
Good Neighbours
Global Development Approach
*Empowering People,
Transforming Communities*

Acknowledgements

The original version of this document was compiled, drafted and edited by Mina Choi, Heeyul Jeong, and Hyeran Hong from the International Development Policy Centre. The translation and editing of this English version was done by Heeyul Jeong, Jieun Lee, Hanjung Kim, Hyejoung Yang and Mandy Appleyard.

Sincere gratitude is due to Il-ha Yi, Chairman of Good Neighbours International, Jinok Yang, President of Good Neighbours International and In Hee Kim, Vice President of Good Neighbours International who provided substantial input, invaluable supervision and leadership at different stages of the development of this document.

Significant contributions were received from our colleagues in over 38 countries – many more than can be listed here, though we would specially like to thank all the following for their comments and inputs, which have helped to improve the document : Alemayechu Mitiku Terfa, Bo Yeon Han, Boae Yoon, Byung-Chan Lee, Chul Ho Kim, Dong Chul Park, Dong Won Jang, Easwaran Gayathri, Eun Chang Jang, Eun Jin Kim, Eun Ju Kim, Eun YiCho, EunyoungChun, Gounee Sung, Grace Rauniyar, Hee-re Park, Hung Goo Ann, Hyeri Song, Hyo JinChung, Hyun JungCha, Il hyoung Won, Il Won Seo, In Sik Choi, Jae kyun Rho, Jeoung-Sek Kim, Ji Hye Choi, Karen Marcelino, Lokesh Mainuddin Mainul, Meena, Min-Ho Choi, Muniraj, Nagesh, Nimal Dassanayake, Nina Jinjoo Rhim, Nirmala Narayan, Park Haeseong, Rejesh Poudel, Roshan, Seok Won Yoon, Seong Chae Noh, Seung Heui Woo, Seung Jin An, Soon Nam Kim, Soonjib Baek, Soyoung Jung, Sun Hee Jung, Sun Kim, Sung Hoon Ko, Sung Jin Kim, Sung-hyun Park, Tuyet Lan Nguyen, Yang Heun Goo, Yeon-Su Kim, and Youn Ju Kim

Acknowledgement should go to those who gave their time to advise on the document: Hyuk-Sang Sohn, Dean, Graduate School of Public Policy & Civic Engagement and Executive Director, Centre for International Development Cooperation, Kyung Hee University, Eun-Pyo Hong, Professor, Sangmyung University, and Allan Seunghwan Shin, Director, Korea Int'l Agribusiness Development Institute, as well as those who provided their HRBA expertise in the development of this document: Jae Eun Noh, Ph.D, Researcher, Australian Catholic University and Ha Eun Marcellino Seong, Ph.D, Representative of Good Neighbours International Cooperation Office in Geneva.

Table of Contents

I. A New Beginning for Good Neighbours Global Development	01
II. Conceptualisation of Good Neighbours Global Development	07
Analysis of Mission Statement	08
Formulation of Global Development Goal	10
Identification of Global Development Principles	11
Outline of Good Neighbours Global Development Approach	13
III. Global Development Principles	15
Overview	16
❶ We support our suffering neighbours	17
❷ We raise awareness of human rights and the role of duty bearers	18
❸ We empower people	19
❹ We promote cooperation and solidarity	21
IV. Global Development Strategic Objectives	23
Overview	24
Strategic Objectives and Sustainable Development Goals	26
SO ❶ People are free from hunger	27
SO ❷ Every child is protected	31
SO ❸ People enjoy the right to education	35
SO ❹ People exercise the right to health	39
SO ❺ People live in sustainable environments	44
SO ❻ People build inclusive and democratic communities	48
SO ❼ People achieve economic empowerment through solidarity and cooperation	52
SO ❽ People are protected from disasters	56

Appendix	60
Appendix 1. List of Global indicators	61
Appendix 2. Strategic Objectives and UN Sustainable Development Goals	63
Appendix 3. FAQ	69
Appendix 4. Human Rights-Based Approach	72

Acronyms

CDC	Community Development Committee
CDP	Community Development Project
CRC	Convention on the Rights of the Child
DAC	OECD Development Assistance Committee
GN	Good Neighbours
HRBA	Human Rights Based Approach
ICESCR	International Covenant on Economic, Social and Cultural Rights
IGO	Intergovernmental Organisation
IHQ	International Headquarter
IO	Intermediate Outcome
MDGs	Millennium Development Goals
NGO	Non-governmental Organisation
PAP	Participatory Appraisal Process
SDGs	Sustainable Development Goals
SO	Strategic Objective
UN	United Nations

I.

A New Beginning for **Good Neighbours** **Global Development**

I. A New Beginning for GN International Development

From Temporary Relief to Sustainable Development

Good Neighbours was founded in 1991 as a civil society organisation which through its “Good Neighbours Movement” responds to the call of the most neglected and vulnerable beyond the barriers of race, nationality, religion, ideology and geographical distance.

The Good Neighbours founding spirit aims to foster self-reliance for neighbours suffering from poverty and discrimination through sustainable development beyond aid. The mission and vision of Good Neighbours “to make the world a place without hunger, where people live together in harmony” reflects this spirit.

In order to realise this vision, the Good Neighbours Global Development Programme has followed five principles since its foundation.

- ❶ Work with a long-term view of at least 10 years;
- ❷ Start with relief, then move to development;
- ❸ Empower and gradually hand over to local neighbours;
- ❹ Encourage people to help each other;
- ❺ Be a facilitator and enabler

These concise but essential principles illustrate how Good Neighbours works with our neighbours in the field.

A journey toward self-reliance

Guided by these principles, Good Neighbours started its first overseas development project in Bangladesh in 1992, followed by refugee support in Somalia in 1993. For the first time as a Korean NGO, Good Neighbours dispatched a medical volunteer relief team to Goma Refugee camp in Zaire (now the Democratic Republic of Congo) in response to the Rwanda Genocide in 1994.

Five years into its establishment, Good Neighbours was recognised as a global civil society player, obtaining General Consultative Status with the UN Economic and Social Council in 1996. In 2007, it was

awarded the Millennium Development Goal Award for its achievements in promoting universal primary education worldwide. Good Neighbours further extended its global development operation, standing side by side with other renowned international NGOs on the world stage. In 2011, Good Neighbours became the implementing partner of the United Nations World Food Programme (WFP) and is further expanding its global network with international organisations for 'good changes' worldwide.

Good Neighbours adopts a 'people-centred' and 'comprehensive approach' as the basis for development in order to achieve 'self-reliance', which is crucial for sustainable development. Accordingly, about 200 community development projects working in its 35 field countries focus on empowering people through social development activities, strengthening governance, education and health. In addition, particular emphasis is put on economic development in order to efficiently break the chain of poverty. As a result, more than 1,000 cooperatives have been formed to support economic self-reliance.

Going one step further, Good Neighbours has steadily pursued innovation to improve the lives of its marginalised neighbours. In 2009, it developed a heating accumulator, G-saver, using appropriate technology for the poor in Mongolia. Good Sharing, a social enterprise, has been established in order to supply the device and create employment. Furthermore, it established social enterprises in Cambodia, Nepal, Malawi and Rwanda to accelerate efforts for self-reliance through innovation.

A new start, 'GN Global Development Approach'

'Good Neighbours Global Development Approach' was developed in order to reform Good Neighbours Global Development Programme, which has been implemented for more than a quarter of a century by the considerable efforts of our staff and partners. In particular, it sought to better clarify and operationalise what we should do and how we should do it to achieve Good Neighbours' Mission articulated as 'making the world a place without hunger; where people live together; while respecting the human rights of those suffering; and achieve self-reliance'. Through the development of the framework, Good Neighbours hopes to orient all the activities of Good Neighbours around the world for one purpose that contributes to the implementation of the Good Neighbours Mission.

Another challenge was how to contribute to the Sustainable Development Goals (SDGs), a common framework of the international community as a whole to envision a world without hunger, where people live together. SDGs embraces the human rights-based approach which acknowledges poverty as a comprehensive deprivation of civil, political, social, and economic rights and not merely as economic deprivation. In order to efficiently contribute to the achievement of the SDGs, it was necessary to establish a framework which is able to establish a result management framework that could in its turn contribute to the establishment of a Good Neighbours SDGs strategy.

The development of ‘GN Global Development Approach’ was a response to such a call. In the early stages, efforts were made to establish objectives and sub-goals for each sector, such as education, health, water and hygiene, income generation, and environment. Eventually, the framework integrated organisation-wide goals and approaches that could reflect the entire Good Neighbours Global Development Programme. In addition, it took into account the observation that traditional approaches were not able to address cross-sectoral comprehensive issues such as inclusive growth, solidarity, and climate change.

From top management to staff on the ground, all levels of the Good Neighbours Global Partnership system participated in the development of the ‘GN Global Development Approach’. This process included analysing the GN organisational values, its existing Global Development Programme activities, the international development environment, and incorporating the results into the Framework. ‘GN Global Development Approach’ was the result of a common effort consultation with field countries, external experts, and top management.

‘Good Neighbours Global Development Approach’ is composed of four chapters and appendices. Chapter 1 opens the new beginning of GN Global Development. Chapter 2 analyses in detail the GN Mission and operationalises it into the development of the Global Development Goal and the Global Development Principles. Chapter 3 explains the four Global Development Principles. Chapter 4 shows the eight Strategic Objectives, and each Strategic Objective’s Global Development Programme: outcomes, intermediate outcomes, and global indicators. The appendices include a list of the global indicators for the strategic goals, a comparative table of GN Strategic Objectives with SDGs, Frequently Asked Questions, and a brief introduction on human rights-based approach.

We hope that it will be used as a tool to introduce and inform Good Neighbours’ strategic direction to all our partners and our staff, children and people we work with, donors, volunteers, and all stakeholders who are interested in our work.

In the end, we hope that this document guides all the activities of the Good Neighbours GDP to reach what Good Neighbours works for: “Make the world a place without hunger, where people live together.”

“Good Neighbours dreams of a world

Where the strong and the weak are not divided and appreciate and respect each other; where people who need help, and those who help them, come together as one, a society where people living together is made possible only by achieving a social movement organised through local social networks.”

- **Il-ha Yi**, Chairman, Founder of Good Neighbours

II.

Conceptualisation of Good Neighbours Global Development

Analysis of Mission Statement	08
Formulation of Global Development Goal	10
Identification of Global Development Principles	11
Outline of Good Neighbours Global Development Approach	13

II. Conceptualisation of Good Neighbours Global Development

This chapter introduces how Good Neighbours Global Development Approach was conceptualised. It began from analysing the Good Neighbours Mission Statement with international development norms. The Mission Statement analysis provided guidance and insights on the development of the Global Development Goal and Principles. Discussions on how Good Neighbours achieves the Global Development Goal and Principles in the end developed the Strategic Objectives and Actions respectively specifying the Goal and Principles. As a result, Good Neighbours Global Development Approach was completed.

Analysis of Mission Statement

Good Neighbours exists to make the world a place without hunger, where people live together in harmony.

Good Neighbours respects the human rights of our neighbours suffering from poverty, disasters and oppression, and helps them live in self-reliance by encouraging them to have hope.

The keywords of Good Neighbours' mission statement are 'hunger', 'living together', 'poverty', 'disaster', 'human rights', 'hope', and 'self-reliance'. These key words can be interpreted as follows according to international development principles and the core values of Good Neighbours.

Keywords	General Interpretation
Suffering neighbours, world	People who suffer the most, whose human rights are violated, who are not protected, who should live in an inclusive community = Neighbours
Without hunger	Poverty symbolised by hunger, ending poverty and hunger
Live together	To create a community, to help and respect each other in the community
Poverty, disasters, oppression	The material, social, mental / structural, causes of suffering of our neighbours
Respect human rights	To respect, protect, and promote fundamental human rights (civil rights, participation, education, health, employment, environment, solidarity), To apply human rights principles for all activities
Live in self-reliance	Free and independent lives through self-realisation and self-determination
Encouraging hope	To build an enabling environment for helping people's self-determination
Help	Help people to support themselves on their own People are drivers of development and Good Neighbours is there to assist

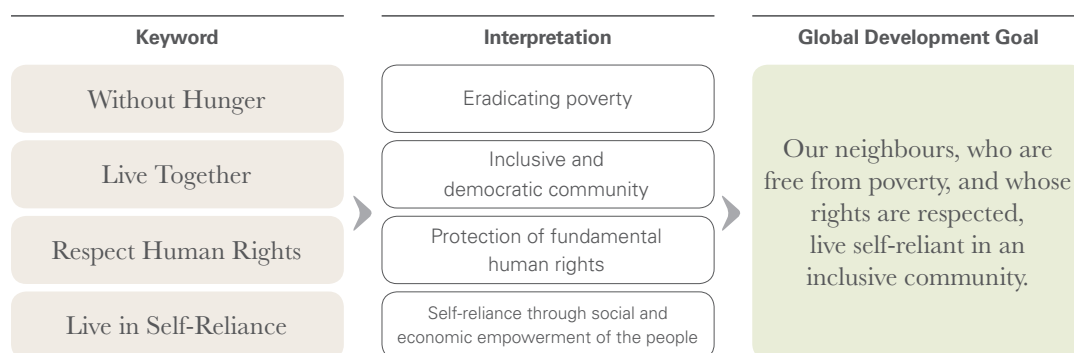
The keywords can be divided into 'stakeholder', 'problem', and 'approach'.

