



HUMAN RIGHTS AND DEVELOPMENT TRUST FUND PROGRESS REPORT

April 2019 - April 2020

Abbreviations

CDD	Community-Driven Development
COVID-19	Coronavirus Disease 2019
CPF	Country Partnership Framework
CSO	Civil Society Organization
DEC	Development Economics Vice Presidency (of the World Bank)
DIME	Development Impact Evaluation
DFI	Development Finance Vice Presidency (of the World Bank)
FCV	Fragility, Conflict, and Violence
GGP	Governance Global Practice
GP	Global Practice (of the World Bank)
HRDTF	Human Rights and Development Trust Fund
IP	Indigenous Peoples
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
NGO	Nongovernmental Organization
NTF	Nordic Trust Fund
OHCHR	Office of the High Commissioner for Human Rights
SDGP	Social Development Global Practice
SOGI	Sexual Orientation and Gender Identity
TTL	Task Team Leader
UN	United Nations
VPU	Vice Presidential Unit
WBG	World Bank Group
WEI	Worldwide Exclusion Indicators

All dollar amounts are U.S. dollars unless otherwise indicated.

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Introduction

This progress report of the Human Rights and Development Trust Fund (HRDTF) covers the period from its launch in April 2019 to its restructuring as the anchor for the Human Rights, Inclusion, and Empowerment Umbrella Trust Fund one year later. The report refers to this time as the “HRDTF year.”

The HRDTF year has been one of change at multiple levels, due to organizational shifts at the World Bank. As a result, changes were made in management across the institution, reform of a fragmented trust fund portfolio led to the creation of “Umbrella 2.0 Programs,” and challenges had to be met as a global crisis deepened due to the ongoing pandemic of coronavirus disease 2019 (COVID-19). Each of these events has demanded attention and resources from a small Secretariat, but the outcome of some of these changes — notably the move to the Social Development Global Practice (SDGP) and the restructuring into an Umbrella Trust Fund, are indeed changes believed to be of benefit to the human rights agenda of the World Bank Group (WBG).

Despite these changes, the HRDTF Secretariat, its 14 grant teams, and other internal and external partners have largely ensured successful delivery of the work program endorsed by the Partnership Council in April 2019. Some grant teams are, however, experiencing some delays due to COVID-19 and may need extended implementation periods.

Considering that the awarded grants are beginning their implementation process, it will take until next fiscal year before the results of the grants can be reported. However, we have laid the foundation for strong results going forward, including through the development of the HRDTF grant results indicators (see appendix C). In addition, several learning and knowledge management activities have been undertaken, such as the Core Course on Human Rights.

Partnerships continue to be built across and beyond the institution. Internally, collaboration with the Legal Vice Presidential Unit (VPU) and the SDGP has been of great importance. Externally, benefits are being seen from a close working relationship with the Office of the High Commissioner on Human Rights.

The progress report starts with an overview of the core priorities of the HRDTF and a description of the restructuring process. It then gives an overview of the implementation of the core activities of the HRDTF by topic: (i) grant activities under the work program; (ii) learning, knowledge, and communication; and (iii) the partnership program.

THE HRDTF: CORE PRIORITIES

The HRDTF was launched in April 2019 at a high-level event during the World Bank’s annual Spring Meetings with contributions from Finland, Iceland, the Netherlands, and Norway. Since then, Germany has joined the HRDTF, and Canada and Sweden have signaled interest in becoming donors.

The HRDTF succeeded the Nordic Trust Fund (NTF), which was established in late 2008 by the Nordic donors (i.e., Denmark, Finland, Iceland, Norway, and Sweden). It builds on the NTF’s mission and achievements, as recommended by an independent evaluation conducted by Universalis, and embodies a more focused strategy. The development objective of the HRDTF is “to increase and strengthen the understanding and application of human rights principles in the WBG’s work.”

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TO INCREASE AND STRENGTHEN THE UNDERSTANDING AND APPLICATION OF HUMAN RIGHTS PRINCIPLES IN THE WBG’S WORK.

In contrast to the NTF, which was not directed toward any particular thematic areas, the HRDTF offers financial and technical assistance to WBG teams within four critical thematic areas: governance and inclusive institutions; infrastructure; fragility, conflict, violence, and forced displacement; and emerging areas.

Governance and Inclusive Institutions

Poor governance undermines economic development and service delivery. From a human rights perspective, it is important to promote inclusion and meaningful participation as well as transparency and accountability in public affairs. This to ensure that services meet the needs of the population and to discourage corruption. The HRDTF will support areas, such as strengthening public institutions, decentralization, and access to justice, to make projects in this sector more inclusive, transparent, and participatory and thereby also reinforce accountability. Strengthening governance in fragility, conflict, and violence (FCV) contexts is also a priority, considering the strong links between weak institutions and conflict.

Infrastructure

Infrastructure — transport, digital development, and energy and extractives — plays a central role in both economic development and the fulfillment of human rights. Developing transport networks, communication, and energy have the potential to lift large population groups out of poverty and contribute to the fulfillment of human rights. The lack of, for example, effective transport systems disproportionately affects the vulnerable groups in society, including the poor, women, Indigenous Peoples (IPs), and persons with disabilities. The scale of infrastructure investments also carries the risk of human rights transgressions, such as human trafficking, unjust deprivation of land, and violation of labor laws. The HRDTF will support activities that are both intended to create opportunities for the fulfillment of human rights and aimed to avoid doing harm.





Fragility, Conflict, Violence, and Forced Displacement

The FCV context presents an important area where development outcomes and human rights are inextricably interlinked. Human rights violations are a key driver of conflict, and realizations of human rights for all are a key driver of peace. Ensuring the incorporation of human rights in work in FCV contexts can contribute to peace, to post-conflict stability, and to the resolution of grievances that may hinder development. FCV is an area of increased activity for the WBG. A strategy for the World Bank's engagement in FCV was developed in 2019 and discussed by its Board of Executive Directors in February 2020. The Secretariat has actively engaged in the development of the strategy together with fragility team within the GGP. It has provided comments on various drafts of the FCV strategy to support the integration of human rights in the strategy. The final strategy includes references to human rights and recognizes that human rights violations are important drivers of conflict. This recognition creates a great opportunity for the HRDTF to scale up its work in FCV contexts.



Emerging Areas

To be able to support new and upcoming areas within the World Bank, the HRDTF also has a window for emerging themes. This decision was based inter alia on NTF's success in spearheading the work of lesbian, gay, bisexual, transgender, and intersex (LGBTI) rights within the World Bank, which is now a high-profile agenda.

