data analysis and message development for the annual Secretary-General reporting on the monitoring frameworks.

With this supportive policy environment, the Secretariat continued to influence policy and operational coherence in human rights mainstreaming across UN activities. The Secretariat facilitated inter-agency coordination and engagement on the development of the UNDG Standard Operating Procedures for Delivering as One as well as the revised RC job description and the Guidance Note on UNCT Conduct and Working Arrangements. In 2014, the Fund conducted a comprehensive mapping of human rights mainstreaming policies across UN agencies, identifying the core priorities and issues that the UNDS is based on; it also provided critical guidance and input for the development of the UNDG seminars, ensuring a unified and consistent human rights message throughout the UN's operational work. In parallel, it reviewed the most recent UN Development Assessment Frameworks (UNDAFs), from a human rights perspective, to identify the extent to which human rights were mainstreamed into these frameworks in practice. These efforts culminated in the UNDG position paper, "*The UN's fitness for purpose for 2015*", in which human rights were recognized as a core component of the UN development system's strategic positioning in the post-2015 era. This position paper provided the basis for the UNDG inter-agency coordination mechanism (UNDG-HRM) to articulate a vision and message for the United Nations on implementing human rights post-2015. This message ensured a coherent and common voice on human rights across the UNDS and articulated the key components of a "rights-based development agenda" for the UN, which UNDG-HRM Member Agencies, as well as country and regional colleagues, drew upon as part of their engagement on post-2015.

As the 2030 Agenda took shape, the Fund, through the Secretariat, was instrumental in embedding human rights into its implementation. The Fund developed a vision and strategy for a human rights-based approach to the 2030 Agenda, including organizing key dialogues and forums that addressed emerging global challenges. The 2016 Human Rights Frontiers 2030 Forum, convened by the Secretariat on behalf of the Fund, was a milestone that brought together diverse UN stakeholders to strategize on integrating human rights into the SDG framework. Through continuous support and coordination, the Secretariat supported inter-agency engagements that ensured human rights remained central to the UN's efforts to "leave no one behind," influencing the development of key guidance documents and tools that supported UNCTs in implementing the 2030 Agenda.

With donor contributions and the investments and leadership of the UN entities participating in the Fund, the Fund's yearly results reports demonstrate concrete achievements in the integration of human rights into the work of the UNDS, **reaching at least 83 countries with direct support for RCs and UNCTs, such as the deployment of HRAs to UNCTs – the Fund's flagship initiative – and joint support initiatives providing technical support and seed funding at the country level**. The Fund also contributed significantly to improved policy coherence and tools on mainstreaming human rights for the whole of the UNDS, including global UNSDG and interagency initiatives such as the Guidance Note for RCs and UNCTs on Human Rights (2017); Good Practice Note for UNCTs on Operationalizing LNOB (2022); Human Rights and Voluntary National Reviews: Common Operational Guidance Note (2022); and the Foundational Course on UNSDCF Guiding Principles: HRBA, GEWE & LNOB (self-paced online and moderated courses including editions from 2021 to 2024).

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[11] UNSDG data platform used by UNCTs to boost transparency and accountability for development coordination processes.

3.2. HRM FUND ACHIEVEMENTS

BOX 2. HRM FUND SNAPSHOT OF SELECT RESULTS

56

HRAs deployed to support RCs/UNCTs on human rights in sustainable development and in times of crisis

54

Surge Initiative seeding change projects (in-country)

18

Countries received integrated support to improve rights-based SDG data platforms and planning capacities

180

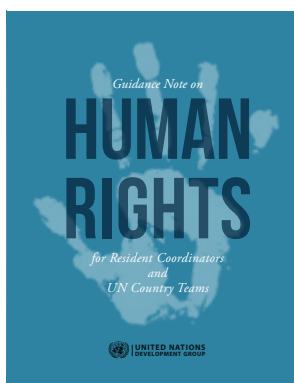Foundational guidelines, tools and knowledge products developed/updated/translated

60

Case studies added to UPR repository

BOX 3. KEY POLICIES AND GUIDANCE SUPPORTED BY THE FUND

1. Integration of Human Rights in Development Initiatives at country level

UNDG Guidance Note on Human Rights for Resident Coordinators and UN Country Teams (2017): Provides substantive and tactical guidance (annexes on topical/thematic areas) for moving the human rights agenda forward.

United Nations Sustainable Development Cooperation Framework Guidance (2019): Fund Secretariat provided inputs on the Guiding Principles and Companion Piece on the Guiding Principles (2020): UNDS-wide guidance on the intgegration of human rights, LNOB and GEWE across the cycle of the United Nations Sustainable Development Cooperation Framework (UNSDCF).
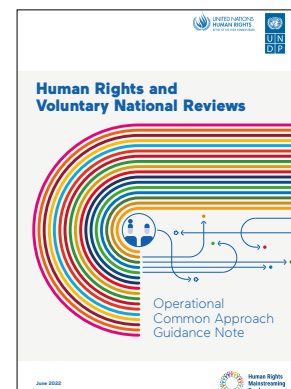
Human Rights and Voluntary National Reviews: Common Operational Guidance Note (2022): Development of guidance for Member States.

*UN Good Practices: How The Universal Periodic Review Process Supports Sustainable Develo*pment (2022): Curation of 60 plus country submissions and publication of 18 country-level experiences.

Monitoring and Evaluation Framework for Human Rights Mainstream*ing in UN Country Level Activities: User's Guide* (2014): Supports UNCTs in applying a human rights-based approach in their efforts to support partner implementation of the SDGs.
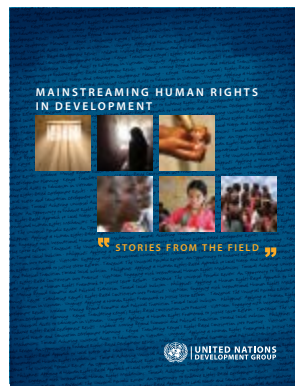
Mainstreaming Human Rights in Development: stories from the field (2013): Case studies on experiences of UNCTs in integrating human rights into their development work and illustrating how UNCTs are helping governments meet their international human rights commitments.

Strengthening Engagement with the International Human Rights Machinery (2017): Based on an earlier guide developed by UNDP, this web-based guide provides practical ways to interact with all the human rights mechanisms including UN Treaty Bodies, UN Charter-based bodies including Special Procedures, UPR, and International Labour Organization (ILO) Supervisory Machinery and Bodies.

UN Country Team Support to Tracking the Follow-up of Human Rights Recommendations (2016): Building on an OHCHR work, the UNSDG study explores the specific role of the UN system at the country level in supporting the establishment or strengthening of national tracking systems.

2. UNDS policy coherence and coordination

ToR and workplans of the relevant UNDG/UNSDG inter-agency human rights coordination mechanisms.

Common messages for the QCPR 2012, 2016, 2020 (and informed by senior policy dialogues in 2012/2014, insights of inter-agency mechanisms and data from UN INFO).

Support to the revision of the RC job description to include strengthening and clarification of the RC's role on human rights (Fund Secretariat facilitated the UNDG Working Group inputs).

UNDG Human Rights Leadership Development Strategy: Included human rights leadership dialogues for RCs to foster leadership through peer-to-peer exchange.

UNDG/UNSDG Information Management System: Global indicators (development, validation and analysis annually by the Fund Secretariat and DOCO/DCO) on reporting by UNCTs on key actions to integrate human rights into development (eg. engagement with human rights mechanisms). Key data included in Member State reporting, including the QCPR monitoring framework, and used internally to inform support to UNCTs.

UNDG Human Rights Frontiers Forum: Advanced the integration of human rights into UN development work and the repositioning of the UNDS, fostering collaboration and innovation to address emerging human rights challenges and promote sustainable development through coherent approaches.
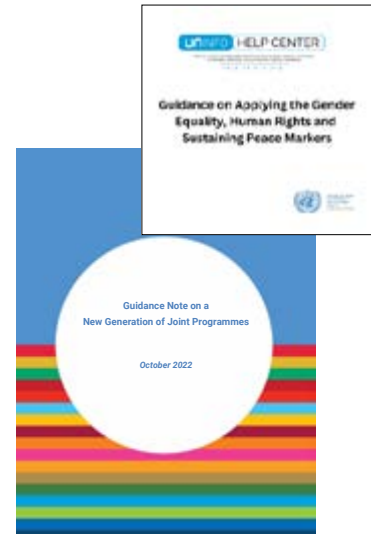
Human rights marker developed and integrated into the UNSDCF annex on Joint Workplans and UNSDG Guidance on Joint Programmes (Fund Secretariat provided inputs to DCO and UN INFO): enables self-assessment, tracking and monitoring of the extent to which all UNCT activites align with key HRBA elements.

Review of different approaches to reprisals against NHRIs (2022).

3. Operationalization of the 2030 Agenda
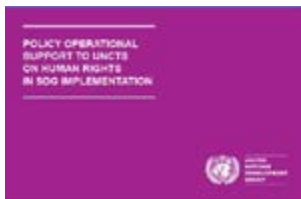
Policy Operational Support Messages for UNCTs on Human Rights in SDG Implementation (2016): Provides guidance to UNCTs on integrating human rights into SDG implementation.

Operationalizing Leaving No One Behind (2019 version and 2022 update): This UNSDG guide provides practical guidance and strategies for UNCTs to implement the LNOB principle in their planning, programming and policy efforts to ensure inclusive development and equity.

UNDG/UNSDG common learning package on HRBA, LNOB and GEWE (2019 and 2022): Provides comprehensive training modules for applying human rights-based approaches, gender equality, and LNOB principles across the UNSDCF cycle. Informed the UNSSC courses on the guiding principles.

4. Deployment of HRAs

UNDG Strategy for the Deployment of Human Rights Advisers to Resident Coordinators and UN Country Teams: This inclues standard ToRs and outlines the strategic importance and role of HRAs in supporting RCs and UNCTs to advance the human rights agenda and operational aspects of the programme.

5. Economic and social rights integration

Multiple country-level policy briefs, UN position papers, and broader UN analysis identifying challenges, needs and strategic on opportunities to integrate economic, social and other humsan rights into development and economic policy and decision-making (budgets, economic reform, debt and austerity measures, social protection planning etc), including but not limited to COVID-19 response and recovery processes.

6. Support at the country level for integration of human rights and sustainable development systems to accelerate progress across the SDGs and the full realization of human rights

Strengthened integration of human rights and sustainable development systems and approaches in eight countries (Bosnia and Herzegovina, Botswana, Jordan, Pakistan, Rwanda, Sierra Leone, Tunisia, Uruguay); increased capacities of national stakeholders to incorporate human rights recommendations into SDG-based national development processes (e.g. SDG report and follow-up) in five Central Asian countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan).

3.2.1 IMPROVED POLICY COHERENCE, THOUGHT LEADERSHIP, AND KNOWLEDGE CREATION AND MANAGEMENT ON HUMAN RIGHTS IN DEVELOPMENT

The HRM Fund facilitated a more unified and strategic approach to human rights across the UN system, promoting consistent and effective human rights mainstreaming. The Fund's direct support to and linkage with the UNDG/UNSDG inter-agency human rights mainstreaming mechanisms of the UNDS from its inception to present had a significant impact on the institutionalization of human rights and the HRBA as central to the priorities and policies of the UNDS.

The Fund, through the Secretariat, organized a senior-level policy retreat in 2012 that significantly contributed to the success of the Rio+20 Summit and the QCPR by ensuring the inclusion of human rights as a central theme. At the request of Member States, the Secretariat facilitated the participation of the inter-agency coordination mechanism in a dialogue on the HRBA in the context of the QCPR intergovernmental process. This contributed to stronger language on human rights in development in the 2012 QCPR resolution (A/RES/67/226) and, for the first time, stressed the need for strengthening the normative and operational linkages within the UNDS. The proactive engagement in the processes leading up to the adoption of the 2030 Agenda contributed to broad support for human rights language in the outcome document. The Secretariat continued to support the inter-agency human rights coordination mechanism in the 2016 QCPR (A/RES/71/243) and 2020 QCPR (A/RES/75/233) processes including UN INFO data analysis and message development for the annual SG reporting on the monitoring frameworks.

The UNDG position paper "*The UN's fitness for purpose for 2015*", recognized human rights as core to the UNDS's strategic positioning in the post-2015 era. This position paper provided the basis for the UNDG inter-agency coordination mechanism (UNDG-HRM) to articulate a vision and message for the United Nations on implementing human rights post-2015. This message ensured a coherent and common voice on human rights across the UNDS

and articulated the key components of a "rights-based development agenda" for the UN, which UNDG-HRM Member Agencies, as well as country and regional colleagues drew upon as part of their engagement post-2015.

By facilitating the development and implementation of the *UNDG Human Rights Leadership Development Strategy*, the Fund empowered senior UN leaders to advocate for and implement human rights-based approaches. Initiatives under this Strategy included the regional RC human rights leadership dialogues – facilitated peer-to-peer exchange on strategies and tactics for effectively addressing human rights issues hindering effective development responses (held in Asia and the Pacific as well as the Arab States), and periodic exchange and support for RCs with senior UN leadership on key human rights issues. The strategy was instrumental in providing leadership development opportunities and ensuring that Resident Coordinators are equipped to engage strategically on human rights issues.

The 2017 *Guidance Note on Human Rights for Resident Coordinators and UNCTs* remains a key resource (and still part of the RC leadership training package to date), providing practical guidance on leadership actions to support human rights at the country level and outlining the tools, resources and support available to RCs and UNCTs to fulfil their responsibilities. Online annexes on 10 frontier human rights and development issues – such as human rights and the environment, sexual and reproductive health and rights, and expanding civic space – were developed based on the outputs of inter-agency frontier dialogues led by relevant entities. This coordinated effort provided key messages and relevant international standards and recommendations to RCs and UNCTs in addressing specific development issues through a human rights lens.

The HRM Fund enhanced policy coherence by developing operational guides and collaborating on e-learning courses on human rights and development principles. The *UNSDG guide Operationalizing Leaving No One Behind* is a prime example of the Fund's contribution to policy coherence across the UNDS.

Through the UNSDG inter-agency coordination mechanism and with the support of the Fund Secretariat, this initiative brought UN development entities together to jointly articulate comprehensive, step-by-step guidance for implementation of the principle of leaving no one behind in alignment with the complimentary principle of HRBA. This guide includes a conceptual framework for assessing who is left behind and who is furthest behind, which had a significant impact on the operational approach of the UNDS, as well as gaining significant traction with other development partners. With pilots conducted in three countries and extensive review and contributions from UNDS entities, the Guide was a foundational publication. It continues to be a key resource for UNCTs in application of the principle of LNOB, including in the joint program templates of the Joint SDG Fund and forthcoming updated guidance on the UNSDCF.

The Fund in collaboration with the UNDG Working Group also supported the integration of human rights, HRBA, GEWE and leaving no one behind in the **new guidance on UNSDCFs**, and the development of the **UNSDG companion pieces on the guiding principles**. This work led to an inter-agency initiative supported by the Fund, under the leadership of UN Women, to update the common learning package on HRBA and integrate GEWE and LNOB for increased operational coherence and synergies at the country level. The revised **common learning package on HRBA, GEWE and LNOB** provides comprehensive, customizable training modules for applying these principles in an integrated matter in UNSDCFs. This initiative also included the development of **e-learning courses on operationalizing the guiding principles: HRBA, GEWE and LNOB in UNSDCFs** (a self-paced, foundational course and a moderated online course) based on the revised common learning package in partnership with the UNSSC. These investments have strong sustainability elements; the foundational course is part of the UNSSC suite of trainings on the UNSDCFs and remains available at no cost for all UN staff. The moderated course (launched in 2022) has since been offered to a second cohort of field staff (in 2024) with co-funding from UNSSC, the Executive Office of the Secretary-General, the ILO and OHCHR. About 164 individuals completed the course (all cohorts), involving 35 UN entities from the UNSDCF design countries for the said period.