Stakeholder	Problem	Approach
suffering neighbours	hunger	without hunger
world	poverty, disasters, oppression	live together
		respect human rights
		live in self-reliance
		encouraging them to have hope
		help

Formulation of Global Development Goal

Excluding 'help', which holds a strong meaning for Good Neighbours' position in international development, our goal is comprised of the approaches, 'without hunger', 'live together', 'respect human rights', 'live in self-reliance', and 'encouraging to have hope'. Among these approaches, 'live in self-reliance', and 'encouraging them to have hope' both refer to self-realisation and self-determination.

Our Global Development Goal is formed from four approaches: 'without hunger', 'live together', respect human rights, and 'live in self-reliance'.



We established a Results Framework comprised of the following eight Strategic Objectives as a single high-level goal was not enough for implementation. The establishment was based on the analysis of existing projects, studies on international development movements, and most importantly discussions with field countries staff and IHQ staff.

Global Development Goal and Strategic Objectives



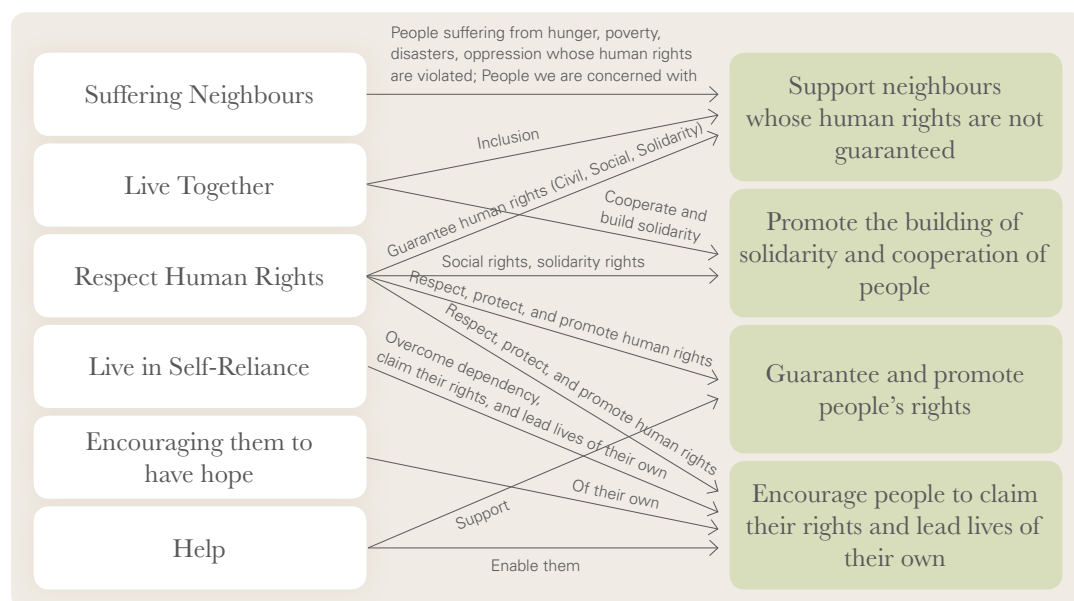
Identification of Global Development Principles

The Global Development Principles were also drawn out through analysis of the Good Neighbours Mission Statement. Our Mission Statement identifies our stakeholders as ‘suffering neighbours’, people suffering from hunger, poverty, disasters, and oppression. The approaches to ‘live together’, ‘respect human rights’, ‘live in self-reliance’, ‘encouraging them to have hope’, and ‘help’ portray the approach Good Neighbours should take to build ‘a world without hunger, where people live together in harmony’.

Stakeholder	Problem	Approach
suffering neighbours	hunger	without hunger
world	poverty, disasters, oppression	live together
		respect human rights
		live in self-reliance
		encouraging them to have hope
		help

The organisation's core values are the starting points to interpretation of the keywords. 'Suffering neighbours' are people who face hunger, poverty, disasters and oppression, whose rights have been violated, and identified as our main stakeholders. 'Live together' refers to inclusion and means building solidarity and cooperation. 'Respect human rights' refer to the challenges that people face as human rights issues and stand for the respect, protection, and promotion of civil, social, and solidarity rights. 'Live in self-reliance' refers to people claiming their rights and empowering people to lead lives of their own. 'Encouraging them to have hope' is part of empowering people to be self-reliant 'Help' is providing support in guaranteeing people's rights, and Good Neighbours' role in the process of promoting self-reliance.

Keyword – Principles



After thorough reviews, the following four Global Development Principles were developed.

- We support our suffering neighbours;
- We raise awareness of human rights;
- We empower people;
- We promote cooperation and solidarity

Outline of Good Neighbours Global Development Approach

“ Our neighbours, who are free from poverty, and whose rights are respected, live self-reliant in an inclusive community. ”



The details of Global Development Principles and Strategic Objectives will be provided in Chapters 3 and 4.

III.

Global Development Principles

Overview	16
① We support our suffering neighbours	17
② We raise awareness of human rights and the role of duty bearers	18
③ We empower people	19
④ We promote cooperation and solidarity	21

III. Global Development Principles

Overview

The Global Development Principles serve as the basis for all global development activities of Good Neighbours. The four Global Development Principles have Actions.

Outline of GN Development Principles

	Principles	Actions
1	We support our suffering neighbours	<ul style="list-style-type: none">• Identify people living in poverty and oppression, and the structural causes• Promote non-discrimination and equality
2	We raise awareness of human rights and the role of duty bearers	<ul style="list-style-type: none">• Analyse the status of people's rights• Clarify duty bearers' responsibilities• Strengthen duty bearers' capacity
3	We empower people	<ul style="list-style-type: none">• Support people to organise• Include marginalised people in the decision-making process• Facilitate people's capacity building through our activities
4	We promote cooperation and solidarity	<ul style="list-style-type: none">• Serve as a platform for cooperation and solidarity of people• Promote our activities for wider participation• Pursue long-term partnerships

1 We support our suffering neighbours

Who are suffering neighbours?

We support our neighbours who suffer from hunger, disasters and oppression. We pay particular attention to those who are socio-economically marginalised. These are people who are discriminated and socially excluded from their communities due to their gender, race, religion, class, language, and other social status. They are also deprived of their basic human rights. We hope to end the pain of suffering all over the world. Only then will we have accomplished our mission to 'make a world a place without hunger, where people live together in harmony'.

- **Identify who is living in poverty and oppression, and the structural causes**

Finding those who are suffering within their own communities from poverty and oppression is not easy. We must identify the most vulnerable people and help them realise the structural causes of their vulnerabilities. Therefore, we need to work together with stakeholders in the area to understand the complex situation of the community: the power dynamics among people, interests of groups, and the status of rights from the early stages of intervention. Through this process, community members will understand the underlying factors to poverty and oppression and start to work together for solutions.

- ● **Promote non-discrimination and equality**

No one should be discriminated against. Everyone is equal when it comes to all economic, social and cultural rights. We respect the socio-economic structure of each community. However, this does not mean that we accept discriminations in the community. We will cautiously but actively promote non-discrimination and equality wherever we work. Our activities must be set to bring positive impacts for the long-term and not only for the short-term, to consider the work's sensitivity and our responsibility.

2 We raise awareness of human rights and the role of duty bearers

What is human rights awareness?

All human beings are born free and equal in dignity and rights. Poverty and oppression are a violation of human rights and intensified as people are deprived of their rights. Therefore, human rights awareness is the first step to resolving the issues of poverty and oppression. Human rights awareness is the recognition of one's rights and the rights of others, and the responsibility to protect each other's rights. It is also the right to demand the safeguarding of human rights from the community and government.

● Analyse the status of people's rights

We must continually examine the status of people's rights at all stages of our activities. The people's rights analysis should be an opportunity for bringing discussions and awareness development on rights of stakeholders. The analysis shall provide information regarding the status of people's rights, who are the Rights Holders and Duty Bearers, as well as recommendations for actions. In order to go beyond the superficial analysis of outsiders, the members of the community must be the drivers in this process. We should be facilitators to support them in this process.

● ● Clarify duty bearers' responsibilities

If everyone recognises responsibilities of Duty Bearers, it will help improve people's rights. Therefore, we will facilitate people to make more opportunities. Our analysis should give attention to the Duty Bearers: what duty the government has, how the duty is fulfilled, the institutional factors such as laws and policies, secondary Duty Bearers, and others. Stakeholders should acknowledge the findings for further actions to improve status.

Duty Bearers' Obligations and Responsibilities | Human rights are the fundamental rights of every human being. The state, as Duty Bearers, has obligations to respect, protect and fulfil human rights. To respect is to refrain from interfering with the enjoyment of rights, to protect is to prevent third parties from interfering with the enjoyment of rights, and to fulfil is to take active steps to enable people to enjoy their rights.

The state is the primary and ultimate Duty Bearer with the obligation to protect, respect and fulfil human rights in accordance with the state constitution and the international human rights law. Therefore, the state should uphold its duties and exercise its legal, institutional, and administrative power to other stakeholders for the enjoyment of human rights. Non-state actors, such as individuals, corporations, and organisations that wield specific influence in relation to rights, are considered secondary Duty Bearers and have obligations to respect, protect and fulfil human rights.



Strengthen Duty Bearers' capacity

We believe that sustainable development of the community is possible when the duty bearers fulfil their roles. However, in many areas, governments and communities hardly have the capacity to carry out their responsibilities. We must strive to create a foundation in which the duty bearers can faithfully carry out their roles. Our activities should focus on strengthening capacities of duty bearers, such as responsibility, awareness and knowledge, skills and resources, in close cooperation with the duty bearers, as well as improving institutions, so that they can continue to fulfil their responsibilities.

3 We empower people

What is empowerment?

Poverty and oppression occur when people become powerless due to existing social structures. To end poverty and oppression, people must recognise and unite to resolve the structural problems that have left them powerless. Empowerment is the result of people recognising and having the will to solve these problems. In other words, it is the achievement of human rights awareness, inclusion, organisation and mobilisation, democratic decision-making, association, building solidarity, and networking as a social-economic capacity building experience and strength. We aim to create 'a world without hunger, where people live together in harmony' through the empowerment of people.



Support people to organise

In order for a community to resolve issues of poverty and oppression, it requires the people's united actions. We believe united action is only made possible when people are organised. Therefore, we must open up more opportunities for interaction and cooperation in the community while helping them identify problems. In addition, our support will also help them to organise themselves which will allow people to work together to tackle the problems. We will carry out our activities in promoting their long-lasting cooperation and strengthening capacity of people's organisations.



Include marginalised people in the decision-making process

All community members have the right to participate in the community decision-making. However, there are many people who are not recognised as legitimate members of the community, nor are there any opportunities to express their opinions properly. We must strive to ensure that those who are marginalised from their communities are recognised as legitimate members of society and be allowed to participate in the decision-making process. Therefore, our activities should work as a strong initiative for promoting democratic decision-making mechanisms.



Facilitate people's capacity building through activities

People's confidence in themselves is a key to solving problems. When faced with difficulties or troubles, a community whose members are confident in themselves will actively act to resolve. This is not achievable only by certain individuals' excellent leadership, but their experiences make things happen. Therefore, we must regard our activities as opportunities for them to solve problems by themselves. As facilitators, we enable the community members to lead the process of planning, implementing and evaluating projects on their own.

4 We promote cooperation and solidarity

What is solidarity?

Solidarity relates to the notion of cooperation, common rights and responsibilities as well as unity for the achievement of a common goal. It is the ties in a community that bind people together as one. Our goal of creating an inclusive community is on the other hand building solidarity among people. It does not mean not to accept differences; rather people treat others equally with respect on differences. We work to help people in their solidarity with each other.

● Serve as a platform for cooperation and solidarity of people

Solidarity and cooperation are no small feat. We must explain the reasons behind introducing and sustaining solidarity and cooperation within communities and this requires much time and effort. Our activities should serve as a platform that promotes and strengthens solidarity and cooperation among people. Throughout all stages of our projects, we must consider how to link people and promote people's cooperation in order to achieve our goals.

● ● Promote our activities for wider participation

In order to encourage solidarity and cooperation, we must widely promote and get people to participate in our activities. Starting from the project planning stage to the execution, completion, and evaluation of our activities, we need to share our progress and make it easier for people to understand and have access to this information. In addition, by actively sharing our activities and the information we have gathered, we strive to get more people involved in realising our mission of a 'world a place without hunger, where people live together in harmony.'