Key priority areas for the HRDTF under the emerging areas window include social inclusion of marginalized groups, such as rights for persons with disabilities and IPs, as well as issues related to human development. A large part of the proposals received in 2019 within this area came from SDGP teams. With the institutional move of the HRDTF from the Governance Global Practice (GGP) to SDGP, the emerging areas part of the strategic priorities will change to “inclusion and empowerment” but keep its innovative component. These thematic priorities allow the HRDTF to interact with areas of the Bank that go beyond previous engagements as well as continue to build on relationships already established, for example, in the Social Development Global Practice.

A first Call for Proposals was launched in May 2019. The response was encouraging and the HRDTF Secretariat received almost 90 proposals despite being narrower in focus than previous NTF calls for proposals. A total of 14 grants were awarded within the US\$ 2.5 million envelope. In addition, an additional 5 grants were awarded pending further funding.

The HRDTF has been raising its ambition level in knowledge management, communication, and partnerships. Strategies were developed and approved by the Partnership Council and implemented throughout the year. For example, the launch of a Human Rights Conversation Speaker Series and development of video blogs. Current grant teams are early in their implementation. However, much learning can still be drawn from past (NTF) grant teams, and experience has shown that some results are only fully revealed a few years after the end of implementation. The HRDTF also developed a flagship Core Course on Human Rights for WBG staff, which is the first of its kind. Two courses were organized during the first year, and 50 staff were trained. At the time of this writing, a core course specifically targeted at Social Development staff is being developed to ensure full and broad ownership of the agenda as the trust fund transitions to being housed within the SDGP.

To measure some results indicators from the Monitoring and Evaluation Framework, such as staff and management having a sound understanding of human rights and how to apply them in operations, a baseline survey was shared with the participants at the beginning and end of the two-day core courses in November 2019 and February 2020. This survey included questions on perception of human rights as well as knowledge-based questions. In March 2020, the same survey was sent to a larger sample of staff and consultants working on the HRDTF's priorities. This survey closes in May 2020.

RESTRUCTURING THE HRDTF FROM A STAND-ALONE TO AN UMBRELLA TRUST FUND

In March 2020, the donors endorsed the move of the HRDTF and its restructuring to become the anchor of a new umbrella program. The HRDTF moved from the GGP to the SDGP on April 15, 2020.

The proposal to move the HRDTF reflected three broad institutional changes at the World Bank. First, the creation of a stand-alone Global Practice (GP) for social development in July 2019, with a mandate and operational approach very much in line with the objectives of the HRDTF. Second, the realignment of the Equitable Growth, Finance, and Institutions Vice Presidency as a Practice Group offered an opportunity to sharpen the GGP's core focus areas. At the same time, some of its business lines, such as the HRDTF, were found to be a better fit with other GPs.



Third, the Bank's ongoing trust fund reforms played a large role in influencing the decision. Over the past year, the Development Finance Vice Presidency (DFI) introduced a new approach to trust fund management given the context of the 19th replenishment of the International Development Association, commonly called IDA19. To reduce fragmentation and the proliferation of many small trust funds with different government arrangements, DFI rolled out the Umbrella 2.0 program, which maximizes the efficiency and impact of trust funds leading to fewer, but larger ones managed by the relevant GPs. The Umbrella 2.0 structure allows high-level dialogue between donors and GPs as well as senior management, guided by principles of common governance, a common results framework, and a shared annual progress report.

It was within this context that a decision was made to propose moving the HRDTF to the new SDGP. In particular, four main reasons prompted an institutional shift.

1. The objectives and priorities of the new GP are fully aligned with the HRDTF's priorities and operational approach, with its focus on social inclusion, empowerment of marginalized groups and communities and its emphasis on participatory approaches that build agency and strengthen voice.
2. The SDGP is highly operational and provides cross support to other Global Practices. Importantly, Social Development staff also support the implementation of the Environment and Social Framework. Hence the impact of activities supported by the HRDTF would be significantly expanded due to Social Development's very operational approach and its role in providing support to other GPs.
3. Social Development has been a very strong partner since the start of the NTF, which underscores the importance of the human rights based approach to the GP. The Social Development specialists in the Bank, and in particular the social inclusion advisors, have had a very close collaboration with the NTF, and later also the HRDTF, Secretariat both through and beyond the financial grants.
4. The SDGP wants to establish the HRDTF as a centerpiece program. The "Human Rights, Inclusion, and Empowerment" Umbrella Program will have the HRDTF as its anchor trust fund, providing it with enhanced visibility and crowding in additional funding. Hence, the HRDTF would go from being a self-standing trust fund to the anchor of an umbrella.

Being an anchor of an Umbrella Trust Fund means that the name of the HRDTF will change to “Human Rights, Inclusion, and Empowerment Umbrella Trust Fund.” It also means that the “Emerging Areas” part of the strategic priorities will change to “Inclusion and Empowerment.” As before, the Partnership Council will consist of all donors to the HRDTF and possibly new donors to the Umbrella Trust Fund. The Partnership Council will endorse strategic priorities, the annual work plan, and the budget of the HRDTF, and it will do the same for the Umbrella as a whole. The HRDTF will also retain its current mandate, Theory of Change, as well as its strategic priorities (with the exception that emerging areas will be replaced by inclusion and empowerment). The Partnership Council will, as before, decide on funding allocations between the strategic priorities.

IMPLEMENTATION OF THE HRDTF WORK PROGRAM

Over its five-year period, the HRDTF aims to strengthen internal capacity on human rights through innovative activities focused on identifying opportunities and entry points for significant impact. It is taking a systematic approach whereby research and evaluation, tailored capacity-building efforts, as well as grant mechanisms jointly ensure the uptake of human rights within the World Bank, and that learning is captured and institutionalized.

The work program focuses on three main components: (i) grants; (ii) learning, knowledge, and communication; and (iii) partnerships. These components are mutually reinforcing. For example, through the grants, teams learn about incorporating human rights in World Bank operations and analytical work. They will then share lessons learned through learning and knowledge management events, such as the HRDTF speaker series. The teams’ capacity to incorporate human rights will be reinforced by partnership with United Nations (UN) agencies, civil society organizations (CSOs), and academia with specific knowledge of human rights. This approach creates synergies between the different components and strengthens the work of institutionalizing human rights knowledge in the World Bank. Through the learning, knowledge, and communication component, the HRDTF also brings in additional learning opportunities for World Bank staff that are not directly linked to the grants, such as the delivery of a core human rights course.

