

Mainstreaming Human Rights into Civilian CSDP Crisis Management Missions' Internal and External Activities: using a HRBA approach. A Training of Trainers for HRAs

23-25 March 2026

Scuola Superiore Sant'Anna, Pisa, Italy

COURSE CONCEPT

Introduction

On 13 September 2021, the *Civilian Operations Commander Operational Guidelines on Human Rights Mainstreaming and Human Rights Due Diligence* were issued by the EEAS-CPCC. These Guidelines aim to bridge the gap between human rights-related policy and its practical implementation within the mandates of Common Security and Defence Policy (CSDP) civilian missions. The Council identified the development of operational guidelines for human rights mainstreaming, within the framework of the Civilian Compact, as a key measure to reinforce the effectiveness of civilian CSDP.

The European Union also reaffirmed its commitment to human rights mainstreaming through the EU Action Plan on Human Rights and Democracy 2020–2024, which has since been extended until 2027. The conceptual foundation of the Guidelines is rooted in the *2003 United Nations Common Understanding on a Human Rights-Based Approach (HRBA)* to development cooperation, adapted to the specific context of the EU and the role that CSDP civilian crisis management missions can and should play in the protection and promotion of human rights through the implementation of their mandates.

The 2003 Stamford Interagency Workshop on HRBA, held in the context of UN reform, established a shared understanding and consensus on the definition of HRBA. It also articulated six core principles to guide programming: universality and inalienability, indivisibility, interdependence and interrelatedness, non-discrimination and equality, participation and inclusion, and accountability and the rule of law.

A Human Rights-Based Approach is defined as “a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed towards promoting and protecting human rights. It seeks to analyse inequalities that lie at

the heart of development challenges and to redress discriminatory practices and unjust distributions of power that hinder development progress” [OHCHR, *Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation*, 2006].

Over the past decade, substantial progress has been made in mainstreaming human rights across the work of the United Nations system and regional organizations. The HRBA has been applied beyond development cooperation, extending to areas such as disaster management, humanitarian assistance, and crisis response. This evolution has also led to the integration of human rights principles into technical cooperation at the national level, including in sectors where human rights implications are indirect or not immediately apparent. Increasingly, human rights principles are being employed to guide the design and implementation of technical cooperation programs. As both a framework for action and a methodological tool, the HRBA enables more effective programming by informing all stages of the program cycle—design, implementation, monitoring, and evaluation. Its core elements include:

- the relationship between rights-holders and duty-bearers;
- a focus on marginalized and vulnerable groups;
- the progressive realization of all human rights;
- equal emphasis on both the process and outcomes of development.

The Operational Guidelines incorporate a toolbox for human rights mainstreaming, a checklist for human rights analysis, and detailed instructions on human rights due diligence. Their overarching objective is to ensure that human rights are systematically and coherently integrated into all aspects of CSDP missions, in alignment with the EU’s foundational values.

In this context, the Guidelines are addressed to all personnel involved in CSDP civilian missions, including senior leadership, management and staff, with the aim of fostering human rights mainstreaming in both internal operations and external engagements through the adoption of a HRBA. This initiative marks a significant expansion of the HRBA concept within the EU’s civilian crisis management framework.

The Guidelines also underscore the importance of **human rights training** for all mission staff—both prior to deployment and during mission activities—as well as specialized training for human rights advisors.

This training need was previously identified in the **Training Requirements Analysis (TRA) final report on International Humanitarian Law (IHL) and Human Rights**, which was endorsed by EUCTG/CIVCOM in February 2021 following its presentation to EUCTG on 15 February.

The report specifically recommended the development and implementation of training curricula with a stronger focus on practical human rights work, including the application of HRBA in mission-led programs and projects.

While the Operational Guidelines also focus on HRDD, and a separate European Union’s human rights and international humanitarian law due diligence policy on security sector support to third parties (EU HRDDP) was also adopted on 5 October 2023, the present training will only focus on human rights mainstreaming, making the necessary references and constructive linkages with HRDD,

that will be the subject of a separate subsequent EUTI training organised by EGMONT Institute. A representative of the latter training institute will be also present at the course; while he will act as EUTI critical friend, his presence will be of strategic importance to establish a rapport among the two training activities.

Course Background

A ToT for Human Rights Advisors was organised by Scuola Superiore Sant'Anna in Pisa on 27-29 March 2023 within the framework of the EUCTI project. The training was designed to equip the HRAs with skills and competences to be able to train their colleagues in their respective missions on HRs mainstreaming using an HRBA approach.