● ● ● Pursue long-term partnerships

We endeavour to empower individuals and communities living in poverty and oppression to overcome problems through self-determination. Empowering people is not a short-term process; thus, we must pursue ongoing cooperation based on long-term partnerships. By forming partnerships, we strive to better understand each other, develop a shared vision, objective, and action plan, and build mutually beneficial relationships.

IV.

Global Development Strategic Objectives

Overview	24
Strategic Objectives and Sustainable Development Goals	26
SO ❶ People are free from hunger	27
SO ❷ Every child is protected	31
SO ❸ People enjoy the right to education	35
SO ❹ People exercise the right to health	39
SO ❺ People live in sustainable environments	44
SO ❻ People build inclusive and democratic communities	48
SO ❼ People achieve economic empowerment through solidarity and cooperation	52
SO ❽ People are protected from disasters	56

IV. Global Development Strategic Objectives

Overview

The Strategic Objectives are Good Neighbours' main priorities in achieving our Global Development Goal. Each Strategic Objective is a Global Development Programme comprised of Outcomes and Intermediate Outcomes. There is also a set of standard indicators for each Strategic Objective. The overview of the Strategic Objectives is in the table below.

Overview of Strategic Objectives

Strategic Objective		Outcome	Intermediate Outcomes
1	People are free from hunger	1.1 People have resilience for enhanced food security	1.1.1 People's food security capacity is enhanced 1.1.2 Sustainable production is adopted
		1.2 People do not suffer from malnutrition	1.2.1 Vulnerable groups' malnutrition is prevented 1.2.2 People are able to have balanced nutritional intake
2	Every child is protected	2.1 Children exercise child rights through improved awareness of people	2.1.1 Children are aware of their rights. 2.1.2 Caregivers fulfil their responsibilities to children
		2.2 Children are safe in community	2.2.1 Community-based child protection systems are established. 2.2.2 National child protection policies are improved
3	People enjoy the right to education	3.1 Girls and boys enjoy quality public education	3.1.1 The right to education for vulnerable children is ensured 3.1.2 Caregivers recognise children's right to education. 3.1.3 The quality of public education is improved 3.1.4 The right to education of girls is ensured
		3.2 Adults are able to access lifelong learning	3.2.1 Adults achieve literacy and numeracy 3.2.2 Adults have access to life skills learning

Strategic Objective	Outcome	Intermediate Outcomes
4 People exercise the right to health	4.1 People are able to access basic health services	4.1.1 Quality basic health service access is ensured 4.1.2 The economic access to basic health services is achieved
	4.2 People have quality maternal and child health and sexual and reproductive health service access	4.2.1 Quality maternal and child health services are ensured 4.2.2 People practise healthy reproductive and sexual practices
	4.3 People have access to safe water and sanitation	4.3.1 People are able to access clean and sufficient drinking water 4.3.2 People enjoy sanitation and practise good hygiene
	5.1 People practise environment protection	5.1.1 People increase their climate change awareness 5.1.2 People build sustainable human settlements
	5.2 People achieve the sustainable use of resources	5.2.1 Renewable resource management is improved 5.2.2 Efficient use and recycling of resources is promoted
6 People build inclusive and democratic communities	6.1 People promote inclusiveness and non-discrimination	6.1.1 People are aware of inclusiveness and non-discrimination 6.1.2 Community organisations are democratic and inclusive
	6.2 People's solidarity is strengthened	6.2.1 People participate in community issues building 6.2.2 People promote community activities
	7.1 Social economy for people is promoted	7.1.1 Social economic organisations operate democratically 7.1.2 Social economic organisations are market competitive
	7.2 People have improved economic capacity	7.2.1 People have improved productivity 7.2.2 People have improved financial access
8 People are protected from disasters	8.1 Communities are resilient to disasters	8.1.1 People are aware of disasters 8.1.2 Communities have strengthened disaster preparedness
	8.2 People recover from disasters	8.2.1 Disaster victims receive prompt and appropriate assistance 8.2.2 Disaster victims receive support for recovery
	8.3 Refugees' rights are ensured	8.3.1 The basic rights of refugees are ensured 8.3.2 Refugees have capacity to be self-sufficient

Strategic Objectives and Sustainable Development Goals

Good Neighbours, as a member of the international community, contributes to achieving the Sustainable Development Goals (SDGs) as it did for the Millennium Development Goals. In this effort, we identified the contribution of Strategic Objectives to SDGs. The following table lists each Strategic Objective in accordance with the SDGs. Rather than narrowing our main objectives, the Strategic Objectives and SDGs address solutions to dealing with complex issues. Thus, rather than achieving one Strategic Objective or a specific SDG, our contributions work towards achieving every single SDGs.

Strategic Objectives and Sustainable Development Goals Relation Table

Strategic Objectives		UN Sustainable Development Goals							
1	People are free from hunger								
2	Every child is protected								
3	People enjoy the right to education								
4	People exercise the right to health								
5	People live in sustainable environments								
									
6	People build inclusive and democratic communities								
7	People achieve economic empowerment through solidarity and cooperation								
8	People are protected from disasters								

Please refer to Appendix 2 for more information.

Strategic Objective 1

People are free from hunger

We feed our body with necessary nutrients and obtain calories through the ingestion of food. Hunger means the condition that lacks these two requirements. People who suffer from hunger lose their health and this can even lead to death. For those who no longer suffer from hunger, a temporary lack of food at a crucial time period can bring negative effects on people's physical and intellectual development which can last a lifetime. For children who missed their growth spurt during times of hunger, their growth might be stunted and might impede their ability to lead productive lives. In addition, when the health of community members deteriorates, communities lose their trust in each other due to strife over food, which leads to weakened relationships and community members choosing to leave.

It is easy to think that hunger is simply a lack of food. However, apart from food insufficiency, hunger also occurs when people have difficulty accessing food. If the price of food surges due to sudden changes in policy, conflicts, cornering and hoarding, and food outflowing to other regions, vulnerable people are the first victims in a hunger crisis.

Following food accessibility, another cause of hunger is malnutrition. Long-term nutritional deficiency interferes with child development and prevents normal growth. Likewise, it weakens the health of adults, which leads to greater expenditure on health care, shortened life spans, and limited social and economic activities.

We must strive to free people from hunger. First, we will strengthen individual and community responsiveness to food insecurity. We will build an organised response system for communities by raising people's understanding of food security and strengthening the need for food security preparedness. We will also introduce sustainable production methods to communities to ensure a stable supply of food and prevent interruptions from climate change and its effects.

Next, we will strive to solve the nutritional deficiency. Particular attention will be paid to ensuring the right to food for the socially vulnerable with the least access to food, such as the poor, children, women, the elderly, and the disabled. We will also work to ensure that people have balanced nutritional intake. Lastly, we will help people to maintain a balanced diet and nutritional intake on their own by using available local resources and knowledge on good nutrition.

Strategic Objective 1 Results Framework



<p>People are free from hunger</p>	<ul style="list-style-type: none"> • Raising awareness and organisation of community based food security capacity building • Introducing and promoting sustainable production methods in response to climate change • Guaranteeing the right to food for vulnerable groups, supporting balanced nutritional intake for all community members
Outcomes	Global Indicators
<p>1.1. People have resilience for enhanced food security</p>	<ul style="list-style-type: none"> • Number of households trained in food security • Number of farmers applying sustainable farming practices
<p>1.2. People do not suffer from malnutrition</p>	<ul style="list-style-type: none"> • Number of beneficiaries under nutrition programmes • Number of households which completed community based nutrition training

Outcome 1.1.

People have resilience for enhanced food security

IO 1.1.1. People's food security capacity is enhanced

In order to achieve food security, it is necessary to raise awareness and prepare for food insecurity. Uncertainty in food supply, which is increasing day by day due to external factors such as climate change, is especially threatening the survival of the poor. Food crisis or famine resulting from food supply instability does not usually occur all of a sudden. Rather they occur in a similar fashion starting with the climate and predictable factors within food production and distribution systems. Thus, making preparations in advance can reduce risks to food security. This requires the organised efforts of not only individuals but also communities and governments. Therefore, we will help each individual, community, and government to better understand food security and build the capacity to respond to potential food crisis.

IO 1.1.2. Sustainable production is adopted

Climate change is making traditional crop cultivation knowledge obsolete. As predictions of rainfall and temperature that are essential for farming become difficult, it is difficult to expect stable production of existing crops and income generation through it. In the face of increasing climate change, agricultural instability has increased and food prices have skyrocketed, sometimes leading to a national economic crisis. This threatens not only farmers' lives, but also food security in their region and around the world. Therefore, the proliferation of sustainable production methods that can achieve stable production even in the face of climate change is being promoted as a global task including Sustainable Development Targets No. 2 and No. 15. However, for small farmers, the most vulnerable to climate change and the biggest victims, the shift to sustainable production is a difficult problem that requires resources and time. We will help farmers adopt sustainable production methods to achieve stable production in climate change.

Outcome 1.2.

People do not suffer from malnutrition

IO 1.2.1. Vulnerable groups' malnutrition is prevented

The first and biggest victims of hunger are the vulnerable groups such as the poor, children, women, the elderly, and the disabled. It is difficult for them to obtain nutritious and sufficient food. Even within the community and family, preference is limited and the choice of what they

can eat is constrained, leading to the first exposure to the nutritional deficiency even when the food situation is not so harsh. Long-term malnutrition leads to health deterioration, depriving them of their social and economic capacities and even leading to death. We will urge the attention of communities and support their activities for ensuring vulnerable groups' right to food.

IO 1.2.2. People are able to have balanced nutritional intake

Nutritional deficiencies occur even in the absence of food shortages. Although there is not much difficulty in obtaining food, many people still lack the essential nutrients, such as protein, fat, vitamins and minerals, to maintain their health. The consequences of the lack of essential nutrients can lead to a variety of health problems ranging from physical adverse effects to mental issues. Nutritional deficiencies are caused by a lack of knowledge of health and nutrition. This can be prevented if poor dietary habits are changed and the surrounding nutritional resources are fully utilised. We will provide people with nutritional information and educational opportunities so that balanced nutrition can be achieved.



Drying maize, Rwanda, 2017 / © Good Neighbours

Strategic Objective 2

Every child is
protected

“The Declaration of the Rights of the Child” of the United Nations proclaims that children “shall enjoy special protection, and shall be given opportunities and facilities, by law and by other means, to enable him (them) to develop physically, mentally, morally, spiritually and socially in a healthy and normal manners and in conditions of freedom and dignity.”

Therefore, all children are entitled to legal rights, foremost through birth registration, and have equal access to health, education and other social services. Children should also be protected from child abuse and exploitation that threatens their health and dignity, child labour and child right violation such as domestic and international trafficking.

Girls need special attention for the protection of their rights, as there are still many social and cultural prejudices and harmful practices against them in many parts of the world. As a result, girls are often subjected to neglect and sexual abuses such as female circumcision, forced or early marriage, and unwanted pregnancy.

We will work to enable all children in the world to enjoy their rights. We will first support children to be able to assert their rights by themselves, and help parents and their neighbours to work together to protect their children. In addition, we will make efforts for child protection systems and policies to be implemented from the community to the national level.

Above all, we will not see children as objects and will help them to voice his or her rights and to play a leading role in their own lives. This includes supporting children to recognise their own rights to protect themselves so that they live as right bearers, and care givers to clearly recognise the importance of child protection and put it into practice.

To this end, child protection policies and system should be in place. When a child’s rights violation occurs, the community must act through the protection system from finding to follow-up care to monitoring. The state should clearly recognise the government’s responsibilities for child protection and to protect children in a legal framework through policymaking. Therefore, we will not leave child protection responsibility to individuals, but will encourage the public to do so that child protection can be systematically and effectively made possible.

Strategic Objective 2 Results Framework



Every child is protected		<ul style="list-style-type: none"> • Promoting child rights awareness for children and care givers • Building community-based child protection systems • Promoting national child protection activities and monitoring
Outcomes	Global Indicators	
2.1.Children exercise child rights through improved awareness of people	<ul style="list-style-type: none"> • Number of children participating in child rights programmes • Number of participants in child rights advocacy activities 	
2.2.Children are safe in community	<ul style="list-style-type: none"> • Number of children covered by community-based child protection systems • Number of children with birth registrations 	

Outcome 2.1

Children exercise child rights through improved awareness of people

IO 2.1.1. Children are aware of their rights

Children have rights as an independent individual, not a dependent subject to an adult. Children have the right to be protected and to grow healthily, and parents, guardians and the state have a responsibility to ensure this. We believe that in order for a child's rights to be protected, the child must first know that they are the right owners and what rights he or she is entitled to. In order for child rights to be recognised, the child must have the capacity to protect his or her rights. In addition, the realisation of the rights starts from knowing that the responsibility to respect, protect and promote the rights lies with the community and the adults caring for them. We will work together to create the environment and capacity for children to recognise their rights and to voice them.

