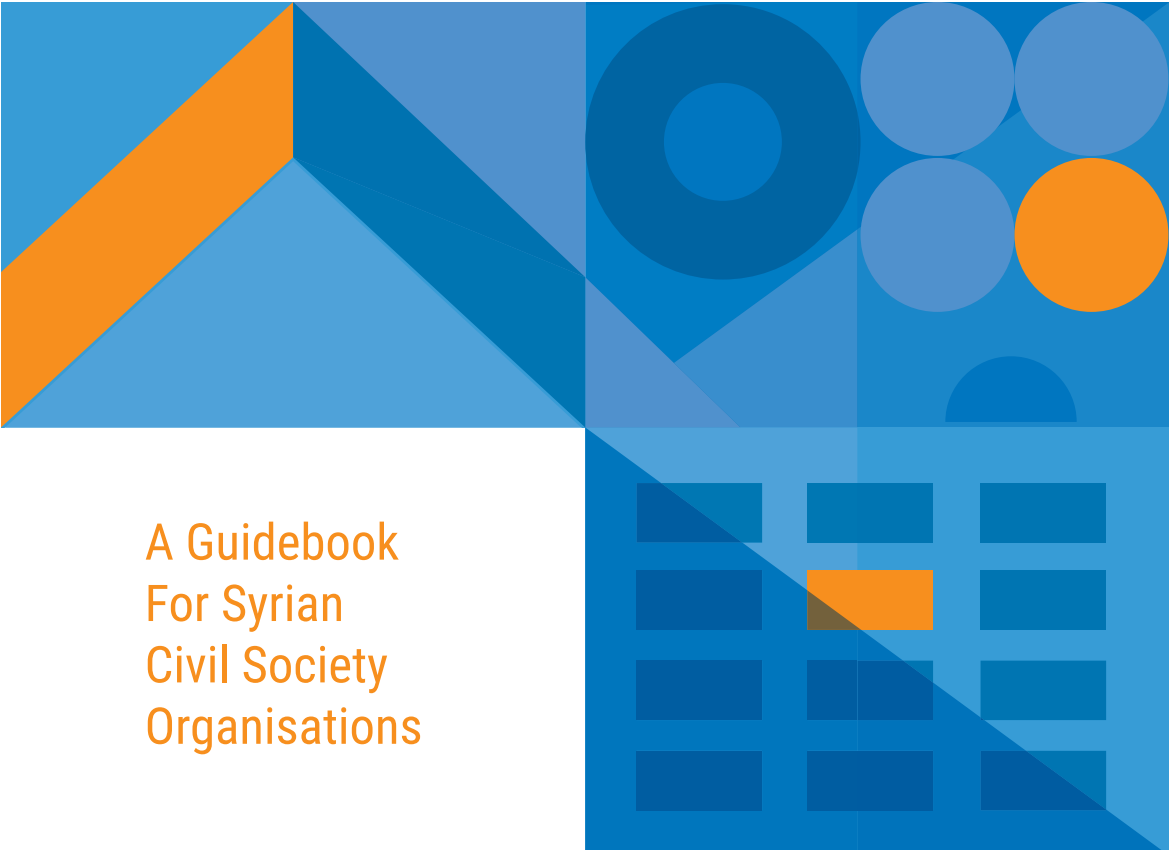


Applying a people-centric approach to advocacy and project management



A Guidebook
For Syrian
Civil Society
Organisations



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I.

GUIDEBOOK RATIONALE

WHAT IS THE PEOPLE-CENTRIC APPROACH?

The people-centric approach is a methodology that emphasises the need to place the needs and expectations of rights holders at the centre of advocacy and project management. This approach is especially relevant to Syria where years of active hostilities have left millions of people deprived of their civil and political as well as economic, social and cultural rights. By bringing people and their rights into focus, CSOs ensure that their interventions do not just serve to acknowledge suffering or offer temporary relief to survivors, but instead address the root causes of these violations to ensure they do not happen again.

HOW DOES THE PEOPLE-CENTRIC APPROACH RELATE TO RIGHTS-BASED APPROACHES TO PROGRAMMING?

The Human Rights Based Approach (HRBA) to programming is a methodology that has been used for over a decade to integrate human rights principles and standards in civil society rights programmes around the world. The approach has been applied in development contexts that often assume a stable political environment, a large and protected civic space, and the possibility for civil society actors to engage with duty bearers at the level of government institutions. The people-

centric approach applies aspects of HRBA to a context where this baseline may not be available. It does so in three ways: First, it identifies strategic openings for human rights advocacy and technical assistance. Second, it takes economic, political and cultural complexities into account when analysing and addressing human rights challenges. And last, it ensures that a practical and gradual change in the enjoyment of human rights at the level of individuals is achieved.

