



# **Strategic Plan** 2014 – 2016

Including **Operational Plan** 2014

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# 1. Introduction

## 1.1 What are NHRIs?

National institutions for the promotion and protection of human rights (NHRIs) are state bodies, independent of government, with a broad constitutional or legal mandate to protect and promote human rights at the national level.

The United Nations' Principles Relating to the Status of National Institutions ('the Paris Principles') set out the minimum standards required by national human rights institutions to be considered credible and operate effectively. These include:

- A clearly defined and broad-based mandate based on universal human rights standards;
- Autonomy from government;
- Independence guaranteed by legislation or the constitution;
- Pluralism, including membership that broadly reflects their society;
- Adequate resources;
- Adequate powers of investigation; and
- Freedom to address any human rights issue arising.

The International Coordinating Committee for National Institutions for the Promotion and Protection of Human Rights ('ICC') is the global association of NHRIs. Established in 1993, the ICC uses the Paris Principles to accredit NHRIs according to the degree that they meet the effectiveness criteria set out above.

In practical terms, NHRIs protect and promote human rights at national level through activities that include:

- Monitoring and investigating human rights violations;
- Legislative review;
- Advising government, parliament and other public bodies;
- Reporting to international supervisory bodies;
- Publishing recommendations and opinions;
- Education and training;
- Research; and
- Complaints handling.

Within the ICC, four groups exist to support NHRIs within their respective geographical regions of Africa, the Americas, Asia-Pacific and Europe.

## 1.2 European Network of National Human Rights Institutions (ENNHRI)

The European Network of National Human Rights Institutions (ENNHRI) comprises 40 NHRIs across the wider European region.

ENNHRI, previously known as the European Group of NHRIs, has been working for over 15 years to promote and protect human rights in Europe. It has carried this out through, *inter alia*: assisting in the establishment and accreditation of NHRIs; coordinating exchange of information and best practice between members; facilitating capacity building and training; engaging with regional mechanisms; and intervening on legal and policy developments at a European level.

Since 2013, ENNHRI has been constituted as an international not-for-profit association under Belgian law, with a Permanent Secretariat and registered office in Brussels. Under its statutes, ENNHRI's goal is to enhance the promotion and protection of human rights across the Europe region.

ENNHRI's General Assembly, made up of its members, is its highest decision making body. ENNHRI's governing body is the European Coordinating Committee (ECC), which comprises a group of NHRIs elected from amongst ENNHRI's members and led by its Chair. The ECC, along with ENNHRI'S Permanent Secretariat, is responsible for ENNHRI's management and administration.

A full description of ENNHRI's governance structure is included at Annex I. A list of ENNHRI members is included at Annex II.

## 1.3 ENNHRI strategic planning process

During 2013, ENNHRI undertook extensive research, analysis and consultation, in order to inform members in their discussion and development of ENNHRI's Strategic Plan.

A Membership Survey for Strategic Planning was undertaken in August to September 2013, on the basis of a survey questionnaire to which over 80% of ENNHRI Members responded. The Membership Survey evaluated ENNHRI's past work; and also collected members' views on ENNHRI's role, functions and future work; and on how ENNHRI's values, mission and vision should be defined. A report on the Membership Survey for Strategic Planning, summarising the survey findings, was produced and shared with members in October 2013.

A Situational Review report was developed through extensive desk research. The ENNHRI Situational Review for Strategic Planning assessed ENNHRI's internal strengths and weaknesses, at the level of the network, as well as at the level of ENNHRI's individual

member institutions. It also addresses opportunities and threats posed by ENNHRI's external environment.

A Discussion Paper for Strategic Planning was prepared. This outlined key issues for decision by ENNHRI, in the development of its Strategic Plan.<sup>1</sup> It also proposed quality criteria that should serve as benchmarks for ENNHRI's Strategic Plan, namely that it should: be coherent and readily operationalised; reflect ENNHRI's organisational character as a membership association and network; provide a platform for accountability to members and external stakeholders; and respond to members' needs, priorities and resources on an on-going basis.