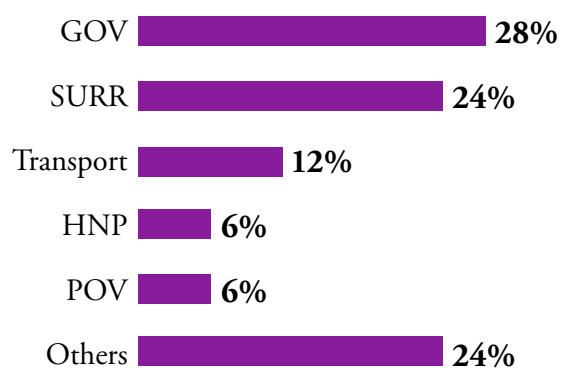
The components contribute to the three outcomes in the HRDTF’s results framework,

namely: (i) ensuring that human rights are incorporated in HRDTF-supported analytical products and operations; (ii) WBG staff and management who have undertaken HRDTF training courses have increased understanding and value human rights in development; and (iii) partnerships influence HRDTF-supported analyses and operations. Beyond this, the HRDTF also strives to achieve its higher-level goal of improving development effectiveness through incorporation of human rights in the WBG beyond its financially supported activities. Considering that grant teams are at the early stages of their implementation, it is premature to report on the results of the work. A baseline survey on staff understanding and value of human rights is being undertaken and will be ready in May 2020.

HRDTF Grants Component

One of HRDTF’s main areas of work is funding and providing technical expertise to grant teams in the four thematic priority areas. These are: (i) governance and inclusive institutions; (ii) infrastructure; (iii) fragility, violence, conflict, and forced displacement; and (iv) emerging areas. These strategic priorities reflect World Bank corporate priorities and were chosen in consultations with Bank management and the HRDTF’s development partners.

Figure 1. Grants Applications by Global Practice

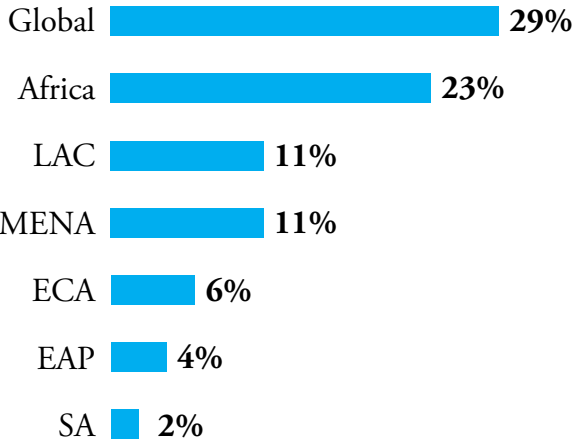


The HRDTF launched a Call for Proposals in May 2019 across the thematic priorities of the trust fund. The call was accompanied by five information sessions organized by the Secretariat to provide a combination of human rights training and information about the call. Over 100 staff attended the information sessions, and almost 90 teams submitted proposals. The governance window received 25 proposals, and around 50 proposals were submitted

under the FCV and emerging areas program, with a large proportion of proposals coming from the Sustainable Development Practice Group, which includes the SDGP. There were only 14 proposals on infrastructure, reflecting that this is a new area for the HRDTF and its predecessor, the NTF. Figure 1 shows the percentage of grant applications by GP.

Two steering committees were established to select successful grants and decide on funding allocations. One steering committee oversaw the submissions under the infrastructure window, whereas the second steering committee oversaw the submissions under the other two areas. The steering committees included representatives from across the strategic priorities of the HRDTF, including governance, poverty and equity, social development, transport, digital development, energy and extractives, and the legal department. The HRDTF Secretariat made a technical assessment of all received proposals and obtained inputs from the pool of independent human rights experts endorsed by the Partnership Council. The pool consists of five human rights experts from different regions in the world and with different core competences. Based on these inputs, the two steering committees met to decide on funding allocations.

Figure 2. Grants Allocated by Regions of the World Bank



The funding envelope was \$2.5 million, of which \$700,000 was allocated to infrastructure and governance, respectively, and \$1.1 million was allocated to FCV and emerging areas. The grants represent a mix of analytical and operational work at the global and country levels. In figure 2, the division between the different regions is presented. An overview of all grants has been included in appendix B.

The grant implementation periods are, in most cases, two years. The teams are asked to report in accordance with the results indicator framework established by the Secretariat (see appendix C). Implementation of the grants began during autumn 2019, with some delaying start-up until the beginning of 2020. Grants are generally moving forward well, and in the next annual report, results from the grants will be presented. The projects supported under each one of the strategic priorities are listed here below. Some of the grants are covered more in-depth in text boxes to showcase the great variation in the type of work supported.

The grant implementation periods are, in most cases, two years. The teams are

Governance and Inclusive Institutions

Four grants were chosen for support under the governance window. One grant aims to support a human rights based approach to decentralization in an FCV country (Central African Republic) following the government's decision to move forward with decentralization reform.

Another grant measures exclusion in the area of governance in collaboration with the Varieties of Democracy Project at the University of Gothenburg, Sweden. It builds on a previous NTF project. The World Exclusion Indicators (WEI), hosted at the University of Gothenburg, cover 229 years and 202 countries. Through the grant, more categories are being added to the WEI, such as the disaggregation of data on sexual orientation and age. It is an important step forward in the field of governance measurements, as it highlights patterns of discrimination and helps policy makers understand why development investments often produce unequal benefits.

A third grant aims to support universal access to remedies. This grant is particularly interesting from a human rights perspective as it goes beyond Bank project level grievance redress mechanisms and focuses on strengthening country systems for effective grievance redress. Lastly, there is a grant that aims to increase access to justice in the Middle East and North Africa Region.

BOX 1. ACCESS TO JUSTICE



Data show that the Middle East and North Africa Region is one of the lowest performers in terms of access to justice. Progress has been slower than in other parts of the world. This lack makes it difficult for rights-holders in the Region to turn to the courts to address violations of their rights, to hold duty-bearers accountable, and to settle disputes peacefully through the justice system.

The HRDTF grant supports vulnerable people's access to legal aid to empower them to enter and navigate the right system successfully. It will develop small claims procedures tailored to their ability to navigate the judicial system. It will also design and implement court user surveys to clarify specific obstacles to access to justice. The research and its human rights dimensions will inform the Systematic Country Diagnostics and Country Partnership Frameworks in countries and client government reform initiatives, and will increase engagement with civil society organizations in the Region.

Infrastructure

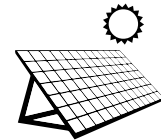
Five grants are supported by the HRDTF in the area of infrastructure. Three are in the area of transport where one grant reviews the access to gender-responsive transport with the aim of advancing women's potential for exercising their rights (e.g., the right to work, education, health, and social and cultural life). Another grant is researching the links between transport and human capital with the aim to guarantee the right to education and health care through improved public transport in African cities.