WHO SHOULD BE USING THIS GUIDEBOOK?

The guidebook offers technical guidelines for those who seek to carry out or sponsor human right initiatives in Syria. In-country civil society players and those based abroad can find inspiration in the methodology presented in this guidebook when designing their initiatives. Decision-makers and public policy officials in Syria will also find that the examples used to illustrate the approach reflect many of the international human rights obligations to which Syria has signed up and that fall under their mandate. In addition, international partners, including the United Nations and members of the donor community, can use this guidebook as a reference to orient future support to civil society projects in Syria, particularly as it encourages forward-looking and results-oriented planning.

IN A NUTSHELL...

A HRBA to programming integrates human rights standards and principles in project planning, and translates them into results that show an improvement in the capacity of duty bearers to deliver on their obligations and in people's ability to claim their rights.

A people-centric approach applies HRBA to a context where duty bearers may not be known or easy to access, where society is vulnerable to political instability, and where civic space is constrained. It seeks a strategic entry whereby an improvement in the enjoyment of human rights is possible to achieve in spite of those contextual challenges. It also gives primacy to the "left behind" social groups.

WHAT HUMAN RIGHTS PRINCIPLES UNDERPIN THE PEOPLE-CENTRIC APPROACH?

A people-centric approach takes the universality, indivisibility and interdependence of human rights as a foundation for project planning. It integrates three further principles in the analysis, design and management of projects: equality and non-discrimination, participation and inclusion; and accountability. It does not look at target populations as a homogenous group but rather analyses the social, economic, political and gender relations to focus efforts on those who would most benefit from the project.

WHAT DOES EQUALITY AND NON-DISCRIMINATION MEAN?

Equality is the principle by which project owners ensure the project helps overcome differences and does not exacerbate existing ones in people's ability to enjoy their rights. These differences are often the result of structural forms of disempowerment and discrimination in a society that may privilege certain social groups over others based on their gender, ethnicity, socio-economic status, or other attributes.

WHAT DOES PARTICIPATION AND INCLUSION MEAN?

A successful project ensures that people are able to meaningfully engage in decisions affecting their rights. It may do so in two ways: first by including beneficiaries in the design, implementation and monitoring of the results of the project; and second, by ensuring that the project forges a space for engagement with decision-makers and public policy officials.

WHAT DOES ACCOUNTABILITY MEAN?

Accountability is the principle that recognises the responsibility of duty bearers to redress unjust situations, as well as the responsibility of project owners to deliver results that are satisfactory to beneficiaries. Failure to fulfill these expectations leaves people unable to voice their grievances, reduces trust and threatens social peace.

WHAT IS A DUTY BEARER?

A duty bearer is an entity that has the legal obligation to respect, protect and fulfill human rights. Whereas in most cases governments are the main duty bearers by virtue of being state parties

to international human rights instruments, non-state actors can also be duty bearers, particularly in fragile or conflict-prone contexts where they acquire the de facto authority to manage public affairs. Civil society and business actors are also increasingly recognised as duty bearers in situations where their activities have direct consequences on the enjoyment of human rights.

WHAT IS A RIGHTS HOLDER?

Every individual enjoys universal legal guarantees that protect them against actions and omissions that interfere with fundamental freedoms and human dignity. These entitlements are codified in international human rights law, which obliges duty-bearers to respect, protect and fulfill human rights.

AT WHAT STAGE OF THE PROJECT CYCLE SHOULD WE FOCUS ON PEOPLE?

All stages of the project cycle (organisational strategy; context analysis; project design; implementation; monitoring and evaluation) should incorporate questions about the extent to which the organisation has addressed the interests and expectations of rights holders. However, conducting a people-sensitive context analysis is the most critical step in this chain as it helps identify groups that may have been overlooked by the organisation itself or by others.

In crisis contexts the situation of vulnerable groups can also be overshadowed by the broad political or military narrative.

II.

PEOPLE-CENTRIC PROJECT MANAGEMENT

A people centric approach ensures that people are not passive beneficiaries but rather active participants in the design, implementation and evaluation of the project. The approach is based on the international human rights framework, which reflects what is expected from duty-bearers to meet the obligation to protect, respect and fulfill human rights.

Project planning should adhere to the principles of participation and inclusion, equality and non-discrimination and accountability. It should strive to further the realisation of human rights as laid down in international human rights instruments, with a focus on the most marginalised groups.

IN A NUTSHELL...

A people-centric approach is based on the principles of equality, participation and accountability. It ensures that duty bearers and project owners are answerable to their target beneficiaries- the rights holders. It is important that CSOs “wear these glasses” at every stage of the project cycle, in particular when analysing context.