The Fund's investments in knowledge management and sharing fostered coherence, learning and joined-up actions on human rights in development, including through system-wide platforms and facilitated communities of practice on HRBA in development. These activities were primarily led by PUNOs and supported by the Secretariat in the outreach and exchange with RCs and UNCTs with relevant agency experts at the global and regional levels, including content moderation and responses to queries from RCs and UNCTs. The strategic placement of the Secretariat in DOCO/DCO enabled these platforms to be truly inter-agency in nature and integrated, where relevant, into the broader UNDG/ UNSDG knowledge management offer. Examples include the curated UPR good practices repository in the UNSDG knowledge portal (under the UNDP-OHCHR partnership); the HRBA Practitioners' Portal and HuriTALK (led by UNDP with support from the Fund in 2013–2014 and managed by the Secretariat from 2015–2018); creation and management of knowledge exchange and sharing platforms on human rights and LNOB as part of the new UNSDG suite after the UNDS repositioning; and designing and convening webinars, workshops and communities of practice on key topics to foster horizontal, inter-agency exchange and learning on the integration of human rights in development work.

3.2.2 RCs AND UNCTs HAVE ENHANCED CAPACITIES, KNOWLEDGE, SKILLS, GUIDANCE AND TOOLS TO APPLY HRBA, PUTTING HUMAN RIGHTS AT THE CORE OF ANALYSIS, PROGRAMMING AND ADVOCACY

Through its programmes and the technical support of the Secretariat in coordinating the broader UNDG/ UNSDG inter-agency work on human rights, the Fund provided support and tools for RCs and UNCTs to put human rights at the centre of their work.

In addition to the development and roll out of key guidance and capacity-building tools for RCs and UNCTs mentioned above, the Fund supported the following key initiatives and products, all of which were developed through interagency processes:

1. [Strengthening Engagement with the International Human Rights Machinery (2017)](): A web-based guide that builds upon on an earlier guide developed by UNDP, it provides practical ways to interact with all the human rights mechanisms including UN Treaty Bodies, UN Charter-based bodies including Special Procedures, UPR, and ILO Supervisory Machinery and Bodies.

2. [Policy Operational Support to UNCTs on Human Rights in SDG Implementation (2016)](): UNDG-Human Rights Working Group (HRWG) provided guidance on integrating human rights into SDG implementation, helping UNCTs align their country strategies with international human rights standards.

3. [UN good practices: How the universal periodic review process supports sustainable development (2022)](): Demonstrates how the UPR process supports sustainable development by providing concrete examples and methodologies for strategic engagement with the UPR processes and aligning SDGs with human rights commitments.

4. ***Monitoring and Evaluation Framework for Human Rights Mainstreaming in UN Country Level Activities: User's Guide (2014):*** Supports UNCTs in applying a human rights-based approach in their efforts to support partner implementation of the SDGs.

5. [UN Country Team Support to Tracking the Follow-up of Human Rights Recommendations]() (2016): building on an OHCHR work, the UNSDG study explores the specific role of the UN system at the country level in supporting the establishment or strengthening of national tracking systems.

The Fund piloted support for eight country level "catalytic initiatives" in 2013–2016 with the objective of supporting UNCTs to conceptualize and implement innovative inter-agency projects on human rights mainstreaming, from which

lessons learned, methodologies and results would be drawn. In turn, this would feed back into the global priorities in supporting UNCTs in integrating human rights into their development work. In term of overall results, the relatively small amount of funding was able to support the eight UNCTs (**Costa Rica**, **Guinea-Bissau**, **Indonesia**, **Myanmar, Morocco**, **Turkey, Uruguay** and **Zambia**) to achieve their planned objectives, as well as strengthened the overall understanding, work and engagement by the UNCT on human rights. Many projects also reported enhanced RCs and UNCT relationships with the government and other national actors, strategically leveraging the convening role of the United Nations. Many of the UNCTs also reported that the seed funding from the MDTF triggered additional funding from the UNCT in the area of human rights and helped leverage the engagement and expertise of different UN agencies to work together on human rights. They underlined that the human rights mainstreaming projects illustrated concretely to the UNCT the value of inter-agency work and the importance of engaging on human rights.

The **Surge Initiative**, implemented under the leadership of OHCHR with support from the Fund across 2020–2022, provided specialized support on economic, social and cultural (ESC) rights, human rights-based development and human rights-based macroeconomics to UNCTs to advise States and collaborate with CSOs, international financial institutions and other stakeholders on operationalizing the tenets of a [human rights economy](). The programme contributed to the development of policy frameworks, including financing strategies and budgets, that are anchored in human rights to create more equitable and resilient communities. Support provided to UNCTs, often leveraging the capacities of HRAs, included providing in-depth and comprehensive human rights analysis and operational options to address the vast socioeconomic consequences — exacerbated by the impact of the COVID-19 pandemic — of the war in Ukraine, the food, fuel and energy crises as well as the triple planetary crisis.

This was undertaken in a variety of ways:[12]

- In **Jordan**, in follow-up to relevant human rights recommendations of the UPR, the Committee on the Elimination of Discrimination against Women (CEDAW), and the Convention on the Rights of Persons with Disabilities (CRPD) related to budget allocations and financing for inclusive education, work and social protection among others, the Surge Initiative provided support to the HRA in Jordan in engaging state and non-state stakeholders to advance rights-based finance policies. In collaboration with the HRA, the UNCT and the Jordan Economic and Social Council, the Surge Initiative contributed to discussions to place people at the centre of public finance policies through engagement with various state and non-state stakeholders and publication of a policy brief on Domestic Resource Mobilization — A human rights-based approach to tackling inequalities. The policy brief highlights the importance of maximum available resources for ensuring economic, social and cultural rights, supporting sustainable development and accelerating the implementation of SDGs, leaving no one behind.

- In **Guinea-Bissau**, under the overall coordination of the HRA to the RC and UNCT, and with the technical and financial support of the Surge Initiative, support was provided to the Government in the organization of regional LNOB consultations to inform its first VNR report. The stakeholder consultations included representatives of most disadvantaged groups and collectively identified priority SDGs and suggestions to accelerate progress, such as mechanisms related to agriculture to accelerate gender equality. The views of those consulted were reflected in the State's VNR report, with a summary of the consultations and some of the principal findings attached as an annex. The initiative is being complemented by a HRB-budgetary analysis undertaken jointly by the Surge Initiative, the RCO economist and the UNCT more broadly, with an aim to inform UNCT advocacy with the State, including Parliament, among other stakeholders.

- In **Uruguay**, the HRA with the financial and technical support of the Surge Initiative and OHCHR technical expertise on human rights and data, contributed to monitoring ESC rights for Afro-descendant populations and informing public policies in this regard, by developing and adding indicators and relevant data on these rights to the MIRADOR DESCA platform. This platform was established jointly by the NHRI, the Universidad de la República and OHCHR to monitor human rights in Uruguay.

- In **Serbia**, in response to a request from the Ministry for Human and Minority Rights and Social Dialogue, the HRA in Serbia, supported by the Surge Initiative, led the publication of a guidance tool on LNOB through a highly inclusive and participatory drafting and validation process. The line ministry, the Public Policy Secretariat, Commissioner for the Protection of Equality, members of the National Convention on the European Union (over 200 civil society organizations) and academia contributed to the drafting of the tool, tailored specifically to the Serbian policymaking environment. The tool includes a tailor-made step-by-step approach to applying LNOB in the various stages of policymaking as well as a set of checklists that can support the identification of vulnerable groups, applying the LNOB principle when forming relevant working groups and conducting consultations and when collecting and analysing data. The tool has been included in the action plan for the implementation of the new Antidiscrimination Strategy.

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[12] The Multi-Partner Trust Fund was one of the donors that provided financial support to the Surge Initiative. Figures cited in this report cover the outputs and achievements during the period of HRM Fund contribution to the programme. Funding provided by the HRM Fund to the Surge Initiative with respect to other funding was as follows: 2020, 70 per cent; 2021, 48 per cent; and in 2022, 12 per cent.

In **Cambodia** the Surge Initiative, building on the recommendations of CESR and CEDAW, worked in collaboration with the OHCHR country office to provide human rights-based macroeconomic inputs for the country's socioeconomic recovery plan, within the framework of LNOB, incorporating a gender-sensitive perspective. Surge inputs identified the need for countercyclical measures to ensure minimum essential levels of the rights to health and social protection and the use of tax policies to generate maximum available resources while highlighting the different impacts on workers in the informal or formal sectors. This work strengthened collaboration among members of the UNCT in addressing uneven development, and paved the way for joint strategic advocacy to expand fiscal space for the realization of ESC rights, especially for marginalized communities.

In **Zambia**, the Surge Initiative project included a study analysing the extent Zambia has incorporated the principle of progressive realization of the rights to food and education in its legal, policy and administrative systems (including fiscal and budget policies and international loan agreements); frameworks for monitoring realization of these rights; as well

as human rights-based budgeting. The project also served to include Zambia in discussions in the Human Rights Council on Reform of the International Financial Architecture and served as the basis for a three-fold increase in the national budget allocation for the Home-Grown School Feeding Program.

3.2.3 IN-COUNTRY HUMAN RIGHTS ADVISORY CAPACITY FOR RCs AND UNCTs: THE HRA PROGRAMME

Since 2012, the UNDG/UNSDG has been supporting the deployment of HRAs through the Human Rights Mainstreaming Fund as a key vehicle encouraging UNRCs and UNCTs to uphold human rights in the work of the United Nations on the ground and better support Member States. HRA deployments have expanded from 12 countries to a current cohort of deployments in 43 countries as of mid-2024. The programme has assisted 56 countries [cumulatively]. The Fund Secretariat also played a key role in facilitating partnerships and funds transfers for alternative sources of funding for the HRA Programme, notably including Delivering Together Fund, which supported 10 new deployments and 23 extensions from 2017−2020. Deployments were in line with the administrative

FIGURE 3: **UNCTs/COUNTRIES ASSISTED BY HRAs WITH HRM FUND SUPPORT**
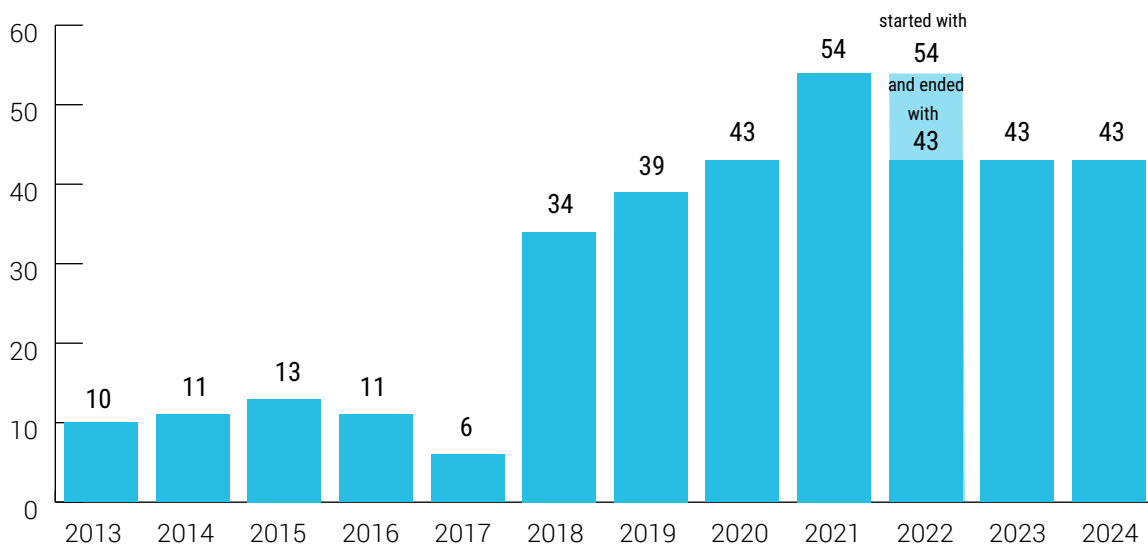
instructions issued by the Deputy Secretary-General, Chair of the UNSDG on 7 July 2020. The 2030 Agenda requires the UN system to develop longer-term, strategic visions that contribute to fostering integration of human rights into development plans and priorities consistent with the UN Charter. The Fund supported the UNSDG to further institutionalize the mainstreaming of human rights in the UNDS, leveraging the opportunities presented by the UNDS repositioning. It enables the empowered, independent RCs and new generation 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. The HRA Programme sought to continue and expand human rights expertise with the RCs and UNCTs through the deployment of HRAs. This action has demonstrated effective means to ensure greater integration of human rights in the work of the United Nations on the ground. It supports, as well, ensuring greater coordination and optimization of

the support to State partners including Government, national human rights institutions and civil society organizations. The Fund's independent evaluation in 2020 acknowledged that the inter-agency financing and the strategic positioning of HRAs within the RCO "has allowed RCs and UNCTs to have direct access to a human rights specialist and link to institutional capacity of OHCHR… and encouraged human rights mainstreaming to be seen as a common good owned by the UNDS. The support provided by HRAs to RCs in humanitarian settings where RCs also serve as Humanitarian Coordinators (HC) has helped to mainstream human rights throughout humanitarian work."[13]

In 2020 an independent evaluation of the Fund covering the period from 2011 to 2019, which included a regard to the HRA Programme, stressed the critical role that the deployment of HRAs have played in achieving the key results of the Fund including on the important contributions to institutionalizing and operationalizing human rights mainstreaming including in Common Country

FIGURE 4: **UNCTs WITH HRAs UNDERTAKING MORE HUMAN RIGHTS ANALYSIS (%)**
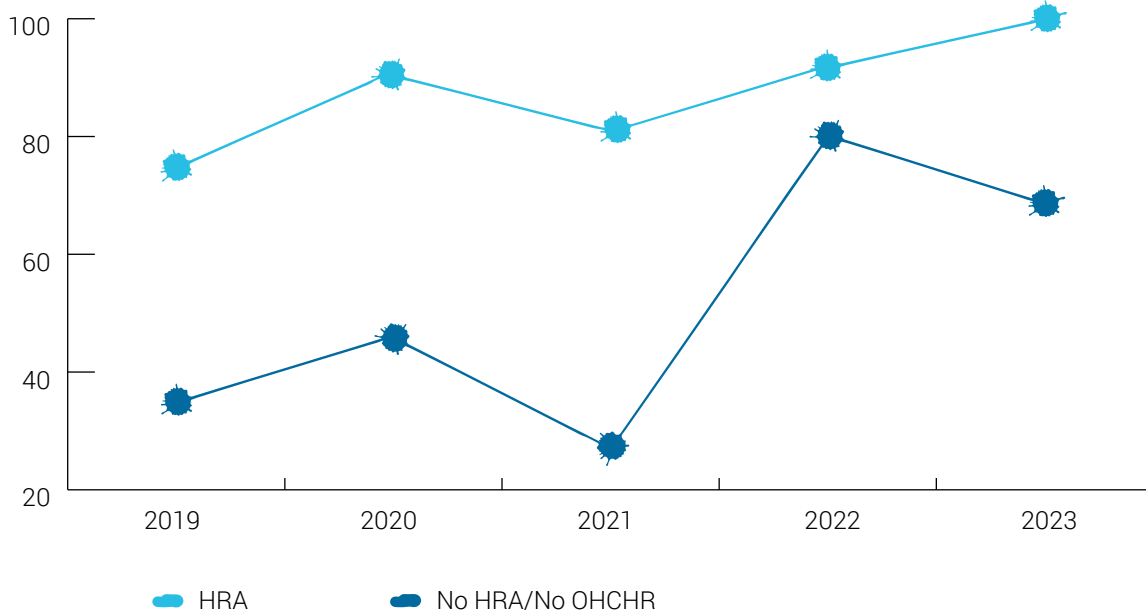
Source: DCO Information Management System (IMS/UN INFO)

[13] https://uneval.org/evaluation/reports/detail/22249

Analysis (CCA) and UNDAFs; enhancing advocacy on key human rights issues by RCs and UNCTs; and supporting States in strengthening their reporting on human rights and engagement with human rights mechanisms. The programme has been key to increasing capacities of RCs and UNCTs to put human rights at the centre of their work through the deployment of an increased number of HRAs.