Both the Membership Survey and Situational Review included a review of ENNHRI's strengths, weaknesses, opportunities and threats. ENNHRI's key strengths were found to be the; the legacy of its past work; its representative regional voice; and the establishment of a Permanent Secretariat. ENNHRI's challenges were considered to be its limited resources, at both Secretariat and membership level; the diversity of members' needs; insufficient communications and profile; and the need for institutional development.

The opportunities available to ENNHRI were identified as international engagement with various bodies to further human rights protection in Europe; collaboration between members; strengthening NHRIs; and enhancing communications and visibility through the newly established Secretariat. The threats to ENNHRI were recorded as limited funding in times of economic crisis; unequal participation by members; and the potential duplication of the work of other regional networks.

In November 2013, over 90% of ENNHRI's members convened for a Strategic Planning Meeting in Budapest, Hungary. The meeting enjoyed support from the Organisation for Security and Cooperation in Europe's Office for Democratic Institutions and Human Rights. At the conclusion of that meeting, ENNHRI members adopted the Vision, Mission and Strategic Goals for 2014-16. ENNHRI members mandated the Chair, European Coordinating Committee and Permanent Secretariat to develop an Operational Plan for 2014.

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<sup>1</sup> The Membership Survey Report, Situational Review and Discussion Paper for Strategic Planning are available on request from ENNHRI's Secretariat.

## **2. Values, vision, mission and term**

### **2.1 Values**

Members have adopted ENNHRI's values as:

- Respect of international human rights standards;
- Transparency;
- Cooperation;
- Accountability;
- Participation;
- Non-discrimination; and
- Independence.

### **2.2 Vision**

For the period 2014-16, ENNHRI's vision is:

- Universal and effective enjoyment of human rights throughout Europe.

### **2.3 Mission**

For the period 2014-16, ENNHRI's mission is:

- Supporting and strengthening European NHRIs to protect and promote human rights effectively, in line with the Paris Principles.

### **2.4 Term**

The current strategic plan will run from 2014 to 2016 inclusive.

### 3. Strategic goals

For the period 2014-16, ENNHRI has defined its Strategic Goals with reference to the following Core Objectives and associated Key Result Areas.

	<b>Core objective</b>	<b>Key result areas</b>
A.	Supporting the development of NHRIs across Europe in line with the Paris Principles.	1. Supporting capacity development of European NHRIs.
		2. Supporting ICC accreditation of NHRIs in Europe
		3. Supporting the establishment of NHRIs in Europe in line with the Paris Principles
B.	Facilitating network communications	1. Strengthening internal communications among members and between members and the Secretariat
		2. Facilitating communications and engagement with external stakeholders
		3. Supporting ENNHRI meetings and ENNHRI Working Groups
C.	Enhancing European NHRIs' engagement with regional and international frameworks	1. Supporting ENNHRI members' participation in ICC processes and institutions, individually and collectively
		2. Supporting, as a priority, ENNHRI members' participation in regional processes and institutions, individually and collectively
		3. Supporting ENNHRI members' participation in international processes and institutions, individually and collectively, in cooperation with ICC
D.	Building a strong and sustainable ENNHRI Secretariat	1. Building strong organisational and administrative systems
		2. Developing and implementing a fundraising strategy

ENNHRI will achieve its mission during the period of this Strategic Plan by fulfilling these Core Objectives. The Core Objectives will be met by undertaking activities directed towards the Key Result Areas identified under each respective Core Objective.

#### **4. ENNHRI Operational Plan 2014**

To further the achievement of ENNHRI's Strategic Goals for the period 2014-16, ENNHRI Members mandated the ENNHRI Chair, European Coordinating Committee and Permanent Secretariat to develop a draft Operational Plan for 2014.

The following draft Operational Plan was discussed and agreed by members at a meeting of ENNHRI's General Assembly in March 2014.