Finally, a transport grant aims to strengthen the right of IPs within a large transport project in Bolivia. An interesting aspect is that it pays particular attention to the fulfillment of indigenous women's human rights. Within the area of digital development, one team is working on how digital infrastructure can contribute to the promotion of human rights and development of Roma communities. In the area of energy and extractives, the HRDTF is supporting the capacity building for power sector recovery in Zimbabwe, looking particularly at how to guarantee access to electricity for marginalized groups.

BOX 2. POWER SECTOR RECOVERY

Zimbabwe is a country with substantial renewable energy resources potential, yet the exploitation of these resources for addressing energy poverty is negligible due to economic challenges. The grant will use a human rights based approach when assisting the development of the National Electrification Strategy (NES), Integrated Energy Sector Gender Plan, Bankable Investment Plan, and National Electrification Program (NEP).



The grant will increase the knowledge and learning on how to advance human rights within the energy sector. The NES and NEP will create a new focus and momentum toward achieving national energy access targets, specifically increasing affordable access to energy for marginalized groups. It also aims to increase participation in national electrification planning and to establish improved accountability measures for energy service provision.

Fragility, Conflict, Violence, and Forced Displacement



Within the area of FCV, HRDTF is funding a grant on the land rights of Indigenous Peoples in the Democratic Republic of Congo that aims to strengthen the capacity of Indigenous Peoples organizations to enforce land rights. Another grant reviews human rights based approaches to promote land rights and inclusion in emerging FCV contexts. This is an important issue from a human rights perspective as land and conflict often overlap with dimensions of economic and social exclusion. The HRDTF also supports a grant that integrates human rights into community-driven development projects in FCV contexts. The grant will develop the skills of local community leaders to better understand human rights and to better represent the needs of their communities.

BOX 3. INDIGENOUS PEOPLES AND LAND RIGHTS

Indigenous Peoples in the Democratic Republic of Congo live in a context of marginalization and discrimination. Their progressive eviction from their ancestral lands has led to a substantial loss of access to the natural resources that they need for their economic and cultural survival. The HRDTF grant will support the inclusion of IPs in the policy dialogue on land tenure and forests, build the expertise of IPs related to land tenure rights, and strengthen the governance capacity of their organizations. The work aims to ensure that land rights of the IPs are better recognized in the legal framework and their representative organizations are more legitimate, transparent, financially effective, and sustainable.



Through another HRDTF grant, a flagship report will be developed on human rights based approaches to addressing emerging issues in land conflicts in FCV contexts. It will include key international, regional, and national norms and human rights principles relevant to the rights to property, equality, nondiscrimination, reparations, and due process.

These grants will provide the task team leaders of lending operations with the necessary knowledge to identify when and how rights-based approaches to land can be integrated and to develop and effectively implement such initiatives.

Emerging Areas

Under emerging areas, the HRDTF is supporting a grant on human trafficking (see box 4). Human trafficking is a new area for the WBG, and the grant's objective is to increase knowledge on the drivers and patterns of human trafficking as well as the World Bank's role in combating it. Another grant aims to accelerate the realization of the Bank's disability inclusion commitments. The commitments were developed under a previous NTF-funded grant. The new grant also aims to build internal staff capacity to support clients in implementing disability inclusion in operations.

BOX 4. HUMAN TRAFFICKING

Trafficked individuals are forced, deceived, or otherwise coerced into being under the control of another person for the purposes of exploitation, often under the guise of relocating to a new life. The available evidence links trafficking to a range of development issues, including poverty and vulnerability, human capital investment, gender inequality, and gender-based violence.

The grant will conduct the first World Bank global analysis of human trafficking using data from the International Organization of Migration (IOM), and start a dialogue on the role that the World Bank Group can play in preventing human trafficking through lending operations and policy dialogue with client governments.

The expectation is that this analysis of the IOM data will lead to and inform primary qualitative research among human trafficking victims to better understand the micro-level risks and drivers. The work will be complemented by qualitative work to generate a better understanding of how information, norms, and risk preferences affect trafficking.



The Research Program

Initial conversations were held both with the Development Economics Vice Presidency (DEC), which is the research and data arm of the World Bank, on a possible research program, and with Development Impact Evaluation on a possible impact evaluation program. However, because of changes in management and key staff in DEC, as well as across the priority areas of the HRDTF, it was decided to postpone the start-up of this program until the realignment process is completed (end of FY2020) and the HRDTF moves to Social Development.

LEARNING, KNOWLEDGE, AND COMMUNICATION

A key part of the HRDTF's mission is to raise awareness about human rights and their relevance to development within the World Bank. To advance the work in these areas the HRDTF has developed two strategies: (i) learning and knowledge management, and (ii) communication and engagement. A third strategy on partnership was also developed, and activities under it are presented later. These strategies were approved by the Partnership Council in April 2019.

Learning and Knowledge Management

The overall goal for the HRDTF's learning and knowledge management strategy is to increase uptake of human rights in and beyond the grants, thereby contributing to learning being captured and institutionalized. An important part of the learning and knowledge strategy is the development of the Core Course on Human Rights, described later. Other activities conducted during the year are described here.

Conversation Speaker Series

This one-hour learning session invites previous NTF TTLs and members to share their experience of implementing the human rights based approach in their grants and in Bank projects. The speakers provide insights into the challenges they were able to overcome and the success stories that made the project more impactful. Throughout the discussion, they transfer tacit knowledge to the new HRDTF grantees and other colleagues. Topics covered so far include the right to information, right to identity, youth

in FCV contexts, and artisanal mining, As the grant implementation of the HRDTF progresses, the Secretariat will also invite new grant teams so share their experiences through this series. Attendance have numbered from 9 to 18, including audiences online.

Video Blogs

Video blogs of 3 to 6 minutes aimed to raise awareness of human rights in specific sectors have been produced. The speakers in the videos are introduced on a more personal level and gain more exposure than a written blog. During the year, the HRDTF Secretariat launched several short videos to raise awareness of human rights in specific sectors, such as environmental rights, social accountability, engagement of marginalized groups in the design of identification systems in Africa, land rights, access to justice, and gender-based violence. This new knowledge product attempts to reach out to colleagues more effectively. The number of viewers per video, so far, range from 13 to 65.

