



European Network of
National Human Rights Institutions

**PROMOTING AND PROTECTING
HUMAN RIGHTS ACROSS WIDER EUROPE**

STRATEGIC PLAN
2014 – 2017

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1. INTRODUCTION

1.1. About NHRIs

National Human Rights Institutions (NHRIs) are state-mandated bodies, independent of government, with a broad constitutional or legal mandate to protect and promote human rights at the national level.

Accreditation

The United Nations' Paris Principles¹ set out the minimum standards required by national human rights institutions to be considered credible and operate effectively. *These are:*

- ✓ Establishment under primary law or the Constitution
- ✓ A broad mandate to promote and protect human rights
- ✓ Formal and functional independence
- ✓ Pluralism, representing all aspects of society
- ✓ Adequate resources and financial autonomy
- ✓ Freedom to address any human rights issue arising
- ✓ Annual reporting on the national human rights situation
- ✓ Cooperation with national and international actors

The Global Alliance of NHRIs uses the Paris Principles to accredit NHRIs according to the degree that they meet the criteria set out above. The following classifications are used for NHRI accreditation:

- A** *Compliant with the Paris Principles*
- B** *Partially compliant with the Paris Principles*

¹ Adopted by General Assembly resolution 48/134 of 20 December 1993

Functions

NHRIs are key components of a strong and effective national human rights protection system. They address the full range of human rights, such as civil, political, economic, social and cultural rights. NHRIs functions include:

- Monitoring and investigating the human rights situation on the ground, such as freedom of expression and assembly
- Reporting to international monitoring bodies such as the UN and Council of Europe
- Providing support for individuals to enforce their rights, through complaints handling or legal assistance
- Advising government, parliament and other public bodies to address core human rights concerns, as well as to eradicate all forms of discrimination
- Publishing research, recommendations and opinions
- Ensuring the compliance of national laws and practices with all international human rights norms, including UN Treaties, the European Convention on Human Rights and the EU Charter of Fundamental Rights
- Promoting a culture of rights, through training and awareness raising activities on a variety of issues, such as the right to adequate housing, health or education
- Supporting the work of human rights defenders to combat issues such as torture, arbitrary detention, and human trafficking
- Cooperating with NGOs, civil society, networks and regional bodies

1.2. About ENNHRI

The European Network of National Human Rights Institutions (ENNHRI) brings together around 40 NHRIs across the wider European region.² ENNHRI's goal under its statutes is to enhance the promotion and protection of human rights across the Europe region. ENNHRI's members have a diversity of mandates and operate in different national contexts. They are all committed to the same goals and work together to promote and protect human rights across Europe.

Background

ENNHRI is one of four regional networks of NHRIs, which together make up the Global Alliance of NHRIs.

Previously known as the European Group of NHRIs, ENNHRI has been working for over 15 years to promote and protect human rights in Europe. It carries this out through: 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.

Governance ³

ENNHRI's General Assembly, made up of all members, is the highest decision making body. ENNHRI's governing body is the European Coordinating Committee (ECC), which comprises six 'A' status NHRIs elected from ENNHRI's members and led by its Chair. ENNHRI's Permanent Secretariat, based in Brussels, is responsible for ENNHRI's day-to-day management and provides a central point of contact.

² A list of ENNHRI members, as of December 2015, is included at Annex I
³ A full description of ENNHRI's governance structure is included at Annex II

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2. 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.⁴

2.1. Term

The timeframe initially allocated to the Strategic Plan was 2014-2016. However, given that most of the Secretariat staff came into post in late 2015, it was extended by one year, to be operational from 2014 to 2017.

2.2. Research, analysis and consultation

Membership Survey

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

Situational Review

The Situational Review was developed through extensive desk research. It 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 addressed opportunities and threats posed by ENNHRI's external environment.

Discussion Paper

The Discussion Paper was prepared to outline key issues for decision by ENNHRI. It also proposed several quality criteria, 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.

Strategic Planning Meeting

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, the members adopted the Vision, Mission and Strategic Goals for 2014-2016.

⁴ The Membership Survey Report, Situational Review and Discussion Paper for Strategic Planning are available on ENNHRI's website or on request from ENNHRI's Secretariat.

2.3. Strengths, Weaknesses, Opportunities and Threats

The Membership Survey and the Situational Review included a review of ENNHRI's strengths, weaknesses, opportunities and threats.



ENNHRI's key strengths were found to be:

- the legacy of its past work
- its representative regional voice
- 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
- 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
- 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
- the potential duplication of the work of other regional networks

ENNHRI's values are:

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

VALUES

VISION

ENNHRI's vision is:

The universal and effective enjoyment of human rights throughout Europe

ENNHRI's mission is:

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

MISSION

4. STRATEGIC GOALS

Core Objectives

ENNHRI has defined its Strategic Goals with reference to the following Core Objectives:

