nzaid
**New Zealand's International
Aid & Development Agency**

NZAID HUMAN RIGHTS POLICY
Implementation Plan of Action 2004-09

Rationale:
NZAID's Human Rights Policy notes that integrating human rights and development requires bringing together the standards and principles of human rights with the plans, policies and processes of development.

The central focus of NZAID's programme is poverty elimination through sustainable and equitable development. NZAID addresses this both as a human rights issue as well as a development issue.

"Anti-poverty policies are more likely to be effective, sustainable, inclusive, equitable and meaningful to those living in poverty if they are based upon international human rights."
[UN Committee on Economic, Social and Cultural Rights, 2001]

Development assistance which focuses on the poor, and other disadvantaged groups needs to address economic, social, and cultural rights and civil and political rights. The emphasis will vary according to the particular situation.

Much of NZAID's programming seeks to assist partner countries to achieve the Millennium Development Goals (MDGs). There is a considerable degree of "fit" between the MDGs and international human rights.

"The Millennium Development Goals are benchmarks for progress towards a vision of development, peace and human rights…The Goals provide building blocks for human development, with each relating to key dimensions of this process. The Goals also reflect a human rights agenda – rights to food, education, health care and decent living standards, as enumerated in the Universal Declaration of Human Rights."
[Human Development Report 2003, pp28-29]

The Implementation Plan sets out a process and timeframe to assist NZAID to integrate human rights into all aspects of its operations – its practices and organisational culture as well as its policies, strategies and programming. It is focused on steps to be taken within the agency which will then enable our policy to be reflected in our external activities. Integration is time and resource intensive, and takes several years to achieve. It is proposed to review the Human Rights Implementation Plan of Action in its fifth year, to assess how effectively NZAID has integrated human rights across the agency and identify areas that may require further attention.

Aim:
The aim of this Implementation Plan is to ensure NZAID integrates human rights into all policies, strategies, programming, and organisational practices.

Outcomes:

- NZAID's policy positions and strategies reflect a clear understanding of the connections between development and human rights.
- NZAID has reported to Ministers on the implications and longer-term options for New Zealand of a rights-based approach to development.
- NZAID's programmes demonstrate that they are assisting in the protection, promotion and realisation of human rights.
- NZAID's organisational systems, procedures and practices reflect and support the integration of human rights issues and principles.

	Implementation Plan of Action		
Outcomes: 1. NZAID's policy positions and strategies reflect a clear understanding of the connections between development and human rights 2. NZAID has reported to Ministers on the implications and longer-term options for New Zealand of a rights-based approach to development			
Policy	**Performance Measure**: NZAID's policies and policy engagements express the linkages between human rights and development [Assessed through review of documents; feedback from sample of key stakeholders; five-year review]		
Focus Area	**Activity/input**	**Timeframe**	**Responsibility**
Development of Agency policy	• Identify human rights issues, instruments and obligations which are relevant to each policy • Ensure NZAID incorporates its human rights-related legal obligations and cabinet requirements, and is consistent with human rights principles in new policies • Annual review of NZAID's implementation of human rights policy • Five-year review of implementation plan • Report to Ministers on longer-term implications for NZAID of taking a rights-based approach	Already underway	Each STT Human Rights Advisor SAEG Advisors AIDMGT
International (Global and Regional) Policy Engagement	• Identify priorities and level of engagement on human rights issues • Strategic and proactive engagement on basis of human rights principles, in relevant development global and regional forums and processes • Increase NZAID's advocacy on human rights issues within the Pacific • Increase NZAID's support of opportunities for Pacific voices to express their human rights concerns/issues • Follow and participate in international debate on human rights and development, and on rights-based approaches to development	Priorities for engagement agreed and initiated 2004/05 (eg. in MES) Initial progress report to Ministers 2006/07 Report to Ministers 2007/08	Human Rights Advisor TLs and DPMs of regional, sectoral & multilateral programmesand Posts SAEGAIDMGT

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Focus Area	**Activity/input**	**Timeframe**	**Responsibility**
Whole-of-government engagement	• Regular meetings with MFAT's Human Rights unit (at staff and AIDMGT level) • Bring NZAID's human rights and development perspective to discussions with MFAT and other government departments (particularly for example, in regard to security, terrorism, trade) • Discuss with other government agencies (eg. Defence, NZ Police, Justice) inclusion of human rights issues including gender in pre-mission briefings • Include explicit links to human rights principles, relevant to NZAID's development and poverty elimination focus, in all policy briefings and submissions	Annual informal review of relationship with HRD, beginning 2004/05 Scheduled meetings between AIDMGT & HRU by 2005/06 Increased engagement on human rights with other govt departments by 2005/06 Inclusion of relevant human rights references in briefings already underway	Human Rights Advisor Human Rights Group AIDMGT
Engagement with NZ NGOs and human rights organisations and networks	• Opportunities for sharing perspectives (eg. in workshops/seminars) on human rights issues, including human rights and development • Engagement with NZ-based human rights groups on regional and international human rights issues	Consultation on-going Inclusion in quarterly meeting agenda during 2004 calendar year Joint activities (eg. seminar/workshop in 2005/06 Regular meetings with NZHRC established in 2004/05	Civil Society DPM Human Rights Advisor AIDMGT

