

## ENNHRI Operational Plan 2018

| Key result areas   | Outcomes  | Activities   | Responsibility  |
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| <b>Core Objective 1: More European NHRIs in compliance with the Paris Principles</b> |   |  |   |
| 1.1. Support the establishment of NHRIs across Europe                                | 1.1. An increased number of NHRIs are established across Europe               | <ul style="list-style-type: none"> <li>Mapping the progress on establishment of NHRIs in European countries</li> <li>Provide tailored support for European countries working on the establishment of NHRIs, including in-country where required, and cooperation with relevant stakeholders, where appropriate</li> </ul>  | <p>Secretariat with input from the members of the Accreditation Support Group (ASG) and the European SCA member</p> <p>Secretariat, with input from ASG and European SCA member</p>   |
| 1.2. Support for members, through the accreditation process                          | 1.2. Members benefit from structured, individual and proactive support        | <ul style="list-style-type: none"> <li>Develop a plan of action for support on the basis of a collation of members' needs</li> <li>Provide tailored support to members, prioritising B-status members and members under accreditation review, including in-country and cooperation with relevant stakeholders, where appropriate</li> <li>Coordinate peer support for NHRI accreditation and establishment through ENNHRI's Accreditation Support Group</li> </ul> | <p>Secretariat, with input from members (info on national situation)</p> <p>Secretariat (first point of contact; circulate info, advise, liaise with relevant parties), with members input (info on national situation) and ASG support</p> <p>ASG, with support of European SCA member and Secretariat</p> |
| 1.3. Support for NHRIs under threat in accordance with ENNHRI policy                 | 1.3. NHRIs benefit from timely, individual and structured support from ENNHRI | <ul style="list-style-type: none"> <li>Develop and operationalise ENNHRI's Policy on NHRIs under Threat</li> <li>Provide tailored support, as indicated by members</li> <li>Coordinate support with key international actors, as appropriate</li> </ul>  | <p>Secretariat (readapt policy; ensure visibility), with member input (needs)</p> <p>Secretariat (apply policy, ensure follow-up), with indications from members</p> <p>Secretariat, with members inputs</p>  |

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| <b>Core objective 2: More Effective Promotion and Protection of Human Rights</b> |   |  |   |
| 2.1. Build NHRI capacities   | 2.1. Members' capacities are strengthened in key relevant areas | <ul style="list-style-type: none"> <li>• NHRI Academy 2018: tailored training on NHRI characteristics and methodologies, in partnership with OSCE/ODIHR</li> <li>• Develop programme of support to heads of institutions, based on members' needs</li> <li>• Peer-exchange meetings on national situation and debate on European and international developments (Rule of Law; Asylum and Migration; ESCR; and disabilities)</li> <li>• Organise trainings to build NHRIs capacities, including: <ul style="list-style-type: none"> <li>○ CRPD WG training on engaging with Disabled Persons' Organisations;</li> <li>○ Training on the Charter for Fundamental Rights</li> <li>○ Blended-course on NHRI monitoring and reporting</li> <li>○ Blended-course on business and human rights</li> <li>○ 3 capacity building workshops within ENNHRI's Project on Human Rights and Conflict</li> </ul> </li> <li>• Research and meetings within the framework of ENNHRI's Project on Human Rights and Conflict, including: <ul style="list-style-type: none"> <li>○ Desk-based research to develop guidance on the role of NHRIs in situations of conflict and post-conflict;</li> <li>○ Research on the needs of contacts and modalities for NHRIs from states involved in the same (post) conflict situation;</li> <li>○ Preparation/organisation of sub-regional meetings on specific human rights concerns in (Post) Conflict situations</li> </ul> </li> <li>• Participation in relevant stakeholders' initiatives on NHRIs, including OSCE/ODIHR and FRA Projects</li> <li>• Updating ENNHRI Secretariat's trainers' database</li> </ul> | <p>Secretariat (organisation); members, including WGs (participation, support organisation as relevant including indication of needs)<br/>Idem</p> <p>Secretariat (organisation) / Members (preparations, inputs, participation)</p> <p>Secretariat (organisation) / members (support organisation as relevant, including indication of needs)</p> <p>Secretariat (research; drafting, organisation of meetings), with support from the Project's Advisory Group (strategic decisions) and members (information)</p> <p>Secretariat (research; drafting, organisation of meetings), with support of the Project Advisory Group (strategic decisions) and members (information)</p> <p>Members (provide information, represent), with support of the Secretariat (liaises/organises) / Secretariat</p> |