Based on a request from the European Union External Action Service (EEAS)/ the Civilian Planning and Conduct Capability (CPCC), the project was requested to develop training activities to facilitate the implementation of the 2021 Civilian Operations Commander Operational Guidelines on Human Rights Mainstreaming and Human Rights Due Diligence. A draft course concept on *Mainstreaming human rights into civilian crisis management missions' internal and external activities: using a HRBA approach* was developed envisaging a course for medium/senior level mission staff articulated in two phases:

- a) an online self-paced segment where staff would follow an already existing e-learning course free of charge that provides an introduction on the WHAT of human rights mainstreaming;
- b) A Follow up training course on the HOW to mainstream human rights for middle/senior management (face to face).

To finetune the draft course concept and facilitate its delivery for and in CSDP missions, a Training of Trainers for Human Rights Advisors (HRAs) was organized.

This was designed to support HRAs in their role as primary trainers of mission members, strengthening their training and communication skills and competencies on Human Rights, and more specifically to deliver the course curriculum developed under EUCTI in their respective missions. The course saw the participation of 10 Human Rights Advisors and one Brussels-based capacity. As a takeaway from the course an 'agile package' was developed and distributed to all participants containing a set of documents - based on the materials developed for the above course – aimed at guiding HRAs in organizing a set of activities in their respective missions for the purpose of implementing the 2021 Civilian Operations Commander Operational Guidelines on Human Rights Mainstreaming and Human Rights Due Diligence.

Two years after this initial training event, there has been a significant turnover among Human Rights Advisors (HRAs), with new personnel appointed to these roles in nearly all missions. At the time of writing, three HRA posts remain vacant and are undergoing recruitment. Of the participants who attended the 2023 Training of Trainers, only one continues to serve in the same capacity.

In response to this situation—and building on the success of the 2023 training—the **CivOpsHQ.1 Policy Officer for Rule of Law and Human Rights** has explored the possibility of organising a similar training initiative under the **EUTI project**. This would be tailored to the needs of newly appointed HRAs in missions and operations, and would draw upon the course curriculum and tools developed under the EUCTI project. The proposal also reflects a direct request from current HRAs for further capacity-building support. A preliminary meeting to discuss this possibility was held online last 24 September 2025.

Overall Objective(s)

Successful crisis management, stabilisation, and peace support missions depend on the availability of well-prepared experts who can clearly and systematically transfer their knowledge and situational awareness to colleagues and counterparts. The overall objective of this course is therefore to strengthen in-mission capacities to deliver high-quality training in the areas of Human Rights-Based Approach (HRBA) and human rights mainstreaming.

The training specifically aims to enhance the didactical and methodological skills of Human Rights Advisors in designing and delivering human rights-focused training courses. By doing so, it supports the effective implementation of the *2021 Civilian Operations Commander Operational Guidelines on Human Rights Mainstreaming and Human Rights Due Diligence*.

The Target Group

The training of trainers course will be targeted at human rights advisors working in CSDP civilian crisis missions and operations who, inter alia, conduct trainings and coaching sessions on issues related to human rights as subject matter experts or trainers. The course is also open to Brussels-based capacities supporting Human rights advisors (e.g. policy officers on horizontal issues/human rights).

It is expected that 15 participants will attend the course (12 Human Rights Advisors from the civilian missions, one staff with a human rights portfolio from EU RACC Sahel, 2 Brussels-based capacities).

A specific call for application will be issued by the project Secretariat and disseminated through various channels including Schoolmaster. The same call will also be sent to all missions's Chiefs of Staff, HRAs and training focal points via EEAS-CivOpsHQ.

The Expected Learning Outcomes

The learning outcomes of the course are to enable participants to:

- develop HRBA training programmes and other capacity development activities within their respective missions using an optimum blend of techniques and resources,
- deliver effective training programmes,
- evaluate the effectiveness of their programmes.

The training learning objectives are to :

- Enable HRAs to familiarise themselves with, and work collaboratively on, the course concept.
- Provide guidance on how to tailor and customise the course curriculum to their mission's mandate.
- Equip HRAs with the tools necessary to organise sessions independently and to deliver cascade trainings.