IO 2.1.2. Caregivers fulfil their responsibilities to children

A person such as a parent or teacher who takes care of a child is the child's initial protector. Due to the nature of the child who is under his or her protection, the decisions of the caregivers naturally have a big impact on the child's life forever. Therefore, in order to protect children's rights, it is necessary for the caregivers to recognise that children are independent human beings to be respected and that the caregivers have obligations to protect them. We will help the caregivers to recognise child rights and fulfil the responsibility to protect the rights of children.

Outcome 2.2

Children are safe in community

IO 2.2.1. Community-based child protection systems are established

Child protection cannot be done by some individuals' efforts. It needs the whole community's endeavour. Establishing a child protection system is essential for the community to fulfil the mandate of protecting the rights of the child. The establishment will assist the settlement of cases and also prevent child rights violations in advance. Therefore, we stress on building community-based child protection systems. We will support the establishment in communities. Furthermore, we will work for strengthening the system.

IO 2.2.2. National child protection policies are improved

Under Article 3 (2) of the UN CRC, State, taking into account the rights and obligations of those who are legally responsible for the child including the child's parents, legal guardians or others, should take all appropriate legislative and administrative measures to provide children with protection which are necessary for child welfare. Accordingly, the State shall establish child protection policies as the primary duty bearer of child protection, and shall establish the appropriate agencies to carry out these policies so that child protection can be actively implemented at the national level. We will help governments recognise their duty of child protection and fulfil their obligations.



Child rights advocacy campaign, Cambodia 2017 / © Good Neighbours

Strategic Objective 3

People enjoy the right to education

Education is not only a human right in itself, but an essential right to realise other human rights. In addition, education is an opportunity for individuals to develop their own abilities and improve their quality of life, and is the cornerstone of self-empowerment.

However, despite the efforts of the international community and many others, ensuring access to quality education still remains a big challenge. In many developing countries, although enrolment rate in primary school have increased, the graduation rate is still low. In addition, the qualitative aspects of education, such as basic mathematical ability, are low and need to be improved. Another issue is girls' right to education. Girls' education in many places is given absolutely no priority due to social barriers.

On the other hand, an adult's right to education is also important. Some may not achieve their potential in life because they were denied the chance of an education when they were young. Moreover, changes in society mean people need to keep learning. Otherwise, they will be left out. However investment in adult education is poorer than in children's.

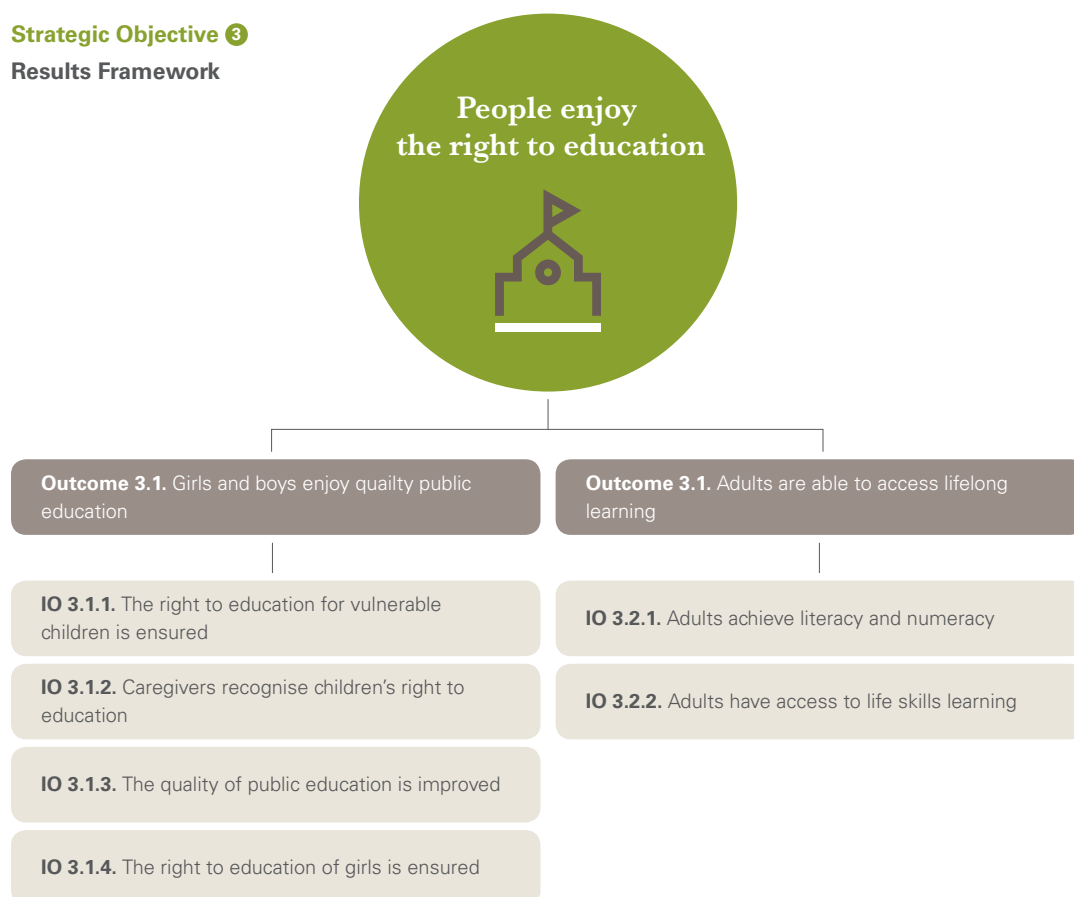
We will endeavour to ensure that children have access to quality public education regardless of gender, and to support adults in their right to enjoy an education.

First, the child should be able to receive equal education regardless of gender and their family's economic status. We will help children who are in difficult situations to access education opportunities. And we will also support parents and others who have a great influence on children's educational rights to recognise the importance of children's right to education. In addition, we will make efforts to improve the quality of primary and secondary education to ensure proper education rights. At the same time, we will create an environment in which girls can receive their education in safe conditions.

Furthermore, we will create opportunities for adults to obtain basic literacy skills in reading, writing, speaking and listening, and numeracy. We will assist them to be able to resolve their own issues by providing them with life skills education.

Strategic Objective 3

Results Framework



People enjoy their right to education

- Guaranteeing the right to education for vulnerable children, especially girls
- Raising awareness in parents and communities recognising the right to education
- Increasing the quality of primary and secondary education
- Enhancing adult literacy and numeracy, and reinforcing adult life-skills

Outcomes	Global Indicators
3.1. Girls and boys enjoy public education	<ul style="list-style-type: none"> • Number of children guaranteed the right to education • Number of participants in the right to education advocacy activities
3.2. Adults are able to access lifelong learning	<ul style="list-style-type: none"> • Number of adults who received basic literacy and numeracy education • Number of adults who received life-skills education

Outcome 3.1.

Girls and boys enjoy quality public education

IO 3.1.1. The right to education for vulnerable children is ensured

Education is a basic right that every human being should enjoy. However, there are many children who are alienated from the right to education because of economic and physical barriers. The physical barrier is the distance and safety. If there is no school within reasonable travelling distance, it is impossible to access education. The road is not safe even if there is a school, it could block the children's education. The economic barrier is the cost. Although article 13 (2) of the International Covenant on Economic, Social and Cultural Rights (ICESCR) states that primary education should be provided free of charge to all, still for many it is not. We will endeavour to provide an enabling environment where every child can enjoy the right to an education.

IO 3.1.2. Caregivers recognise children's right to education

The right to education is a fundamental one. It is the duty of the state and the caregivers to respect, protect and promote the right to education of children. When caregivers like parents do not value it, the children may do work for family instead of getting an education. Hence, it is necessary to improve caregivers' awareness of the right to education. We will support people to acknowledge how important the right is in various viewpoints: their children's potential development, the momentum of breaking the vicious cycle of poverty. Our activities on this issue are not restricted to the field but go to policy level in order to ensure every child's right to education.

IO 3.1.3. The quality of public education is improved

Efforts for quality education: sufficient educational facilities and qualified teachers could have a significant impact on a student's educational achievement. In order to ensure quality public education, we need to consider a number of factors: the ratio of teachers to pupils, the condition of classroom and other school facilities, curricula, teacher qualifications and others. We will work together with people concerning quality education. In addition to supporting people, we will also assist the authorities to fulfil their responsibilities in these areas for better quality education for every child.

IO 3.1.4. The right to education of girls is ensured

Women who are educated are generally healthier and earn higher incomes than women who are not. Children with mothers who have a higher level of education, are more likely to have better education and health. Thus, the more women are educated, the greater the likelihood that their homes and communities will be free from poverty. In this respect, ensuring the right to education for girls should be an important task to break the chain of poverty. However, in many places, even if a girl can overcome the prejudices of parents and society, a poor school environment for girls, such as gender discrimination of teachers, inappropriate facilities, and improper educational contents, is still acting as an obstacle. We will make every effort to ensure that girls are educated in a safe and healthy environment.

Outcome 3.2.

**Adults are able to access
lifelong learning**

IO 3.2.1. Adults achieve literacy and numeracy

Literacy and numeracy are necessary for economic activities and are essential for basic living. However, adults who missed opportunities to learn are left out and that hinders their potential. For example, if one cannot read, one is dependent on others to get information and communication. The lack of arithmetic ability also limits economic capacity such as calculation or bargaining in the market or making transactions in banks such as accessing loans or making deposits. We will engage in activities to enhance literacy and arithmetic skills so that adults with difficulties in daily life can increase their capacity.

IO 3.2.2. Adults have access to life skills learning

Life skills are psychosocial skills that help people to cope with everyday problems. There are three broad categories of life skills: cognitive skills necessary for analysing and using information, personal skills for developing and managing oneself, and interpersonal skills for effectively communicating and interacting with others. This is the capacity that members must have in order to develop not only the individual's life, but also a society into an inclusive and democratic community. Many adults have not had chances to learn these skills in their life or the social changes make their capacity outdated. We will help adults to access learning to achieve their potential.

Strategic Objective 4

People exercise
the right to health

The right to health is a fundamental human right and is one of the essential conditions for exercising other human rights. The International Covenant on Economic, Social and Cultural Rights (ICESCR) recognises that the right to health is for everyone to enjoy the highest attainable physical and mental health. This includes both freedom and rights, including the right to health and physical control, the right to privacy, and the right to health care systems that provide equal opportunity to enjoy the highest level of health obtainable.

However, the right to health is not something that everyone has. Many people including children and pregnant women still cannot access crucial health services, which leads to high maternal mortality, child death and various infectious diseases. In addition, millions of people are at great risk of poor life conditions and health due to drinking insufficient water and water-borne diseases because no clean and reliable water sources are available.

We recognise that ensuring people's right to health is crucial. Therefore, we will work to ensure that people have access to basic health services. We will also focus on protection of mothers and young children under the age of five and ensure that people practise safe sexual reproductive health behaviours in the community. In addition, we will improve access to drinking water and hygiene facilities to provide safe and sufficient drinking water.

Improving access to basic health services means that everyone enjoys basic health services that meet certain standards without discrimination, and that services are made available to those who are socially marginalised or economically vulnerable without the burden of cost.

We will do our best to provide high quality maternal and child healthcare and sexual and reproductive healthcare so that infants under 5 years of age can grow healthily and help pregnant women to give birth safely. In addition, we will also support adolescents and adults in practising safe family planning with the right awareness based on mutual respect.

In addition, we will make efforts to provide clean and sufficient drinking water to communities through improved access to drinking water and sanitation. We will build awareness of hygiene so people can practise it in their daily lives.

Strategic Objective 4

Results Framework



People exercise the right to health

- Improving the physical and economic accessibility to basic health services
- Improving maternal and infant health services
- Raising awareness and improving state of reproductive health services
- Improving access to clean and sufficient drinking water and practising sanitation and good hygiene

Outcomes	Global Indicators
4.1. People are able to access basic health services	<ul style="list-style-type: none"> • Number of people with access to basic health services • Number of people received economic support for access to health services
4.2. People have quality maternal and child health and sexual and reproductive health service access	<ul style="list-style-type: none"> • Number of mothers who received post-natal services/antenatal services/facility-based deliveries • Number of children under 6 years of age who completed immunisation • Number of adults who received sex education and birth control education
4.3. People have access to safe water and sanitation	<ul style="list-style-type: none"> • Number of people with access to clean drinking water • Number of people with access to improved sanitation facilities • Number of people who received hygiene and sanitation education

Outcome 4.1.

People are able to access basic health services

IO 4.1.1. Quality basic health service access is ensured

Basic health services refer to services for maintaining or promoting health and preventing and managing diseases, including health check-ups, first aid, prescription of essential medicines, prevention and treatment of infectious diseases such as malaria. It is important that the personnel or facilities providing these basic health services should be geographically accessible to all the community members within a reasonable amount of time. The services must also meet the appropriate standards agreed by the state and be provided without discrimination. We will strive to provide basic health services to those needing it in the community.