**Core objective A: Supporting the development of NHRIs across Europe in line with the Paris Principles**

Key Result Area	Immediate objective	Activities	Responsibilities	
			Chair, ECC, Secretariat	ENNHRI members
1	Supporting capacity development of European NHRIs	1.1 NHRI Academy  1.2 ENNHRI Working Groups and thematic clusters	Participation in Academy Steering Group  Planning and organisation of Academy, in association with OSCE-ODHR (Secretariat); participation at Academy  Supporting coordination of Working Groups and thematic clusters, including information and peer exchange (Secretariat)	Staff preparation and participation as trainers and trainees; and possible contribution of training resources and expertise  Possible participation in Academy Steering Group  Participation in working groups and thematic clusters and hosting meetings, where appropriate, including information and peer exchange
2	Supporting ICC accreditation of NHRIs in Europe	2.1 ENNHRI Working Group on Accreditation  2.2 Ad hoc support to ENNHRI members seeking advice	Support to Working Group on Accreditation and ENNHRI members seeking advice  Ad hoc support to ENNHRI members seeking advice	Participating in ENNHRI Working Group on Accreditation and responding to requests for support from NHRIs relating to accreditation
3	Supporting the establishment of NHRIs in Europe, in line with the Paris Principles	3.1 Responding to requests for advice from stakeholders on establishment of NHRIs	Level of support offered by ENNHRI will be resource dependent; can include Chair, Secretariat, ECC, WG on Accreditation, in cooperation with NIRMs	ENNHRI Accreditation Working Group members and general membership: supplying responses to requests for advice on an ad hoc basis

**Core objective B: Facilitating network communications**

Key Result Area	Immediate objective	Activities	Responsibilities	
			Chair, ECC, Secretariat	ENNHRI members
1	Strengthening internal communications among members and between members and the Secretariat	1.1 Developing an ENNHRI website 1.2 Producing ENNHRI and ECC e-mail bulletins 1.3 Developing ENNHRI Communications strategy	Coordinate establishment of, and maintain, ENNHRI website (Secretariat)  Secretariat to develop and distribute mailings with input from Chair, ECC  Support for development of communications strategy	Support for design and development of ENNHRI website  Contributing and responding to ENNHRI mailings  Participating in development of communications strategy, where relevant
2	Facilitating communications with external stakeholders	2.1 Meeting ENNHRI reporting and other obligations to the ICC 2.2 Communicating with prioritised stakeholders in line with core objectives under Strategic Plan 2.3 Developing ENNHRI Communications strategy	Secretariat to coordinate fulfilment of ENNHRI obligations to ICC  Chair, ECC, Secretariat to communicate with external stakeholders, including responses to ad hoc information requests  Dissemination of ENNHRI statements and other products to relevant stakeholders  Support for development of communications strategy	Engaging with external stakeholders, in coordination with ECC, Chair, Secretariat  Dissemination of ENNHRI statements and other products to relevant stakeholders  Participating in development of communications strategy, where relevant
3	Supporting ENNHRI meetings and ENNHRI Working Groups and thematic clusters	3.1 ENNHRI General Assembly meetings 3.2 ECC meetings 3.3 Coordination of	Organising ENNHRI General Assembly and ECC meetings (Secretariat, with input from Chair and ECC)  Participation in General Assembly and ECC meetings and, at the latter, sharing task load  Coordinating drafting of policy/guidance on	Participating in ENNHRI General Assembly meetings and providing input to agenda, as needed  Chairing and participating in Working Groups and thematic clusters  Communicating with Secretariat and

		ENNHRI Working Groups 3.4 Developing an ENNHRI policy/guidance on Working Groups and thematic clusters	Working Groups and thematic clusters	ECC regarding ENNHRI Working Group and thematic clusters' activities
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**Core objective C: Enhancing European NHRIs' engagement with regional and international frameworks**