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| <p>2.2. Support effective NHRI engagement at the European level</p> | <p>2.2. The promotion and protection of human rights is enhanced through European NHRI participation at the European level</p> | <ul style="list-style-type: none"> <li>• Develop an engagement strategy and strategic partnerships to facilitate NHRI participation in regional processes and mechanisms</li> <li>• Engagement of ENNHRI and individual members with regional mechanisms, including: <ul style="list-style-type: none"> <li>• <ul style="list-style-type: none"> <li>○ EU institutions and agencies, including FRA and European Ombuds</li> <li>○ Council of Europe, including Commissioner's Office, Directorate, CDDH, CAHROM, Court Registry, ECSR and Execution of Judgements</li> <li>○ Regional Offices of OHCHR, UNDP and UNHCR</li> <li>○ OSCE, including OSCE/ODIHR</li> <li>○ Networks of national bodies working on human rights, including Equinet and IOI</li> <li>○ European level NGOs</li> </ul> </li> </ul> </li> <li>• ENNHRI WG engagement, including the development of common positions / submissions on relevant key European human rights concerns</li> <li>• Annual conference (2018) on NHRIs' role as actors to support the rule of law / NHRIs independence and the accreditation process</li> <li>• Participation in CoE-ENNHRI-Equinet-FRA Collaboration Platforms</li> <li>• Collect data from European NHRIs on: NHRIs' role as an actor to support the rule of law; and European NHRIs' engagement with DPOs</li> <li>• Human Rights and Conflict Project engagement meeting on the role of NHRIs in situations of conflict and post-conflict</li> <li>• Organise an event in cooperation with the CoE Commissioner for Human Rights and FRA on communicating human rights</li> <li>• Members' updates on key European developments and meetings</li> </ul> | <p>First draft: WG / volunteer members / Sec;<br/>Review: ECC / members</p> <p>Participation at meetings: members / ECC / WG Chairs &amp; focal points / Secretariat</p> <p>First draft: WG chairs / WG members / Secretariat; review: ECC; coordination of comments: Secretariat</p> <p>Choice of topics: ECC / members;<br/>organisation: Secretariat</p> <p>Members (provide information; participate in meetings); with coordination support from the Sec</p> <p>Secretariat, with inputs from members</p> <p>Secretariat, with advice and inputs from Project AG / members</p> <p>Secretariat, with support from members (provide information; participation)</p> <p>Secretariat (research / delivery), with inputs from members (info on needs)</p> |
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| 2.3. Support effective NHRI engagement at the international level, in cooperation with GANHRI | 2.3. The promotion and protection of human rights is enhanced through European NHRI participation at the international level | <ul style="list-style-type: none"> <li>• Develop an engagement strategy towards UN mechanisms and processes, in liaison with GANHRI</li> <li>• Engagement of ENNHRI and individual members with UN mechanisms and processes, in liaison with GANHRI, including with: <ul style="list-style-type: none"> <li>○ The Open-Ended Working Group on Ageing (including a collation of data and good practice examples from members and submissions from ENNHRI)</li> <li>○ The Conference of State Parties on CRPD</li> <li>○ High-Level Political Forum on SDGs</li> <li>○ The Committee on the Status of Women</li> </ul> </li> <li>• ENNHRI WG engagement: <ul style="list-style-type: none"> <li>○ Development of common position(s) / submissions on relevant key areas of concern, such as on the UN Global Compact on Migration and OEWG on Ageing</li> </ul> </li> <li>• Contribution to GANHRI activities to promote and protect human rights, including through submissions, resolutions, GANHRI WG meetings, partnerships, and periodic meetings between ENNHRI and GANHRI (DEVCO Project)</li> </ul> | <p>First draft: WG / volunteer members / Sec; liaison with GANHRI: Secretariat; review: ECC / members</p> <p>Members (participation in meetings, provide info where relevant), with support from the Secretariat (GANHRI and stakeholder liaison / coordination / participation in meetings)</p> <p>First draft: WG chairs / WG members / Secretariat; review: ECC; coordination of comments: Secretariat</p> <p>Members provide information and attend meetings where relevant; Secretariat provides support in liaison / coordination / attend meetings</p> |
| 2.4. Increase the visibility of NHRIs and ENNHRI  | 2.4. Key stakeholders are more aware of ENNHRI's and NHRIs' work to promote and protect human rights                         | <ul style="list-style-type: none"> <li>• Development and implementation of a Communication Strategy in consultation with the ENNHRI Communications Group, including a plan for strategic dissemination of ENNHRI's work and outreach to stakeholders</li> <li>• Develop and disseminate branded publications and products (Annual Report 2017; info sheet on the work of ENNHRI and its members; study on poverty measurement under SDGs)</li> <li>• Development and pro-active maintenance of ENNHRI website and social media channels</li> </ul>  | <p>Secretariat, with support of ENNHRI members (info on needs) and Communication Group (CG)<br/>First draft: Sec; review: ECC / CG</p> <p>Secretariat, with support from members (dissemination / possible translation) and Communication Group to apply strategic dissemination plan</p> <p>Secretariat, with input from members where relevant</p>  |