IO 4.1.2. The economic access to basic health services is achieved

The cost of using health services is a major hurdle for many people. However, health services are essential to realising the right to life, and poverty should not be an obstacle to access. Community-based assistance should be provided to ensure economic access to health services. The operating model and funding methods may vary depending on the environment, but it is important to ensure that sick people receive the best care when they need it. We should support people not to give up using health services because of the cost.

Outcome 4.2

People have quality maternal and child health and sexual and reproductive health service access

IO 4.2.1. Quality maternal and child health services are ensured

Maternal health is not only important in itself, but also has a great influence on the health of young children. For example, maternal health and child health are closely linked with each other as we see in cases of birth complications, birth to child with disabilities, and post-natal care. Pregnancy and childbirth, in particular, are a major threat to maternal health, and many of the causes of maternal mortality are due to the neglect at childbirth or in post-natal care. Abnormal bleeding during childbirth, sepsis, hypertension, delayed delivery and occlusion, and unsafe abortion are the direct causes of maternal mortality. In addition, diseases such as anaemia, malaria, hepatitis, kidney disease, and HIV / AIDS can act as indirect causes of maternal death. In such cases, maternal mortality can be reduced through appropriate prevention and treatment.

On the other hand, children under the age of 5 are physically immature and vulnerable to various diseases. Children of this age are particularly vulnerable to malnutrition and the risk of accidents is high, lacking the ability to control the body or make decisions, so special protection is needed. According to the World Health Organisation (WHO), as of 2015, the major causes of deaths for children under five are premature and delivery-related complications, pneumonia, malformations, non-infectious diseases, diarrhoea and sepsis. If appropriate prevention and treatment are possible, child mortality can also be reduced. We are committed to helping pregnant women and children to live a healthy life, to help with childbirth and parenting, and to help children grow healthily.

IO 4.2.2. People practise healthy reproductive and sexual practices

Recognition of sexual and reproductive health is important to prevent underage pregnancies and to build a healthy family through family planning. Sexual health encompasses safe sexual experiences free from coercion, discrimination and violence, and it is necessary to make sex a positive and healthy experience by expanding the related knowledge. Reproductive health helps people to self-determine their reproductive capacity, timing, and cycles of sex that people need to consider responsibly and safely in their sex lives. For this, everyone should be able to obtain information about pregnancy so that it is safe, effective, and cost-effective. Women should also be able to deliver healthy children through safe pregnancy and childbirth. We will work together to ensure that youth and adults have a proper understanding of sex and how to practise it in their lives, plan their families, and build healthy families through safe births.

Outcome 4.3

People have access to safe water and sanitation

IO 4.3.1. People are able to access clean and sufficient drinking water

Clean drinking water is essential for life and health. However, a large number of people in poor countries are still suffering from thirst and water-borne diseases because they cannot find clean drinking water. In order to prevent this, it is important to supply a sufficient amount of clean drinking water continuously. Drinking water should be safe water without harmful elements such as microorganisms, chemicals and radioactive materials. In addition, there should be a drinking water

facility which all community members can access easily. Therefore, we will ensure that clean drinking water is provided to communities at an affordable cost and freely available to all.

IO 4.3.2. People enjoy sanitation and practise good hygiene

Promotion of hygiene is required to guarantee and improve the health conditions of the community. When many people are unaware of the reasons for their illness and fail to recognise the importance of hygiene habits that prevent it, it is not only difficult to make appropriate decisions on resource investment to provide health services but also hard to increase the effectiveness of the services. However, it is possible to prevent many illnesses through encouraging a few hygiene habits in communities such as preventing open defecation and garbage discharge into wells or stream water, and encouraging hand washing, so that the effectiveness of the health services could be maintained. Therefore, the expansion of hygiene facilities and the enhancement of awareness for the promotion of hygiene are urgently required. We will make sure that all members of the community understand the importance of hygiene and practise good hygiene habits in their lives so that the community can continue to lead the changes that can promote health.



Strategic Objective 5

People live in sustainable environments

The environment is an indispensable sustainer of human life. The impact of the environment on us, in the context of worsening climate change, can no longer be overlooked. The international community is already cooperating with the Kyoto Protocol in 1997 and the Paris Climate Convention in 2015 to slow down climate change.

However, response to climate change is an immense challenge for the poor, who are the biggest victims. Obtaining daily fuel for cooking is a higher priority for them than the preservation of forests that prevent landslides and depletion of drinking water. However, the damaged forest increases their vulnerability and consequently costs them more at a later time. It makes the life of the people even harder.

We believe that building a sustainable environment is important for poverty eradication. Therefore, we will endeavour to achieve environmental sustainability and support sustainable use of resources with the people.

First, environmental sustainability will be promoted by focusing on people's awareness of climate change and sustainable settlements. Strengthening people's climate change awareness will enable the community to take action. We will cooperate with them to have more opportunities to raise their awareness and organise collective actions. Together with that, we will contribute people's efforts to building a sustainable settlement that will help people enjoy better life quality and have less impact on the environment.

Our efforts for the sustainable use of resources will be centred on renewable resource management capacity development and promotion of efficient use and recycling of non-renewable resources at community level. Moreover, we will strive to bring appropriate technologies and expertise regarding efficient use and recycling of non-renewable resources to those in need.

Strategic Objective 5 Results Framework



<p>People live in sustainable environments</p>	<ul style="list-style-type: none"> • Enhancing climate change preparedness, environmental awareness, mobilisation • Strengthening the efficient use of renewable and non-renewable resources • Guaranteeing the right to housing for vulnerable groups and improving living environments
Outcomes	Global Indicators
<p>5.1. People practise environment protection</p>	<ul style="list-style-type: none"> • Number of households who participated in climate change awareness activities • Number of households who participated in sustainable living activities
<p>5.2. People achieve the sustainable use of resources</p>	<ul style="list-style-type: none"> • Number of people in communities where established renewable resource management • Volume of decreased CO₂ emissions

Outcome 5.1

**People practise
environment protection**

IO 5.1.1. People increase their climate change awareness

Climate change is impacting lives globally. All of us should work together to stop climate change. We need to increase the awareness of climate change among the poor; how it impacts their lives, why environmental protection is needed and how to take action to minimise its impact. We will strive to promote both individual and collaborative action.

IO 5.1.2 People build sustainable human settlements

Where people live determines their lifestyles. Environmental protection is only made possible through lifestyle changes which is highly dependent on where and how people live. The right to secure housing should be a first consideration. Unless people think of themselves as residents, it is hard for them to feel the need to protect the environment. In addition, it is necessary to improve the housing and surrounding areas for better quality of life. We will contribute to people's efforts to build sustainable settlements that will help people enjoy better quality of life and better preserve the environment.

Outcome 5.2

**People achieve the
sustainable use of
resources**

IO 5.2.1 Renewable resource management is improved

To ensure sustainable use of renewable resources such as soil, water, and forests, proper management is needed. However, in many places poor management causes these resources to become contaminated, overused, and abused, which results in depletion of resources. The depletion of renewable resources not only directly affects the quality of life of the residents, but also aggravates the surrounding environment which results in irreversible deterioration. We will carry out activities to increase people's awareness of the issue as well as to strengthen people's organisations to implement renewable resource management.

IO 5.2.2. Efficient use and recycling of resources is promoted

Efforts to promote efficient use and recycling of resources can reduce carbon dioxide emissions, which are the main causes of global warming and pollution, as well as reduce social and economic costs. However, this is difficult for poor communities that do not have sufficient

resources and technology. As a result, they are paying higher socio-economic costs, for example, cheap but old-fashioned stoves require more fuel for heating and incomplete combustion can harm health. This means the poor pay higher heating and health costs. We will strive to bring appropriate technologies and know-how to those in need. In the end, their lives will be different, as will the environment.



A family using a G-Saver installed stove, Mongolia, 2017 / © Good Neighbours

Strategic Objective 6

People build inclusive and democratic communities

The social structure of a community has a profound effect on one's life. For example, a woman born in a society that regards women as inferior is forced to live as a subordinate person, deprived of the opportunity to exercise her potential. A child born in a lower caste in a place where traditional social class persists, is most likely to inherit social discriminations which trap him or her in the same poverty experienced by his or her parents. The social structure leaving people in poverty is unjust. Social inequality and oppression are neither right nor natural. Likewise, poverty is not natural. Every human being has an inalienable dignity and rights including the right to pursue according to his or her own free will.

A world Good Neighbours wants to build is a place without hunger. A hunger-free world cannot be built unless discrimination and deprivation are abolished. Therefore, our mission states that we will 'make the world a place without hunger, where people live together in harmony'. Building an inclusive and democratic community, in other words ending discrimination and deprivation in a community, should be our priority.

To this end, we will support people to eliminate discrimination and exclusion in communities and strengthen solidarity.

First, we will strive to raise people's awareness about inclusiveness and non-discrimination in order to eliminate discrimination and exclusion. That is, we will try to help people recognise that any kind of discrimination is wrong and respect each other as subjects of equal rights. To this end, we will support democratic operation of community organisations. The establishment of democratic decision-making in communities means nobody will be isolated or discriminated against.

In addition, we will strengthen the solidarity of people. We will make it easy for anyone in the community to get in touch with the issues of the community. Our activities will also include promotion of opportunities for everyone to share ideas and opinions with one another. This would also help all the people stand as fair members of the community. Furthermore, we will support people to have more community activities. Community activities promote chances for people to be together regardless of social class and wealth. Therefore, the community has experiences of conflicts resolution and cooperation which results in trust among the members of that community.

Strategic Objective 6 Results Framework



Outcome 6.1.

**People promote
inclusiveness and non-
discrimination**

IO 6.1.1. People are aware of inclusiveness and non-discrimination

To eradicate discrimination and exclusion, people need to be aware of social inclusion and non-discrimination. The awareness about inclusiveness and non-discrimination means that people understand that gender, religion, region, class and any differences between themselves and others must be acknowledged as differences, not as a measure for concluding someone superior or inferior. This also means building people's awareness that any kind of discrimination is not right. By doing so, people would see each other as a partner who has equal rights in every area. For this goal, we will work with people to remove barriers in communities and society.

IO 6.1.2. Community organisations are democratic and inclusive

Community-based grassroots organisations from small neighbourhood gatherings, youth groups and community development committees representing the people act as a platform for communication and decision-making within communities. What norms and cultures these grassroots organisations have is an important factor in determining whether participants can have a fair and equitable voice or someone is ruled out. We will pay close attention to the operation of grassroots organisations, in particular Community Development Committees, GN's main partner organisation in a Community Development Project, so that work to build democratic structure and practices without discrimination and exclusion could be carried out within them.

Outcome 6.2.

**People's solidarity is
strengthened**

IO 6.2.1. People participate in community issue building

Participation in community issues building gives people access to information regarding the issues which affect them so that they are able to express their voices on the issue. Access to information and issue building divides people into two groups: those with power and the powerless. Therefore, enabling community issue building among everyone in a community creates solidarity and inclusiveness. Hence, we will help people gain control over various issues in the community. Our work will also assist people to have chances to exchange ideas and opinions in inclusive and democratic manners. Accordingly, it will bring a momentum for people to live together.

IO 6.2.2. People promote community activities

Building a community beyond simply a place where people live requires many interactions among people. People's experiences of cooperation and conflict resolutions build trust in each other. Trust binds people, and that is what we call a community. To that end, we place stress on community activities from small gatherings to celebrations to collective working. Throughout the activities, people deal with community issues together which is a learning opportunity in how to interact with others. We encourage people to have more community activities from their own traditions as well as those from the present day. Of course, we will help these events work as an opportunity for all generations to communicate.



Water committee members, Rwanda, 2016 / © Good Neighbours

Strategic Objective 7

People achieve economic capacity development through solidarity and cooperation

In order to create ‘a world without hunger, where people live in harmony’, we need to achieve not only social empowerment but also economic empowerment. People can only begin to think about the future when they are free from the everyday fight for survival.

We do not think that economic poverty is solely caused by the laziness and incompetence of the individual. Rather we consider socio-economic factors, such as structural inequality, lack of social safety nets and collapsing markets, put many people into a vicious cycle of poverty.

Our initiatives have focused on breaking this vicious cycle of poverty. Since 1994, at the start of our international development cooperation activities, we have made it our principle to work towards achieving self-reliance not just providing unidirectional aid. In order to achieve self-reliance among the poor, we have supported various income generation activities throughout the world. Based on this experience, in 2014, we adopted social economic activities as one of our main priorities. Since then, we have been promoting economic self-reliance through income generation groups, cooperatives, and social enterprises.

We will continue to improve the economic capacity of individuals and further stimulate the social economy in order to achieve economic self-reliance through solidarity and cooperation.

First, we will focus on strengthening the capacity of social economic organisations in order to promote the social economy. Therefore, we will support social economic organisations’ democratic operation, which is critical to hold social values over capital. Moreover, we will also assist social economic organisations to become economically sustainable through increasing market competitiveness and access to markets.