Marking of International Days

As part of the learning and knowledge management strategy, the HRDTF Secretariat marks the celebration of international human rights days in collaboration with other parts of the World Bank. On the International Day Against Homophobia, Transphobia, and Biphobia on May 17, the HRDTF arranged a session on “Human Rights and LGBTI Inclusion: A Quantitative Study from Thailand” together with the World Bank’s Global Advisor on Sexual Orientation and Gender Identity (SOGI). In recognition of Human Rights Day, December 10, which also ends the international campaign “16 Days of Activism against Gender-Based Violence,” a list of resources was shared with the HRDTF’s World Bank colleagues. The HRDTF Secretariat also produced the video on gender-based violence in connection with the campaign.

Panel Discussions

A number of panel discussions were arranged during the year. For instance, one session on “Human Rights and the Worldwide Exclusion Indicators” was organized in spring 2019. The HRDTF also arranged a well-attended session on “Human Rights and the Environment.” Environmental rights, also known as the human rights or constitutional rights used to protect the environment, have proliferated over the last 45 years, and several standards have been developed. During the session, Stephen Turner, senior

lecturer from Lincoln Law School, talked about the development of environmental rights and the emerging development of related standards. The HRDTF Secretariat also participated in a panel discussion on “Democratic Governance in Europe and Central Asia — One Step Forward, Two Steps Back?” together with the International Institute for Democracy and Electoral Assistance, commonly known as International IDEA, in connection with the launch of its flagship report, *Global State of Democracy 2019*.

Global Events

In 2019, the HRDTF Secretariat partnered with other parts of the Bank in arranging global knowledge sharing events. HRDTF Secretariat staff served as discussants and human rights experts at several of these events. The HRDTF continued the relationship that the NTF had built with the [Global Partnership for Social Accountability](#), with the aim of further bringing together social accountability and human rights dimensions.

During the Global Partners Forum 2019, HRDTF sponsored two sessions on social accountability, human rights and the challenge of inclusion — one focused on service provision in Jordan and one on the promotion of LGBTI inclusive policy making in the Western Balkans. The trust fund also participated as a major sponsor of the [Law, Justice, and Development Week](#) organized by the Legal VPU. This event focused on the overarching themes of rights, technology, and development and the intersection of human rights and technologies. The event was attended by 1,350 participants, 214 speakers, and 27 chief justices and ministers. The Secretariat held a presentation for 27 chief justices and ministers on various human rights aspects of technology, stressing the fact that human rights apply equally online as offline.

BOX 5. ARTISANAL MINING

A session on “Artisanal Mining and Human Rights in Niger” was organized in February 2020. It looked at an NTF grant that supported the assessment of the artisanal mining sector in Niger, with a focus on Northern Niger, to help formulate a human rights based approach to the formalization of the artisanal mining sector. A report that was produced under the grant is used to inform evidence-based and human-rights oriented programming, notably for the new governance and mining lending operational project, Governance of Extractive Industries for Local Development. This project supports reforms of the artisanal mining sector to ensure a more equitable distribution of benefits to its laborers, both male and female, and their communities.

Training Opportunities

Throughout the year, the HRDTF Secretariat delivered several training opportunities to Bank colleagues as part of the strategy to raise awareness and knowledge of human rights within the World Bank. In line with the recommendation in the independent evaluation of the NTF, the Secretariat also developed a core course on human rights.

Core Course on Human Rights

The flagship knowledge and learning opportunity of the HRDTF is a two-day training course delivered by the HRTDF Secretariat in collaboration with internal and external partners. The objective is to build WBG staff capacity on human rights and for staff to learn more about how they can integrate human rights into their operations and analytical work. The course is compulsory for TTLs who have received a grant from the HRDTF. Their team members are strongly encouraged to attend as well as are other interested staff who want to learn more about human rights.

Through the course, the HRDTF Secretariat is also building coalitions with other parts of the Bank in an effort to institutionalize human rights in the WBG. Hence, the Secretariat draws on the expertise of colleagues from the Legal VPU; the FCV Group, and previous NTF grant recipients in delivering the course. The Bank’s global advisors on Disability and SOGI were also drawn on to provide specific sessions on marginalized groups.

A pilot core course was held over two days in November 2019 at World Bank headquarters in Washington, D.C. The course provided interactive learning opportunities on how to incorporate human rights into operations and analytical work, including in FCV contexts and in specific areas such as governance and infrastructure. There was also a focus on specific marginalized groups — persons with disabilities, people excluded because of SOGI, and IPs. A second, two-day course was delivered in February 2020 at headquarters. In total, 50 people have participated in the training course to date.

Participant feedback has been very positive. A few quotes from the course evaluation form are shared.

- *I really liked the opportunity to have intellectual and practical discussions around human rights.*
- *The course content overall was excellent and extremely useful.*
- *The team were all excellent and deeply knowledgeable. Pleasure to hear them, and their presentations were sharp and clear.*
- *It was nice to have the opportunity to discuss human rights and to have the different teams connect. It was without doubt one of the best courses I've had at the Bank.*

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I REALLY LIKED THE OPPORTUNITY TO HAVE INTELLECTUAL AND PRACTICAL DISCUSSIONS AROUND HUMAN RIGHTS.

Other Training Activities

In line with the evaluation's recommendations to raise ambition by reaching beyond the TTL to make the work more sustainable, a session for energy and extractives managers and colleagues was organized in March 2020. The session focused on how human rights relate to the energy and extractives sector, how the HRDTF can support TTLs through grants and technical knowledge on incorporating human rights in analytical work and development operations, and how integrating human rights was done through the artisanal mining project in Niger.

An online course on human rights and development was launched in April 2019 for WBG colleagues through the internal learning platform, Open Learning Campus. As of March 30, 2020, 84 WBG colleagues have successfully completed the online course. It is a prerequisite for the face-to-face, two-day training course. It provides an overview

of how human rights relate to development and how development actors can work with human rights. It also provides an understanding regarding the benefits and value added of incorporating human rights into development projects and WB operations.

As part of the learning and knowledge strategy, the HRDTF is also in the process of developing practical guidelines for integrating human rights into the four strategic areas of the HRDTF. The material will be used in training and outreach sessions for World Bank colleagues. A transport brief will be ready in May 2020, and work on a brief on human rights and FCV contexts has recently started.

Communication and Engagement

The HRDTF's communication and engagement strategy draws on lessons learned from the implementation of the NTF, and seeks to reinforce the work conducted under the learning and knowledge strategy and enhance fundraising activities. During this first year of HRDTF implementation, the Secretariat has focused on increasing the visibility and brand recognition of the HRDTF within the Bank. The intranet site has been reworked to create a one-stop shop for information on human rights knowledge and learning. The Secretariat also reorganized the [external website](#) and prioritized fundraising activities to support this new trust fund.