Key Result Area	Immediate objective	Activities	Responsibilities	
			Chair, ECC, Secretariat	ENNHRI members
1	Supporting ENNHRI members' participation in ICC processes individually and collectively	1.1 Participation at ICC General Meeting 1.2 Participation at ICC Bureau meetings 1.3 Participation at SCA meetings 1.4 Input to ICC projects, processes and information exchange	Participation at ICC 27, and input to plenary themes, panel members and side events  Participating in ICC Bureau meetings (ICC Bureau members, Secretariat)  One ECC member to participate in ICC SCA meetings, twice yearly, with support from Secretariat (capacity permitting)  Coordinate information exchange and facilitate members' input to ICC projects, as members of ENNHRI (Secretariat)	Participation at ICC 27, as ENNHRI members, and input to plenary themes, panel members and side event topics at general meeting  Organisation of any thematic plenary sessions or side event, where sponsored by member institution  Taking part in ICC SCA accreditation review, as relevant  Input to ICC projects, processes and information exchange, as members of ENNHRI
2	Supporting, as a priority, ENNHRI members' participation in European regional processes and institutions, individually and collectively	1.1 Engagement with regional processes and institutions via ENNHRI Working Groups, Chair and ECC 1.2 Facilitating individual ENNHRI members' participation in regional	Facilitating ENNHRI's liaison with regional processes and institutions and representing ENNHRI at regional meetings and processes, where relevant  Supporting ENNHRI's Working Groups and thematic clusters' liaison with regional processes and institutions (Secretariat)	Participating in ENNHRI Working Groups – contribution of necessary time, travel, preparation; hosting, where relevant  Participating in regional processes and meetings on own account  Representing ENNHRI, as

Key Result Area	Immediate objective	Activities	Responsibilities	
			Chair, ECC, Secretariat	ENNHRI members
		processes and institutions	Where needed, facilitating individual ENNHRI members' participation in regional processes (Secretariat)  Participating in regional meetings on behalf of ENNHRI (Chair, ECC, Secretariat)	appropriate, in coordination with Chair, ECC, Secretariat
3	Supporting ENNHRI members' participation in international processes and institutions, individually and collectively, in cooperation with ICC	2.1 Engagement with international processes via ENNHRI Working Groups, Chair and ECC, in coordination with ICC  2.2 Undertaking dialogue with ICC on coordination of support to ENNHRI members in UN Processes	Facilitating ENNHRI's liaison with regional processes and institutions and representing ENNHRI at international meetings and processes, where relevant  Engaging with ICC to define respective roles in relation to supporting NHRI participation in international processes and institutions (Chair, ECC, Secretariat)  Informing members on ICC support for UN processes (Secretariat)	Participating in ENNHRI Working Groups – contribution of necessary time, travel, preparation; hosting, where relevant  Representing ENNHRI, as appropriate, in international processes, in coordination with Chair, ECC, Secretariat

#### Core objective D: Building a strong and sustainable ENNHRI Secretariat

Key Result Area	Immediate objective	Activities	Responsibilities	
			Chair, ECC, Secretariat	ENNHRI members
1	Building strong organisational and administrative	1.1 Complying with legal, governance and accounting requirements	Meeting legal, governance and accounting requirements – Secretariat, with support from Chair and ECC	In kind support for development of organisational and administrative systems (including, for example,

	systems	<p>1.2 Establishing and maintaining formal membership system (including payment of fees)</p> <p>1.3 Establishing central records</p>	<p>Establishing ENNHRI Finance Committee</p> <p>Establishing and maintaining formal membership system and the processing of membership fees, including the application of the waiver system, where appropriate (Secretariat and Finance Committee)</p> <p>Establishing central records to ensure accessibility and institutional memory (Secretariat)</p> <p>Reporting to Chair, ECC, Finance Committee, and Members, as appropriate</p> <p>Effective management of staff</p> <p>Coordinating in-kind support to ENNHRI (Secretariat)</p>	<p>through providing information, secondment, remote assistance or other support)</p> <p>Providing information for central records</p> <p>Reporting ENNHRI activities</p>
2	Developing and implementing a fundraising strategy	<p>1.1 Developing a fundraising strategy</p> <p>1.2 Implementing fundraising strategy</p>	<p>Drafting fundraising strategy in coordination with Chair, ECC (Secretariat)</p> <p>Implementing actions in line with fundraising strategy (Secretariat, Chair, ECC)</p>	<p>Paying membership fees promptly</p> <p>Fundraising activities, in line with ENNHRI fundraising strategy</p>

## 5. Monitoring and evaluation

To ensure accountability to ENNHRI members as well as external stakeholders, including donors, the current ENNHRI Strategic Plan, along with current and successive annual Operational Plans, will be subject to monitoring and evaluation measures to assess progress towards implementation.