In addition, we will also pay attention to strengthening the economic capacity of individuals who are in vulnerable situations. We will support people to improve their productivity by facilitating access to technology and resources. Improving access to finance is also our focus in the area. Therefore, we will assist people to have increased knowledge of finance and access to financial services to help improve the financial standing of everyone.

Strategic Objective 7 Results Framework



<p>People achieve economic independence through solidarity and cooperation</p>	<ul style="list-style-type: none"> • Establishing democratic social economic organisations and fair distribution models • Securing stable economic operations of social economic organisations • Enhancing accessibility to tools and materials to strengthen people's production capabilities • Improving people's knowledge on finance and financial accessibility
Outcomes	Global Indicators
<p>7.1. Social economy for people is promoted</p>	<ul style="list-style-type: none"> • Number of participants in social economic organisations • Net sales of social economic organisations
<p>7.2. People have improved economic capacity</p>	<ul style="list-style-type: none"> • Number of participants in production capacity development programmes • Number of participants in finance access programmes

Outcome 7.1.

Social economy for people is promoted

IO 7.1.1. Social economic organisations operate democratically

Social economic organisations value people more than profit maximisation. However, this cannot be accomplished without people agreeing on the same vision. Therefore, building solidarity-based cooperation among members is more important. This can be sustainable by the establishment of a democratic decision-making process. The process is a system composed of formal and informal elements: a constitution which guarantees one vote per person, not based on the difference in capital, consensus-based decision-making practices, and members aware of the values of social economy, the organisation's mission and its operating procedures. We will engage in activities necessary to ensure that social economic organisations operate democratically.

IO 7.1.2. Social economic organisations are market competitive

Social economic organisations must be self-sufficient if they are to be sustainable. The business capacity of the social economic organisation is defined by a variety of expertise and experiences according to its business field: financial access to procure the necessary capital, management capacity on production, distribution and sales, and networks with other partners. However, it is not easy for new social and economic organisations to become equipped with all the necessary expertise for the business operation. Therefore, we, as a supporter and partner, will endeavour to support social and economic organisations in becoming self-reliant, working together to create a more favourable environment for them.

Outcome 7.2.

People have improved economic capacity

IO 7.2.1. People have improved productivity

Small farmers, whose whole family work all day without rest, with a few old tools and seeds harvested from the previous year, like small business owners and workers who work all day but have limited skills, earn a paltry income in comparison to their efforts. There may be many reasons, but the lack of skills and inability to obtain equipment result in their poverty. However, acquiring skills and equipment for those who lack information, time and capital is a difficult task. We will make every effort to ensure that the technology and equipment are in place in order

to ensure productive outcomes.

IO 72.2. People have improved financial access

Improved financial access is essential to economic activity. Farmers can purchase seeds and fertilisers through loans and self-employed people can obtain the tools and materials for production. However, due to lack of understanding of finance, lack of credit, absence of finance services, many people depend on private lenders who ask for unreasonably high interest. As a result, while rich people are able to secure capital at low interest from formal finance services, poor people have limited access to loans and at exorbitant interest rates. Finance should play a role in improving the economic capacity of the poor. Therefore, we will ensure that the poor are able to access and use financial services at an appropriate cost.



Cooperative members in front of their warehouse, Malawi, 2016 / © Good Neighbours

Strategic Objective 8

People are protected from disasters

Disasters lead to human and economic losses and damages to infrastructure. The effects of acceleration climate change in particular escalate the frequency and magnitude of disasters and widening affecting areas where we thought were once safe. Communities that do not have proper resources to prepare are the most vulnerable to disasters, and often the majority of victims are children, women, and the poor.

Disaster recovery is critical but often neglected. Emergency support can enable people to overcome immediate problems, but increased vulnerabilities such as damaged infrastructures, broken livelihoods and collapsed safety nets bring about another disaster. In the end, the community cannot sustain itself and collapses.

Tens of millions of refugees who have left their homes because of natural disasters and conflicts are in many parts of the world. The rights they deserve are not guaranteed, and their lives are too often in danger. They lose hope in deprivation.

Protecting people from disasters is our responsibility as “Good Neighbours” who work towards “making the world a place without hunger, where people live together in harmony”.

First, we will make the community build capacity to prevent disasters and minimise the damage. This will focus on raising people’s awareness of disasters, developing community-based actions for disaster preparedness and helping communities become more resilient.

We will support and protect those who suffer as a result of disasters. In this effort, we will make sure that the necessary aid is available to the victim in the shortest amount of time in the event of a disaster. In addition, we will provide assistance to the victims for their rapid recovery to daily life.

Refugees’ rights are also our concern. We will provide assistance for refugees to be able to enjoy their rights and strengthen their self-reliance. To this end, we will engage in activities to ensure the rights of refugees such as the right to life and the right to health. Furthermore, we will strengthen their self-reliance through livelihood and capacity building activities.

Strategic Objective 8 Results Framework



People are protected from disasters

- Strengthening of disaster awareness and emergency preparedness
- Promoting community activities for reducing disaster risks
- Providing emergency relief in disaster areas
- Recovery and restoration of disaster victims and supporting refugees

Outcomes	Global Indicators
8.1. Communities are resilient to disasters	<ul style="list-style-type: none"> • Number of participants in disaster risk reduction programmes • Number of people living in communities adapted disaster risk reduction programmes
8.2. People recover from disasters	<ul style="list-style-type: none"> • Number of emergency relief beneficiaries • Number of recovery programme beneficiaries
8.3. Refugees' rights are ensured	<ul style="list-style-type: none"> • Number of refugees supported • Number of refugees who participated in livelihood programmes

Outcome 8.1.

Communities are resilient to disasters

IO 8.1.1. People are aware of disasters

The first step in creating a community to prepare for disasters begins with the individual members' awareness of the disaster risks. This means getting people to understand and have knowledge of the causes of disasters, types, routes and extent of damages, and how to prevent and respond to these disasters in their daily lives. It also includes advocacy activities for disaster preparedness at community and government level since disaster response should not be left to individuals, and to prepare appropriate disaster preparedness for households. We will provide full support for these activities.

IO 8.1.2. Communities have strengthened disaster preparedness

Disasters could damage entire communities and countries, beyond individuals or households. Therefore, in order to respond accordingly to disasters, community level preparedness is necessary. This preparedness requires a close support system established with government bodies and related response agencies. We will encourage community members to organise such groups and provide the necessary skills and materials to enable them to have the capacity to mitigate and respond to disasters. We will also help the activities of the community-based groups to be aligned with regional and national strategies.

Outcome 8.2

People recover from disasters

IO 8.2.1. Disaster victims receive prompt and appropriate assistance

When a disaster occurs, the scale of damage depends on how quickly and properly the assistance is supported. We will raise our capacity to provide psychological and emotional support in a timely manner as well as food, medicine, clothing, and housing that are needed so that those facing disasters can quickly escape crisis.

IO 8.2.2. Disaster victims receive support for recovery

In the event of a disaster, it is as important to provide long-term support for disaster victims to return to their daily lives as much as providing emergency relief. Disaster victims often fall into the trap of becoming refugees as they lose their social networks, and have ruined livelihoods and infrastructure. We will work with governments and the international community to help victims return to their daily lives without leaving their homes so that communities are sustained.

Outcome 8.3.

Refugees' rights are ensured

IO 8.3.1 The basic rights of refugees are ensured

Worldwide, there are tens of millions of refugees displaced from their homes and living as unwelcome strangers without proper protection from the government. Many of them have long been dependent on external aid for their livelihood, often without proper human rights. We, along with governments and the international community, are committed to supporting food, housing, health, education including vocational training, and encouraging social and economic activities so that they can enjoy lives beyond fighting for survival.

IO 8.3.2. Refugees have capacity to be self-sufficient

All people have the right to work and achieve self-realisation through their work. However, most refugees are not allowed to work, so they become powerless and dependent on external aid. This situation creates rock-bottom self-confidence and sense of self-worth in refugees. In addition, pre-existing powerlessness of refugees leaves them with a greater sense of dependency on external aid, which makes it nearly impossible for them to resettle and adapt in their homelands. We are committed to empowering refugees and bringing them hope to become self-sufficient.



Appendix

Appendix 1. List of Global indicators	61
Appendix 2. Strategic Objectives and Sustainable Development Goals	63
Appendix 3. FAQ	69
Appendix 4. Human Rights-Based Approach	72

Appendix 1. List of Global indicators

	Strategic Objective	Outcome	Indicator
1	People are free from hunger	1.1. People have resilience for enhanced food security	<ul style="list-style-type: none"> • Number of people trained in food security • Number of farmers applying sustainable farming practices
		1.2. People do not suffer from malnutrition	<ul style="list-style-type: none"> • Number of beneficiaries under nutrition programs • Number of households completing community based nutrition training
2	Every child is protected	2.1. Children exercise child rights through improved awareness of people	<ul style="list-style-type: none"> • Number of children participating in child rights programs • Number of participants in child rights advocacy activities
		2.2. Children are safe in community	<ul style="list-style-type: none"> • Number of children covered by community- based child protection systems • Number of children with birth registrations
3	People enjoy the right to education	3.1. Girls and boys enjoy quality public education	<ul style="list-style-type: none"> • Number of children guaranteed the right to education • Number of participants in the right to education advocacy activities
		3.2. Adults are able to access lifelong learning	<ul style="list-style-type: none"> • Number of adults who received basic literacy and numeracy education • Number of adults who received life-skills education
4	People exercise the right to health	4.1. People are able to access basic health services	<ul style="list-style-type: none"> • Number of people with access to basic health services • Number of people received economic support for access to health services
		4.2. People have quality maternal and child health and sexual and reproductive health service access	<ul style="list-style-type: none"> • Number of mothers who received post-natal services/ antenatal services/facility-based deliveries • Number of children under 6 years of age who completed immunisation • Number of people who received sex education and birth control education
		4.3. People have access to safe water and sanitation	<ul style="list-style-type: none"> • Number of people with access to clean drinking water • Number of people with access to improved sanitation facilities • Number of people who received hygiene and sanitation trainings

	Strategic Objective	Outcome	Indicator
5	People live in sustainable environments	5.1. People practise environment protection	<ul style="list-style-type: none"> • Number of people in climate change awareness activities • Number of people who participated in sustainable living activities
		5.2. People achieve the sustainable use of resources	<ul style="list-style-type: none"> • Number of people in communities where established renewable resource management • Volume of decreased CO₂ emissions
6	People build inclusive and democratic communities	6.1. People promote inclusiveness and non-discrimination	<ul style="list-style-type: none"> • Number of people participated activities promoting inclusive/non-discriminatory practices • Number of people from marginalised groups in decision-making bodies
		6.2. People's solidarity is strengthened	<ul style="list-style-type: none"> • Number of participants in information sharing and discussions • Number of participants in community activities
7	People achieve economic empowerment through solidarity and cooperation	7.1. Social economy for people is promoted	<ul style="list-style-type: none"> • Number of participants in social economic organisations • Net sales of social economic organisations
		7.2. People have improved economic capacity	<ul style="list-style-type: none"> • Number of participants in production capacity development programmes • Number of participants in finance access programmes
8	People are protected from disasters	8.1. Communities are resilient to disasters	<ul style="list-style-type: none"> • Number of participants in disaster risk reduction programmes • Number of people living in communities adapted disaster risk reduction programmes
		8.2. People recover from disasters	<ul style="list-style-type: none"> • Number of emergency relief beneficiaries • Number of recovery programmes beneficiaries
		8.3. Refugees' rights are ensured	<ul style="list-style-type: none"> • Number of refugee supported • Number of refugee participated livelihood programmes

Appendix 2. Strategic Objectives and UN Sustainable Development Goals

Strategic Objective	Sustainable Development Goals
<p>1 People are free from hunger</p>	<p>1.5. By 2030 build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>2.1. By 2030 end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2. By 2030 end all forms of malnutrition, including achieving by internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and postpartum women, and older persons</p> <p>2.3. By 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment</p> <p>2.4. By 2030 ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality</p> <p>2.5. By 2020 maintain genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at national, regional and international levels, and ensure access to and fair and equitable sharing of benefits arising from the utilisation of genetic resources and associated traditional knowledge as internationally agreed</p> <p>2.c. Adopt measures to ensure the proper functioning of food commodity markets and their derivatives, and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility</p> <p>13.1. Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries</p>
<p>2 Every child is protected</p>	<p>5.1. End all forms of discrimination against all women and girls everywhere</p> <p>5.2. Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>5.3. Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilations</p> <p>5.4. Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate</p> <p>8.7. Take immediate and effective measures to secure the prohibition and elimination of the worst forms of child labour, eradicate forced labour, and by 2025 end child labour in all its forms including recruitment and use of child soldiers</p>