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Strategy	**Performance Measure:** Agency and programme strategies explicitly identify relevant human rights issues and principles [Assessed through review of strategy documents and annual Group Reports; and against performance indictors to be developed in 05/06 year]		
Focus Area	**Activity/input**	**Timeframe**	**Responsibility**
NZAID Strategic Plan	• Assess five-year and annual operational plans against poverty-related human rights, human rights instruments, and New Zealand's international human rights obligations • Develop appropriate objectives and performance indicators for measuring NZAID's achievement in these areas • Include a summary of progress in integrating human rights, in all Annual Group Reports • Decide whether NZAID wishes to establish specific human rights funding window/s	Annual Planning rounds from 2004/05 Objectives and Measures 2005/06 Decision on whether to establish specific human rights funding window/s in 2005/06	AIDMGT Team Leaders Evaluation Advisor Human Rights Advisor Contractor (eg. objectives and performance indicators)
Programme Strategies (Bilateral, Regional, Sectoral, and Multilateral)	• Undertake a case study (using, for example, CEDAW or UNCROC as an entry point) on practical implications of applying the human rights policy and ways to develop mutually reinforcing approaches between multilateral, regional, bilateral and civil society programmes • Identify relevant, context-specific, human rights principles/issues which are being addressed in each strategy • Identify whether, and how, the strategy will assist partner to realise international human rights obligations, and note any objectives or anticipated changes related to human rights policy and practice • Human rights issues and principles explicitly examined, and discussed with civil society, in strategy studies • Include appropriate understanding/expertise of human rights issues and principles on all strategy study teams, and provide specific briefing on content and implications of relevant policy • Include attention to specific evidence of integration of human rights issues and principles in work and performance of regional, inter-governmental and multilateral agencies in all MARAAF (or similar) processes	On-going from 2004/05 Case study 2006/07	Human Rights Advisor Team Leaders DPMs AIDMGT Contractor (case study)

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Outcomes: 3. NZAID's programmes demonstrate that they are assisting in the protection, promotion and realisation of human rights			
Programmes	**Performance Measure:** Programmes identify relevant human rights principles or issues and how these are being addressed, and monitoring shows that progress is being made. [Assessed through appraisal, monitoring and evaluation process, and through AMS once indicators and markers are developed]		
Focus Area	**Activities/inputs**	**Timeframe**	**Responsibility**
Country, Regional, Sectoral, Multilateral Programmes	• Human rights issues and principles relevant to development programmes, included on agenda as a regular discussion point for high level and programme talks (drawing on NZAID policy and strategy document, and the policies/strategies of NZ and partner governments) • Support TLs and DPMs to identify human rights-integrated or human rights-specific activities within programmes for database capture • Programme-related travel includes meetings/visits with human rights focused government and non-government agencies • Annual programme reports include a summary of progress on integrating human rights issues and principles, in line with relevant strategy and annual plan • Strengthen core commitments and engagement with multilateral and regional agencies with specific focus on integration of human rights and development • Identify current level of expenditure on human rights-specific activity and encourage increase above this level	On-going, subject to priorities set by strategy studies	Team Leaders AIDMGT DPMs Posts SAEG Advisors
Programme Cycle	• Review and make recommendations on programme-related procedures, systems and schemes to ensure human rights considerations are adequately addressed	Progressively from 2004/05	SAEG Advisors DPMs & Team Leaders AIDMGT

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Focus Area	**Activities/inputs**	**Timeframe**	**Responsibility**
Programme resources and tools	• Review all existing and new programme tools and resources for consistency with human rights policy • Develop or adapt "tip sheets" or similar to assist with applying a "human rights lens" to project cycle • Develop "tip sheets" or guidelines on raising human rights issues and principles in discussions with partners • Research existing issue-specific indicators and develop appropriate guiding questions or outline guidelines for inclusion in DPM resource manual • Develop "briefing sheets" or similar on human rights principles, and NZAID's policy, for use with consultants, project implementers etc. • Develop programme resources which make explicit the linkages with relevant human rights instruments and international obligations	Reviewing 2004/05 Tip sheets 2005/06 Research 2005/06 Specific guidelines and tools 2006/07	Programme Resources Coordinator, and Team Leader SAEG TLs & DPMs AIDMGT

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Outcome:
    4.   NZAID's organisational systems, procedures and practices reflect and support the integration of human rights