PARTICIPATION AND INCLUSION



Organise public or closed doors meetings with the community of beneficiaries and other stakeholders

Establish contact points within the target community

Set up a coordination mechanism with beneficiaries with clear guidelines for information-sharing and decision-making

Tips on how to incorporate human rights principles in project design

EQUALITY AND NON-DISCRIMINATION



Ensure that project outputs take into account power relations and give priority to the most marginalised

Ensure the project does not discriminate among beneficiaries and it helps achieve equality

Ensure the project does not exacerbate existing forms of discrimination

ACCOUNTABILITY



Ensure information about the project, its progress and its results is accessible to the beneficiaries

Reflect recommendations by UN human rights mechanisms in project outcomes

Implicate beneficiaries in the formulation of indicators and the evaluation of the project

WHAT ARE THE KEY STEPS IN DEVELOPING A PROJECT?

- **Context analysis:** the organisation examines the broad political, social, economic and cultural situation in which it operates to understand obstacles to the enjoyment of human rights. In conflict and crisis situations additional focus should be placed on power dynamics and changes in the identity of duty bearers, who are not necessarily State officials. The first sources of information are the closest to the context, including disaggregated official statistics, thematic studies, and reports by local non-governmental organisations (NGOs). The analysis should also be guided by reports of the United Nations, international NGOs and recommendations of UN human rights mechanisms such as Treaty Bodies, Special Procedures of the Human Rights Council and the Universal Periodic Review.

- **Problem definition:** based on this analysis, the organisation determines the problem that the project is planning to solve. The problem should be formulated as an active sentence that answers the following four questions: **What** is happening? to **Whom?** **Where** is it happening? **When** has the issue been occurring?

The articulation of the problem will have a direct consequence on the progress of the project: the better the issue is defined, the higher the likelihood of success.

IN A NUTSHELL...

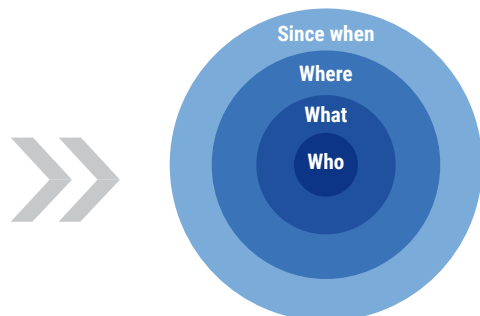
The project cycle starts with a context analysis resulting in a problem statement that puts people at the centre:

A well-defined problem focuses on rights holders and not on a general issue of interest to the organisation. It is also well situated in space and time, reflecting a specific location and a pattern that has been observed for at least three years. The organisation must ensure that a brainstorming occurs among its members to agree on the problem statement.

Ideally, representatives of the target community should be part of this conversation, as this strengthens the analysis and the accountability of the organisation toward its beneficiaries.

- **Causal Analysis:** Once the problem has been articulated, the organisation carries out an analysis of the potential causes that led to that phenomenon. This is done to ensure that the project addresses the root causes of the issue rather than its visible manifestations. The analysis takes the shape of a “decision tree” with three main layers:

- (1) **Immediate causes** that are visible to anyone;
- (2) **Underlying causes** related to the availability of services, the application of laws and the prevailing social practices;
- (3) **Structural causes** related to the forms of disempowerment and discrimination that are entrenched in society or and in public policies.