Modules/Subject Areas and related learning objectives and outcomes

Session title	Description of Activity/Activities for trainees	Learning objectives
Module 1: CSDP missions' mandates & human rights mainstreaming		
Session 1: Mainstreaming HR in civilian crisis management missions: context and tools 60'	The trainer will illustrate the logic of the draft training course curriculum developed on HR mainstreaming for CSDP mission's staff (in particular the face-to-face segment) and will also explain the rationale behind the ToT: that is walking together through the course program by practically implementing it together through interactive sessions/presentations and exercises. The trainer will discuss with participants the main tenets of the CivOpsCmdr Operational Guidelines on Human Rights Mainstreaming and Due diligence. This first session aims at setting the context so as to make staff aware of the legal and policy framework within which they operate while performing their functions in the respective missions, a framework that is permeated by human rights value. Key messages: Human rights are everyone's business and each EU staff has the legal mandate to ensure due diligence and promotion of human rights.	• List the main tenets of the CivOpsCmdr Operational Guidelines on Human Rights Mainstreaming and Due diligence • Describe the logic of the F2F training
Power walk exercise 45'	This first exercise aims at providing trainees with a first very powerful tool to land the HR concepts in practical terms when they train their colleagues. The trainer, after the exercise explains its purpose and expected results: Purpose: To simulate a community in 'development', where everyone starts off as equals, but experience very different outcomes based on their abilities to claim their rights.	• Explain how to make the concept of HRs tangible

Session title	Description of Activity/Activities for trainees	Learning objectives
	Expected Results: Participants have a tangible understanding of the disparities that exist in any society and their causes (mainly power) and consider how to address these disparities through programming.	
Module 2: How to apply HRBA to programming		
Session 2: RBM and HRBA - an introduction 30'	In this session the trainer gives a short overview of key programming concepts and definitions, instrumental in the course: what is RBM? What is a result? What do we need to do to achieve a result? What are the phases of RBM? What are the elements of a result chain? What is the added value of a HRBA to programming? This session aims at refreshing concepts that are further discussed and unpacked during the course. Key messages: Results are our lighthouse and guide everything that we do (in private and professional life); RBM tells us what to do and HRBA how to do it; It is fundamental to have the final goal always in mind (whether it is making your guests happy or realizing people's right) in order to effectively plan your activities and interventions.	Explain what HRBA and RBM are
Session 3: Situational analysis 105' (15' presentation + 90' group exercise)	The trainer/facilitator will provide a brief recap of the RBM steps and dive in the specifics of how to conduct a situation analysis and how to incorporate HRBA (see slides). Participants should have been divided into groups prior to the training ensuring a balanced mix by gender, work responsibility, mission's hierarchy. Each group will be asked to identify a name for their group, based on their common personal interests, things that they like or they are passionate about! (This is a way to get to know each other and to give the group a sense of 'identity' as they will be working together throughout the training). Through an exercise they will be asked to: Analyse the background material provided Define the main challenge related to the specific sector in the given country Develop a simple 'problem tree' based on the available information (CAUSAL ANALYSIS): - Brainstorm on the major immediate, underlying, and root causes of the challenges identified - Create a causality diagram or "problem tree" - Display the result of their group work on flip chart sheet It might be difficult for the participants to also undertake a Role Pattern and Capacity Gap analyses with available information. It is however important that they identify whose capacities are important to have an impact on the immediate and underlying causes identified.	- Demonstrate how to identify the existing human rights challenges in Iraq (as an example) - Recall the key documents and instruments that will inform the application of a HRBA at the country level - Explain how to analyze a situation from a human rights perspective

