



HRBA and local governance
“making tea cups with hammers...?”
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Outline



- The Problem
- RMAP (2002-2004)
 - Human rights assessment project
- RMAP (2004-2008)
 - HRBA to local development planning and management
- Results & some lessons

“the problem”



- Applicability of a HRBA to local governance ??
 - “Making teacups with hammers”
 - ... enforcing a HRBA on area well covered by other approaches...?
 - ... what does the human rights machinery tell a major...?
 - Issues: connectivity, interdisciplinary nature, tailoring...
 - Using a HRBA for designing a process of local policy design - **at least 2 ways**
 - “Dogmatic” – emphasis on human rights perspective
 - RMAP phase 1 (rights based assessment project)
 - “Pragmatic”- emphasis on local governance perspective
 - RMAP phase 2 (rights based municipal development programme)
- Both: demanding, innovative (paving new ground) – boundaries are fluid in practice...

The 2 ways - snapshot



- “Dogmatic”
 - Emphasis on HR in an explicit sense (normative)
 - Focus on analysis and assessment of HR compliance
 - Underlying objective: to show that a HRBA can be applied
 - testing out of tools and methodologies (piloting) – reinventing development by HR experts
- “Pragmatic”
 - Emphasis on HR in more implicit sense (principles of HR and of HRBA)
 - Focus on process and / vs analysis (*avoiding analytical deadlock*)
 - Underlying objective: to use a HRBA to solve/ better a specific (local) development problem
 - “legitimizing” a HRBA – what is the added-value for local partners through application of HRBA
 - “building on existing best practices” - HRBA as guiding & complementary (no contradiction) framework to deepen and reshape existing approaches

RMAP 1 – (2002-2004)

Assessment & HR monitoring



- 21 comprehensive assessment reports completed & published
- Consolidated Assessment Report completed & promoted
- “Methodology and Tool Kit” for RB Assessment developed & promoted
- RMAP assessment Reports used by BiH institutions (Ombudsman & the MHRR reporting to UN Treaty Bodies) academia and NGOS
- Other results:
 - 20 young, smart Bosnians extensively trained in participatory development, HR standards, report writing
 - sophisticated sound HR assessment methodology – applicability by local partners as a problem...
 - benefit for municipal partners ... here to go from here?

RMAP 2 (2004-2008) – HRBA to local development planning



- Radical change of focus: from assessment to multi-sectoral, participatory municipal development planning
- New project document - key components:
 - Assessment/planning - revision of the methodology applied
 - Implementation component – seed funding for priority projects
 - Capacity building & training - tailored, on the job training for local partners on assessment, planning steps and methodologies, PCM skills, procurement, human rights, gender...
 - Policy component - Initiating/ strengthening policy dialogue on inclusive local development in BiH (manual)
- 15 (plus 3) municipal partners / 1,5 Mio USD / 18 (12) staff

RMAP 2 (2004-2008) – HRBA to local development planning - Results



- 18 comprehensive, multiannual local development strategies prepared / adopted by councils
 - highly participatory (average 150 participants)
 - targeting the overall municipal development as well as the specific development challenges of the most vulnerable group
 - Sectors: LED, education, health, social protection, culture & sports, admin
- 40 mid scale local priority projects developed, financed and implemented (process headed by municipal development team) / co-financed by municipalities up to 50%.
 - In total more than 1 Mio USD mobilized for local projects (<http://www.rmap.undp.ba/Upload/SC/PromMat.pdf>)
- Development of cutting edge, tailored RB planning methodology (sustainability/ sharing of tools)

HRBA to local development planning – how? (... P.A.N.E.L. ... still makes sense...)



- Integrating a human rights and a development perspective
 - Starting from LED but deepening/ broadening of more standard approaches to local development with HR analysis
 - Using HR methodologies for assessment of social sectors (tailored checklists, legal background papers) - **(L) (A)**
 - In result: multisectoral approach
- Identification of poor & vulnerable at early stage - **(P) (N) (A)**
- Targeted inclusion of most vulnerable groups (unemployed, female headed households, youth, elderly without pension...) into the assessment, planning and implementation process via (all)
 - i) Disaggregated data collection,
 - ii) Focus Groups Methodology towards participatory vulnerability assessment
 - iii) Public scrutiny of the adopted strategies – increasing ownership
 - iv) Inclusion of specific projects for these groups in strategies (focus: enabling equal access to ES rights)
- Capacity building as crosscutting activity **(E) (L)**
- Seed funding for priority projects – change **(E) (A)**

P.A.N.E.L. = **P**articipation, **A**ccountability, **N**on-discrimination, **E**mpowerment, **L**inking to HR standards (principles of HRBA)

Some lessons



- HRBA - approach in the making, although increasingly concrete at “macro-level” (UN Common Understanding/ PANEL)
 - No “one fits all solutions” (reference to norms & principles)
 - Strong corporate commitment
- HRBA - trans-disciplinary approach
 - “Connectivity” / not about “re-inventing development”
 - Interdisciplinary project teams for creating tailored solutions (matching core competencies)
 - Capacity building for understanding (a) impact of inequalities on development processes; (b) (scope & limitations) human rights norms (c) mediation & communication skills (sensitivity of HR)
- Communication: Making clear what the value added is for local partners

Some more lessons..



- Operationalisation is demanding (be creative!)
 - good balance between analysis and process
 - start from development problem
 - improving existing and developing new tools
 - Intermediary tools (simple, to use, cheap, guidance, ownership)
 - Capacities of staff and local partners (“transferability”)
- Sensitivity of HR language
 - “RMAP-project is not a court of law” –HRBA for prioritization of issues and resource allocation (“violation” / fulfillment-non-fulfillment / compliance-non-compliance/ identifying “problematic issues”)
- HRBA does not guarantee the realization of HR
 - HRBA seeks to develop capacities / preventative approach/ “naming & shaming” necessary to promote/address unwillingness



Thanks for listening

www.rmap.undp.ba

RMAP strategies:

<http://www.rmap.undp.ba/?PID=3&RID=19>

Knowledge tools

<http://www.rmap.undp.ba/?PID=3&RID=21>

Projects

<http://www.rmap.undp.ba/index.aspx?PID=3&RID=15>