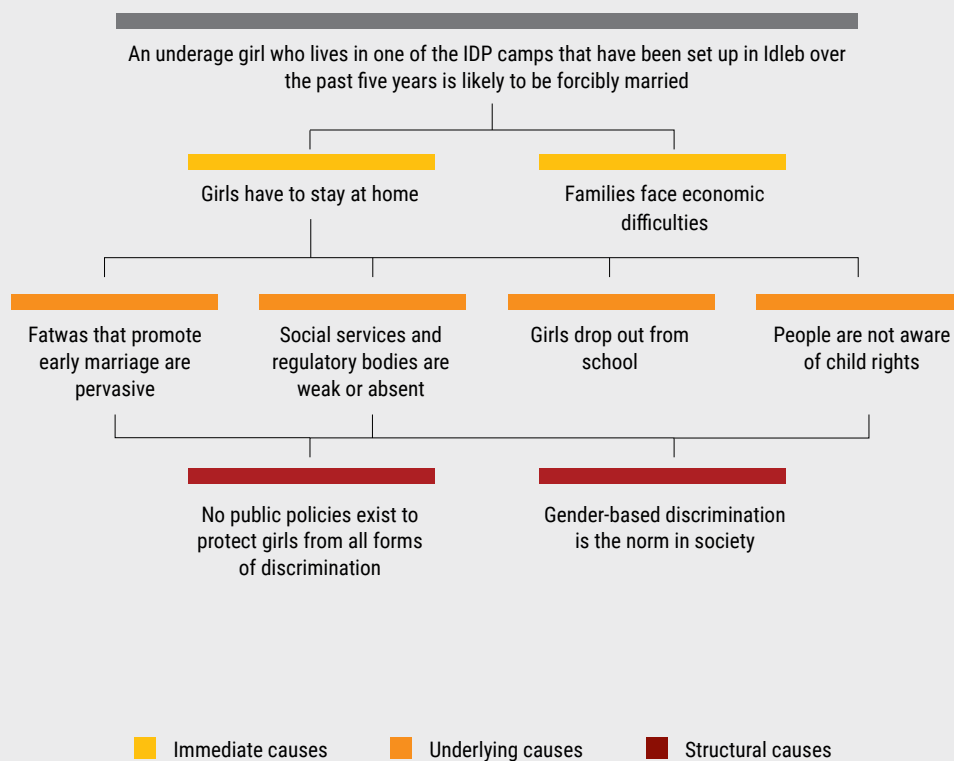


EXAMPLE OF WELL-ARTICULATED PROBLEMS:

An underage girl who lives in one of the IDP camps that were set up in Idleb over the past five years is likely to be forcibly married.

The number of children and adolescents who have access to firearms in the villages bordering Sweida has increased threefold since 2017

EXAMPLE OF A DECISION TREE



- **Choice of a strategic entry:** At this step the organisation decides on a point of entry for its project, based on considerations such as the nature of duty bearers (state or non-state parties), its ability to work with them, its ability to come

into contact with the target beneficiaries, and its capacity to deliver the project within available time and resources. This strategic entry is reflected in a causal chain, such as the following:

An underage girl who lives in one of the IDP camps that have been set up in Idleb over the past five years is likely to be forcibly married

Girls have to stay at home

People are not aware of child rights

Gender-based discrimination is the norm in society

- **Role and capacity gap analyses:** Using the specific causal chain that the organisation has selected, an analysis is carried out to identify the rights holders and their claims, as well as the duty bearers and their obligations. The main reference is the international human rights framework and the applicable national laws or customs. In addition, the organisation determines the gaps that prevent rights holders from claiming their rights and duty

bearers from fulfilling their obligations. To situate those gaps, four questions are asked for each rights holder and duty bearer: Can they claim the right or fulfill the obligation? Do they want to do so? Is there is an enabling context to demand and protect human rights? Who decides within that context? Answers are organised in a table, such as the following:

EXAMPLE FROM A PROJECT ON THE PROTECTION OF CHILDREN AND ADOLESCENTS FROM ACCESS TO FIREARMS IN SWEIDA.

	ROLE ANALYSIS	CAPACITY GAP ANALYSIS
Rights holder: Children with access to firearms in Sweida	Claim The live in a safe environment free from weapons	- Can they? No, since the possession of firearms has become common - Do they want to? No, they lack awareness about the danger of weapons - Is there a conducive environment? No, human rights including the right to freedom of expression are not protected
Duty bearer1 Family	Obligation To ensure children are safe and weapons are kept out of their reach	- Can they? Yes - Do they want to? No, because of gender stereotypes associating violence to manhood - Do they make decisions? Yes
Duty bearer2 School	Obligation To ensure pupils are not exposed to weapons or to the war narrative while at school, and they are aware of their dangers	- Can they? Yes. - Do they want to? No, they have no motivation to do so - Do they make decisions? Yes with limits as schools do not decide on most of their curricula but they can decide on extracurricular activities
Duty bearer3 Education directorate	Obligation To monitor school curricula and extracurricular activities and ensure weapons are not promoted and to raise awareness on related dangers	- Can they? Yes with limits - Do they want to? No, this is not a priority for them. - Do they make decisions? Yes
Duty bearer4 Religious and community leaders	Obligation Issue statements to denounce the use of weapons by children and call on families to put firearms out of reach of their children	- Can they? Yes - Do they want to? Yes - Do they make decisions? Yes
Duty bearer5 Government of Syria	Obligation - Include demobilisation programmes in security policies - Enforce the law regarding the unlicensed possession of weapons - Protect citizens from the harmful effect of conflict narrative and incitement	- Can they? Yes but with limits (some territories are out of its control) - Do they want to? Yes - Do they make decisions? Yes

HOW TO DEVELOP A RESULTS FRAMEWORK?

A result framework (logical framework) is the articulation of the different levels of results expected from the project. They comprise the long-term impact (better quality of life and more enjoyment of human rights), medium-term

outcomes (a change in the way institutions are organised or in the way people behave), and short-term outputs (a change in the delivery of services or in the skills and capacities of stakeholders). It is important to ensure that activities are not presented as results.