Until the end of October 2019, a moratorium was placed on fundraising for trust fund activities. Exceptions included fundraising with regard to the European Union and partners where contact had already been established. As a result, very limited fundraising efforts took place at that time. In the summer of 2019, however, Germany committed to joining the HRDTF, and in December 2019, the administrative agreement was signed. Canada and Sweden have signaled they want to join the HRDTF once it becomes the Human Rights, Inclusion and Empowerment Umbrella Trust Fund. At the time of writing this report, the Secretariat was working toward drafting new administrative agreements for these development partners and revising the agreements with current partners. There has also been outreach to other potential supporters of the HRDTF, with whom discussions are ongoing.

PARTNERSHIP PROGRAM

This section reports on the implementation of the partnership strategy. As is evident throughout this progress report, the HRDTF has continued to foster and strengthen partnerships both within and outside the WBG. For example, the Core Course on Human Rights has been, and will continue to be, an important avenue for fostering and strengthening both internal and external partnerships.

Internally, HRDTF has worked closely with the Legal VPU, SDGP and its management, the Infrastructure Practice Group, and colleagues across the GGP. Events have been co-organized with the Energy and Extractives GP, the Global Partnership for Social Accountability, and the Legal VPU. The Secretariat also formed a close working relationship with the World Bank's global advisors on disability and on SOGI. Discussions have been held with other trust funds, including the State and Peacebuilding Fund and the Digital Development Partnership, to exchange relevant information and possibly do joint analytical work.

The Umbrella Trust Fund reform so far has resulted in the creation of 66 umbrellas. As this reduces the total number of trust funds substantially, it also increases the visibility of each of them. A network has been established that brings the program managers of each of these umbrellas together on a regular basis, which creates a better overview and facilitates collaboration.

Externally, the Secretariat has continued to work closely with the Office of the High Commissioner for Human Rights (OHCHR). This collaboration resulted in the UN High Commissioner's participation in the launch of the HRDTF, conversations with Dr. James Cockayne, director of the United Nations University, on trafficking and modern slavery, and combined efforts around specific outputs. This included a paper on human rights due diligence and benchmarking in International Financial Institutions, with input from colleagues in the Transport GP.

In addition, the OHCHR's representative in Washington, D.C., provided training in the Core Course on Human Rights, on the international human rights architecture, and on how their office can be used as a resource for WBG staff.

The Secretariat has also continued discussions with the UN High Commissioner for

Refugees and has had close conversations with Transparency International Australia on anti-corruption, particularly in the mining sector, again bringing an external human rights partner together with internal colleagues, this time in the Energy and Extractives GP and the Governance GP.

The grant teams are encouraged to partner with different UN agencies and other international and local partners. During the year, the teams initiated partnerships with a number of different organizations. For example, the team on land rights is partnering with UN Peacekeeping, OHCHR, and the United Nations Development Programme. The team also aims to develop cooperation with local CSOs in areas of research in Bosnia and Herzegovina and Croatia. The team on Roma inclusion is closely working with the European Union and NGOs at the Roma and education nexus to develop a framework for evidence and the generation of a policy roadmap. With the Bank now playing a core advisory role, the European Commission has reached out to the World Bank to further the Roma inclusion agenda.



The team on disability is partnering closely with organizations at both international and national levels that directly engage in implementing or monitoring the UN Convention on the Rights of Persons with Disabilities. The team supporting the right to participation of Indigenous Peoples in Bolivia is partnering with CSOs to ensure an adequate approach to engaging with indigenous communities and to design and implement activities.

In addition to access to the expertise of partners, some TTLs and team members have strong human rights expertise and operational experience in implementing human rights, while others have hired consultants with specific expertise on human rights.

LOOKING AHEAD

Beginning in April 2020, the HRDTF will become the anchor of the Human Rights, Inclusion, and Empowerment Umbrella. From its new home, it will continue its mandate to increase and strengthen the understanding and application of human rights principles within the World Bank Group's work. At the same time, the HRDTF will continue to build on the relationship established with managers and teams in the other strategic areas. A Core Course on Human Rights specifically tailored to Social Development staff is planned to be held in autumn 2020. The Secretariat is also planning to offer a few Region- or country- specific training opportunities for interested country management teams.

With the spread of COVID-19 and the almost worldwide lockdown, some delays in the implementation of HRDTF-financed projects may be inevitable.

The HRDTF Secretariat anticipates issuing a new Call for Proposals in autumn 2020. In the next fiscal year, the Secretariat will also aim to begin its research and evaluation program.

APPENDIX A. FINANCIAL SUMMARY

Table 1. HRDTF Funds Disbursed by March 31, 2020

Area	Amount (US\$)
Grant program	110,000
Knowledge and Learning	280,000
Program Management	430,000
Total	820,000

Table 2. HRDTF Contributions by Source

Source of Funds	Paid as of Dec. 31, 2019 (US\$)	Future Funds, Unpaid Contributions (US\$)	Total (US\$)
Finland	1,360,000	0.0	1,360,000
Germany	440,000	540,000	980,000
Iceland	120,000	400,000	520,000
Netherlands	570,000	0.0	570,000
Norway	1,370,000	1,880,000	3,250,000
Investment income	50,000	0.0	50,000
Total	3,910,000	2,820,000	6,730,000