HRAs engagements in other Fund initiatives meant capitalizing on their expertise on a wide variety of human rights areas and strong knowledge on the human rights-based approach to development, gender equality, women's rights and women empowerment as well as on LNOB and its practical implementation in country programming. This knowledge and expertise have been pivotal in helping UNCTs put into practice the key components of the UN common understanding on the human rights-based approach to development and their application in UN programming at the country level.

In May 2022, the Secretary-General's report on the implementation of the QCPR of operational activities for development of the United Nations system (A/77/69 — E/2022/47) cited the deployment of HRAs to UNCTs as an example of the support being provided to Member States in response to their call for additional technical resources to support compliance of their international human rights obligations and commitments. In June 2022, the Board of Trustees of the Voluntary Fund for Technical Cooperation in the Field of Human Rights (VFTC) – which provides expert advice on enhancing the technical cooperation to countries and is administered by OHCHR – included a recommendation in its report to the Human Rights Council (A/HRC/49/93) for the deployment of additional HRAs to UNCTs, recognizing that these had become a key resource for RCs.

The programme, through its five results areas (see the infographic below), delivered three interrelated outputs in line with the UNDG strategy:

Support in promoting human rights as a common UN value and upholding international norms and standards through advocacy and awareness-raising

Support to the UN and national partners in their engagement with international human rights mechanisms and the use of the mechanisms' recommendations in the development of national human rights and development plans

Integration of human rights into UN programmes and activities, Cooperation Frameworks and other key strategic planning tools and application of the human rights-based approach

HUMAN RIGHTS ADVISORS RESULTS AREAS

Advice on integrating human rights in the humanitarian response and post-crisis recovery under the direction of the RC/Humanitarian Coordinator

Support to the building and strengthening of national capacities and institutions for the promotion and protection of human rights

1. **RCs and UNCTs have strengthened their technical expertise in positioning human rights strategically at the country level.**

HRA deployments were a valuable resource for RCs and UNCTs in advancing rights at the core of sustainable development and gender equality and the rights of women, providing in-country advisory capacity to RCs, UNCTs and Member States to ensure that human rights principles inform the implementation of the 2030 Agenda, including through advice on integration of human rights, GEWE and LNOB in UN analysis, programming and advocacy, and strategic partnerships.

With HRA's support, UNCTs are speaking out, with a unified voice on the rights of discriminated groups.

For example, in **Trinidad and Tobago**, the HRA along with the Economic Commission for Latin America and the Caribbean (ECLAC), planned the Caribbean Youth Dialogues, which amplified Caribbean youth perspectives for the SIDS Global Children and Youth Action Summit hosted by the United Nation's Children's Fund (UNICEF) and the 2024 Economic and Social Council (ECOSOC) Youth Forum.

In **Equatorial Guinea**, with the support of the HRA, the UNCT developed its action plan on disability inclusion and advocacy for the ratification of the CRPD. The government **ratified the CRPD** in March 2022.

In **Malawi**, the HRA and the Peace and Development Adviser (PDA), in consultation with UN agencies, made possible the full development of the Malawi Prevention Platform. In 2021 this Platform expanded its human rights technical advice and early-warning analysis of trends to inform UNCT actions to address the root causes of human rights issues and civil unrest caused by economic and governance grievances as well as the impact of the COVID-19 pandemic, and also to strengthen work to ease border tensions.

In **Argentina**, the UNCT participated in legislative discussions around the draft bill on reproductive rights, advising the legislators on applicable international standards, as well as facilitating the advice of official UN experts on the subject such as the Chair of the Committee on the Rights of the Child and the Working Group on Discrimination Against Women and Girls in Senate Commission debates. The Argentina landmark legislation adopted in 2020 was consequently fully in line with international norms and standards.

In **Georgia**, the Office of the State Inspector was established in 2020 following five years of advocacy and technical support from the HRA and a UNCT. It is designated as the independent institution responsible for the investigation of serious human rights abuses allegedly committed by law enforcement agencies and has also taken over responsibility as the state entity for personal data protection.

2. **RCs, UNCTs and national partners including the Government, national human rights institutions and civil society organizations, have greater capacities to support alignment of laws, policies and practices with international human rights standards including through strengthened engagement with the international human rights mechanisms.**

HRAs played a critical role in supporting RCs and UNCTs leadership around normative principles and human rights issues and in strengthening cooperation avenues with national development partners.

For example, in **Educador**, the HRA convened 25 Indigenous women leaders for national discussions on the implications and relevance of implementing General Recommendation 39 on Indigenous Girls and Women from CEDAW as an advocacy tool with national authorities and within their territories. The women leaders of Indigenous Peoples identified best practices and concrete proposals, which were presented in the 2023 Regional Forum in Guatemala.

In **Samoa**, the HRA's support to the work of the Pacific Human Rights Coordination Group (jointly led by OHCHR, ILO, Pacific Community and the Pacific Human Rights Defenders Network), contributed to ensuring the alignment of the Cook Islands "Crime (Sexual Offences) Amendment Act" with international human rights norms and standards in April 2023.

In **Brazil**, the HRA's support during the 2022 planning phase of the activities of the newly configured Ministry of Human Rights and Citizenship for the prevention of human rights violations and promotion of human rights was acknowledged by the Minister in its letter to the United Nations.

In **Mongolia**, the UN support with HRA technical advice on UPR follow-up helped the country to be the **first in Asia-Pacific to enact a law for protecting human rights defenders and increasing civic space in 2021**. The law was a collective effort of the Mongolian Government, UNCT, and the Special Rapporteur on Human Rights Defenders. Enactment of the law was further supported by the United Nations when it co-organized a consultation workshop with the Ministry of Foreign Affairs including support to civil society representatives to be part of the working group drafting the law. The National Human Rights Commission of Mongolia was actively engaged throughout the process. The law contains a standard definition of human rights defenders, addressing protection and creating an independent entity to prevent and answer violations of their human rights.

In the **Republic of Moldova** the UNCT, with the HRA as a focal point, reinforced the Disability Inclusion Task Force to support the CRPD implementation, capacity-building of the National Social Assistance Agency and Temporary Placement Centres, and the national advocacy that led to the ratification of the Optional Protocol to the CRPD in 2021.

In **Nepal**, the HRA supported the UNCT in facilitating engagements of the government, international development partners and conflict victims' organizations for the country's UPR. The first-ever submission by almost 40 conflict victims' organizations to the UPR (2020) highlighted the gaps in the stalled transitional justice process. The government supported some key UPR recommendations from several states during the third cycle review. That led – as part of the peace process – to the second national action plan on Women, Peace and Security as well as a commitment to amend the legislation on the Truth and Reconciliation Commission and the Commission of Investigation on Enforced Disappeared Persons.

In **Peru**, the HRA provided support to the development of a national policy on AfroPeruvian persons by the Ministry of Culture. Data on access to work and other issues and recommendations from the CERD and the Working Group of Experts on People of African Descent (WGEPAD) was analysed. A visit to Peru by the WGEPAD was organized in 2020, in cooperation with civil society organizations , the NHRI and the Ministry of Culture.

In **Madagascar**, the UNCT with HRA's dedicated technical support to the NHRI operationalization for three years, including capacity-building and compliance with the Paris Principles, the Independent National Human Rights Commission (INHRC) was accredited with "A" status by Global Alliance of National Human Rights Institutions (GANHRI) in March 2019.
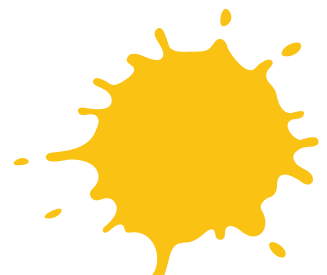
3. **Through the enhancement of the HRA Programme management. HRAs have greater technical capacities, operational support and knowledge management tools to develop and implement coherent and coordinated plans that better contribute to the main human rights responsibilities of UNRCs and UNCTs.**

Advice and capacity development for UNCTs in applying the guiding principles of HRBA and LNOB in CCAs and UNSDCFs (design and implementation) were vital in operationalizing the pivots expected under the UNDS reform and the Secretary-General's Call to Action. HRAs in many countries led inter-agency coordination groups on human rights and LNOB, and spearheaded processes to facilitate inclusive consultations and, where appropriate, institutionalize stakeholder (including civil society) participation in UN coordination mechanisms.

In **Zambia**, the HRA supported the UNCT engagements in the government's multi-year plan on "advancing the rights to food and education in Zambia". Some initial impact of this collaboration include: Greater understanding of Zambia's human rights legal obligations, their implementation at national level and using the international human rights framework to catalyse change for good; amplified government interest in universal school feeding and increased 2024 budget allocations to the Home-Grown School Feeding Program (from K39.4 million to K111.7 million); a request by the Ministry of Education for an impact evaluation to inform scale-up to all 116 districts as well as a costing exercise; and enhanced use of the international human rights framework in the work of national partners (e.g., the Zambia Council for Social Development using a rights-based lens in media outreach on issues such as school closures during the cholera outbreak).

In **Myanmar**, the HRA, in close cooperation with the PDA, led the UNCT's development in 2024 of a joint programme on Freedom of Expression under the new Transitional Cooperation Framework, including initiatives dedicated to supporting Myanmar's human rights defenders.

In **Samoa**, the HRA, as part of the RCO support to Samoa's third VNR, assisted the government in finalizing its report, including the stakeholder consultations in 2024. The HRA helped organized the workshop with *Nuanua O Le Alofa*, a disability rights organization led by persons with disabilities, to facilitate their written inputs to Samoa's VNR.

In **Serbia**, supported by the HRA and the Surge Initiative, the UNCT worked with the government's Social Inclusion and Poverty Reduction Unit and the Association of Roma Coordinators for joint analysis and [mapping](#) of risks faced by Roma communities in substandard settlements, including how the coronavirus pandemic exacerbated their situation. The mapping was expanded from the COVID-19 emergency response to a comprehensive assessment of access to safe water, electricity, sanitation and basic income of 170,000 Roma minorities in 702 settlements. The mapping and its findings are explicitly referenced in the *Strategy for Social Inclusion of Roma in the Republic of Serbia 2022-2030*, informing its section on housing.

In **Jordan** the UNCT – reinforced by the support from the HRA, the Surge Initiative, and the UNDP-OHCHR partnership to advance human rights and sustainable development – developed an infographic on [recommendations](#) from human rights mechanisms especially related to persons with disabilities, women and children that informed the priorities in their new UNSDCF outcome on reducing root causes and drivers of vulnerability.

3.2.4 STRENGTHENED SUPPORT AND PARTNERSHIP WITH GOVERNMENTS AND NHRIs ON ENGAGING WITH UN HUMAN RIGHTS MECHANISMS AS WELL AS FOR STRENGTHENED CAPACITY AND PLATFORMS FOR MEANINGFUL PARTICIPATON AND ADVOCACY BY RIGHTS-HOLDERS

Fund-supported initiatives resulted in stronger capacities of national development partners in engaging with human rights mechanisms and applying HRBA to national planning and SDG processes including VNRs.

The expansion of the coverage of HRAs and the enhanced capacity in UNCTs also led to contributions in other priority areas of the Fund – such as capacity-building of national partners including NHRI, and of human rights defenders and communities, particularly those left behind. Their technical human rights expertise is a key tool to support sustained UNCT efforts ensuring gender equality and empowerment of women and its mainstreaming across all output areas of the workplans in line with SDG priorities.

The Fund supported the UNDP and the OHCHR, in close cooperation with the DCO, in forming a partnership to support integration of human rights and sustainable development systems to accelerate progress across the SDGs and the full realization of human rights. **Enhanced RC and UNCT strategic engagement with the UPR and other human rights mechanisms (global and regional) and with National Mechanisms for Reporting and Follow-up (NMRFs) and NHRIs to achieve the SDGs**, was implemented under the leadership of UNDP and OHCHR, and harnessed synergies across the efforts of the UN system to strengthen support from the UNDS to countries to promote and protect human rights and progress towards the 2030 Agenda. With this partnership, demand-driven integrated support drove transformative systems change in Bosnia Herzegovina, Botswana, Jordan, Rwanda, Tunisia, Pakistan, Sierra Leone and Uruguay, and fostered cross-border knowledge exchange and providing thought leadership and guidance for the UN

system and Member States. This allowed the lead entities to leverage their respective advantages to ensure complementary support to the UNCT including in countries where OHCHR did not have a presence and there was no HRA.

Key outcomes of this initiative implemented between 2021–2022 included:

1. Increased awareness and capacity of UNCTs, governments and other stakeholders (in particular in Central Asia, and through country-level support in Bosnia and Herzegovina, Botswana, Pakistan, Sierra Leone, Tunisia, and Uruguay) to follow-up on human rights recommendations and incorporate them into SDG-based national development processes, including by promoting human rights and SDG systems integration and creating synergies between NMRFs and SDG coordination bodies;

2. Support to the roll-out of the Practical Guidance on the UPR, including the development of integrated processes / platforms linking SDG and human rights at the country level and the integration of human rights dimensions in VNR reporting and follow-up; and identification and compilation of good practices of UN engagement with the UPR process for sustainable development outcomes and developing guidance for United Nations Member States on integrating human rights into VNR processes;

3. Increased support to NHRI's efforts towards the 2030 Agenda, including through improved availability of data for UNCTs and governments to support efforts to LNOB and for CCAs, strategic engagement of NHRIs in VNRs and SDG-related processes (including in Rwanda, Egypt, Nigeria and Jordan), and facilitating formalization of partnerships between NHRIs and NSOs in Albania, Ghana, Jordan, Moldova, Mongolia and the Philippines;

4. Supported NHRI prevention and liaison functions with UNCTs and civil society in fragile settings and / or early-warning and prevention contexts including in the context of reprisals.

Select results included: the increased capacities of over 200 representatives of government, human rights institutions and civil society to implement the National Strategic Framework for Coherence and Harmonization of Human Rights Data Collection and Reporting Mechanisms (Pakistan); a comprehensive review of the 2019 VNR and 2020 UPR recommendations to identify areas of synergies, complementarities and gaps that resulted in improved coordination and collaboration between the National Treaty Body Task Force, the SDGs Task Force and the UN Human Rights Task Force (Rwanda); the launch of an integrated Implementation and Reporting Strategy for the UPR, SDGs and the Medium-term National Development Plan through a multi-stakeholder process (Sierra Leone); and, an e-learning course on human rights and the SDGs for national partners and UN staff developed in collaboration with the Raoul Wallenberg Institute (Botswana).

The integrated approach taken through the UNDP-OHCHR partnership, in close cooperation with the DCO, yielded impactful results and generated strong demand for more and longer-term support on human rights and SDG integration. The pilot efforts delivered jointly in eight countries serve as a proof of concept that strengthening coherence between human rights and SDG systems helps to boost efficiency and effectiveness of efforts to advance human rights and sustainable development. This included in countries where there is no OHCHR presence or HRA.

The programme also strengthened the UN system and the capacity to deliver as one UN by intentionally engaging broader UN partners in various activities at all levels, responding to system-wide needs, and creating opportunities for learning and exchange. The initiative has also played a key role in supporting the implementation of the Call to Action with several activities recognized as key priorities and implemented through various inter-agency working groups and UNCT networks. The project initiated, facilitated, and strengthened cross-sector partnerships for human rights and sustainable development that are expected to continue. Civil society, think tanks, academia and

NHRIs played a key role in the project's success – alongside governmental and UN partners.