IMPACT

More than 5 years

Human

OUTCOME

From 1 to 5 years

Institutional
Behavioural

OUTPUT

Less than 1 year

Operational

EXAMPLE OF A RESULTS FRAMEWORK FOR A PROJECT ADDRESSING THE ECONOMIC EXPLOITATION OF DISPLACED CHILDREN IN TARTUS

Impact: Children and adolescents in Tartus enjoy the right to education, and those who work are protected from demeaning tasks that undermine their rights and dignity.

Outcome 1

Two education and vocational training centres have been established

[Institutional change]

Output 1.1

Educators and vocational trainers are qualified to run education and vocational centres and support working children

Output 1.2

A database has been setup to identify and register working children in Tartus who are eligible to join the centres

Indicators:

- + Opening of two centres in Tartus (Y/N)
- + number of educators who have received a qualification (at least 12)

Indicators:

- + survey conducted (Y/N)
- + database in place (Y/N)

Outcome 2

Families have set up income-generating activities and they avoid sending their children to work

[Behavioural change]

Output 2.1

30 families have benefited from small loans enabling them to start small projects

Output 2.2

Family members of working children acquire a qualification that allows them to find a stable occupation

Indicators:

- + At least 20 viable family projects are in place

Indicators:

- + Number of parents in different families who have found jobs in Tartus
- + Disaggregation of men and women parents who have been able to find work

CHECKLIST FOR A WELL DESIGNED RESULTS FRAMEWORK

Questions to ask throughout the project cycle

- Is the project contributing to fulfillment of human rights?
- Is the project tackling the root causes of the problem or just its visible manifestations?
- Have people in vulnerable situations and those 'left behind' been able to actively participate in the design, implementation and evaluation of the project?
- Is the project seeking to address discrimination?
- Does the project address issues of gender inequality? How?
- Is the project empowering rights-holders to claim their rights and duty-bearers to fulfill their obligations?
- Is the project 'owned' by its beneficiaries and not just by the organisation?
- Can the project also be used for advocacy purposes?
- Is the project sustainable and forward-thinking?

SMART RESULTS...



- Specific, contain language of change
- Measurable
- Achievable
- Relevant
- Time-bound

...ROOTED IN HUMAN RIGHTS



- Take into account recommendations from UN mechanisms
- Respect the principles of participation, equality and accountability



PEOPLE-CENTRIC ADVOCACY

Project managers in Syria are often asked to lead advocacy initiatives in a complex, unstable and politically divided environment. They have to account for many contextual specificities in their planning, including a shrinking civic space, a challenging regulatory system, a multiplicity of duty bearers, and fragmented communities. A people-centric approach to advocacy helps them overcome these challenges and acquire the trust of their partners and target beneficiaries.

In 2019, the OHCHR Syria Office held a series of dialogues with CSOs in Syria and abroad to assess the extent to which their past advocacy had addressed the grievances and expectations of different categories of victims, including displaced children, former detainees, and relatives of missing persons. This dialogue allowed organisations to come together around a joint vision that ensures human rights principles are fully integrated in the planning, implementation and evaluation of future advocacy initiatives.

WHAT LESSONS HAVE BEEN LEARNED FROM PAST EXPERIENCE?

Given the scale of human rights violations in Syria over the past decade and the difficulty in holding perpetrators to account using formal justice mechanisms, organisations have often resorted to creative forms of activism to be able to keep

justice concerns on the agenda of the international community.

The result has been threefold: (1) greater focus on individuals who have the power or influence to redress the situation at the international, national and community levels; (2) more communication with international human rights mechanisms regarding unfulfilled obligations by the government; (3) outreach to de facto authorities and influential persons in areas outside the control of the government to remind them of their duty to protect human rights.

WHAT IS DIFFERENT ABOUT A PEOPLE-CENTRIC APPROACH TO ADVOCACY?

The focus on people is a step further from what has been achieved. It puts rights holders at the heart of the advocacy narrative to achieve three main objectives:

First, to create an environment where rights holders feel empowered to come forward and take an active role in shaping the human rights narrative of advocacy. This requires that the organisation does not just inform the target group of context and objectives of the initiative, but that it also works with the group to decide on key messages and expected results.

Second, to ensure that advocacy serves the interests of all rights holders, particularly the most excluded and least visible categories. This helps organisations use their advocacy to counter discrimination based on gender and other attributes.

Third, to help CSOs bring justice concerns to the fore in a context where formal justice mechanisms fail to acknowledge and address people's grievances. This gives a platform for rights holders to continue pressing for accountability and pursuing redress.

IN A NUTSHELL...

People-centric advocacy focuses on three questions:

- To what extent does your advocacy promote **meaningful participation**, including by victims of human rights violations?
- Did you ensure **all voices are equally represented** in your advocacy, including women and other groups risking discrimination?
- Does your advocacy help **address justice concerns** in the target communities?