Strategic Objective	Sustainable Development Goals
2 Every child is protected	16.2. End abuse, exploitation, trafficking and all forms of violence and torture against children 16.9. By 2030 provide legal identity for all including birth registration
3 People enjoy the right to education	4.1. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes 4.2. By 2030 ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education 4.3. By 2030 ensure equal access for all women and men to affordable, high quality technical, vocational and tertiary education, including university 4.4. By 2030, increase by x% the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations 4.6. By 2030 ensure that all youth and at least x% of adults, both men and women, achieve literacy and numeracy 4.7. By 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development 4.a. Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all 4.c. By 2030 increase by x% the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially LDCs and SIDS 5.1. End all forms of discrimination against all women and girls everywhere
4 People exercise the right to health	3.1. By 2030 reduce the global maternal mortality ratio to less than 70 per 100,000 live births 3.2. By 2030 end preventable deaths of new-borns and under-five children 3.3. By 2030 end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases 3.4. By 2030 reduce by one-third pre-mature mortality from non-communicable diseases (NCDs) through prevention and treatment, and promote mental health and wellbeing 3.d. Strengthen the capacity of all countries, particularly developing countries, for early warning, risk reduction, and management of national and global health risks 5.6. Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the ICPD and the Beijing Platform for Action and the outcome documents of their review conferences

Strategic Objective	Sustainable Development Goals
4 People exercise the right to health	<p>6.1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations</p> <p>6.3. By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and increasing recycling and safe reuse by x% globally</p> <p>6.4. By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity</p> <p>6.5. By 2030 implement integrated water resources management at all levels, including through transboundary cooperation as appropriate</p>
5 People live in sustainable environments	<p>1.5. By 2030 build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>3.6. By 2020 halve global deaths and injuries from road traffic accidents</p> <p>3.7. By 2030 ensure universal access to sexual and reproductive health care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>3.8. Achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all</p> <p>3.9. By 2030 substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination</p> <p>6.6. By 2020 protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p> <p>6.a. By 2030, expand international cooperation and capacity-building support to developing countries in water and sanitation related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies</p> <p>7.1. By 2030 ensure universal access to affordable, reliable, and modern energy services</p> <p>7.2. Increase substantially the share of renewable energy in the global energy mix by 2030</p> <p>7.3. Double the global rate of improvement in energy efficiency by 2030</p> <p>9.4. By 2030 upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, all countries taking action in accordance with their respective capabilities</p> <p>11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums</p> <p>11.3. By 2030 enhance inclusive and sustainable urbanisation and capacities for participatory, integrated and sustainable human settlement planning and management in all countries</p>

Strategic Objective	Sustainable Development Goals
<p>5 People live in sustainable environments</p>	<p>11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management</p> <p>11.7. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with disabilities</p> <p>11.c Support least developed countries, including through financial and technical assistance, for sustainable and resilient buildings utilising local materials</p> <p>12.2. By 2030 achieve sustainable management and efficient use of natural resources</p> <p>12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p> <p>12.8. By 2030 ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p> <p>13.b Promote mechanisms for raising capacities for effective climate change related planning and management, in LDCs, including focusing on women, youth, local and marginalised communities</p> <p>15.1. By 2020 ensure conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p>15.2. By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and increase afforestation and reforestation by x% globally</p> <p>15.3. By 2020, combat desertification, and restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation neutral world</p> <p>15.4 By 2030 ensure the conservation of mountain ecosystems, including their biodiversity, to enhance their capacity to provide benefits which are essential for sustainable development</p>
<p>6 People build inclusive and democratic communities</p>	<p>4.7. By 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development</p> <p>5.1. End all forms of discrimination against all women and girls everywhere</p> <p>5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</p> <p>10.2. By 2030 empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>16.6. Develop effective, accountable and transparent institutions at all levels</p> <p>16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p>16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p>

Strategic Objective	Sustainable Development Goals
7 People achieve economic empowerment through solidarity and cooperation	<ul style="list-style-type: none"> 1.1. By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day 1.2. By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions 1.4. By 2030 ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance 2.3. By 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment 2.5. By 2020 maintain genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at national, regional and international levels, and ensure access to and fair and equitable sharing of benefits arising from the utilisation of genetic resources and associated traditional knowledge as internationally agreed 2.c. Adopt measures to ensure the proper functioning of food commodity markets and their derivatives, and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility 4.3. By 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources in accordance with national laws 8.2 Achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors 8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalisation and growth of micro-, small-and medium-sized enterprises including through access to financial services 8.5. By 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value 8.6. By 2020 substantially reduce the proportion of youth not in employment, education or training 8.8 Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment 8.10. Strengthen the capacity of domestic financial institutions to encourage and to expand access to banking, insurance and financial services for all

Strategic Objective	Sustainable Development Goals
7 People achieve economic empowerment through solidarity and cooperation	<p>9.3. Increase the access of small-scale industrial and other enterprises, particularly in developing countries, to financial services including affordable credit and their integration into value chains and markets</p> <p>10.1. By 2030 progressively achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average</p> <p>10.2. By 2030 empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
8 People are protected from disasters	<p>1.5. By 2030 build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>3.9. By 2030 substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination</p> <p>11.5. By 2030 significantly reduce the number of deaths and the number of affected people and decrease by y% the economic losses relative to GDP caused by disasters, including water-related disasters, with the focus on protecting the poor and people in vulnerable situations</p> <p>11.b. By 2020, increase by x% the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, develop and implement in line with the forthcoming Hyogo Framework holistic disaster risk management at all levels</p> <p>13.1. Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries</p> <p>13.3. Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning</p>

Appendix 3. FAQ

❶ What is the link between Strategic Objectives, Outcomes, and Intermediate Outcomes?

Strategic Objectives are comprised of Outcomes. Likewise, an Outcome has its own Intermediate Outcomes. This is a result chain: the achievement of a Strategic Objective is measured by the performance of its own Outcomes as Outcomes are checked by the results of their own Intermediate Outcomes.

❷ How do I use the Global Development Approach in project management?

The Global Development Approach should serve as a foundation for all cycles of GN Project Cycle Management. Here

※ The team recommends field Countries to develop its own interpretation* of the eight Strategic Objectives and the four Principles. Because the Results Framework means to function as GN's global level priority. As each country has own context, implementing the eight Strategic Objectives and four Principles directly to a CDP or project may be difficult.

* Country strategy plan, CDP guides, sector/programme guides, and etc.

• **Assessment** | When establishing a Community Development Project including re-designing or starting a new project, the eight Strategic Objectives function as main assessment areas and the four Principles guide the methodology. For example, Strategic Objective 1 indicates how GN staff and partners view the food security issue: resilience and malnutrition, and the Principles give guidance on what questions be asked in the food security issue: who are the most suffered and why, rights holders and duty bearers, people's awareness, their capacity, and so on. The four Principles also are effective in the process. GN staff carefully design the Participatory Appraisal Process inclusive and empowering as possible. People's participation, more than mere joining GN activity, has to take place. Furthermore, they should be one who analyses the results.

• **Design** | All GN projects should be a part of GN efforts to achieve the Goal. Like the assessment, the eight Strategic Objectives and the four Principles play the key role in the design. When design a GN Project, it is mandatory to develop a logframe contributing at least one of Strategic Objectives. It means the logframe has GN global indicators. The logframe can use the country indicators If the Field country has a country strategic plan. Thus, the project has a linkage to GN efforts to Global Goal achievement.

For CDP logframe development, the work is similar to projects. However, more Strategic Objectives may be involved in development of a CDP logframe than a project. Because CDPs are a platform of comprehensive community development. Therefore, several GN global indicators or the country indicators would be used in the logframe.

The four Principles are applied to the process. For instance, the project design is recommended to review whether it brings positive impacts on the poorest. Another example could be people's

participation in the design which GN emphasises 1) its activities as a platform of people's cooperation; 2) inclusion of people in decision-making.

- **Monitoring** | When designing monitoring plan, it is important to apply the Principles. Monitoring should be regarded as an opportunity to empower people. People's practices what and how to measure can give a good learning and they soon adapt the knowledge in their work. Moreover, monitoring is a chance to build partnership. Stakeholders' participation enables them to see what and how others make the results. The understanding would help them build a productive partnership.
- **Evaluation and Improvement** | As the assessment and the design, the Strategic Objectives and the Principles guide what to review and how to do. A point is that the people are the cycles' owners and GN's role is facilitating. .

③ When developing a CDP logframe, should I take the 'goal' or 'outcome' from Strategic Objectives, Outcomes, and Intermediate Outcomes?

Strategic Objectives, Outcomes, and Intermediate Outcomes are generally too big to achieve in a single CDP. Therefore, choosing CDP outcomes among one of the Strategic Objectives, Outcomes, or Intermediate Outcomes can cause difficulties without interpretation in local context. We recommend taking into account the local context and project period and budget when discussing with stakeholders.

④ The Global Development Programme comprises of Goal-Strategic Objectives-Outcomes-Intermediate Outcomes with Global Indicators while CDP logframe comprises of Goal-Outcome-Outputs-Activities. Terms such as goal, purpose/objective, and indicators are confusing.

The Global Development Goal differs from the CDP logframe 'goal' and 'outcome'. The Global Development Goal is, as explained in the main text, is the main goal of Good Neighbour's Global Development Programme. To achieve the Global Development goal, the Strategic Objectives are Good Neighbour's main global objectives. The 'goal' and 'purpose' used in CDP logframe are the goal and purpose of corresponding CDPs. Likewise, the Global Indicators is Good Neighbours Global Development Programme's indicators for measuring the achievement of the Strategic Objectives. The CDP logframe 'indicators' shows the progress made toward achieving a specific goal, output and activities.

⑤ How do I use Global indicators?

Global indicators are measurement of Good Neighbours Global Development Programme's progress in achieving its Mission. Therefore, all GN projects including CDPs should have more than one Global Indicators or field country indicators/programme indicator linked to Global indicators in the project logframe

⑥ What is the use of Good Neighbours Global Development Approach?

- **A basis for development of Country Strategic Plan** | Good Neighbours Global Development Approach is designed for organisation level results management which provide a goal and principles. Therefore, a field country does assessment with the Global Development Approach from external situation analysis to portfolio review. For design and implementation, the field country may set up targets for each Strategic Objectives and raising funds to achieve these targets. The Principles give guidance on fund-raising, partnership and administration as well as project management. For instance, the Principles ask you: whether your fund-raising delivers the facts of the suffering people well; what kind of partnership you are building; and do you promote your activities as a platform of wider participation.
- **Communication with Sponsors** | Good Neighbours Global Development Approach presents a structure of the Global Development Programme as well as how far Good Neighbours has reached in achieving its goal. When communicating with sponsors and the public, we are able to explain what values we hold, how we are our goal in achieving 'make the world a place without hunger, where people live together in harmony' with Good Neighbours Global Development Approach.

Appendix 4. Human Rights-Based Approach

Human Rights-Based Approach

According to the UN Office of the High Commissioner for Human Rights (OHCHR), the human rights-based approach (HRBA) is a 'conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights.' Under a human rights-based approach, in the process of poverty eradication and cooperation and development, all efforts should contribute to realising human rights. Human rights in HRBA is not only referring to 'someone's rights' or 'the right to do something' such as the 'rights of the child' or 'right to adequate housing'. Aside from referring to the subject of rights, human rights in HRBA stands for the principles and guidelines that enable the realisation of human rights.

Under the existing needs based approach, the first priority in development was allowing the society to meet its basic needs and concerned individuals as targets of development interventions. However, the starting points for HRBA are universal human rights. HRBA changes the discourse from 'emphasis on charity' to 'emphasis on realising rights' from 'poverty reduction' to 'solving the roots causes to poverty', from 'criticism of the poor' to 'structural causes of poverty', and from 'focus on outcomes' to 'focus on long-term and ultimate goals and process of development.' The following table is a comparison the two approaches, HRBA and Needs Based Approach.

	Needs Based Approach	Human Rights-Based Approach
Objective	Needs are met or satisfied	Rights are realised (respected, protected, facilitated, and fulfilled)
Shift in duties and obligations	Needs do not imply duties or obligations, although they may generate promises	Rights always imply correlative duties or obligations
Universality	Needs are not necessarily universal	Human rights are always universal
Significance of process	Basic needs can be met by goal or outcome strategies	Human rights can be realised only by attention to both outcome and process
Priorities	Needs can be ranked in a hierarchy of priorities	Human rights are indivisible because they are interdependent; there is no such thing as "basic rights"
Relation to charity	Needs can be met through charity and benevolence	Charity and benevolence do not reflect duty or obligation
Project Goal Orientation	It is gratifying to state that "80% of all children have had their needs met to be vaccinated."	In a human rights approach, this means that 20% of all children have not had their right to be vaccinated realised
View of government's role	The government does not yet have the political will to enforce legislation to iodise all salt	The government has chosen to ignore its duty by failing to enforce legislation to iodise all salt

Three Elements to Human Rights-Based Approach

First, 'human rights' in HRBA is not only referring to the rights inherent to all human beings such as the 'rights of the child' or 'right to adequate housing'. Aside from referring to the subject of rights, human rights in HRBA stands for the principles and guidelines that enable the realisation of human rights.