APPENDIX B. LIST OF GRANTS FUNDED BY THE HUMAN RIGHTS AND DEVELOPMENT TRUST FUND

	Grant	Regions	Country	Allocated Budget (US\$)	Global Practice	Thematic Area
1	A Matter of Dignity	Global		250,000	Social Development	FCV/ Emerging Area (EA)
2	Accelerating the Realization of the Disability Inclusion Commitments in the World Bank	Global		250,000	Social Development	FCV/EA
3	Access to Gender-Responsive Transport as a Prerequisite for Full Enjoyment of Women's Human Rights	Global		200,000	Transport	Infrastructure
4	Access to Justice in MENA	Middle East & North Africa		200,000	Governance	Governance
5	Connectivity for Human Capital: Realizing the Right to Education and Healthcare through Improved Public Transport in African Cities	Africa		100,000	Transport	Governance
6	Digital and Infrastructure Inclusion to Enhance Human Rights for Roma	Europe & Central Asia	Bulgaria; Macedonia FYR; and Romania	150,000	Digital Development and Social Development	Infrastructure
7	Human Rights Based Approaches to Promote Land Rights and Inclusion in Emerging FCV Contexts	Global		130,000	Urban, Disaster Risk Management, Resilience, and Land	FCV/EA
8	Human Trafficking	Europe and Central Asia		220,000	Social Development and Poverty and Equity	FCV/EA
9	Measuring Exclusion to Support WB Country Programming and Operations (phase 2)	Global		150,000	Governance	Governance
10	Planning Support and Capacity Building for Power Sector Recovery	Africa	Zimbabwe	150,000	Energy and Extractives	Infrastructure
11	Strengthening the Right to Indigenous Participation through the Implementation of a Human Rights Based IPP	Latin America & Caribbean	Bolivia	100,000	Transport	Infrastructure
12	Supporting Indigenous Peoples Efforts to Identify, Secure, and Enforce Communities' Land Tenure Rights in the Democratic Republic of Congo	Africa	Democratic Republic of Congo	250,000	Urban, Disaster Risk Management, Resilience, and Land	FCV/EA
13	Toward a Human Rights Based Local Governance Model in the Central African Republic	Africa	Central African Republic	150,000	Governance	Governance
14	Universal Access to Remedies: Strengthening Country Systems for Effective Grievance Redress	Global	Three countries from the following: Bangladesh, Bolivia, Ethiopia, Georgia, Guinea, Malawi, Nepal, Peru, and Tunisia	200,000	Governance	Governance

APPENDIX C: RESULTS INDICATORS FOR HRDTF GRANTS

Indicators for Analytical Work

Output indicator:

The analysis is human rights based. It relates to one or more specific rights and addresses all human rights principles (in particular equality and nondiscrimination, participation, transparency, and accountability).



Intermediary outcome indicator 1:

Indication of increased understanding of human rights issue(s) among World Bank staff and management as a result of the knowledge generated.



Outcome indicator:

Number of World Bank operations incorporating findings and/or recommendations from the analysis.

Intermediary outcome indicator 2:

Indication of increased understanding of human rights issue(s) of the client as a result of the knowledge generated” (for country-relevant work).

Indicators for Operational Work

Output indicator:

The analysis is human rights based. It relates to one or more specific rights and addresses all human rights principles (in particular equality and nondiscrimination, participation, transparency, and accountability).



Output indicator 1:

The operational work is human rights based. It relates to one or more specific rights and takes all human rights principles (in particular equality and nondiscrimination, participation, transparency, and accountability) into account in process and outcomes.



Intermediary outcome indicator:

Changed practices or experiences based on enhanced knowledge and/or capacity of duty-bearers and/or rights-holders.



Outcome indicator:

Improved realization of human rights.

Output indicator 2:

Enhanced human rights knowledge and/or capacity of rights-holders to claim their rights; and/or enhanced human rights knowledge and/or capacity of duty-bearers to respect, protect, or fulfill human rights, in particular in the areas of accountability, transparency, equality and nondiscrimination, and participation.

APPENDIX D. MONITORING AND EVALUATION FRAMEWORK

As of April 15, 2020.

Indicator Name	Indicator Description or Criteria	Unit of Measure	Baseline	As of Date	End Target	Frequency	Data Source or Methodology	Responsibility for Data Collection
Long-Term Outcome Level Indicator (outside scope of influence of the HRDTF)								
Improved development effectiveness through WBG work beyond HRDTF incorporating human rights	Taxonomy of PADs and other relevant documents	Qualitative analysis (drawing on word count)	NTF taxonomy of 2017, which indicated some use of HR language but little application	Not available (premature to report on this)	To be determined	To be determined	Taxonomy, WBG database	HRDTF Secretariat
Project Development Objective Level Indicators								
WBG staff and management have a sound understanding of human rights and how to apply them in operations	The indicator relates to HRDTF funded activities only The survey will ask for perceptions around human rights as well as knowledge-based questions	Percentage	Established by a baseline survey. Draw on similar studies done by the NTF (baseline and mid-line as well as above mentioned taxonomy)	Score on knowledge test: Before course: 30% scored above 80% After course: 51% scored about 80% (These data include all core course participants [November 2019 and February 2020] including non-grantees) Results on perceptions will be reported after end-line	70% of staff and managers score above 80% (or adjusted to reflect baseline results)	Baseline after 6 months, end-line by end of TF Possible one or two survey mid-line	Baseline and end-line surveys (online)	HRDTF Secretariat
WBG staff and management apply human rights in operations	The indicator relates to HRDTF funded activities only	Qualitative analysis (drawing on word count)	NTF taxonomy of 2017, which indicated some use of HR language but little application	Not available (premature to make assessment)	To be determined	To be determined	Taxonomy, WBG data base	HRDTF Secretariat
Short-Term Outcome Levels Indicators								
Incorporation of human rights in analytical work supported by the HRDTF, including research, knowledge, and learning on HRBA in development operations	Please see criteria in appendix C	Percentage	Zero	Not available	80% of analytical work supported meet the criteria	Annually	Assessment by HRDTF Secretariat	HRDTF Secretariat
Incorporation of human rights in operations supported by the HRDTF	Please see criteria in appendix C	Percentage	Zero	Not available	80% of operations supported meet the criteria	Annually	Assessment by HRDTF Secretariat	HRDTF Secretariat
Incorporation of human rights in operations led by TTLs trained by the HRDTF	Please see criteria in appendix C	Percentage	Zero	Not available (too premature to report on)	80% of analytical work supported meet the criteria	Annually	Assessment by HRDTF Secretariat	HRDTF Secretariat
WBG staff and management who have undertaken HRDTF training have an understanding of and value human rights in development	The survey will ask for perceptions around human rights as well as knowledge-based questions	Percentage	Established by a baseline survey	48 participants trained during the core course which includes the knowledge test Only 29 responded to the knowledge test, 20 scored 75% and above on knowledge test	75% of trained staff and management score above 75% (or adjusted to reflect baseline) by December 29, 2023	Following training and again after 2 years of HRDTF implementation	Baseline and end-line surveys (online)	HRDTF Secretariat

Partnerships influence analyses and/or operations supported by the HRDTF	Partnerships that HRDTF grant teams establish with external actors (e.g., UN agencies) lead to incorporation of human rights in analyses and/or operations, as per the criteria defined in outcome indicators 1 or 2, as appropriate	Percentage (of partnership that influence)	HRDTF partnership strategy maps internal and external NTF partnerships	Not available (too premature to report on.)	End-line assessment shows that partnerships have influenced analyses and/or operations supported by the HRDTF	Annually	Assessment by the HRDTF Secretariat	HRDTF Secretariat
Partnerships initiated by the HRDTF Secretariat bring in additional human rights expertise to activities supported	This indicator measures the extent to which external partnerships bring in human rights expertise specific to certain areas, be it in research, evaluations and evaluation methodology, human rights training, or otherwise	Qualitative analysis of each partnership and its contribution	None	OHCHR has contributed to the human rights expertise, to the Core Course on Human Rights, as well as to selected grant teams	Qualitative analysis shows direct added value of each partnership in terms of human rights expertise	Annually	Will vary according to type of partnership	HRDTF Secretariat