These measures include:

- i. A management framework, detailing roles and responsibilities of the Chair, Secretariat, ECC and members, in relation to planning, monitoring and evaluation;
- ii. The development of annual operational plans, on the basis of adequate consultation with the ECC and the ENNHRI membership, and annual work plans for the Secretariat;
- iii. Six-monthly progress reporting on implementation of the Strategic Plan and annual Operational Plans, with reports to be prepared by the Secretariat and Chair and to be distributed to the ECC and ENNHRI membership;
- iv. Mid-term evaluation of progress after 18 months, resource dependent; and
- v. Evaluation of implementation of the Strategic Plan after its term is completed, which will be independent if resources are sufficient.

ENNHRI further aims to ensure that its Strategic Plan is informed and driven, on a continuing basis, by the needs, priorities, capacities and resources of ENNHRI members. It also seeks to ensure that the Strategic Plan reflects what is needed to realise ENNHRI's Vision and Mission, taking into account a dynamic external environment.

Accordingly, ENNHRI will provide for the full participation of member institutions in the periodic monitoring and evaluation processes identified above. This will include presentation of progress reports to members and opportunities for dialogue on these at each ENNHRI General Assembly meeting.

## **Annex I: Governance**

### **1. Membership**

ENNHRI is composed of European NHRIs. Only NHRIs that are accredited to 'A' status by the Sub-Committee on Accreditation of the ICC (SCA) are voting members of ENNHRI, and only such institutions can participate in the ECC or SCA.

Institutions accredited to 'B' status by the SCA are non-voting members. Such institutions must commit, in an acceptable form, to take active steps towards 'A' status accreditation. These institutions can participate in the Finance Committee and as Working Group Chairs.

Other institutions, which are not 'A' or 'B' status accredited, may become associate members, without voting rights. Such institutions must commit, in an acceptable form, to take active steps towards 'A' status accreditation. These institutions can participate in the Finance Committee and Working Groups.

Applications for membership are submitted in writing to the Chair and are determined by decision of the European Coordinating Committee (ECC).

To remain members, NHRIs must meet conditions including compliance with the ENNHRI statutes, payment of annual membership fees and acting in accordance with the goals and activities of ENNHRI.

### **2. Legal entity**

ENNHRI is a membership organisation incorporated as an international not-for-profit association under Title III of the Belgian law of 27 June 1921, with its registered office at Rue Royale 138, Brussels (company number 0541.593.956). ENNHRI's goal, as stated in its statutes, is to enhance the promotion and protection of human rights across the Europe region.

### **3. Governance structure**

The main elements of ENNHRI's governance structure are as follows.

- ENNHRI's highest decision-making body is the ENNHRI General Assembly. The General Assembly is composed of all voting members. ENNHRI members that do not have voting rights may attend and speak at general Assembly meetings. Decision making is, where possible, by consensus.
- The European Coordinating Committee (ECC) is established by the ENNHRI statutes. The ECC is responsible for ENNHRI's management and administration. The ECC

comprises a group of at least four and no more than six NHRIs from among ENNHRI's voting members, of whom at least four are elected by the General Assembly. Each ECC member has a three-year mandate.

- The Chair of the ECC is elected by the General Assembly. The Chair oversees the direction and management of ENNHRI and is the primary representative of ENNHRI.
- Four elected members of the ECC, including the Chair, represent ENNHRI on the Bureau of the ICC.
- The Permanent Secretariat undertakes the day-to-day management of ENNHRI. It facilitates ENNHRI's work through implementing the decisions of the Chair, ECC and General Assembly. It does not have substantive decision-making authority. Members decide upon programming by reviewing and approving operational plans developed by the ENNHRI Secretariat, and mandating the ECC to make further management decisions. The ENNHRI Secretariat currently has one staff member, its Director, who also serves as the Secretary-General under the ENNHRI statutes.