Second, the expression 'based' refers to having specified standards and principles from which something can develop. Compared to similar expressions attributed to preference and precedence issues such as 'human rights-friendly', 'human rights-centered', and 'human rights-orientated', the expression 'based' contains normative implications that must be observed by the people.

Third, the term 'approach' is defined as a way of dealing or thinking about a situation or problem. 'Approach' does not refer to the compliance of strict laws or rules in HRBA. It stands for the policy framework and tools used in HRBA and can be used in a variety of settings and should be applied in a flexible manner.

Good Programming Practices of Human Rights-based Approach to Development (The Stamford Common Understanding)

1. People are recognised as key actors in their own development, rather than passive recipients of commodities and services.
2. Participation is both a means and a goal.
3. Strategies are empowering, not disempowering.
4. Both outcomes and processes are monitored and evaluated.
5. Analysis includes all stakeholders.
6. Programmes focus on marginalised, disadvantaged, and excluded groups.
7. The development process is locally owned.
8. Programmes aim to reduce disparity.
9. Both top-down and bottom-up approaches are used in synergy.
10. Situation analysis is used to identify immediate, underlying, and basic causes of development problems.
11. Measurable goals and targets are important in programming.
12. Strategic partnerships are developed and sustained.
13. Programmes support accountability to all stakeholders

Human Rights-Based Approach Principles: The PANEL Principles

The PANEL Principles

Participation
 Accountability
 Non-Discrimination
 Empowerment
 Linkages to human rights standards

1 Participation

Participation means every person and all peoples are involved in the policy decision-making process that affect their rights and are entitled to active, free and meaningful participation in, contribution to, and enjoyment of civil, economic, social, cultural and political development in which human rights and fundamental freedoms can be realised. Participation is a base for active citizenship and plays a role in fostering critical thinking and decision making. Participation is both a means and a goal. Thus, the right to participation in decision-making is prescribed in the International Human Rights framework. For example, women in rural areas have the right to participate in development planning at all levels (Convention on the Elimination of All Forms of Discrimination against Women, Article 14) and children's views must likewise be taken into account (Convention on the Rights of the Child, Article 12).

Participation is both a means and a goal in HRBA. Facilitating community participation in poverty reduction programs and by involving people living in poverty in the design and implementation of poverty reduction strategies not only fulfils HRBA but is also strongly required as the right to participation in decision-making is prescribed in the International Human Rights framework. For example, women in rural areas have the right to participate in development planning at all levels (Convention on the Elimination of All Forms of Discrimination against Women, Article 14) and children's views must likewise be taken into account (Convention on the Rights of the Child, Article 12). However, the right to participate in public affairs (International Covenant on Civil and Political Rights, Article 25) does not necessarily give particular groups of people an unconditional right to choose any mode of participation.

For processes to be truly participatory, they should reflect the requirement for 'active, free and meaningful' participation. (United Nations Declaration on the Right to Development) True participation is recognising people as key actors and contributors in their own development rather than passive or coerced beneficiaries of transfers of commodities and services. In other words, participation should not be passive observation, formal attendance, or expression of one-sided views with no accountability and little contributions to decision-making.

For processes to be truly participatory, we must recognise people living in poverty as key actors in their development by empowering them to claim their rights and building capacities for effective participation. The empowerment process can be complicated and time-consuming due to unequal and unjust power relations deeply rooted in society. Social movements and human rights awareness-raising for civil society organisations may take years to accomplish. Therefore, we must create democratic spaces to ensure the growth of civil organisations and encourage their openness to new members. Creating and facilitating democratic spaces also has to do with the realisation of civil, political, and cultural rights. Thus, to guarantee meaningful participation we must facilitate a democratic system that allows people to have genuine ownership and control over development processes in the policy decision-making process. For organisations to establish themselves, we must also facilitate a policy-friendly regulatory environment.

2 Accountability

The world accountability is a combination of 'accountable' and 'ability' and is formally used in ethics and governance for institutions, non-governmental organisations, and businesses. It refers to the political and legal

responsibility of the government, its agencies, and public officials to provide information about their decisions and actions and to justify them to the public as part of their duty and obligation.

The general meaning for accountability is the “obligation to account for activities, accept responsibility for them, and to disclose the results in a transparent manner.”

The principle of accountability in international development programs requires providing an account to stakeholders, donors, and supporters that activities are effective and the scope of application and services meet the legal and financial requirements.

In HRBA, accountability in releasing detailed minutes of official policy-making meetings is closely linked with transparency in book keeping during the implementation process. Transparency and accountability are both key components to Good Governance and Democratic Governance.

Therefore, in development cooperation, accountability is discussed alongside transparency. Transparency, also related to as the right to information, is a fundamental attribute of the freedom of expression. For example, official documents, decisions, regulations and procedures must contain accurate information and be freely accessible to the general public. However, merely having access to this information is not enough. Information containing technical jargon and diagrams that only experts would understand is a clear lack of transparency. The information provided should be readable and use terms that are easy to understand. Thus, the principle of transparency is close connected to the principle of participation and serves as the most basic and essential principle in striving towards corruption free sustainable development.

③ Non-Discrimination

The right to equality and the principle of non-discrimination are among the most fundamental elements of international human rights law. The right to equality guarantees that all persons are equal before the law, and the law must prohibit any discrimination and guarantee to all persons equal and effective protection against discrimination. As all individuals are equal as human beings and by virtue of their inherent dignity, discrimination in any form in the realisation of rights must be prohibited, prevented, and eliminated. Thus, the principle of non-discrimination is an important clause for international human rights standards and treaties.

Discrimination is the unjust or prejudicial treatment of different categories of people on the grounds of race, sex, disability and health status, age, and education. The principle of non-discrimination promotes measures in anti-discrimination, and the prohibition, prevention, and elimination of discrimination.

In reality, discrimination reflect the asymmetric relation of power in society and the causes of discrimination is most often complex. For instance, a poor disabled elderly woman depending on her circumstance can face discrimination based on her sex, disability, and age. Therefore, it is necessary to understand the various causes and causal relationship to discrimination.

In development, non-discrimination requires the prioritisation of those in the most marginalised situations and the protection of minorities in the development process. It is also related to poverty eradication and reducing socio-economic inequalities. Thus, the principle of non-discrimination in HRBA focuses on socially disadvantaged or marginalised groups and individuals. Poverty is not only a matter of a person's lack of economic resources, but also the lack of access to resources and opportunities, power, and information due to discrimination. People living in poverty are typically victims of discrimination on grounds such as birth, property,

national and social origin, race, colour, gender and religion.

The processes and benefits of development all too often go to national and local elites and not to the poor or marginalised. Thus we must be aware of such proceedings during the assessment of an on-going or completed programme in poverty reduction. It also means we need to strengthen capacities for data collection and analysis to ensure that data are disaggregated on the grounds of race, colour, sex, geographic location. We must make sure that development programmes and benefits reach those suffering from discrimination, especially the poorest of the poor and those suffering multiple discrimination. For example, it is not enough to be satisfied with rising literacy rates while girls and women face discrimination in accessing education. In HRBA, we must measure how much girls' education has improved compared to boys' education. Thus, to assess the monitoring mechanisms for equality and non-discrimination, we should adopt measures that fits the context of the situation.

Inclusiveness and Non-Discrimination | Inclusion is the action or state of including or of being included within a society, in contrast to exclusion. Social exclusion is a multidimensional phenomenon and arises from various social problems such as alienation and distance from mainstream society and denying full access to various rights, opportunities, and resources. In social sciences, the discourse of social exclusion is under the premise of how excluded groups are understood. Exclusion takes place on the basis of race, gender, disability, as well as belonging to a certain religion and political affiliation which alienates the particular individual and group from mainstream society. Social exclusion is the outcome of individuals or people systematically blocked from various rights, opportunities and resources. Meanwhile, Social inclusion is defined as the process of improving the terms of participation in society, through enhancing opportunities, access to resources, voice and respect for rights. Inclusion is the action or state of including social groups and improving the terms for individuals and groups to enjoy their rights, opportunities, and resources.

The term inclusiveness has a more comprehensive and abstract meaning from social inclusion. Social exclusion's roots are based around existing social inequalities. Social inequality results in the exclusion of certain social groups, which widens the gap between the rich and poor and deprives them of opportunities. Thus, social inequalities put people at risk of poverty and exclusion, with excluded groups suffering from multiple layers of discrimination. Discrimination then leads to a cyclical process of social exclusion and persisting social structures of inequality. When discussing inclusiveness, existing social inequalities that result in social reproduction of economic gaps, discrimination, deprivation, exclusion, and poverty must be addressed. In the social inclusion process, inclusiveness encompasses alleviating and overcoming these persisting social structures of inequality.

④ Empowerment

In HRBA, empowerment is enabling people living in poverty to overcome their sense of powerlessness and seek their rights and entitlements by building awareness and critical consciousness. It is also the strengthening of capacities for individuals or groups so they can make decisions for themselves and take actions to improve their lives.

Empowerment is providing measures to protect the lives of the people and support their participation in the development of policy and practices which affect their lives. Simultaneously, empowerment also requires restoring the balance of economic, social and cultural power relations and converting social exclusion to

participation. Meanwhile, empowerment enables people to exercise the right to self-determination. Empowerment is the process of enabling people to increase control over their lives but it also means giving people the means to achieve something. This can include granting authority and building capabilities. Thus, empowering people can help raise work productivity and transfer control from administrators to practitioners and stakeholders in development programs. This increase in duties and responsibilities for stakeholders will help them reach their full potential in making decisions for themselves to improve their lives. Empowerment both enables and is a result of participation. As mentioned above, true participation requires recognising people living in poverty as key actors in their development by empowering them to claim their rights and building capacities for effective participation and securing their authority. To secure their rights and authority, we must address discrimination and deprivation of rights and promote equality and non-discrimination. This process will then enable people to claim their rights which in turn empowers them. Therefore, empowerment is both a requisite, process and result of participation. Empowerment is also a factor in enhancing accountability. In HRBA, we must empower people living in poverty who are rights holders to claim their rights and to hold duty bearers accountable to uphold these rights. Simultaneously, duty bearers must recognise and fulfil their obligations by strengthening their accountability mechanisms. Thus, participation, accountability, non-discrimination, and empowerment are all requisites and results of one another. In HRBA, these principles are methodologies to enable people to make positive changes in their life, to enhance community development, and to strengthen the capacities of people we are seeking to empower.

5 Link to Human Rights Standards

A link to human rights standards is linking national and international human rights law with development goals and requires the recognition of rights as legally enforceable entitlements. HRBA is normatively based on international human rights standards and operationally directed to promoting and protecting human rights through participation, accountability, and empowerment.

In link to human rights standards, human rights must be expressly stated. Human rights is both the means and the end in development. Therefore, link to human rights standards is not limited to linking human rights with development goals but also expressly stating the need for promoting and protecting human rights. It is critical to merge these acts to promote and protect human rights in development, and not only in human rights standards.

Human rights standards is primarily divided into national and international human rights standards and includes the International Bill of Rights and the core human rights treaties. National human rights standards include regional agreements, domestic law, and legal precedents which human rights are expressed and guaranteed. International human rights standards include customary international law and international human rights treaties ratified by States. As of 2015, there are nine core international human rights treaties that forms the foundation of international human rights law.

The Core International Human Rights Instruments

		Date	Monitoring Body
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination	21 Dec 1965	CERD
ICCPR	International Covenant on Civil and Political Rights	16 Dec 1966	CCPR
ICESCR	International Covenant on Economic, Social and Cultural	16 Dec 1966	CESCR
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	18 Dec 1979	CEDAW
CAT	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	10 Dec 1984	CAT
CRC	Convention on the Rights of the Child	20 Nov 1989	CRC
ICMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families	18 Dec 1990	CMW
CPED	International Convention for the Protection of All Persons from Enforced Disappearance	20 Dec 2006	CED
CRPD	Convention on the Rights of Persons with Disabilities	13 Dec 2006	CRPD

Through ratification of international human rights treaties, States assume obligations and duties under international law thus implementing a comprehensive legally binding system for all government agencies. In addition, the international community's commitment to the promotion and protection of human rights are also taken into effect. Under the constitution of the Republic of Korea, treaties duly concluded and promulgated under the Constitution and the generally recognised rules of international law shall have the same effect as the domestic laws of the Republic of Korea.

Meanwhile, the international community, in accordance to the actions taken by certain states, cannot force states to act against their will when breaching human rights obligations. Instead, the international community must work together in promoting human rights and involve actors at all levels - international, national and local to fulfil international obligations and treaties. Poverty being a human rights issue must be addressed and the international community and all Member States should take up the obligations for removing extreme poverty. For example, when implementing agreements on trade and investments, we must check in advance for negative impacts on any existing obligations of human rights treaties.