In addition, the programme demonstrated the significant potential of human rights mechanisms to be problem-solving tools for development challenges and how they offer important data to measure progress on the SDGs. Identifying and promoting good practices is key to improving implementation of human rights recommendations, in particular UPR accepted recommendations, highlighting positive human rights actions and engendering related collaboration. The programme also illustrates the great potential to maximize synergies between human rights and 2030 Agenda follow-up and review processes to improve not only the quality of reporting but also the effectiveness of implementation efforts. These lessons learned were codified through the publication *UN good practices: How the universal periodic review process supports sustainable development*, which captured 18 curated examples of how the United Nations is engaging with the UPR follow-up process to help achieve sustainable development. In addition, the over 60 examples initially gathered for this exercise now form a living repository of knowledge held on the UNSDG platforms.

3.2.5 OTHER FORMS OF SUPPORT

Since 2014, the Fund Secretariat supported UNCTs' strategic engagement with UN human rights mechanisms by sending the annual letter from OHCHR/Human Rights Task Team co-Chairs and DCO to each RC/UNCT with a country-specific overview of upcoming reviews by treaty bodies, the UPR and forthcoming visits of Special Procedures mandate holders, thus facilitating UNCT strategic planning and coherent engagement. Feedback from RCs underscored their appreciation for this tailored and timely support initiative.

The Fund's support to efforts to strengthen the engagement with the UN human rights mechanisms through clearer elaboration of interlinkages in UNSDG guidance, dedicated tools such as the UNSDG web-based Guide on Strengthening Engagement with International Human Rights

Machinery (2017); the study led by the *United Nations Population Fund (UNFPA) titled, UN Country Support to Tracking the Follow-up of Human Rights Recommendations* (2017); and Practical Guidance on the UPR and compilation of good practices (2021). These and other forms of support to UNCTs, including through HRAs, yielded positive results overall in the emphasis, understanding of and quality of UNDS strategic engagements with UN human rights mechanisms.

Under the initiative of the Fund Secretariat, the Human Rights Marker was included in the joint workplan template of new generation of UNSDCFs. And the UNSDG IMS included new data points on integration of recommendations from human rights mechanisms in the CCA and UNDAF/CF

since 2018. These indicators were also integrated into the QCPR monitoring framework to enhance accountability and transparency of the UN development system's progress in this area. Data collected over time shows an overall increase in use of HR mechanisms' recommendations in CCAs and UNSDCFs, with the exception of 2023 where there was a dip in reported use of recommendations from treaty bodies and special procedures (coinciding with a significant decrease in the deployment of HRAs). These data show the value of having systems and capacities in place to report, validate and analyse progress by UNCTs in the implementation of UNSDG policy guidance and standards, as this not only enhances transparency and accountability, but also provides valuable information for guiding support offered to the field.

FIGURE 5: **UNCTs REPORTING USE OF RECOMMENDATIONS FROM HR MECHANISMS IN CCAs**

Source: Development Coordination Office (IMS/UN INFO)
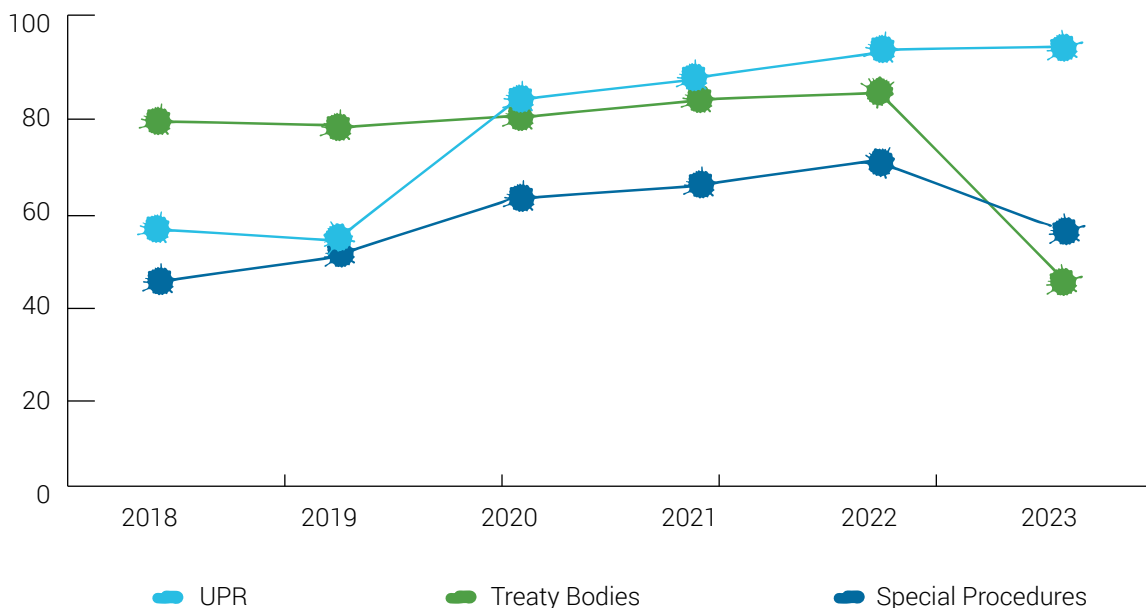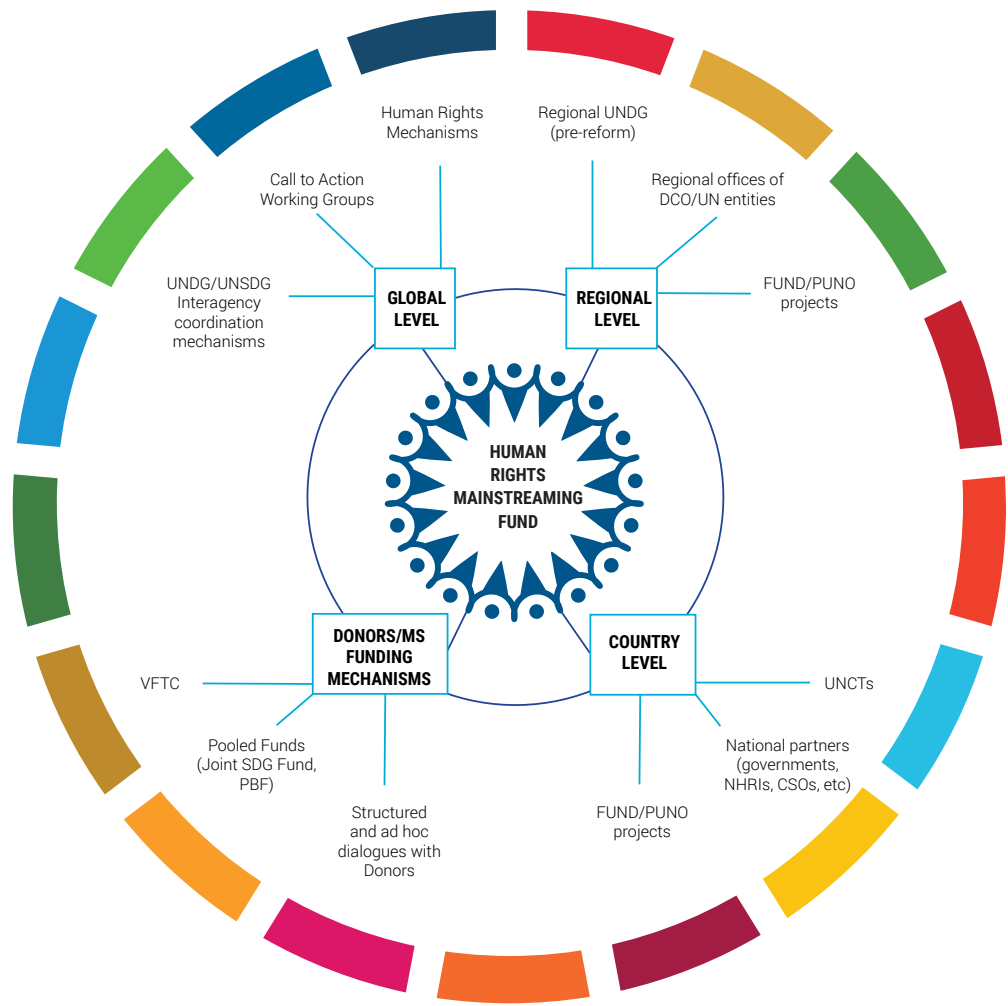
FIGURE 6: UNCTs REPORTING UNDAF/CF OUTCOMES LINKED TO RECOMMENDATIONS OF HUMAN RIGHTS MECHANISMS

- UPR
- Treaty Bodies
- Special Procedures

Source: Development Coordination Office (IMS/UN INFO)

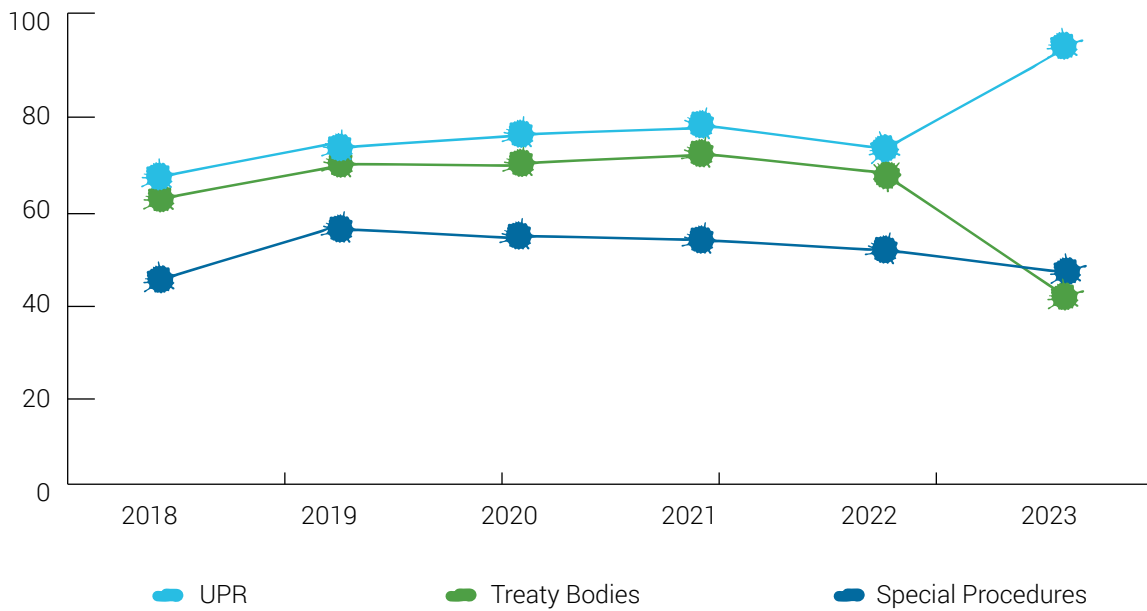## 3.3 BEST PRACTICES

The following best practices are informed by the independent evaluation as well as subsequent programmes, reports and reflections on the achievements of the Fund:

1. The Fund supported enhanced policy and operational effectiveness and efficiency in mainstreaming human rights through its support to an **inter-agency platform** for identifying UNDS priorities and jointly identifying innovative solutions including facilitating partnerships beyond traditional joint programming and promoting catalytic initiatives. The **Fund played a unique role in fostering UN inter-agency collaboration** over common objectives. It provided support for **enhanced inter-agency coordination mechanisms at senior and technical levels, facilitated the mainstreaming of human rights across the UNDS, and leveraged** existing human rights expertise among UN agencies, supporting enabling frameworks (e.g. QCPR) and encouraging agencies to invest in collective outputs under a coherent vision for human rights and development systems change. The Fund's nimble mechanism facilitated a direct link between global policy and country-level implementation and the elaboration of what it means in practice to anchor the human rights work that UNDS performs.

2. **Investing in the integration of human rights principles and standards into UNCT analysis and country planning and programming instruments**,

such as the UNDAF/UNSDCF, proved to be an effective entry point to mainstream human rights throughout the development operations of the United Nations. Embedding human rights in these multi-year frameworks also facilitated the institutionalization and sustainability of results.

3. The **strategic deployment of HRAs** in line with the UNDG-endorsed HRA Strategy and the inter-agency governance of the HRM SC, facilitated the recognition of the HRA Programme as a key asset of the UNDS, and allowed RCs and UNCTs to have direct access to in-country advisory capacity and the full institutional support of OHCHR, as well as more effective integration of human rights and the HRBA into their development assistance to governments and national partners, including during crises times such as COVID-19 and humanitarian emergencies.

4. **Directly supporting RC leadership through leadership dialogues** strengthens the ability of RCs to advance human rights in the development agenda at the country level. This was a critical platform for RCs to exchange on good practice and strategies on furthering human rights at the country level.

5. **The Fund's investments in the Technical Secretariat hosted by DCO demonstrated the additional value of having dedicated human rights capacities at HQ embedded in the office responsible for development coordination.** As a result, the new DCO established in 2019 included one full-time senior HRA in the staffing profile.

4. FUND GOVERNANCE AND KEY LESSONS LEARNED

The HRM Fund was governed by an inter-agency SC throughout its operations, with a Technical Secretariat hosted by DOCO/DCO. From 2011 to 2019, the UNDG inter-agency coordination mechanism on human rights (under various names) served as the SC. Following the UNDS repositioning and related architectural changes in the newly constituted UNSDG, the SC was reconfigured in 2019, comprised of up to six Participating UN Organizations with the administrative agent as ex officio member and DCO as an observer. Given its mandate on human rights across the UN system, OHCHR served as the permanent Chair of the SC throughout the life of the Fund, with a rotating co-chair entity from 2011 to 2019.

The SC met regularly to decide on strategic matters, including the use of funds and regular business of fund operations.

4.1 INDEPENDENT EVALUATION OF 10 YEARS OF OPERATIONS

The Fund SC commissioned the Fund's first independent evaluation in 2020. The independent evaluation report[14] covering the Fund's first 10 years of operations concluded, among other things: "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". The report also noted: "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."

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[14] Officially submitted to the SC in January 2021, available here: http://www.unevaluation.org/evaluation/reports/detail/22249

BOX 5. KEY FINDINGS OF THE INDEPENDENT EVALUATION:

Relevance:

● The Fund has demonstrated is relevance by addressing important needs and priorities within the UNDS at the global, regional and country levels and among national stakeholders by serving as an essential funding tool to mainstream human rights across the UNDS.

● The inter-agency nature of the Fund's support for HRAs and the fact that HRAs work directly in the RCOs and are supported with the full institutional capacity of OHCHR has facilitated human rights support across UN organizations that make up UNCTs.

Effectiveness:

● The Fund has made important contributions to institutionalizing and operationalizing human rights mainstreaming across the UNDS.

● The Fund has provided extensive support to Member States through support from HRAs to strengthen their reporting on human rights and engagement with human rights mechanisms.

● The Fund has been effective at supporting the mainstreaming of human rights at the country level particularly through the provision of

HRAs, which is the most widely recognized and appreciated aspect of the Fund's work. HRAs have played and continue to play a larger role than simply advising on human rights issues that includes bringing national stakeholders together and advancing human rights priorities at the country level.

Efficiency:

● The Fund has found efficient ways to support human rights mainstreaming.

Sustainability:

● Mainstreaming human rights into five-year country plans (UNDAFs and UNSDCFs) has encouraged the sustainability of the integration of human rights into country planning and programming.

Impact:

● The Fund provides significant value added to interagency coordination and cooperation around human rights by consisting of multiple UN agencies and by facilitating a space for UN agencies to work together to mainstream human rights.