#### 4. Working Groups and thematic clusters

ENNHRI has a number of Working Groups and informal thematic clusters, composed of its members, which take a lead in ENNHRI's substantive engagement with a range of thematic human rights topics of relevance within the European region, as follows:

Formal Working Groups	Thematic clusters
Legal Working Group	Accreditation Support
Convention on the Rights of Persons with Disabilities Working Group	Economic and Social Rights in Economic Crisis
Asylum and Migration Working Group	Business and Human Rights
Human Rights and Older Persons	



## Annex II. List of ENNHRI Members

Country	Member
<b>Albania</b>	Avokati Popullit (People's Advocate)
<b>Armenia</b>	Human Rights Defender of the Republic of Armenia
<b>Austria</b>	Volksanwalktschaft (Austrian Ombudsman Board)
<b>Azerbaijan</b>	Human Rights Commissioner
<b>Belgium</b>	Centre for Equal Opportunities and Opposition to Racism
<b>Bosnia and Herzegovina</b>	Institution of Human Rights Ombudsmen of Bosnia and Herzegovina
<b>Bulgaria</b>	The Ombudsman of the Republic of Bulgaria
<b>Bulgaria</b>	Commission for Protection against Discrimination
<b>Croatia</b>	Ombudsman of the Republic of Croatia
<b>Denmark</b>	Danish Institute for Human Rights
<b>Finland</b>	National Human Rights Institution in Finland: Human Rights Centre and the Parliamentary Ombudsman
<b>France</b>	Commission Nationale Consultative des Droits de l'Homme (CNCDH)
<b>FYR Macedonia</b>	Ombudsman Institution of the Republic of Macedonia
<b>Georgia</b>	Office of Public Defender (Ombudsman) of Georgia
<b>Germany</b>	Deutsches Institut für Menschenrechte (German Institute for Human Rights)
<b>Great Britain</b>	Equality and Human Rights Commission
<b>Greece</b>	Greek National Commission for Human Rights
<b>Hungary</b>	Office of the Commissioner for Fundamental Rights
<b>Ireland</b>	Irish Human Rights Commission
<b>Kosovo</b>	Ombudsperson Institution of Kosovo
<b>Latvia</b>	Ombudsman's Office of the Republic of Latvia
<b>Lithuania</b>	The Seimas Ombudsmen
<b>Luxembourg</b>	Commission Consultative des Droits de L'homme du Grand-Duche de Luxembourg
<b>Moldova</b>	Human Rights Centre of Moldova
<b>Netherlands</b>	Netherlands Institute for Human Rights
<b>Northern Ireland</b>	Northern Ireland Human Rights Commission
<b>Norway</b>	National Human Rights Institution, presently at the Norwegian

	Centre for Human Rights
<b>Poland</b>	Human Rights Defender
<b>Portugal</b>	Provedor de Justicia
<b>Romania</b>	Romanian Institute for Human Rights
<b>Russia</b>	Commissioner for Human Rights in the Russian Federation
<b>Scotland</b>	Scottish Human Rights Commission
<b>Serbia</b>	The Protector of Citizens of the Republic of Serbia
<b>Slovakia</b>	Slovenske narodne stredisko pre ludske prava (Slovak National Centre for Human Rights)
<b>Slovenia</b>	Varuh Clovekovih Pravice RS (Human Rights Ombudsman)
<b>Spain</b>	El Defensor/La Defensoria del Pueblo (DPS)
<b>Sweden</b>	The Equality Ombudsman
<b>Switzerland</b>	Commission Federale pour les Questions Feminines (CFQF)
<b>Switzerland</b>	Federal Commission Against Racism
<b>Ukraine</b>	Office of the Ukrainian Parliament Commissioner for Human Rights



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