Organisational Capacity	**Performance Measure:** NZAID has the capacity to identify whether, when, and how human rights are being integrated across the agency [Assessed by questions to sample of staff and key stakeholders on, for example, ease, timeliness and quality of data capture and reporting, access to relevant information and resources, evaluation of training]		
Focus Area	**Activity/input**	**Timeframe**	**Responsibility**
Adequate resourcing to support integration of human rights	• Widen membership and role of Human Rights Group, including human rights promotion within organisation • Establish informal stakeholders group (including core of NZAID staff plus, for example, representatives from NZ Human Rights Commission, CID, AINZ, HRD) • Consider possibility of use of interns with specific human rights skills (eg. to assist in research) • Provide access to country-specific information for TLs/DPMs on country-status related to human rights instruments to assist in programme discussions • Provision of background and reference materials accessible to Wellington and Posts (eg. library, intranet, email) • Provide adequate resources to develop staff competencies • Mentoring/peer support for staff	Ongoing First meeting of stakeholder group June/July 2005 Country specific information ASAP Intranet section ASAP	Human Rights Advisor AIDMGT Human Rights Group Website Administrator Programme Administrator - SAEG
Data capture and accessibility	• Investigate and develop procedures to capture information on human rights support against specific instruments and/or issues (eg. CEDAW, CRC, disabilities) • Identify existing definitions for human rights-specific and human rights-integrated activities, and develop agreed set of definitions for NZAID • Identify and incorporate appropriate markers for new agency database to allow/enhance monitoring and reporting of (a) issue-specific activity (b) issue-integrated activity supported by NZAID • Monitor database when established, to see if markers and agreed procedures are being used effectively	Dependent on database development Interim processes agreed in 2006/07 if database not completed	Human Rights Advisor Information Services (FMIS, Project Reporting) Team Leaders

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Focus Area	**Activities/inputs**	**Timeframe**	**Responsibility**
Cross agency learning	• Develop effective mechanisms/processes to ensure regular exchange of learnings on implementation of human rights policy (eg. programme information, experience and lessons) across NZAID (eg. Friday Forums) • Share learnings from case study	2005/06 onwards	Professional Development Coordinator Human Rights Advisor Human Rights Group AIDMGT
Training	• Identify, develop and implement comprehensive initial, and on-going, training programmes for NZAID staff in Wellington and at Posts (covering human rights issues and principles; planning for implementation at agency, group and individual levels; and identifying expectations on all staff to implement policy) • Provision of training for Wellington-based staff on NZAID's domestic human rights provisions; international human rights treaties and New Zealand's obligations; human rights and development • Develop effective process for providing human rights training to off-shore staff • Inclusion of information on human rights policy and implementation plan in induction programme and other relevant NZAID meetings (eg. regional programme managers) • Prepare and provide training or briefing component on human rights issues and principles, to staff moving to off-shore NZAID-related positions • Arrange for training or briefings on NZAID's approach to human rights issues and principles for ACS and consultants as required • Training on use of issue related programme tools • Training of TLs, then DPMs, on use of markers and indicators	Initial training completed and expectations on staff established by end of 2004/05 year Briefings and on-going training for staff in year two Training/briefings for ACS 2006/07 (or earlier if possible) Evaluation of training and implementation plan in year five	Human Rights Advisor Professional Development Coordinator AIDMGT

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Organisational Culture	Performance Measure: Language, attitudes, and behaviours used within, and by, NZAID are consistent with human rights principles [Assessed through Wananga and/or Walking the Talk survey; feedback from sample of external stakeholders]		
Focus Area	**Activities/inputs**	**Timeframe**	**Responsibility**
	• Internal application of human rights obligations and principles monitored and assessed as part of NZAID's Walking the Talk/Wananga process • Develop a process for responding to staff concerns about human rights abuses, within agency or in partner countries	Monitoring 2005/06 Processes developed by 06/07	Wananga AIDMGT
Recruitment of staff	• Develop appropriate human rights-specific questions for inclusion in all recruitment processes	Initial trials in 2004/05 General implementation in Wellington, 2005/06 Develop process for off-shore appointments in 06/07	Human Resource Manager Human Resource Advisor Human Rights Advisor AIDMGT
Selection of consultants	• Include a requirement for appropriate level of understanding and awareness of human rights issues and principles in all consultancy selection processes • Revise ACS application to include information around understanding of human rights and gender	Incorporate in ACS and consulting selection practices in 2005/06	Manager CU Human Resource Manager/Advisor Human Rights Advisor AIDMGT
Financial and management procedures	• Review procedures and documents for coherence with human rights policy and revise as required • Include human rights markers and other relevant information gathering requirements on Financial Approval 'forms'	2005/06 review and revise Financial approval revised when markers etc. finalised	Director MSG Manager FSU Manager CU Manager Scholarships Unit Human Resource Manager/Advisor AIDMGT
Contracting procedures	• Review and revise contracting procedures and documents for coherence with human rights policy	2005	Manager CU Manager FSU Human Rights Advisor AIDMGT

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Focus Area	**Activity/input**	**Timeframe**	**Responsibility**
Communications	• Implementation plan for communications strategy specifically refers, where relevant, to human rights issues and principles • Human rights policy is discussed at relevant opportunities (with staff and consultants, at bilateral and multilateral meetings, media, and public forums) and referred to in publications where relevant • Identify where it may be appropriate in future to use language which more explicitly reflects NZAID's human rights policy • Media/communications training for NZAID staff will include how to reflect human rights issues and obligations in presentations	2004/05	Communications Manager Human Rights Advisor Website Administrator Prof Development Coordinator AIDMGT