The evaluation made several recommendations to strengthen the Fund, which were addressed by the SC under the management response. Importantly, the evaluation informed the revision of the Fund's ToR to ensure that it remained strategically positioned to maximize institutional impact within the broader environment and respond efficiently and effectively to the needs of the UNDS in mainstreaming human rights.

4.2 OPERATIONAL PERFORMANCE

Under the guidance of the SC and with the support of the Secretariat, the Fund achieved results in the following operational areas:

- SC oversight and strategic direction: periodic revisions to the TORs, annual workplans, commissioning the evaluation and implementing MR including new results framework, etc.

- Fund-level project/programme cycle management: solicitation and review of funding proposals and amendments, efficient funds management and transfers, monitoring of programme cycle.

- Overall coordination with the Multi-Partner Trust Fund Office and PUNOs: regular communications through SC meetings, publication of minutes, updating Fund Gateway site, adherence to the Multi-Partner Trust Fund Office administrative requirements.

- Fund's outreach and communications with donors and partners: Fund-level events and publications, branding and guidelines, SC and Secretariat liaison with donors and partners

- Periodic progress reports: Timely submission of high-quality narrative annual reports.

As of 31 October 2024, the cumulative amount transferred to Participating UN Organizations (seven) from the HRM Fund was US$48,216,663. The overall delivery rate for approved proposals is 99 per cent.

As noted in the evaluation of the Fund, the Governing Board and Technical Secretariat contributed to the sound management and operational performance of the Fund. It also contributed to the substantive progress towards the Fund's objectives to support system-wide coherence and collaboration through fostering inter-agency coordination on human rights in development and providing additional substantive human rights capacity through the Secretariat in DOCO/DCO.

The Fund's return on investments for a substantive and lean Technical Secretariat, hosted within the entity responsible for inter-agency development coordination, included influencing a broader range of institutional initiatives to increase integration of human rights and the HRBA in development. Many of the opportunities that the Secretariat was able to create, identify and engage in did not require additional project funds. From 2011–2018, the outcomes of the Secretariat's work in strengthening overall policy coherence, leading on UNDG/UNSDG knowledge management and sharing on human rights and HRBA, and increasing the impact of projects supported by the Fund represents considerable value for money. During this period, the Secretariat staff were the only dedicated human rights and gender equality capacity in the DOCO. The impact of this team helped to pave the way for creation of a full-time Senior HRA position in the DCO as part of the UNDS repositioning.

Other notable substantive contributions of the Secretariat highlighted by the Independent Evaluation:

- Driving the inter-agency coordination and facilitating the engagement and ownership of colleagues (including from across HQ and the field) in processes at both strategic and technical levels designed to identify and respond to human rights mainstreaming needs in the UNDS, examples include the Frontiers Dialogues, the Frontiers Forum and Policy and Operational Support on Human Rights in the SDGs as well as the Operational Guide on LNOB for UNCTs;

- Identifying opportunities in UNDG/UNSDG work on development policy, developing guidance and tools for policy coherence and mainstreaming human rights, coordinating with entities to provide advice based on agency inputs. Examples include the Senior Policy Dialogues (2012-2014), development of common messages on the QCPR 2012 and 2016, IMS indicators on human rights mainstreaming, reviews of CCAs and UNDAFs and common messages for UNDS reform discussions;

- Substantive guidance, coordination and organizing with entities in the development and implementation of the RC leadership strategy, ensuring it responds to the challenges and opportunities of the current environment and is informed by broad contributions across the UNDG/UNSDG and inputs from the field, for instance on the HRA Strategy, in dialogues linked to broader UNDG leadership processes, development of the Guidance Note on Human Rights on RCs for UNCTs and Annexes, assuming a leading role on letters to RCs on engagement with the human rights mechanisms;

- Substantive guidance to operational support to country and regional colleagues to ensure alignment of efforts with UNDG/UNSDG priorities and emerging good practices, for example, in -country projects and through the support to regional HRAs, organization of the UNDG LAC Community of Practice and HRA Communities of Practice.

The 2022-2025 results framework of the Fund included specific indicators and targets relating to operational performance. See annex 6.2.

4.3. REVITALIZATION OF THE FUND, RESOURCE MOBILIZATION, FUNDING CRISIS AND FUND LEADERSHIP'S RESPONSE

In 2019, the SC of the Fund recognized the need to review the strategic positioning of the Fund to ensure that it was ideally placed to respond to changes in the broader operating environment for mainstreaming human rights in the UNDS, including the 2030 Agenda, UNDS repositioning, QCPR 2020 and the Call to Action. It was also noted that the lack of a multi-year plan, results framework and budget may be factors hindering multi-year commitments and a broader donor base, which was a key sustainability concern for the Fund.

This also aligned with the articulation of common management features for pooled funds under the 2019 Funding Compact. The independent evaluation of the Fund's operations from 2011-2019, finalized in 2021, informed this process and provide valuable evidence based for further strengthening the impact and sustainability of the Fund.

The management response to the evaluation comprised key actions that built on ongoing work of the PUNOs and the SC. As part of the Fund's management response,[15] the SC oversaw the following actions which responded to the recommendations made in the evaluation:

1. A revised ToR for the Fund (developed through a consultative and participatory process involving RCs, agency representatives and donors) which included: a defined overall goal, vision and mission for the Fund for the period 2022-2025; a Theory of Change and multi-year results framework with indicators and annual targets.

2. A multi-year appeal aligned with the new strategic plan for 2022−2025.

3. A resource mobilization strategy and aligned communications plan, including new logo/branding guide and outreach events and materials to promote the Fund's visibility among UN stakeholders and donors and articulate the Fund's comparative advantage and future vision for mainstreaming human rights across the UNDS.

4. A multi-year project document for the HRA Programme including formalized role of DCO in HRA Programme decision-making, clear deployment criteria, and annual plan and budget for scaling-up.

5. Operations Manual, risk management framework, and introduction of the gender marker across all projects.

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15 Regular (quarterly) updates on the status of management response implementation are available on the Multi-Partner Trust Fund Office Gateway site for the Fund

The implementation of the management response to the evaluation involved a significant investment of time from the SC and donors, and resulted in a revitalized Fund that was well-positioned to involved a significant investment of time from the SC and Fund's donors, and resulted in a revitalized Fund that was well-positioned to responded to the QCPR mandates relating to human rights for sustainable development and the articulated needs of UNCTs for support in assisting countries to address the complex challenges they face in implementing the 2030 Agenda. The Fund's multi-year funding appeal was finalized in late 2021 and formally launched during the April 2022 high-level event, co-hosted by Sweden and Norway. However, the scale-up of the Fund's portfolio was stymied by the very limited donors' response to efforts to expand the donor base and resources.[16]

To support the implementation of the management response, the Fund drafted its resource mobilization strategy in consultation with the Resource Mobilization Working Group (consisting of SC entity resource mobilization experts) in mid-2021. This strategy was matched by an implementation plan.[17]

Considering the limited response to these efforts, and signals from some donors of reduced contributions due to the war in Ukraine that started in February 2022, the SC perceived that the Fund's appeal was facing significant challenges.

FUND LEADERSHIP'S RESPONSE

With low funding projections for 2023, RCs with HRAs deployed or pending requests were informed of the urgent need for replenishment of the HRM Fund and the potential impact of the current funding gap on the HRA Programme, among others. As part of the Fund's broader resource mobilization strategy of engaging senior UN officials at multiple levels, RCs were encouraged to engage potential local donors and partners to raise awareness of the Fund's critical support to UNDS in helping Member States and partners integrate human rights into development efforts.

In August 2022, the SC Chair updated the UNSDG Chair through the UNSDG Principals Core Group meeting. The SC Chair emphasized that unless the Fund urgently received new contributions, the scale and scope of current initiatives would have to be drastically reduced, and additional forms of support planned to bolster the UN capacity to assist countries in anchoring their development efforts in human rights will not be possible. The UNSDG Principals committed to raise the Fund's results and resource needs in their engagements with donors and Member States (based on the Fund's fact sheet) in consideration of the Fund's role as a support mechanism for the UNDS.

Despite intensive efforts and a multi-pronged resource mobilization strategy led by the SC of the Fund over many months, the Fund did not secure the full funding required to cover even the costs of the HRA Programme, which is the flagship initiative of the Fund.

The SC of the Fund collaborated with current donors and UN system partners in expanded resource mobilization efforts. Intensive outreach initiatives continued in the second half of 2022, including multiple bilateral briefings for development partners in New York and Geneva.[18] The value of the Fund was raised in various reports to multilateral bodies including the Human Rights Council (HRC/49/68, A/HRC/52/80) and the ECOSOC (E/2021/77, E/77/69, E/2022/47).

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[16] Some donors expressly linked their contribution reductions to impacts of war in Ukraine and changes in political leadership and development aid priorities.

[17] For details on key resource mobilization efforts, see annex 3.

[18] This included using key messages crafted by the Fund's Resource Mobilization Working Group, outreach and briefings (through bilaterals and/or joint pitches by the Fund through the Secretariat, DCO and OHCHR) to 13 potential donors. Despite expressed support by Member States for human rights, only Switzerland translated its commitment with an actual contribution to the Fund for 2022 and 2023.

As a result of these efforts, the Fund welcomed one new donor (Switzerland). Overall, the pipeline of commitment for 2023 was 18 per cent of the resource needs in December 2022. The annual strategic dialogue with current donors in December 2022 reinforced the message on critical underfunding. The Fund also explored the potential for direct support (financial and other) from participating UN agencies and other pooled funds including the Joint SDG Fund and the Peacebuilding Fund. The Voluntary Fund for Technical Cooperation in the Area of Human Rights stepped in to bridge the funding gap for the HRA Programme. The Fund's contingency planning was initiated in the same period.

In the context of the ongoing war in Ukraine impacting the contributions of some key donors to the UN's development operations and flagship global funds, the Fund SC noted that the HRM Fund was experiencing a significant downturn and (ongoing) significantly smaller donor base compared to the Peacebuilding Fund and the Joint SDG Fund. In early 2023, the Fund SC deliberated on options and plans for different scenarios of the funding crisis with advice from the entities' senior leadership (Assistant Secretary Generals/ASGs). Current donors were kept informed of the concerns by the SC Chair and through bilateral engagements with the Secretariat.

In June 2023, the SC met in an extraordinary session to discuss the implications of the ongoing funding crisis of the Fund for its programmes, in particular the flagship HRA Programme implemented by OHCHR. The Fund SC reviewed the results of two years of efforts to recapitalize the HRM and considered key strategic, operational and human resource exigencies for the second half of 2023 and for 2024. Acknowledging the urgency of the situation and the significant undercapitalization of the Fund, the Committee decided to cease active resource mobilization for the HRM Fund and to prepare a plan for the transition, winding down, and closure of the Fund, including the notification of partners and the implementation of contingencies to ensure the continued availability of HRAs (through OHCHR) . The SC members expressed their appreciation for the many important achievements of the Fund in its preceding 13 years of operation. The SC members also underscored their continued commitment to the integration of human rights in UN sustainable development work, continued engagement with the existing inter-agency coordination mechanisms on human rights in development and seeking alternative funding sources for key inter-agency support initiatives that have delivered positive outcomes for the UNDS and for national partners under the HRM Fund. Other key Fund initiatives such as the SURGE Initiative and the UNDP-OHCHR partnership on human rights and SDG systems integration remain critical to support.

The SC Chair informed current donors and the UNSDG Chair and Vice-Chair of the decision to commence winding down and closure activities of the Fund, and that the HRA Programme will transition to be under OHCHR's full responsibility, working in close collaboration with DCO to ensure continued coordination for strategic placement of human rights advisory capacities for the RC system and UNCTs, among others. Two weeks after the SC decision, the OHCHR Deputy High Commissioner and DCO Assistant Secretary-General also held a joint briefing with the RCs and HRAs on potential ways forward for 2024 given the impending Fund closure.

By July, the SC approved the transition plan for the winding down and closure of the Fund by the end of 2024. The Secretariat provided support to the SC in the implementation and monitoring of the plan for closure of the Fund .

4.4 LESSONS TO BE LEARNED

The independent evaluation of the Fund highlighted recurring themes of funding volatility; UNCTs and host governments were increasing demands for support while funding contributions were inadequate and unpredictable. As well, a challenging governance architecture hindered multi-year strategic planning. The revitalization of the Fund following the evaluation resulted in key structural enhancements intended to address some of the contributing factors, and renewed the engagement and commitment of PUNOs to design and deliver initiatives. This responded to increasing expectations from Member States and the United Nations in terms of the importance of integrating human rights into development assistance. However, the funding projections did not improve, preventing the Fund from making significant investments in key components of the theory of change and strategy.

Despite the commitment by Member States to increase contributions to inter-agency pooled funds under the Global Funding Compact, improvements in this area were slow. In 2023 and 2024, the Secretary-General reiterated the need for adequate, predictable and flexible funding for the UNDS, and called for Member States to step up and support the UNDS to deliver in line with Member States' expectations (ECOSOC Operational Activities Segment, 2023 and 2024).

Human rights mainstreaming efforts in the United Nations are continuously evolving. The winding down of the Fund reflects changes in the external funding landscape with competing global challenges, the demands of the COVID-19 pandemic recovery, the war in Ukraine, shifting political realities, and a reprioritization by donors. The Fund achieved much (from policy coherence to capacity-building) in its 13 years of operation, for which participating entities and donor partners should be proud. The work on strengthening support to Member States to fulfil human rights commitments will continue and will need adequate resourcing.

1. With the Fund's support, inter-agency efforts to enhance policy coherence and build the capacity of UNCTs to operationalize human rights and the HRBA, GEWE and LNOB principles in development activities **resulted in concrete improvements in the lives of the people we serve in many countries. These joint efforts need to be carried forward by appropriate UN partnerships and networks, such as the** [UN Inter-agency Network on Human Rights, LNOB and Sustainable Development](link). These mechanisms and their work should be adequately resourced.

1. Human rights mainstreaming requires complimentary actions at multiple levels and dedicated resources for coordination. **Strategically joined up solutions can be a force multiplier and have a greater impact on systems-level change. Sustained investments are required for comprehensive and complimentary inter-agency policy and support initiatives** to fully integrate human rights into the assistance the UN provides to countries to get back on track for the 2030 Agenda.

2. **HRAs are highly valued shared assets for RCs and the UNCTs. Continued funding and close collaboration between OHCHR and DCO on this programme will be key** to ensuring the well-coordinated and strategic deployment of support to RCs and UNCTs.

3. **Importance of consistent Member State political support and clear mandates** for all UNDS entities to engage in (joint) actions to assist governments in their efforts to respect, protect, promote and fulfil their human rights obligations as a critical tool for achieving sustainable development, and ensure that appropriate architecture and capacities are in place to support implementation of the QCPR mandates.

4. Key initiatives supported by the Fund allowed the UNDS to leverage the knowledge and expertise of various UN entities through joint efforts to **expand support to UNCTs and national partners in key areas, including the human rights economy, civic spaces, reaching the furthest**

behind first, and the strategic engagement with UN human rights mechanisms to integrate support for human rights into efforts to achieve the SDGs. These, in turn, strengthened the implementation of the Call to Action and the 2030 Agenda. To maximize efficiency and results, such programmes need to be implemented at scale, with sufficient flexibility to be responsive to individual country needs.

5. The closure of the Fund has left a real gap for UN joint work on human rights mainstreaming, including to ensure policy coherence, strategic technical advice and cooperation, capacity building and documenting and sharing good practices on integrating human rights in development. Support to a successor dedicated nimble interagency funding mechanism to operationalize system-wide priorities on human rights and development through partnerships and joint efforts at HQ, regional and country levels – even with modest resources – can enable continuation of efficient and targeted support, building on the successes of the Fund.