EXAMPLE 1: A PARTICIPATORY APPROACH TO THE UDHR70 CAMPAIGN

In the context of preparations to the celebration of the 70th anniversary of the Universal Declaration of Human Rights, OHCHR launched an initiative in which it asked Syrian men and women under the age of 25 to recall a situation where their dignity had been undermined, and what should be done in the future to ensure the situation is not repeated. The activity was supported by civil society partners in different parts of Syria and abroad, which helped reach various communities across

the country. Partners collected testimonies using voice-messaging apps, which they then shared with OHCHR. The set-up helped to collect the stories of different victims in a way that emphasised the lived realities and personal experiences of human rights violations, as well as the common longing among all Syrians to a life free from want and fear. The final product was a three-minute artistic animation that OHCHR and its partners disseminated on social media (<https://bit.ly/2YRelxv>).



The campaign helped draw the following checklist for effective and meaningful participation:



EXAMPLE 2: PROMOTING EQUALITY IN A SOCIAL COHESION PROJECT IN DAMASCUS

Organisations based in Damascus who took part in OHCHR's training programme of 2019 have proposed an advocacy project that addresses the increase in social stigma since 2011 among young people in the city and its rural surroundings. The project integrated the principle of equality in the formulation of results and indicators. For example, the impact is phrased as: "Damascus youth live in a society free from rejection and discrimination",

and short-term outputs were designed in a manner that promotes equal participation of men and women in all advocacy activities. In addition, the organisations worked on indicators that help measure the extent to which advocacy has been effective using disaggregated data and target percentages reflecting equal participation by men and women.

Impact: Damascus youth live in a society free from rejection and discrimination in the next five years

Outcome 1

20 NGOs in Damascus who work on social cohesion integrate human rights principles in their strategic planning

Output 1.1

100 young men and women working in NGOs are qualified to carry out strategic planning

Indicators:

+ number of NGOs that adopt a HRBA when working on social cohesion

Output 1.2

100 young men and women working in NGOs have acquired adequate expertise in human rights and civic engagement

Indicators:

+ 90% of trainees from both genders able to apply a HRBA to planning
+ Before and after testing
+ 10 project proposals using HRBA are completed within the first year

Outcome 2

10 spaces for safe dialogue have been created to bring together youth from different areas

Output 2.1

100 young men and women are aware of the impact of stereotypes on social cohesion

Indicators:

+ Number of dialogue spaces
+ 90% participants in dialogues aware of stereotypical images
+ Interviews to assess awareness

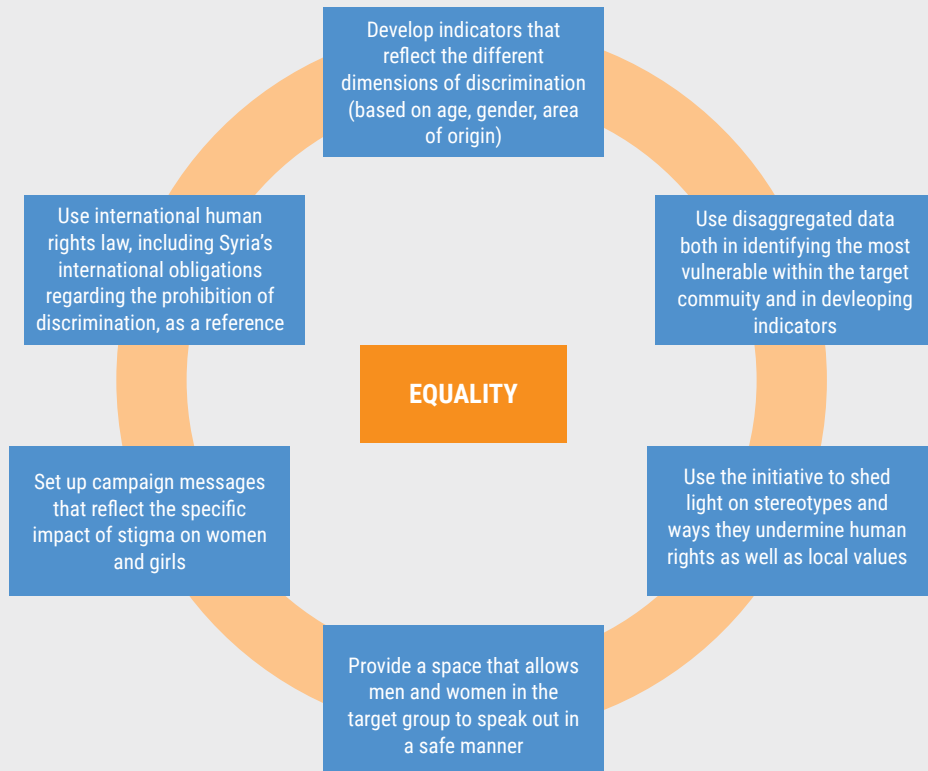
Output 2.2

100 young men and women have capacity to facilitate dialogue in a manner that respects freedom of expression and cultural differences