Session title	Description of Activity/Activities for trainees	Learning objectives
	Key Messages: Situation analysis (causal, role pattern, capacity gap) should be a participatory process to reach a common understanding and view of the challenges; Root causes are cultural/structural/institutional barriers to development/peace/stabilization/human rights-based governance etc. Analysis is based on evidence.	
Situation analysis (continued) Gallery Walk 60'	The trainer will invite the rapporteur of the first group to present the group work, while all the other participants will gather around the flipchart with the first group's work. The rapporteur will have around 10 minutes to present. The trainer will then invite others from the same group to complement the presentation (if needed) and then open for comments and questions for clarification by the other participants. If there are specific suggestions that the group should keep into consideration these should be written on sticky notes and placed on the flipchart. (about 20 minutes per group). Groups then briefly reconvene to consider the feedback received and adjust their analysis.	
Session 4: Elaborating a Theory of Change for your interventions based on desired chain of changes (and evidence provided by situation analysis) 75' (20' presentation + 55' group work – coffee break can be included in the group work)	The concept of Theory of Change (ToC) will be introduced and discussed using the slides provided. Then participants will break out in the same groups as the day before. Based on the problem tree previously developed they are asked now to select a change pathway, articulating a 'desired change' statement for the Mission's intervention. The groups will then work to 'unpack' it, identifying potential risks, preconditions, assumptions and the role of other stakeholders in terms of human rights. Key messages: Theory of Change is a conceptual framework that brings critical thinking in the logical framework of RBM; Ensure a shared understanding on how change is expected to be realised by a specific intervention, making assumptions explicit and exploring risks related to the assumptions.	Elaborate a programme's theory of change and intervention logic
Session 4: Cont'd exercise and gallery walk 105' (30', continued group work and 75' Gallery walk)	The trainers will set the scene for the gallery walk (same as previous session) and will conclude with a guided discussion on the added value of the ToC as an additional tool to substantiate work done through RBM & HRBA methodology. Through a gallery work, each subgroup will explain to the rest of the group the results of their work. The guiding questions for peer feedback and discussion on each work are: - Did the group keep into consideration the recommendations of the HRs mechanisms? - Are changes defined reflecting the capacities and behaviours of duty-bearers and rights-holders? - Is the logic of the intervention clear and robust? Are there implicit assumptions that should be made explicit?	Elaborate a programme's theory of change and intervention logic

Session title	Description of Activity/Activities for trainees	Learning objectives
Session 5: How to monitor and evaluate interventions 90' (15' presentation and 75' group work)	Refresher on M&E definitions and core tools of measurement. Importance of HRs in monitoring and evaluation. Group work (same subgroups as before) on performance indicators through a HRs lens. The group, with respect to the ToC developed in the previous session, is asked to: • identify potential performance indicators to assess progress towards the desired change • identify reliable sources for info and data on the selected indicators • define a HR-based monitoring process Key messages: Indicators help to clarify results;; To be meaningful baselines and targets need to be set; Monitoring and Evaluation are learning opportunities and should be inclusive and participatory.	• Explain how to incorporate human rights considerations in the monitoring and evaluation of programmes
Session 5: Monitoring and Evaluation Gallery walk 60'	The trainer will facilitate the gallery walk (same as previous sessions)	
Module 3: HRBA in practice		
Knowledge café Your Turn! Facilitate a session 185'	Trainers will assign a specific session of the course to each group. The groups will have at their disposal the ppts used for the course. 30' presentation followed by 10' feedback Group 1 – HR in Civilian CMM Group 2 - What are HRBA & RBM Group 3 – HR situational analysis Group 4 – The ToC The target audience of their presentations will be colleagues from the respective missions with 'operational' functions linked to the various tenets of the mission's mandates (indirectly permeated by human rights considerations). The target audience will not have specific/explicit human rights related functions as per their ToRs. Hence in each presentation the groups should also make the effort to render explicit the relevance of the various aspects of the HRBA assigned to the tasks the target audience is requested to perform.	• Give the participants an opportunity to test their training skills and test the training package
Session 6: How to integrate Human Rights in day-to-day work, "from logistics to procurement" Knowledge café 60'	The aims of the Café include sharing experiences, learning from each other, sharing ideas and insights, gaining a deeper understanding of challenges faced and the issues involved and exploring possible solutions. The trainers will act as Café hosts. Their role will be to accompany the participants around the various tables (stations) and join the conversational process that is the core of the various tables at the Café. Volunteers will run their stations and will make a short presentation of the challenge faced or the good practices they want to share. The main theme for this exercise will be focused on Human Rights Action Plans. Guiding questions can be along the following lines: 1. What was the challenge you faced/face? 2. How did you approach it?	• s • Analyse good practices and lessons learned in human rights mainstreaming in order to identify approaches applicable to their mission context

Session title	Description of Activity/Activities for trainees	Learning objectives
	3. Why was it a success (or failure)? 4. What would you do differently? The topic is hence divided in several components – each assigned to a station led by a volunteer. The rest of the class will visit each of the stations and after the presentation by the colleague quickly brainstorm their ideas of the topic and record them on a flipchart. Once it is done, the group moves on to the next station, where they will analyze a different situation of the main theme. At the end of the tour, the notes on the flip charts will constitute a compilation of challenges, lessons learned and good practices.	Evaluate common challenges to HR mainstreaming and propose practical strategies to address them within their mission environment.
Action Plan and Closing of training 30'	Invite the participants to work individually to prepare their “action plan” on what they will do to reflect in their daily work what they have learned during these three days. They will briefly present their Action Plan and receive suggestions and feedback from colleagues. This will also be an opportunity for them to share ideas. This will be the concrete take-away from the course.	- Describe and sequence the steps required to design and set up a human rights training course in their respective missions. - Develop a mission-specific checklist of action points for planning and organising a Human Rights-Based Approach (HRBA) training. - Identify and map key entry points for integrating human rights mainstreaming into their mission's mandate and operational tasks.