6. The Fund governance architecture provided a valuable mechanism for structured dialogue with Member State partners on key challenges in mainstreaming human rights in development.

Continued engagement with Member States through appropriate dialogue mechanisms will be critical to joint efforts for human rights in development, and for human rights-sensitive peacebuilding, prevention, resilience and social cohesion to deliver the 2030 Agenda.

7. The placement of the Technical Secretariat in DCO enabled the Fund to have an impact beyond the joint programmes that it funded. The DCO hosting facilitated links and direct engagements with the RC system. For example, the Secretariat's contributions to ongoing policy and systems evolution in the UNDS strengthened data and analytics on application of HRBA and LNOB and the value-add of human rights in development, stronger linkages with the RC system for leadership, and the roll out of system-wide strategies relating to rights of vulnerable groups.

8. The knowledge management set up and products supported by the Fund will need further investments to sustain impact. UNCTs and RCs are seeking more curated information and communities of practice on what is working, what strategies are used by UNCTs to advance human rights in complex environments and in the light of the Pact of the Future.

5. CONCLUSION

The HRM Fund contributed to significant progress in advancing human rights integration within the UNDS and beyond. Over the course of its implementation, the Fund has effectively enabled UN entities to work together to build capacities, strengthen institutional frameworks, and enhance operational coherence for human rights within the United Nations and with our partners at country level. The deployment of HRAs and catalytic funding — coupled with other system-wide guidance, tools and support — has enabled UNCTs to address key human rights challenges, aligning national policies with international standards and promoting more effective engagement with UN human rights mechanisms. As a result, the HRM Fund has successfully supported countries in making human rights a central pillar of their sustainable development efforts, directly contributing to the achievement of the SDGs — particularly SDG 16 on peace, justice and strong institutions, and SDG 10 on reduced inequalities.

A critical achievement of the HRM Fund has been its ability to bridge policy and operational gaps in human rights mainstreaming. Through sustained support, the Fund facilitated the development of tools, resources, and capacity-building initiatives tailored to the specific needs of UNCTs and RCs. This has ensured that UN interventions are grounded in human rights principles, fostering greater coherence in how human rights are integrated across humanitarian, development, and peacebuilding efforts. The Fund's efforts have been especially impactful in countries that benefited from dedicated in-country support, where HRAs played instrumental roles in shaping national human rights frameworks and strengthening the capacities of state and non-state actors.

The HRM Fund has also enhanced knowledge-sharing and collaboration across the UN system, promoting best practices and lessons learned to foster greater accountability and institutional change. The Fund's investments in regional dialogues, training programmes, and communities of practice have equipped UN personnel with the tools to apply HRBA and LNOB in their work. This has strengthened the ability of the UN to support national partners in meeting their human rights obligations, particularly in relation to marginalized and vulnerable groups.

As the HRM Fund concludes its mandate, it leaves behind a legacy of strengthened capacities, institutional reforms, and more effective integration of human rights in development policies. However, the need for sustained investment in inter-agency coordination, supported by a resourced and robust Secretariat, at global, regional and country levels on human rights integration remains critical. The gains made by the HRM Fund must be built upon to ensure that human rights remain central to the global development agenda, especially as countries continue to face complex challenges related to inequality, discrimination and the impacts of climate change. Going forward, it is essential that the UN system and Member States continue to prioritize human rights mainstreaming and make funding available for joint programmes, ensuring that no one is left behind in the pursuit of the 2030 Agenda. At the same time, the UN system can prioritize dedicated support to RCs and UNCTs on how to address concrete challenges across all rights, including the right to development and the right to a clean, healthy and sustainable environment, engaging in strategic advocacy and technical support to Governments and other national actors such as statutory bodies, NHRIs, civil society organizations, human rights defenders and others, ensuring that other partners – such as development cooperation agencies, and regional and sub-regional organizations – are brought into the fold to contribute to these system-wide efforts.

6. ANNEXES

6.1 HRA PROGRAMME[19] FINAL REPORT SUMMARY

To support the implementation of the 2012 UNSDG strategy for the deployment of new HRAs, the OHCHR benefited from the Human Rights Mainstreaming Fund (HRM Fund) for the dedicated funding to the HRA Programme, as per amended agreement covering the period from January 2013 to June 2024.

Since its inception, the UNSDG has been supporting the deployment of HRAs through the HRM Fund as a key actor encouraging RCs and UNCTs to uphold human rights in the work of the United Nations on the ground and better support Member States. The deployments of HRAs expanded from 12 countries at the beginning of the programme to a maximum cohort of deployments in 54 countries in 2021; due to financial constraints, the number dropped to 43 by the end of the Programme period in June 2024.

The HRA Programme, through the HRM Fund, is a demonstration of the close linkages between human rights and the 2030 Agenda, including its aims to achieve the SDGs and leave no one behind; we are trying to accelerate both processes. The programme managed to assist RCs and UNCTs, where they operate, to mainstream human rights and integrate it into their programming and activities. This reinforces the different RCs and UNCTs engagement and commitment to the 2030 Agenda.

Through these deployments of HRAs, human rights were more systematically promoted and integrated into the programmatic tools of the United Nations and aligned with the support efforts to achieve the commitments under the 2030 Agenda.

The HRA Programme also benefited in many ways from the Surge Initiative that was launched in August 2019 to respond to galloping economic and other inequalities, the slow-paced implementation of the 2030 Agenda and the SDGs, and growing social

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[19] The remaining PUNO project funded in 2024.

unrest. The initiative enhanced HRA's country-level engagement to accelerate the realization of ESC rights and foster a human rights economy that leaves no one behind, reduces inequalities, and strengthens the link between human rights and economic policy.

The HRA Programme contributed also to a reinforcement of intersectionality with efforts to promote gender equality, women's rights and women's empowerment with required expertise in the profiles for HRAs and continuous investment in capacity skills development in this area. In all the countries of deployment, HRAs played an important role in coordination with key UN partners such as UN Women, UNFPA and UNDP supporting dedicated analysis of the impact on women and girls.

Furthermore, in those countries where HRAs are deployed, it has been observed that there were more coherent and strategic engagements by the UNCTs with human rights mechanisms including enhanced engagements with the UPR and other human rights mechanisms (global and regional) and with NMRFs and NHRIs to achieve the SDGs.

The deployment of HRAs to RCOs and UNCTs continues to consolidate as a key vehicle in supporting human rights integration in the work of the United Nations on the ground during the reporting period. This important role, which was confirmed in the HRM Fund evaluation of 2020, has since being stressed as highly relevant by all RCs and partners benefiting from these deployments.

The programme, despite the highly positive feedback received from RCs and UNCT agencies, encountered some challenges, particularly towards the end of the reporting period, related to the evolving situation in countries of deployment and to the funding situation that hindered some deployments and/or expansion of presences. HRAs help enhance countries' engagement with the UPR and other human rights mechanisms, as well as the follow-up and implementation of their recommendations. HRAs provide tailored support to national institutions and civil society organizations seeking to participate in country reviews. In certain

cases, the complexity of the operating environment on the ground hampered the work of HRAs and the associated reporting on results.

Due to lack of funding received by the HRM Fund, recruitments were frozen and plans for new deployments put on hold from mid-2022. To sustain this critical joint resource, OHCHR had to step up to cover the unfunded 73 per cent of the HRA Programme from other funds in 2022 as well as in 2023. Because of the funding gap for the HRA Programme last year, OHCHR has maintained the freeze on eight HRA renewals and new deployments, reaching out to funding partners and partner RCs/UNCTs to assist in closing the funding gap. With some additional funds raised in 2023, 43 HRA posts were maintained in 2024. Following the decision by the Fund's SC to close the Fund (mainly due to undercapitalization), OHCHR is directly fundraising for the HRA Programme and seeking sustainable, predictable and adequate levels of funding to maintain existing deployments and to resume the recruitment for vacant positions, with a view to continue and expand the cohort of HRAs in line with demand. This will have a direct impact on the critical support provided to RCs and UNCTs in promoting all human rights as a common value and upholding international norms and standards.

On the implementation side, OHCHR is now the main UN entity implementing the programme in close coordination and cooperation with the DCO and the requesting RCs. During the first half of 2024, it coordinated these efforts with the HRM Fund Secretariat. The DCO-OHCHR Governance Mechanism serves as the overall governance structure of the HRA Programme, responsible for oversight of the HRMF fund allocations and results achieved with these resources. The Mechanism is comprised of the Director of FOTCD at OHCHR, the Director of the Policy and Programmes Branch at DCO, and the HRMF Secretariat, as well as their respective technical support units. The Director of FOTCD acts as Chair of the Mechanism.

The HRA Programme continued to be fundamental to the achievement of the ambition outlined in the Secretary-General's Call to Action to place human

rights at the core of work by the United Nations, highlighting its essential role in development and crises prevention. RCs benefiting from the deployments of HRAs have outlined the following added value of the HRAs in UNCTs:

a) HRAs **improve the capacity of UNCTs not only to uphold international norms and standards on human rights mainstreaming in activities and programmes but also to take preventive action** by supporting, for example, the use of human rights norms and human rights data, and facilitating information exchange on urgent or emerging human rights priorities, including for early warning. In Sri Lanka for example, the HRA monitored land-related disputes for their potential to become drivers of inter-community tensions.

b) HRAs also **enhance the capacities of UNCTs to use their convening role to promote and protect civic space**, through outreach and advice on addressing the root causes of inequalities, discrimination, and marginalization, in line with the 2030 Agenda's promise of leaving no one behind. In Guinea-Bissau, for example, UNCT joint advocacy, supported by the HRA, resulted in Guinea-Bissau submitting 4 pledges including to adopt a national strategy and policy on social protection in 2024. UN Day was dedicated to human rights, with a special focus on the human right to development.

c) HRAs **also help enhance countries' engagement with the UPR and other human rights mechanisms**, as well as the follow-up and implementation of their recommendations. HRAs also provide tailored support to national institutions and civil society organizations seeking to participate in country reviews. In Jordan, for example, as a result of the HRA's efforts to engage the UN system in the UPR reporting cycle, and under the leadership of the RC, 16 UN agencies supported the UNCT's submission on Jordan. This represented an increase of seven additional UN agencies since the last review in 2018. Further, the number of reports submitted by CSOs more than doubled from the last cycle, from 30 to 63. Submitting organizations also benefited from a series of workshops organized by OHCHR in May 2023 to finalize their reports.

BOX 6. LIST OF COUNTRIES WITH HRAs AS OF 30 JUNE 2024

N°	COUNTRY	N°	COUNTRY	N°	COUNTRY
1	Kenya	16	Tanzania	31	Moldova
2	Mozambique	17	Equatorial Guinea	32	South Caucasus
3	Zimbabwe	18	Bangladesh	33	Bosnia and Herzegovina
4	Lesotho	19	Sri Lanka	34	Kazakhstan
5	Madagascar	20	Nepal	35	Tajikistan
6	Eswatini	21	Myanmar (Bangkok)	36	Serbia
7	Zambia	22	Maldives	37	Barbados
8	Burundi	23	Timor Leste	38	Guyana
9	Nigeria	24	Samoa	39	Trinidad and Tobago
10	Guinea-Bissau	25	Philippines	40	Brazil
11	Sierra Leone	26	Papua New Guinea	41	Argentina
12	Gambia	27	Mongolia	42	Ecuador
13	Republic of the Congo	28	Jordan	43	Paraguay
14	Rwanda	29	North Macedonia	44	Belize
15	Malawi	30	Montenegro		

Note: All encumbered posts are covered by OHCHR until Oct 2025; underlined are vacant or under recruitment or with ad interim post holder

6.2 MULTI-YEAR RESULTS FRAMEWORK INDICATORS AS OF OCTOBER 2024

IMPACT

The UNDS contributes to a society in which 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.

INDICATOR	BASELINE	TARGET	STATUS (as of 2024 HRM Fund Report[20])	SOURCE
Per cent of countries with independent human rights institutions in compliance with the Paris Principles (SDG target indicator 16.a.1.a.)	41.6% (2020)	n/a	44.3% (2023)	UN Global SDG Database
Number of cases of enforced disappearance of human rights defenders, journalists and trade unionists (SDG target indicator 16.10.1.a)	19 (2020)	n/a	54 (2023)	UN Global SDG Database
Number of cases of killings of human rights defenders, journalists and trade unionists (SDG target indicator 16.10.1.b.)	393 (2020)	n/a	320 (2023)	UN Global SDG Database
Per cent of countries with legal frameworks that promote, enforce and monitor equality and non-discrimination on the basis of sex – Area 1: overarching legal frameworks and public life (SDG target indicator 5.1.1.a.)	70.9% (2020)	n/a	70.15% (2022)	UN Global SDG Database
Conflict-related death rate (civilians) per 100,000 population (SDG target indicator 16.1.2.b.)	5.0 (2020)	n/a	8.1 (2023)	UN Global SDG Database
Per cent 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 (SDG target indicator 10.3.1/16.b.1)	20% (2020)6	n/a	1/6 people reported feeling discriminated (2024)[21]	UN Global SDG Database
Per cent 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 (SDG target indicator 10.3.1/16.b.1)	No data available yet	n/a	20.07% (2023)[22]	UN Global SDG Database

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[20] HRM Fund Report prepared in September 2024
[21] Data from SDG Extended report 2024 (https://unstats.un.org/sdgs/report/2024/extended-report/Extended-Report_Goal-10.pdf)
[22] From available data in the Global Data Base, report for 2023.

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.

INDICATOR	BASELINE	TARGET	2024 STATUS[23]
Supporting governments and duty bearers			
Per cent of UNCTs that have in the past year facilitated follow-up of the UPR recommendations by the government	59% (2020)	95% (2025)	2023: 56% (48/85) 2022: 72.5% (95/131)
Per cent of UNCTs that have in the past year facilitated follow-up of the treaty bodies' recommendations by the government	72% (2020)	80% (2025)	2023:48% (37/77) 2022:71.7% (94/131)
Per cent of UNCTs that have in the past year facilitated follow-up of the recommendations of special procedures mandate holders by government	48% (2020)	55% (2025)	2023:31% (20/65) 2022:48% (63/131)
Per cent of programme country governments that agree that the UN contributes substantially to identify the situation of the poorest, most vulnerable, and those furthest behind	90% (DESA Survey, 2021 baseline published in 2022)	Not established	2023:86% 2022:93%
Per cent 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	84% (DESA Survey, 2021 baseline published in 2022)	Not established	2023:87% 2022:83%
Empowering right holders			
Per cent of UNCTs that have structured engagement with civil society groups throughout the programming cycle	75.17% (2021 baseline published in 2022)	Not established	2023:82.3% 2022:82.6%

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23 Data available at the time of report preparation. Outcome level indicators are from 2023 INFO. The 2024 DCO annual surveys are completed at the end of December.

OUTPUT 1

By 2025, the UNDS has advanced policy coherence, thought leadership, and knowledge creation and management on human rights in development (thematic area: global level work).

INDICATOR	BASELINE	TARGET	SOURCE	2024 STATUS
Number of **inter-agency engagements to generate thought leadership, knowledge or policy messaging** convened with the support of the Fund (cumulative)	0 (2020)	2 (2022), 4 (2023), 6 (2024), 6 (2025)	HRM Fund Annual Reports	8 cumulative total TBC In 2024: 1 event on UN support to QCPR OP28 2023: 3 2022: 5
Number of **joint, inter-agency knowledge products** on human rights in development supported by the Fund (cumulative)	1 (2020)	3 (2022), 5 (2023), 7 (2024), 9 (2025)	HRM Fund Annual Reports	180 cumulative total 2024: UN Network on Human Rights and Sustainable Development key messages on QCPR 2023: 6 2022: 172
Extent of knowledge-sharing as measured by the number of page views of the **UNSDG Knowledge Portal on Human Rights and LNOB** per year	0 (2020)	1,000 (2022), 1,500 (2023), 2,000 (2024), 2,200 (2025)	UNSDG Knowledge Portal web analytics	2024: 2,789 (as of Aug 2024) 2023: 2,369 2022: 1,956
Number of peer-to-peer engagements with an explicit knowledge-sharing objective supported by the Fund, at global and regional levels (cumulative)	0 (2020)	3 (2022), 5 (2023), 7 (2024), 9 (2025)	HRM Fund Annual Reports	7 cumulative total 2024: 2 (HRA CoPs: Agenda for Protection, Labour Rights) 2023: 2 2022:5

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 Call to Action (thematic area: UNCTs).