Indicators:

+ 90% of participants able to facilitate dialogues
+ number of organised roundtables

The proposal helped identify the following checklist to ensure that advocacy fulfils the principle of equality:

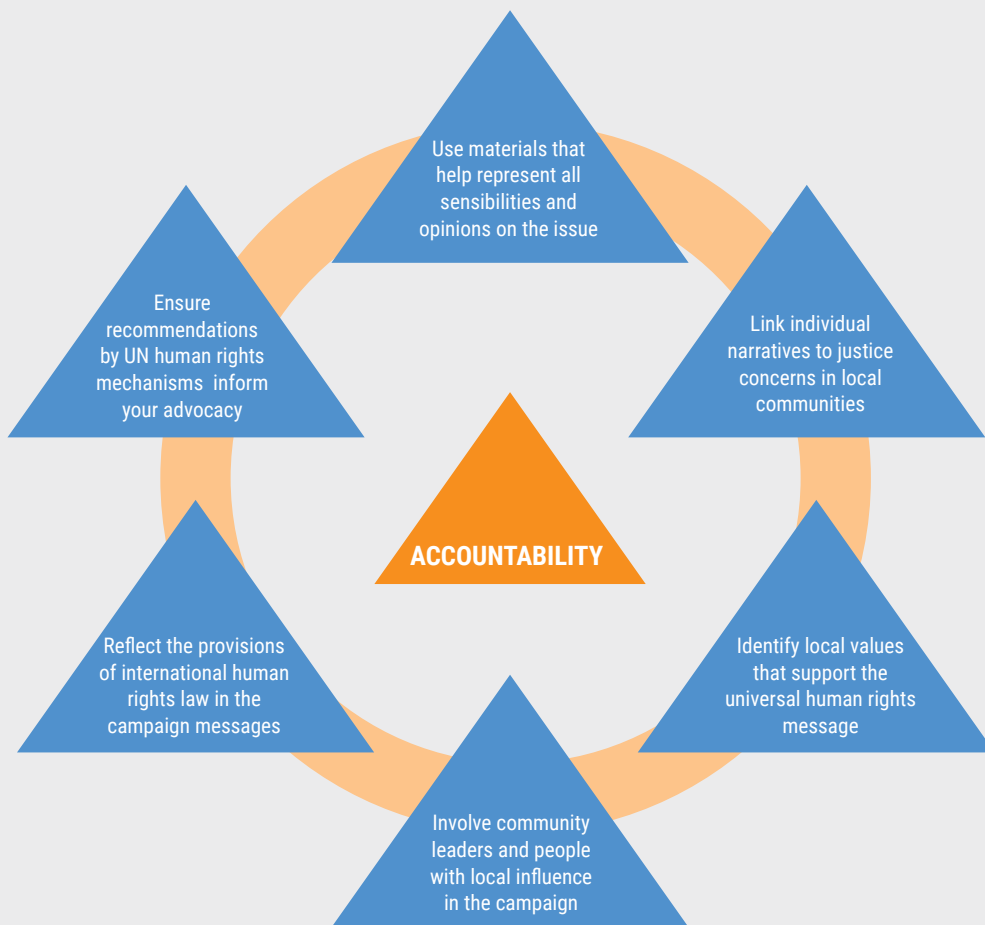


EXAMPLE 3: PRESSING FOR ACCOUNTABILITY FOR INCITEMENT TO HATRED

In the lead-up to Human Rights Day commemoration of 2019, Syrian CSOs put together a campaign on the human rights implications of hate speech in Syria. The campaign is the first output in a longer-term project that seeks to promote social cohesion and rebuild the fabric of civil society using a people-centric approach. The campaign used the personal testimonies of victims of hate speech as well the provisions of international human rights law to demonstrate the undermining effect of hate speech on human rights, and the need to hold its sponsors to account.

Organisations used a variety of materials in this campaign, including videos, cartoons, photos of people holding banners, and blog entries. In addition, they set up activities in local communities, such as focus groups with victims, meetings with community leaders and artists, distribution of leaflets in schools, and dialogue sessions with children. The campaign outreach exceeded 50,000, and it helped introduce a justice and accountability narrative to an issue that had traditionally been addressed only through the lens of peacebuilding.

The campaign helped identify the following checklist to ensure that advocacy fulfils the principle of accountability:



OVERALL CHECKLIST FOR PEOPLE-CENTRIC ADVOCACY

1.