SUPPORTING THE DEVELOPMENT OF NHRIs ACROSS EUROPE, IN LINE WITH THE PARIS PRINCIPLES

ENHANCING EUROPEAN NHRIs ENGAGEMENT WITH REGIONAL AND INTERNATIONAL FRAMEWORKS

FACILITATING NETWORK COMMUNICATIONS

BUILDING A STRONG AND SUSTAINABLE SECRETARIAT

	Core objective	Key Result Areas
A	Supporting the development of NHRIs across Europe in line with the Paris Principles	Supporting capacity development of European NHRIs
		Supporting ICC ⁵ accreditation of NHRIs
		Supporting the establishment of NHRIs
B	Facilitating network communications	Strengthening internal communications among members and between members and the secretariat
		Facilitating communications and engagement with external stakeholders
		Supporting ENNHRI meetings and ENNHRI Working Groups
C	Enhancing European NHRIs' engagement with regional and international frameworks	Supporting ENNHRI members' participation in ICC processes and institutions, individually and collectively
		Supporting, as a priority, ENNHRI members' participation in regional processes and institutions, in cooperation with ICC
		Supporting ENNHRI members' participation in international processes and institutions, in cooperation with ICC
D	Building a strong and sustainable secretariat	Building strong organisational and administrative systems
		Developing and implementing a fundraising strategy

⁵ The International Coordinating Committee for National Human Rights Institutions (ICC) is the Global Alliance of NHRIs.

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5. MONITORING & EVALUATION

To ensure accountability to ENNHRI members and external stakeholders, including donors, the Strategic Plan and the annual Operational Plans are subject to monitoring and evaluation measures to assess progress towards implementation. These measures include:

- A management framework, detailing roles and responsibilities of the Chair, Secretariat, ECC and members, in relation to planning, monitoring and evaluation
- 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
- 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
- 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 the implementation of 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.

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ANNEX I: ENNHRI MEMBERS

Country	Institution	Website	Accreditation
Albania	Avokati Popullit (People's Advocate)	www.avokatipopullit.gov.al	A
Armenia	Human Rights Defender Institution of the Republic of Armenia	www.pashtpan.am	A
Austria	Volksanwaltschaft (Austrian Ombudsman Board)	www.volksanwaltschaft.gv.at	B
Azerbaijan	The Office of the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan	www.ombudsman.gov.az	A
Belgium	Interfederal Centre for Equal Opportunities and Opposition to Discrimination and Racism	www.diversite.be	No Accreditation
Belgium	Federal Migration Centre (Myria)	www.myria.be	No Accreditation
Belgium	Service de lutte contre la pauvreté, la précarité et l'exclusion sociale	www.luttepauvrete.be	No Accreditation
Bosnia and Herzegovina	Institution of Human Rights Ombudsmen of Bosnia and Herzegovina	www.ombudsmen.gov.ba	A
Bulgaria	The Ombudsman of the Republic of Bulgaria	www.ombudsman.bg	B
Croatia	Office of the Ombudswoman of the Republic of Croatia	www.ombudsman.hr	A
Denmark	Danish Institute for Human Rights	www.humanrights.dk	A
Finland	Human Rights Centre and the Parliamentary Ombudsman	www.humanrightscentre.fi www.oikeusasiamies.fi	A
France	Commission Nationale Consultative des Droits de l'Homme (CNCDH)	www.cncdh.fr	A
Georgia	Office of Public Defender (Ombudsman) of Georgia	www.ombudsman.ge	A
Germany	Deutsches Institut für Menschenrechte (German Institute for Human Rights)	www.institut-fuer-menschenrechte.de	A
Great Britain	Equality and Human Rights Commission	www.equalityhumanrights.com	A
Greece	Greek National Commission for Human Rights	www.nchr.gr	A
Hungary	Office of the Commissioner for Fundamental Rights	www.ajbh.hu	A
Ireland	Irish Human Rights and Equality Commission	www.ihrec.ie	A

Country	Institution	Website	Accreditation
Kosovo	Ombudsperson Institution of Kosovo	www.ombudspersonkosovo.org	No Accreditation
Latvia	Ombudsman's Office of the Republic of Latvia	www.tiesibsargs.lv	A
Lithuania	The Seimas Ombudsmen's Office of the Republic of Lithuania	www.lrski.lt	No Accreditation
Luxembourg	Commission Consultative des Droits de l'Homme du Grand-Duché de Luxembourg	www.ccdh.lu	A
Macedonia (FYROM)	Ombudsman Institution of the Republic of Macedonia	www.ombudsman.mk	B
Moldova	People's Advocate of the Republic of Moldova	www.ombudsman.md/en	B
Netherlands	Netherlands Institute for Human Rights	www.mensenrechten.nl	A
Northern Ireland	Northern Ireland Human Rights Commission	www.nihrc.org	A
Norway	Norwegian Centre for Human Rights	www.jus.uio.no/smr	B
Poland	Human Rights Defender of Poland	www.rpo.gov.pl	A
Portugal	Provedor de Justicia	www.provedor-jus.pt	A
Romania	Romanian Institute for Human Rights	www.irdo.ro	C
Scotland	Scottish Human Rights Commission	www.scottishhumanrights.com	A
Serbia	The Protector of Citizens of the Republic of Serbia	www.ombudsman.rs	A
Slovakia	Slovenske narodne stredisko pre ludske prava (Slovak National Centre for Human Rights)	www.snslp.sk	B
Slovenia	Varuh Clovekovih Pravic RS (Human Rights Ombudsman)	www.varuh-rs.si	B
Spain	Defensor del Pueblo	www.defensordelpueblo.es	A
Sweden	The Equality Ombudsman	www.do.se	B
Turkey	National Human Rights Institution of Turkey		No Accreditation
Ukraine	Office of the Ukrainian Parliament Commissioner for Human Rights	www.ombudsman.gov.ua	A

ENNHRI MEMBERS



WWW.ENNHRI.ORG

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