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# Integrating human rights in project cycle management

- **HRBA to PCM**
- **What for**
- **For whom**
- **At what moment**



# HRBA principles

- **Equality and non-discrimination**
- **Participation / empowerment**
- **Accountability, transparency and rule of law**
- **Universality and indivisibility**



# Context analysis



- **Key development issues from a human rights perspective**
- **Applicable HR law standards**
- **Relevant rights-holders & duty-bearers**
- **Who is particularly affected by identified human rights challenges? Multiple levels of discrimination?**
- **What are capacities and gaps of duty bearers? How can we support duty bearers to fulfil their respective human rights obligations?**
- **What are the relevant capacities / gaps of rights-holders and civil society organisations?**

# Planning



- Are goals and objectives **optimal to address root causes**, generate sustainable change and accurately expressed **in terms of the applicable human rights**?
- Are goals and objectives **chosen and validated through active, free and meaningful participation of duty-bearers and rights-holders**, including marginalised and vulnerable groups?
- Which **sector or area of intervention, partners and methods** are optimum to best address the development gap?

# Implementation

- Does programme management (methodologies, ongoing monitoring etc) maintain **focus on the HRBA principles?**

*«Art for Inclusion», ein CISP-Projekt in Somalia. Foto: CISP*



# Monitoring & Evaluation



- **Example human rights based indicator**
- **FCHR\_TRI\_3 Human rights-based public service delivery**  
Proportion of population satisfied with public service delivery by supported state authorities according to key human rights criteria and principles
- **Key human rights criteria and principles:**
  - *Availability, Accessibility and affordability*
  - *Quality*
  - *Efficiency*
  - *Transparency*
  - *Non-discrimination*