Modes of Delivery & Training Methodology

The training session plan will be designed according to a participatory approach, based on principles of adult experiential learning, which promote the sharing of personal knowledge and experience. Participants and trainers will commit themselves to engage in a process of mutual teaching and learning. The emphasis will be on practical application and the development of strategies for action. Continued reflection and evaluation are central to the learning process. Transformative learning theory underpins the training content and process.

Different and multiple training techniques will be used and practiced: presentations, practice, role plays, inter-team quizzes, ice breakers, energizers, brainstorming, facilitated discussions, group work, gallery walk, knowledge café.

Assessment and evaluation strategies

Participants' informal assessment processes will be set up prior, during and at the end of each relevant training activity, to:

1. Analyse the reflection of participants in relation to the training activity;
2. Evaluate learning and skills.

The framework will also encompass a learning/assessment dimension intended to serve as a form of measuring the efficacy of training through the identification of principles, facts, and techniques that were understood and absorbed by the participants as a collective. Its goal is to evaluate knowledge and, in some cases skills by comparing them with benchmarks (learning objectives).

Tool/process	Type of data that can be collected (participants)
Daily debriefing sessions with trainees	- Trainees' perceptions on learning and factors affecting learning
Informal discussions with learners	- Learner reactions - Learner self-assessment data on learning
Coached (informal) assessment of competences	- The experience of the participants will be assessed before the training through a short questionnaire (pre-course survey) - The trainers will assess the change of skill and attitude level of the participants during the practical sessions of the course where they will have to actively practice techniques, methods and theories discussed

Course duration, Logistics & Trainers

The course will be in person for the duration of **3 days**.

The course will be held within the premises of the Scuola Superiore Sant'Anna, in Pisa, Italy. The EUTI project will **cover expenses for the full board and local travel** (from and to the airport once at the training site) of participants, while **costs for international travel will be borne by the respective missions' budget**.

No specific logistical requirements are envisaged: one training room with movable tables and chairs to create islands for working in small group; one additional classroom for break-out activities.

The course will be facilitated by **two trainers** with a diversified but complementary background:

- 1) One highly experienced trainer with a strong human rights background and with a thorough understanding and knowledge of CSDP related issues, with experience as trainer, also at training of trainers.
- 2) One highly experienced professional with expertise on HRBA and experience in international development activities with specific focus on Development Programmes/Frameworks Evaluations and review; Results-based Management, Monitoring & Evaluation, Theory of Change (training and application).

Essential course bibliography

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11. World Bank and Organisation for Economic Co-operation and Development, Integrating Human Rights into Development: Donor Approaches, Experiences, and Challenges, 2nd ed. Washington (2013)
12. UNDP, Mainstreaming Human Rights in Development Policies and Programming: UNDP Experiences, 2012. <https://www.undp.org/publications/mainstreaming-human-rights-development-policies-and-programming-undp-experiences>

Useful web resources

- <http://www.ohchr.org>
- <https://unsdg.un.org/2030-agenda/universal-values/human-rights-based-approach>
- <http://hrbaportal.org>

Time	Subject	Session	Learning objectives	Facilitator
Module 1: CSDP missions' mandates & human rights mainstreaming				
Day 1 –				
09.30-10.00	Welcome and Introduction	Opening Introductions Expectations Course objectives and agenda Course Ground rules Logistics and admin	- state organizer's aim of the training, - name other participants in the group and the course team, - summarise housekeeping issues for the workshop - state the aim and key learning objectives of the course	Training team
10.00--10.45	CSDP missions' mandates & human rights mainstreaming	Session 1: Mainstreaming HR in civilian crisis management missions: context and tools	- List the main tenets of the CivOpsCmdr Operational Guidelines on Human Rights Mainstreaming and Due diligence - Describe the logic of the F2F training	Trainer 1
10.45-11.15	Coffee break			
11.15-12.00	CSDP missions' mandates & human rights mainstreaming	Exercise: Power walk	Explain how to make the concept of HRs tangible	Training team
Module 2: How to apply HRBA to programming				
12.00-12.30	HRBA in the work of CSDP Civil Missions	Session 2: What are HRBA & RBM	Explain what HRBA and RBM are	Trainer 2
12.30-13.45	Lunch break			
13.45-15.30	Human Rights in the national context (of the mission receiving the training)	Session 3: The human rights situation in country Iraq situational analysis Presentation and exercises on Causal analysis Stakeholders' analysis	Demonstrate how to identify the existing human rights challenges in Iraq (as a example)	Trainer 2