GET PREPARED

- Account for the diversity of people who may be affected by the human rights issue either directly or indirectly
- Within that target group, identify those who have been “left behind”. Decide the adequate means to bring the voices of these vulnerable groups to the fore
- Discuss the use of quotas and benchmarks for participation with your team
- Define conditions for the safe participation of beneficiaries in your initiative, including how men and women will be able to speak out unharmed

2.

INVOLVE PEOPLE

- Clarify the goals of your initiative to your partners and beneficiaries. Be transparent without raising unrealistic expectations.
- Provide your interlocutors with the space and resources they need to define the campaign issue, its messages and its targets.
- Treat the initiative as a starting point for others
- Identify cultural values that may drive or block the initiative

3.

DEVELOP MESSAGES

- Tailor your messages to your target group and the communities in which you operate
- Connect to people with influence within the communities who can support the initiative
- Make reference to international human rights standards, including Syria’s international obligations
- Ensure you reflect the specific impact of the issue on women and girls in your messages
- Ensure your messages are disseminated in a way that is sensitive to community values

4.

CAMPAIGN

- Make visible and reflect the voices of all people who may be directly or indirectly affected by the issue
- Make success stories known through impact studies, articles and blog entries that describe the impact of your initiative on the beneficiaries and the community-at-large
- Show how violations that affect one person can affect their families, communities and society as a whole

5.

FOLLOW UP

- Ensure you collect feedback on the initiative from partners and beneficiaries.
- Brainstorm with your team on ways to sustain the positive results of the initiative and avoid potential pitfalls in the future
- Share any update or subsequent steps to the initiative with the people who were involved in it

6.

DRAW LESSONS

- Use the results of the initiative to prepare the ground for other advocacy activities
- Restart this cycle at step 1

IV.

OPPORTUNITIES FOR TECHNICAL ASSISTANCE

WHAT IS THE ADDED VALUE OF A PEOPLE-CENTRIC APPROACH FOR SYRIAN CSOS?

As shown in the different examples used in this guidebook, the people-centric approach is helpful in three ways. First it allows CSOs to tailor HRBA concepts to a context where duty bearers are perceived to be multiple and they extend beyond government officials to community leaders and other influential figures. Second, it helps tackle issues that may be considered divisive or controversial using universal principles and technical concepts. Third, it offers CSOs a way to achieve a visible and forward-thinking change in people's living conditions, despite the urgency and complexities of a crisis context.

WHAT POSSIBILITIES EXIST FOR TECHNICAL ASSISTANCE IN SYRIA?

The people-centric methodology broadens opportunities for technical assistance, both at the national and local levels. Many of the projects that Syrian CSOs have proposed open a platform for engagement with decision-makers and address rights that are enshrined in several international instruments binding Syria. They also speak to

non-state actors in Syria who have a responsibility to protect human rights by providing them with practical tools to start a conversation with civil society on ways to fulfil that obligation. Technical assistance by OHCHR is also available as the projects reflect the office's global commitment to reinforcing people-centric and leave-no-one-behind perspectives in 2018-2022.

HOW WILL OHCHR SUPPORT SYRIAN CSOS AND OTHER DECISION MAKERS?

In early 2020 the OHCHR Syria Office launched a mentoring scheme targeting interested Syrian CSOs and decision-makers to accompany them in the design, implementation and evaluation of projects on the ground. The scheme encourages CSOs to use a timeframe of three years, which is short enough to envision activities in a complex and changing context, and long enough to look for a practical impact in terms of the enjoyment of human rights. OHCHR continues to support the most promising projects technically and financially, and it seeks further support from international donors.

IN A NUTSHELL...

Projects that use people-centric methodology help engage a technical conversation with duty bearers from government and other actors in civil society and the private sector. OHCHR Syria will continue to support promising projects, in particular those that fulfill a long-term vision for human rights in Syria, and it invites international partners to provide further assistance to help implement these initiatives.

WHAT ADDITIONAL RESOURCES CAN I USE?

-Frequently Asked Questions on a Human Rights Based Approach to Development Cooperation:
<https://www.ohchr.org/Documents/Publications/FAQen.pdf>

-Leaving No One Behind: A UNSDG Operational Guide for UN Country Teams
<https://undg.org/document/leaving-no-one-behind-a-undg-operational-guide-for-un-country-teams-interim-draft/>

-UN Inter-Agency Common Learning Package on Human Rights Based Approach to Programming
<https://undg.org/document/un-inter-agency-common-learning-package-on-human-rights-based-approach-to-programming/>

-Mainstreaming Human Rights in Development: Stories from the Field
<https://undg.org/document/mainstreaming-human-rights-in-development-stories-from-the-field/>

NOTE

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