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| <b>Core Objective 3: Strong and Sustainable Network</b>   |  |  |  |
| 3.1. Enhance member engagement and network communications | 3.1. More efficient network communications and increased member engagement | <ul style="list-style-type: none"> <li>• Develop ENNHRI Members' Guide, on the basis of members' needs</li> <li>• Develop and maintenance of ENNHRI.org Members' Area</li> <li>• Develop and update ENNHRI-pedia</li> <li>• Develop ENNHRI liaison points in each member institution</li> <li>• Develop programme for short visits between staff of member NHRIs and Secretariat</li> <li>• Encourage and process new member applications</li> </ul>   | <p>First draft: Secretariat; review: ECC</p> <p>Secretariat, with support from WG Chairs (add content / moderate)</p> <p>Secretariat and consultant re Knowledge Management</p> <p>Secretariat; with support from volunteering members to be liaison points</p> <p>Secretariat, with input from members and ECC, and member participation</p> <p>Secretariat</p> |
| 3.2. Effective contribution to GANHRI's governance        | 3.2. Enhanced contribution to the work and development of GANHRI           | <ul style="list-style-type: none"> <li>• Contribute to GANHRI's governance (Chair; Bureau meetings; Finance Committee meetings, annual meeting)</li> <li>• Contribute to GANHRI Projects, including: <ul style="list-style-type: none"> <li>○ The Tripartite Project (GANHRI, UNDP, OHCHR)</li> <li>○ Development of NHRI.EU Phase II concept, in line with GANHRI and ENNHRI strategies</li> </ul> </li> <li>• Contribute to GANHRI's initiatives, including the development of knowledge management and communications</li> <li>• Develop structures for communication to members on the accreditation process (where not OHCHR)</li> <li>• Contribute to the development of working documents for SCA; including SCA practice notes and procedural proposals; and additional support to the SCA Chair</li> <li>• Provide liaison between GANHRI and the European region, including GANHRI updates to European NHRIs, and updates on ENNHRI projects relevant to GANHRI</li> </ul> | <p>Members / Chair / Bureau members / GANHRI Chair / Secretariat</p> <p>Secretariat / ECC</p> <p>Secretariat</p> <p>Secretariat / ASG</p> <p>Secretariat / ASG / members</p> <p>Secretariat</p>  |

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| 3.3. Strengthen ENNHRI's governance and management | 3.3. Robust management and governance structures | <ul style="list-style-type: none"> <li>• ENNHRI governance meetings (General Assembly, ECC, Finance Committee, Working Group Chairs)</li> <li>• Develop governance policies, guidance documents for office holders on roles, responsibilities and procedures</li> <li>• Develop Knowledge Management (KM) structures and administrative policies</li> <li>• Development and implementation of monitoring and evaluation framework</li> <li>• Develop finance policies and risks register, including mitigation strategies, and processing of membership fees</li> <li>• Maintain effective financial and administrative management, including quarterly and annual financial reporting</li> <li>• Staff recruitment and effective management, including induction protocols</li> <li>• Training for Secretariat staff, such as on project funding; media/communication; and gender mainstreaming</li> </ul> | <p>ECC (content); Secretariat (organisation); FC / Secretariat</p> <p>ECC / Secretariat</p> <p>Consultant (advice and support) / Secretariat / ECC</p> <p>Consultancy (advice and support) / ECC / Secretariat</p> <p>FC / Secretariat / ECC</p> <p>Secretariat</p> <p>Secretariat</p> <p>Consultant / trainers</p> |
| 3.4 Strategic fundraising                          | 3.4. Sustainable and diverse resources           | <ul style="list-style-type: none"> <li>• Develop ENNHRI's fundraising strategy, and: <ul style="list-style-type: none"> <li>○ Produce a report on fundraising opportunities</li> <li>○ Submit funding applications</li> <li>○ Develop donor relationships</li> </ul> </li> <li>• Effective narrative and financial reporting to funders</li> </ul>  | <p>Fundraising strategy: ECC / FC, supported by Secretariat</p> <p>Funding applications: Secretariat draft, in consultation with ECC; FC: review</p> <p>Donor relationship: Secretariat and ECC</p> <p>Reporting: Secretariat: first draft; FC: review</p>  |