Output Level Indicators

Number of teams to which the Secretariat has provided technical and financial support	This indicator includes teams that receive financial support	Number	0	14	About 15 grants	Annually	HRDTF Secretariat	HRDTF Secretariat
Number of teams to which the Secretariat has provided technical support only	This indicator includes teams that have only requested technical support	Number	0	2	5	Annually	HRDTF Secretariat	HRDTF Secretariat
Number of research papers produced	This indicator counts the number of research paper financed by the HRDTF under the Research and Evaluation window	Number	0	0 Research and evaluation program has not started Note that the Secretariat has commissioned a paper on “Transport and human rights” (in progress)	2	Annually	HRDTF Secretariat	HRDTF Secretariat
Number of evaluations undertaken	This indicator counts the number of evaluations financed by the HRDTF under the Research and Evaluation window	Number	0	0 The research and evaluation program has not started	2	Annually	HRDTF Secretariat	HRDTF Secretariat
Number of learning events held	This indicator measures the number of BBLs, roundtables, and other learning events held at the HQ or CO level	Number	0	11 The number of learning events will increase when progress is made in grant implementation	30	Annually	Invitations	HRDTF Secretariat Knowledge Management Analyst
Number of training events	This indicator measures the number of human rights training sessions held at the HQ and CO levels, including online training		0	4 Two face-to-face core courses (November 2019 and February 2020), one virtual learning session with Energy and Extractives staff (March 2020), and one self-paced online learning (launched April 2019)	10	Annually	HRDTF Secretariat	HRDTF Secretariat

Number of participants trained, by GP/unit and by HQ/CO	This indicator measures interest in the NTF and as such is also a measure of visibility Disaggregation per GP/unit will allow for an understanding of whether participants comes from “window GPs” or elsewhere	Number	0	143 36, Social Development; 34, Governance; 10, Transport; 7, OPCS; 6, Energy and Extractives; 5, Education; 5, Environment; 5, Legal VPU; 4, FCV Group; 3, Digital Development; 3, Health, Nutrition, and Population; 3, Urban, Disaster Risk Management, Resilience, and Land; 22, others HQ/CO: 119/24	100	Annually	HRDTF Secretariat	HRDTF Secretariat
Total number of partnerships	This indicator includes both external partnerships established by grant teams, and internal and external partnerships established by the HRDTF Secretariat External partnerships should include partners with human rights expertise	Number	0	15 ¹ A number of grant teams are establishing partnerships In addition, the Secretariat is partnering internally (informally) with the GPSA, the DDP, the IEL, all its priority GPs, and Legal VPU Externally with UN agencies including OHCHR, UNESCO, and UNHCR	10	Annually	HRDTF Secretariat	HRDTF Secretariat, with inputs from grant teams (GRM reporting)
Number of partnerships with a formal agreement	External partnerships only	Number and percentage of total number of partnerships	0	0 The Secretariat is in communication with UN agencies, including OHCHR and UNESCO, and with USAID No formal partnerships at this point	2	Annually	HRDTF Secretariat	HRDTF Secretariat
Number of external partners who engage in discussions (through learning events)	External partners who are invited to the WBG as guest speakers to share knowledge with WBG staff	Number	0	6 Jordanian CSO Partners-Jordan; ERA for Western Balkans and Turkey; Law, Justice, and Development Week; International IDEA, Lincoln Law School; United Arab Emirates delegations; UN OHCHR	5	Quarterly	HRDTF Secretariat	HRDTF Secretariat
Number of blogs published		Number	0	2	1	Quarterly	HRDTF Secretariat	HRDTF Secretariat
Number of knowledge products published (Governance Notes and Governance Briefs)		Number	0	9	2	Quarterly	HRDTF Secretariat	HRDTF Secretariat

¹ Asian Development Bank; CREAC Research Center specialized in Central Africa; European Commission; Global Learning Assessment Database; International Organization of Migration; Liberty Shared; Ministry of Energy and Power Development, Maputo Municipality; Office of the High Commissioner for Human Rights; Open Society Institute; United Nations Children’s Fund; United Nations Development Programme; United Nations Peacekeeping; University of Antwerp; University of Louvain.

Number of new "members" added to the distribution list	Members are considered new TTLs, active participants who attend learning events who would like to be part of the internal distribution list	Number	0	49	15	Quarterly	HRDTF Secretariat	HRDTF Secretariat
Activity Level Indicators								
Total number of proposals received	This indicator counts the number of proposals received, as a measure of interest in the TF and its mandate, for open calls for proposals The number will depend on how broad the call is	Number	0	87	20 proposals	Annually	HRDTF Secretariat	HRDTF Secretariat
Total number of grants allocated	This indicator counts the number of grants allocated	Number	0	14 An additional 5 pending further commitments	15	Annually	HRDTF Secretariat	HRDTF Secretariat
Input Level Indicators								
Number of donors to the HRDTF	Number of donors to the HRDTF, with NTF donors as baseline	Number	4 donors (Finland, Iceland, the Netherlands, and Norway)	5 (Germany added)	10 donors	Once, by the end of the HRDTF		HRDTF Secretariat
Number of donors from the global south	Number of donors from the global south to the HRDTF	Number	0 donors	0	2 donors	Mid-term, to allow for outreach		HRDTF Secretariat

Note: BBL = brown-bag lunch; CO = country office; CSO = civil society organization; DDP = Digital Development Partnership; ERA = Equal Rights Association; FCV = fragility, conflict, and violence; GP = Global Practice; GPSA = Global Partnership for Social Accountability; GRM = grievance redress mechanism; HQ = headquarters; HR = Human Resources; HRBA = human rights based approach; HRDTF = Human Rights and Development Trust Fund; IEI = Inclusive Education Initiative; International IDEA = International Institute for Democracy and Electoral Assistance; NTF = Nordic Trust Fund; OHCHR = Office of the High Commissioner for Human Rights; OPCS = Operations Policy and Country Services; PAD = project appraisal document; TF = trust fund; TTL = task team leader; UN = United Nations; UNESCO = United Nations Educational, Scientific, and Cultural Organization; UNHCR = United Nations High Commissioner for Refugees; WBG = World Bank Group.