INDICATOR	BASELINE	TARGET	SOURCE	2024 STATUS
Per cent of RCs that have indicated that UNCT members consult with them on exceptional and sensitive cases related to their normative agenda	83% (2019)	90% (2022), 92% (2023), 94% (2024), 96% (2025)	HRM Fund Annual Reports	98% (2023 report on QCPR)
Per cent of UNCTs that have been trained on HRBA per year	37% (2020)	50% (2022), 60% (2023), 70% (2024), 75% (2025)	DCO IMS D.1.1.2	Not included in 2023 IMS normative survey

OUTPUT 3

By 2025, an increased number of HRAs have provided RCs and UNCTs with capacities to put human rights at the centre of their work (thematic area: HRAs).

INDICATOR	BASELINE	TARGET	SOURCE	2024 STATUS
No. of RCs/UNCTs that have the support of an **HRA**	43 (2020)	54 (2022), 60 (2023), 66 (2024), 72 (2025)	OHCHR	2011-2024:56 RCs/UNCTs with HRAs 2024: 44 UNCTs supported by 43 HRAs
Per cet of UNCTs that have in the past year completed a **human rights analysis**	77% (2020)	85% (2022), 90% (2023), 90% (2024), 90% (2025)	QCPR 1.4.7.i; IMS D.1.1.2	2023: 88% (116/132)

INDICATOR	BASELINE	TARGET	SOURCE	2024 STATUS
Per cent of UNCTs that have developed a **strategy** to address the issues identified in the human rights analysis and taken **subsequent action** to address the issues set out in the human rights analysis	66% (2020)	75% (2022), 77% (2023), 80% (2024), 83% (2025)	DCO IMS D.1.1.3, 2023 IMS D.1.1.4	2023: 66% (modified question) 2022: 79% strategy, action 92% 2021:100% reported HR strategy (different IMS question, HR strategy involves: advocacy, programme, coordinated response with HQ) In 2023, 66% of UNCTs reported that they had held a dedicated strategic discussion on human rights, informed by a human rights analysis, such as the country dialogues envisaged by the Secretary-General's Call to Action.
Per cent 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)	QCPR 1.4.7.ii;	Not included in 2023 IMS
Per cent of **UNCTs with an HRA** reporting that current **CCAs** include recommendations from UPR, treaty bodies (TB), and special procedures (SP) as a core component of its analysis (unweighted average)	84% (2020)	90% (2022), 92% (2023), 95% (2024), 97% (2025)	DCO IMS D.1.1.3, 2023 IMS D.1.1.6	2023:72% (UPR 89%, TB 73%, SP 53%) 2022: 81% (UPR 92%, TB 83%, SP 69%) 2021: 77% (UPR 86%, TB 82%, SP 64%)
Per cent of **UNCTs with an HRA** reporting that **UNDAFs**/ UNSDCFs link outcomes with recommendations from UPR, treaty bodies and special procedures (unweighted average)	74% (2020)	80% (2022); 83% (2023); 86% (2024), 89% (2025)	DCO data and IMS D.1.1.4, 2023 IMS D.1.1.7	2023: 55% (UPR 72%, TB 61%, SP 31%) 2022: 62% (UPR 71%, TB 66%, SP 50%) 2021: 66% (UPR 76%, TB 70%, SP 52%)

OUTPUT 4

By 2025 – and with support of RCs/UNCTs – national and local governments and NHRIs have stronger capacities to engage with human rights mechanisms and integrate human rights in development; human rights defenders, civil society and communities have strengthened capacity and platforms for meaningful participation and advocacy (thematic area: UNCT partners).

INDICATOR	BASELINE	TARGET	SOURCE	2024 STATUS
Governments				
Per cent 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	98% (2021)	Baseline not established	QCPR 1.4.11. iii; DESA (RC/UNCT survey) *Now 1.4.11.i	2023:97% 2022:97%
Per cent 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	97% (2021)	Baseline not established	QCPR 1.4.11. vi; DESA (RC/ UNCT survey) *Now 1.4.11.iv	2023:98% 2022:96%
Per cent of RCs that confirm receiving adequate support on human rights by the UNDS in support of national partners on the domestication and ratification of international treaties and alignment of laws, policies and practices with standards	97% (2021)	Baseline not established	QCPR 1.4.11.v; DESA (RC/ UNCT survey) *Now 1.4.11.iii	2023: 92% 2022:95%
Per cent 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% (2023), 91% (2024), 91% (2025)	DCO IMS D.1.1.4	Not included in 2023 IMS 2022:88%
NHRI				
Per cent of UNCTs in countries with a NHRI that have engaged with the NHRI as a partner in the past year	96% (2020)	98% (2022), 99% (2023), 100% (2024), 100% (2025)	DCO IMS D.1.1.20.1, 2023 IMS C.4.4	2023:87% 2022:94%

INDICATOR	BASELINE	TARGET	SOURCE	2024 STATUS
CIVIL SOCIETY				
Per cent 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 D.1.1.8	2023: 58% (36/85 UPR, 40/77 TB, 51/65 SP) 2022: 45% (29% UPR, 48% TB, 57% SP)
Per cent 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	51% (2021)	Baseline not established	DCO IMS D.1.1.22	Not in 2023 IMS 2022:53% (57/108)
Per cent of UNCTs that have contributed to an enabling environment for civic space online and offline in partnership with civil society, in the past year	80% (2021)	Baseline not established	DCO IMS D.1.1.21, 2023 IMS C.1.6.3	Not included in IMS in 2023. From 2023 revised IMS, 74% of UNSDCFs or equivalent include interventions on civic space 2022:91%
Per cent of dedicated catalytic activities that includes building the capacity of human rights defenders as a priority, per year	n/a[24] (2020)	25% (2022), 35% (2023), 40% (2024), 45% (2025)	Annual analysis of project proposal forms by the Secretariat	2023: No dedicated catalytic activities funded by the HRM Fund in 2023. HRAs in many countries reported providing capacity-building support to human rights defenders. 2022: No call for programmes in this area

[24] The HRM Fund has not yet started to fund dedicated catalytic activities in 2021.

FUND'S OPERATIONAL EFFECTIVENESS

WORKSTREAM	INDICATOR	BASELINE	TARGET	STATUS AS OF 2024
Use of resources	Cumulative delivery rate as of 31 December	68%[17](2020)	70% (2025)	99% (31 Oct)
	Number of UN organizations that received funds transferred (cumulative)	2 (2020)	6 (2025)	5 under 2022-2025 results framework.
	Number of dedicated catalytic activities[25] supporting integrated approaches by UNCTs that have been funded (cumulative)	26 (2020)	100 (2025)	34 under 2022-2025 results framework.
	Per cent of HRAs deployed that are female (yearly)	59% (2020)	50% or more (2025)	2024:79% 2023:80 % 2022:81% 2021:68%
Resource mobilization and communication	Volume of resource mobilized annually (in USD)	3,045,493 (2020)	TBC (2025)	2024:2,747,379 2023:4,371,755 2022:3,775,203 2021:6,226,810
	Number of HRM Fund contributors	6 (2020)	10 (2025)	Total 7 *2 in 2024*
	Number of formal strategic dialogues of SC with donors/ partners (cumulative)	0 (2020)	4 (2025)	Total 4 *0 in 2024*
	Number of formal strategic dialogues of SC with donors/ partners (cumulative)	0 (2020)	8 (2025)	2023: 4 2022: 2
	Communications strategy tracked annually	No[26] (2020)	Yes (2022-2025)	Yes

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

[26] Fund communications strategy was approved in February 2022.

WORKSTREAM	INDICATOR	BASELINE	TARGET	STATUS AS OF 2024
Monitoring & evaluation	M&E framework updated annually	No[27] (2020)	Yes (2022-2025)	Yes
	Annual % financial delivery	68% (2020)	70% (2022-2025)	N/A
	Per cent of projects operationally closed within 6 months of end date	48% (2020)	67% (2022-2025)	TBD
	Per cent of approved project proposals that apply the gender equality marker	0 (2020)	100% (2022-2025)	100%

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[27] Fund M&E strategy was approved in February 2022.

6.3 KEY RESOURCE MOBILIZATION ACTIVITIES

YEAR	MILESTONE (ACTIVITY/PRODUCT)
2021	Multi-year results framework resource mobilization strategy approved by the SC
	Structured dialogue with current donors
	Gateway updating of Fund key results
2022	Multi-year results framework fund appeal document (full, 1-2 pagers/thematic)
	High-level partners' event, with video messages from country-based partners (virtual, April)
	ILO-OHCHR hosted event in Geneva (hybrid)
	Technical briefing on Advancing Human Rights for Sustainable Development, hosted by the Norway Mission in Geneva (launch of the 2021 annual report)
	(hybrid)
	Presentation and call for funding at the Montreux meeting of development partners (Oslo+2)
	Integration of Fund's key messages into talking points of agency heads/senior leaders (e.g. at HLPF VNR Lab, Morocco/ILO event on decent work)
	Outreach and bilaterals to New York missions by the Fund Secretariat
	Joint donor outreach (in Geneva) by OHCHR and DCO
	Outreach to European Union Commission (DCO and OHCHR)
	Individual letters from the SC Chair to Member States/donors who participated in the high-level event and donor briefings
	Engagement of RCs for locally mobilized resources to address funding gaps (SC Chair letter to RCs circulated by DCO)
	SC Chair report to the UNSDG Principals Core Group and commitment of UNSDG to raise the Fund results and resource needs in their engagements with donors and Members States (HRM Fund Factsheet)
	Briefing on Human Rights for Sustainable Development, with the High Commissioner and HRAs (hybrid)
	Annual key priorities for resource mobilization implementation plan
2023	Technical updates to donor partners
	SC briefing to donor partners
	Key messages for RCs on locally mobilized resources
	Annual key priorities for resource mobilization implementation plan

"When we take a human rights-based approach to development, the outcomes are more sustainable, powerful and effective." - UN Secretary-General António Guterres, Call to Action for Human Rights

Human Rights Mainstreaming Fund

OVERVIEW

Created in 2010, the Human Rights Mainstreaming Multi-Donor Trust Fund (the HRM Fund) is the **only dedicated funding mechanism to enhance the capacities of Resident Coordinators and UN country teams in their efforts to integrate human rights into their work, in line with governments' requests**. The inter-agency pooled fund is governed by a board comprised of OHCHR (Chair), UNDP, UNICEF, UN Women, UNESCO, ILO, DCO, and the Multi-Partner Trust Fund Office, with the assistance of a secretariat hosted by DCO.

The recent independent evaluation of the HRM Fund (covering 2011-2019) concluded that the Fund has:

❑ fostered improved **policy coherence**, **joint actions**, and **results**;
❑ built the capacity of the **UN development system** to implement the guiding principles of the human rights-based approach (HRBA), leaving no one behind (LNOB), and gender equality and women's empowerment (GEWE); and
❑ provided **crucial support to governments and other partners** at country level.

The Fund's investments have been recognized for contributing to **prevention and resilience** efforts, and the Secretary-General's Call to Action for Human Rights - including human rights in sustainable development, rights in times of crisis, gender equality and the rights of women, public participation, and civic space.

RECENT ACHIEVEMENTS

With a budget of USD 14 M in 2021, the HRM Fund led to improvements in people's lives **in at least 73 countries**. The support included:

❑ **deployment of Human Rights Advisers to 54 countries** (in agreement with host governments), providing in-country, expert advisory support to Resident Coordinators, UN country teams and national partners;
❑ **foundational guidelines and capacity building tools on** human rights-based approach (HRBA), leaving no one behind (LNOB), and gender equality and women's empowerment (GEWE);
❑ expert support and catalytic funds for UN country teams initiatives to **operationalize economic and social rights in development policies and in Cooperation Frameworks;** and
❑ **strengthened integration of the outputs of UN human rights mechanisms, including the UPR recommendations, in SDG processes**.

UNSDG information management system annual reporting reflects significantly better performance (in terms of HRBA indicators in Common Country Analyses and Cooperation Frameworks, and human rights mechanisms engagements) by those UN country teams that receive dedicated support from Human Rights Advisers.

These gains are now all under threat due to lack of funds for 2023 and beyond.

For more information:
✉ Human Rights Mainstreaming Trust Fund Secretariat: brianna.harrison@un.org
🖥 https://mptf.undp.org/factsheet/fund/HRM00

URGENT RESOURCE NEEDS

To continue promoting human rights for sustainable development in the work of the UN development system, while supporting its repositioning, the Call to Action for Human Rights, Our Common Agenda and the SDGs – the **HRM Fund needs an urgent replenishment of USD 20 million yearly (majority of which is for Human Rights Advisers).** *Full appeal 2022-2025 available here.*

The HRM Fund's total capitalisation of USD 38 million was contributed by 6 development partners (4 active in the past 2 years – Sweden (SIDA), Norway, Finland, Denmark). **More partners are needed to meet the demands of Member States for the UN development system support to fulfil their human rights commitments as stated in the 2020 QCPR.**

Contributions to the multi-year appeal are Official Development Assistance (ODA)-eligible. Donors are therefore able to meet their voluntary targets when pledging funds to the HRM Fund. The channel code for reporting is 41401 (the Multi-Partner Trust Fund Office).

6.4 COMPILATION OF FUND PROJECTS

PROJECT	SUMMARY
Deployment of HRAs	The HRAs deployed under the 2012 UNSDG Strategy for the Deployment of HRAs to RCs and UNCTs provide catalytic country-level expertise that enables RCs and UNCTs to put human rights at the centre of their support to countries. The HRA key result areas in strengthening capacities of RCs, UNCTs and national development partners including NHRIs and civil society: (i) Support in promoting human rights as a common UN value and upholding international norms and standards through advocacy and awareness-raising; (ii) Integration of human rights into UN programmes and activities, UNSDCFS and other key strategic planning tools and application of the HRBA; (iii) Support to the building and strengthening of national capacities and institutions for the promotion and protection of human rights; (iv) Advice on prevention of human rights violations and on integrating human rights in humanitarian responses and post-crisis recovery under the direction of the RC/Humanitarian Coordinator; (v) Support to the United Nations and national partners in their engagement with international human rights mechanisms and the use of the mechanisms' recommendations in the development of national human rights and development plans. A cumulative total of 56 countries benefited from the HRA Programme.
HRA Programme management support	The management support structure for the HRA Programme continued strategically coordinating complementary funding support from the VFTC and expertise from the five high-level experts of its Board of Trustees representing the five UN world regions. This coordination is critical for the stability of the programme due to the need to bridge the gap between HRM Fund replenishments. The support structure also ensured regular analysis of results reported and provided all the financial details for new requests, consolidated budget inputs to anticipate fundraising efforts and costs estimations of the overall programme to ensure it remains on a solid financial footing.
HRBA, GEWE & LNOB training	The programme was led and managed by UN Women, working in close consultation with the project team consisting of OHCHR, UNICEF, UNFPA and DCO. The programme implementers also cooperated closely with the UN Inter-agency Network on Human Rights, LNOB and Sustainable Development (co-chaired by OHCHR and ILO) as well as the Working Group on Gender Equality and Women's Empowerment. Through the partnership with the UNSSC, it launched in 2022 the "Foundational Course on UNDSCF Guiding Principles: Human Rights-Based Approach GEWE & LNOB" (offered free), and the six-week moderated online course to bolster the capacity of UN staff from 2023 and 2024 CF design countries – primarily UNCTs, RCOs and staff engaged in developing the UNSDCFs.
HRM CLP workshop	The UNSDG common learning package on HRBA, GEWE and LNOB (three guiding principles for the CCA and CF elaboration by UNCTs) was updated to align with the UNSDG guidance and processes. Due to COVID-19 pandemic restrictions, the planned in-person community of practice was not held. Remote consultations and discussions were held in updating the draft common learning package.
HRM LNOB guide pilot – Cameroon	One of the three pilot countries for the LNOB Operational Guide. The country pilots generated feedback on the operationability of the LNOB Guide and the process and capacity-building support needed to facilitate its application at the country level including the development of new CCA and CF. The Secretariat provided coordination and technical support to the HQ leads and UNCTs to conceptualize and implement the pilots with financial support from the Fund. The project facilitated the consultative process with LNOB groups for the elaboration of the UNSDCF draft, and the sensitization of development partners especially on disability inclusion.

