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STRATEGIC USE OF NHRI FUNCTIONS
NHRI FUNCTIONS THROUGHOUT THE POLICY CYCLE

- Review existing legislation and administrative provisions
- Advise on human rights issues
- Encourage Treaty Ratification
- Facilitate public consultations
- Review proposed legislation and administrative provisions
- Submit information to parliamentary reviews
- Train public servants
- Conduct public education

Policy
Formulation

Policy
Assessment

Policy
Realization

Review and Evaluation
Agenda Setting/Problem Analysis
Developing Ideas/Designing Policy
Policy Implementation
Policy Dissemination
Policy Monitoring

Reform

Prepare Annual Reports
Report to international and regional bodies
Conduct National Inquiries
Investigate human rights issues
Participate in legal proceedings
Refer cases to tribunals
Receive complaints
Inspect places of detention
## NHRIS Within the Accountability ‘Ecology’

<table>
<thead>
<tr>
<th></th>
<th>National</th>
<th>Regional</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Judicial and quasi-judicial</strong></td>
<td>• E.g. National courts, specialized tribunals</td>
<td>• E.g. European Court of Human Rights; European Committee on Social Rights</td>
<td>• E.g. treaty bodies</td>
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<tr>
<td><strong>Political</strong></td>
<td>• E.g. legislative procedures, parliamentary committees</td>
<td>• E.g. Committee of Ministers, Parliamentary Assembly</td>
<td>• Intergovernmental political bodies, e.g. Human Rights Council</td>
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<tr>
<td><strong>Independent oversight bodies</strong></td>
<td>• E.g. national human rights institutions</td>
<td>• E.g. Commissioner for Human Rights</td>
<td>• E.g. special rapporteurs</td>
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<tr>
<td><strong>Social</strong></td>
<td>• E.g. NGOs, trade unions, community auditing, media</td>
<td>• E.g. regional NGOs and social movements, regional trade unions</td>
<td>• E.g. global social movements</td>
</tr>
<tr>
<td><strong>Administrative</strong></td>
<td>• E.g. codes of conduct, citizen consultation groups</td>
<td>• E.g. Fundamental Rights Agency, Council of Europe</td>
<td>• E.g. transnational regulatory frameworks, mechanisms of international financial institutions</td>
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NHRI FUNCTIONS ALONG VARIOUS SPECTRUMS

Proactive ←→ Reactive
Cooperative ←→ Confrontational
Promotional ←→ Protective
National ←→ Local
Overarching ←→ In-depth
Qualitative ←→ Quantitative
Field-based ←→ Desk-based
## FACTORS TO CONSIDER

<table>
<thead>
<tr>
<th>Related to the Issue</th>
<th>Related to the Institution</th>
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<tbody>
<tr>
<td>Type of violation</td>
<td>Mandate</td>
</tr>
<tr>
<td>Change sought</td>
<td>Organizational capacity</td>
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<tr>
<td>Understanding of and attitudes towards the issue</td>
<td>Level of influence</td>
</tr>
<tr>
<td>Person(s) affected</td>
<td>Level of expertise</td>
</tr>
<tr>
<td>Scope and scale of problem</td>
<td>Relationships with stakeholders</td>
</tr>
</tbody>
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### WHAT NEEDS TO CHANGE?

### WHO NEEDS TO ACT?

### HOW CAN THEY BE PURSUADED TO ACT?
MATCHING FUNCTIONS WITH PURPOSE

**PUBLIC**
- Conduct public education

**INFLUENCERS**
- Facilitate public consultations
- Investigate human rights issues
- Prepare Annual Reports
- Submit information to parliamentary reviews

**DECISION MAKERS**
- Receive complaints
- Refer cases to tribunals
- Participate in legal proceedings
- Inspect places of detention
- Conduct National Inquiries
- Review legislation and administrative provisions
- Encourage Treaty Ratification
- Advise on human rights issues
- Train public servants

Looking at the diagram, we can see that:
- Functions such as Receive complaints, Facilitate public consultations, and Investigate human rights issues are categorized under Awareness.
- Functions like Participate in legal proceedings, Inspect places of detention, and Conduct National Inquiries are under Will.
- Functions such as Refer cases to tribunals, and Conduct National Inquiries fall under Action.

The diagram illustrates how different functions are matched with different purposes and stakeholders.
TOOLS FOR ASSESSING FACTORS

‘SWOT’ ANALYSIS

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
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<table>
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<tr>
<th>WEAKNESSES</th>
<th>THREATS</th>
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STAKEHOLDER/POWER MAPPING

High Influence

Resistant

Supportive

Low Influence