EU TRAINING INITIATIVE

		Capacity-gap analysis	- Recall the key documents and instruments that will inform the application of a HRBA at the country level - Explain how to analyze a situation from a human rights perspective	
15.30-15.45	Coffee break			
15.45-17.00	Human rights analysis (continued)	Gallery walk – and plenary discussion on the exercise		Trainer 2
17.30	Guided tour Piazza dei Miracoli & DINNER @ Scuola’s canteen Piazza Martiri della Libertà, 33 (from 19.45)			
Day 2				
Time	Subject	Session	Learning objectives	Facilitator
09.00-09.30	Opening day 2	Recap of Day 1 Tools and steps to build your situation analysis	Describe how to construct a concise and evidence-based country brief and compile country information	Trainer 1
09.30-10.45	HRBA: from analysis to planning	Session 4: Elaborating a Theory of Change for your interventions based on desired chain of changes (and evidence provided by situation analysis) presentation and exercises	Elaborate a programme’s theory of change and intervention logic	Trainer 2
10.45-11.15	Coffee break			
11.15-13.00	HRBA: from analysis to planning (Cont’d)	Session 4: Cont’d exercise and gallery walk	Elaborate a programme’s theory of change and intervention logic	Trainer 2

13.00-14.15	Lunch break			
14.15 – 15.30	HRBA in monitoring and evaluation	Session 5: How to monitor and evaluate interventions (process and outcomes) and how to take a HRBA in the evaluation of your programmes presentation and exercises	Explain how to incorporate human rights consideration in the monitoring and evaluation of programmes	Trainer 2
15.30-15.45	Coffee break			
15.45 – 17.00	HRBA in monitoring and evaluation	Session 5: Cont'd exercise Gallery walk	Explain how to incorporate human rights consideration in the monitoring and evaluation of programmes	Trainer 2
19.45	Course dinner			
Day 3				
Time	Subject	Session	Learning objectives	Facilitator
Module 3 HRBA in practice				
09.00-09.30	Opening Day 3	Recap of day 2: Tools and steps to guide a ToC and Results framework in HRBA: wrap up by participants	List the main tools and steps for a ToC and a result framework	One of the participants
09.30-10.45	Knowledge café Your Turn! Facilitate a session	Session 6: Experiences, lessons learned and success stories on HR mainstreaming	Give the participants an opportunity to test their training skills and test the training package	Trainer 1

		HRAs will have a chance to facilitate as a team of trainers a session of the course for a specific target audience.		
10.45-11.15	Coffee break			
11.15-12.30	Your Turn! Facilitate a session Con't			
12.30-13.45	Lunch break			
13.45-14.45	Knowledge café How to integrate Human Rights in day-to-day work, “from logistics to procurement”	Session 6: Experiences, lessons learned and success stories on HR mainstreaming HRAs will have a chance to share specific experiences, lessons-learned and success stories with their colleagues (examples to be collected prior to the training and 2 or 3 “Clinics” set up for people to join	- Analyse good practices and lessons learned in human rights mainstreaming in order to identify approaches applicable to their mission context - Evaluate common challenges to HR mainstreaming and propose practical strategies to address them within their mission environment.	Trainer 1
14.45-15.45	HRBA in practice	Session 7: How to discuss a framework for integrating HRBA into programming and frame an action plan at the end of the course	Describe and sequence the steps required to design and set up a human rights training course in their respective missions. Develop a mission-specific checklist of action points for planning and organising a Human Rights-Based Approach (HRBA) training. Identify and map key entry points for integrating human rights mainstreaming into their mission’s mandate and operational tasks	Training team
15.45-16.00	Coffee break			

16.00-16.30	Workshop close	Review expectations and objectives for the training Summary of the event	- Reflect upon fulfilment of their expectations and own learning progress, - Summarize the training.	Training team
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