PROJECT	SUMMARY
HRM LNOB guide pilot – Tunisia	One of the three pilot countries for the LNOB Operational Guide. The country pilots generated feedback on the operationability of the LNOB Guide and the process and capacity-building support needed to facilitate its application at the country level including the development of new CCA and CF. The Secretariat provided coordination and technical support to the HQ leads and UNCTs to conceptualize and implement the pilots with financial support from the Fund. The project informed the UNCT's identification of furthest left behind groups and CCA process.
HRM LNOB guide pilot – Nepal	One of the three pilot countries for the LNOB Operational Guide. The country pilots generated feedback on the operationability of the LNOB Guide and the process and capacity-building support needed to facilitate its application at country level including the development of new CCA and CF. The Secretariat provided coordination and technical support to the HQ leads and UNCTs to conceptualize and implement the pilots with financial support from the Fund. The project informed the COVID-19 pandemic response plan of the UNCT.
HRM M&E Framework Development	With support from the Fund and the Secretariat, the UNDG-HRWG finalized the *Monitoring and Evaluation Framework for Human Rights Mainstreaming in UN Country Level Activities: User's Guide*, led by UNICEF, following extensive consultation with field colleagues and technical experts to ensure alignment with the UNDAF/CF guidance.
Human Rights Frontiers 2030	The UNDG-HRWG spearheaded the Human Rights Frontiers Forum which brought together senior UN leaders, RCs and representatives across the UNDG. They provided thought leadership on key frontiers for human rights and the development of a set of policy and operational messages to support UNCTs in integrating human rights into SDG implementation. They also held a series of "Frontier Dialogues" on frontier issues with strategic implications on the implementation of the 2030 Agenda.
Induction programme for HRAs	The global workshop for newly deployed HRAs, involved resource persons and facilitators from OHCHR (led by DHC), DOCO (Director) and UNDG members. The workshop had a policy segment (focused on UNDG HRA Strategy, UNCT guidance on 2030 Agenda, developments in human rights mechanisms) and the practical skills part (centred on HRBA CLP).
RCs dialogue- human rights leadership	Due to COVID pandemic, only one regional dialogue was completed. The Human Rights Task Team, in partnership with DCO, OHCHR and UNDP, held the dialogue with RCs and UN entities in the Middle East and North Africa region. The themes and key messages revolved around the RC leadership and UNCTs on concerns related to: freedom of opinion and expression; assembly and association; discrimination of minorities due to citizenship or statelessness; gender equality; and discriminatory law/policy/practice.
Strengthen Costa Rica systems	In a follow-up to the recommendations of the Special Rapporteur on Indigenous Peoples, a national *mesa de dialogo* between Indigenous groups and the government on development processes was institutionalized through the support of the UNCT.
Strengthen Guinea-Bissau systems	The project enabled the United Nations to support the newly established NHRI set up a human rights indicator system to help review the country's progress in meeting its international human rights obligations.

PROJECT	SUMMARY
Strengthen Indonesia systems	The project designed an analytical framework on the SDGs and human rights to monitor the progress towards the national development objectives of the 2030 Agenda from a human rights perspective. Multi-stakeholder consultations with the government planning agency (SDG Secretariat), the NHRI and UNCT were also conducted.
Strengthen Morocco systems	The project supported the capacity-building of the Interministerial Delegation on Human Rights (DIDH) in tracking implementation of recommendations from human rights mechanisms. The DIDH is a national body created to strengthen the country's progress in meeting its international human rights obligations to track the country's progress with implementing the recommendations of the UPR, treaty bodies and special procedures.
Strengthen Myanmar systems	The project focused on UNCT capacity-building on human rights-related issues to promote greater engagement by the UNCT and the Government in these issues, while bringing the international donor community and civil society in these efforts as part of coordinated approach to human rights engagements and information-sharing.
Strengthen Turkey systems	The project focused on UNCT developing a road map for the monitoring and implementation of recommendations by international human rights mechanisms, especially UPR outcome documents. The UNCT established a Thematic Group on Human Rights which enabled the UNCT to advocate for necessary constitutional amendments; reforms to the Civil and Penal Codes; the establishment of a national human rights institution; the enactment of new legislation in the areas of discrimination, violence against women and gender equality, and policies to enhance women's participation in decision-making processes.
Strengthen Uruguay systems	UNCT support to the consolidation of the reform of the penitentiary system and the protection of human rights of people deprived of liberty with emphasis on adolescents, women and children.
Strengthen Zambia systems	The project promoted international human rights standards in national development, policies and the human rights principles of participation, non-discrimination and accountability in the implementation of the country's UNDAF.
Strengthening HRM in Asia-Pacific region	The UNDG Asia-Pacific Project on Human Rights Mainstreaming contributed quality outputs to the expected achievements of the UNDG Asia-Pacific's workplan. It strengthened the regional UNDG human rights coordination, capacity-building and action on thematic priorities, and contributed to coherent human rights policy and programming support and guidance for RCs and UNCTs.
Strengthening HRM in Latin America and Caribbean region	The Fund supported holding a Community of Practice meeting for Latin America and Caribbean region on "The 2030 Agenda for Sustainable Development and the Human Rights-based approach: a tool for UN Joint Programming". This event provided for exchange of good practices and experiences between HRAs, leading UN agencies from country level inter-agency human rights working groups, Regional Human Rights Specialists, and RC Coordination Officers in support of the adaptation and implementation the 2030 Agenda with a human rights-based approach.

PROJECT	SUMMARY
Strengthening knowledge management	Implemented by the Secretariat and DCO, with support of knowledge management experts, developed and managed content of multiple dedicated online knowledge management platforms (including HuriTALK and the HRBA Portal) for the whole of the UNDS with a focus on enhancing vertical communications and bi-directional information-sharing between HQ , regional level and the field, and to create opportunities for linkages and synergies with other areas of the interagency human rights mainstreaming work and system-wide knowledge management functions led by DOCO/DCO and other parts of the UN system.
Strengthening knowledge management	The Secretariat supported the UNDG implementation of strengthening UN system-wide knowledge management in human rights and development by bolstering knowledge exchange and expanding the HRBA Practitioners' Portal: http://hrbaportal.org/ and managing the UN Human Rights Policy network (HuriTALK).
Strengthening the engagement of human rights mechanisms	The UNDG-HRWG / Results Group "Give Voice to Common Values and Norms (RG VVN), led by UNFPA, engaged in a review of different experiences in tracking the implementation of recommendations made to countries by the international human rights mechanisms. The resulting study, *Strengthening the Engagement with Human Rights Mechanisms: tracking the Implementation of Recommendations and concluding Observations*, based on the review of different UNCTs and country settings, was published in 2017.
Strengthening UNCT leadership	The UNDG Guidance Note on Human Rights for RCs and UNCTs was developed through a consultative process and in under the leadership of OHCHR and DOCO. The Guidance Note outlines the policy framework guiding the human rights role and responsibilities of RCs and UNCTs and provides input on addressing opportunities and challenges in different country contexts.
Surge Initiative	The Surge Initiative focused on engagement at the country level, working closely with UNCTs and in the context of UNSDCFs and CCAs. It brought together economists and development, economic and social rights experts to provide specialized advice and analysis to operationalize economic and social rights, including technical and financial support to seeding change projects (e.g. HRBA to macroeconomics, translating recommendations from human rights mechanisms into strategic options for development policies).
UNDP-OHCHR partnership to advance human rights and sustainable development	UNDP-OHCHR partnership led to targeted support to pilot countries in harmonizing national reporting and implementation structures (on UPR, VNR etc.) and HRBA to data (NHRI partnerships with NSO), production of new knowledge tools and resources for UNCTs, including the repository of over 60 good practices in supporting strategic engagement with the UPR for development. Some of the key materials developed included: publication of curated country examples under the UN Good Practices: How the Universal Periodic Review Process supports Sustainable Development, the Operational Common Appeal Guidance Note on Human Rights and VNRs, and the mapping of good practices of NHRIs and NSOs in operationalizing human rights indicators and HRBA to data, with a repository of capacity-building materials and data-collection. Link to partnership results.
UNDG-HRM Secretariat (2011–2024)	The Secretariat provided technical and operational support to the Fund SC processes (from proposal reviews to management response to the independent evaluation) and donor reporting. It provided critical support to inter-agency coordination mechanisms on human rights mainstreaming, communications and guidance support to RCS and UNCTs.

6.5 FUND GOVERNANCE

This section outlines the roles and processes and describes how they contributed to the overall governance and accountability of the HRM Fund since the 2021 update of the ToR.

STEERING COMMITTEE
The HRM Fund is managed by a SC comprised of representatives at the senior, decision-making level of up to six Participating Organizations that have signed the memorandum of understanding, with OHCHR to serve as the Chair. The SC sets the strategic direction of the Fund, reviews funding proposals and approves allocations.
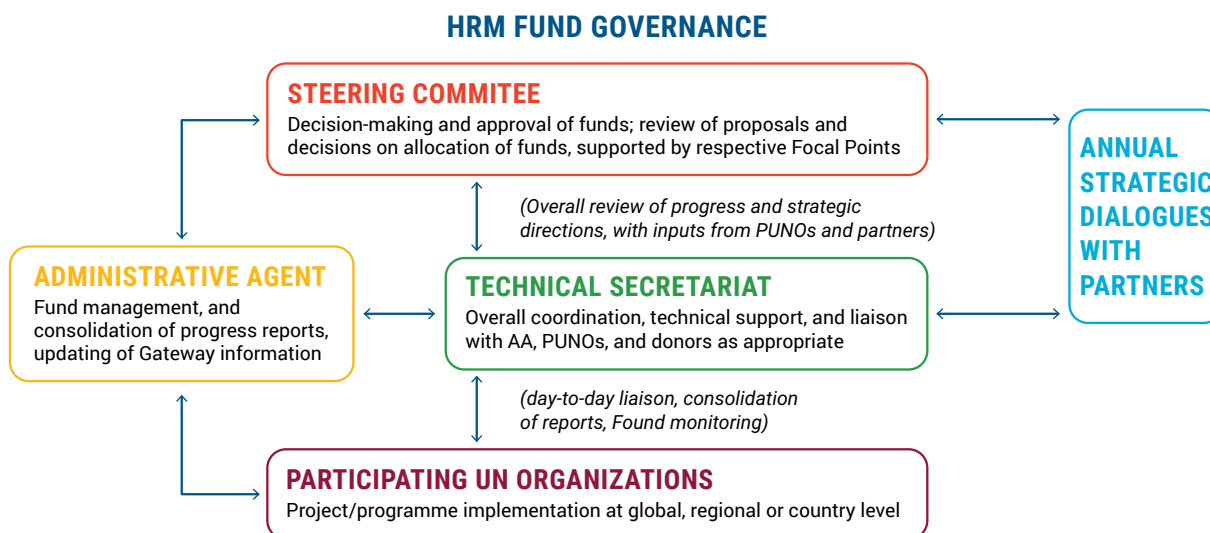
TECHNICAL SECRETARIAT
The Secretariat provides operational coordination and technical support to the HRM Fund. It will be hosted by the DCO to facilitate the Secretariat's support to inter-agency coordination, institutional linkages between the Fund and the UNSDG and its working mechanisms, and the coordination 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 SC, Participating UN Organizations and the Administrative Agent.

ADMINISTRATIVE AGENT
The Multi-Partner Trust Fund Office is the Administrative Agent for the HRM Fund. It is responsible for the receipt, administration and management of contributions from donors, disbursement of funds to Participating Organizations, and consolidation and dissemination of progress reports to the donors.

PARTICIPATING UN ORGANIZATIONS
UN Organizations that participate in the Fund sign a standard memorandum of understanding with the Administrative Agent. Operating under their own financial regulations, rules and policies, each organization assumes full financial and programmatic accountability for the funds disbursed to it by the Administrative Agent and for the implementation of the project. Participating Organizations provide financial and narrative progress reports to the Administrative Agent on their activities, as described in the memorandum of understanding.

HRM FUND GOVERNANCE

STEERING COMMITEE
Decision-making and approval of funds; review of proposals and decisions on allocation of funds, supported by respective Focal Points

(Overall review of progress and strategic directions, with inputs from PUNOs and partners)

ANNUAL STRATEGIC DIALOGUES WITH PARTNERS

ADMINISTRATIVE AGENT
Fund management, and consolidation of progress reports, updating of Gateway information

TECHNICAL SECRETARIAT
Overall coordination, technical support, and liaison with AA, PUNOs, and donors as appropriate

(day-to-day liaison, consolidation of reports, Found monitoring)

PARTICIPATING UN ORGANIZATIONS
Project/programme implementation at global, regional or country level

6.6 ABBREVIATIONS AND ACRONYMS

CCA	common country analysis
CEDAW	Committee on the Elimination of Discrimination against Women
CERD	Committee on the Elimination of Racial Discrimination
CF	Cooperation Framework
CLP	common learning package
CRPD	Convention on the Rights of Persons with Disabilities
DCO	Development Coordination Office
DESA	United Nations Department of Economic and Social Affairs
DIDH	Interministerial Delegation on Human Rights
DOCO	Development Operations Coordination Office
ECLAC	Economic Commission for Latin American and the Caribbean
ECOSOC	United Nations Economic and Social Council
ESCR	Economic, Social and Cultural Rights
GEWE	Gender Equality and Women's Empowerment
HQ	headquarters
HRA	Human Rights Adviser
HRBA	Human Rights-based Approach
HRM	Human Rights Mainstreaming
ILO	International Labour Organization
LNOB	leave no one behind/leaving no one behind
MDTF	Multi-donor trust fund
MDG	Millenium Development Goals
NMRF	National Mechanisms for Reporting and Follow-up
NHRI	National Human Rights Institutions
NSO	National Statistics Office
OHCHR	Office of the High Commissioner for Human Rights
PDA	Peace and Development Adviser
PBF	United Nations Peacebuilding Fund
PUNO	Participating United Nations Organization
QCPR	Quadrennial Comprehensive Policy Review
RC	Resident Coordinator
RCO	Resident Coordinator Office
RG VVN	UNDG-HRWG / Results Group "Give Voice to Common Values and Norms"
Rio+20	2012 United Nations Conference on Sustainable Development in Rio
SC	Steering Committee
SDG	Sustainable Development Goals
SP	Special Procedures
ToR	Terms of Reference
TB	Treaty Bodies
UN	United Nations
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN INFO IMS	UNSDG Information Management System[28]
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group
UNSSC	United Nations System Staff College
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UPR	Universal Periodic Review
VFTC	Voluntary Fund for Technical Cooperation in the Field of Human Rights
VNR	Voluntary National Review

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