

# Operational Plan 2022

General Assembly, 3 December 2021

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## 1. Introduction and Context

Throughout 2021, ENNHRI developed a new Strategic Plan 2022 – 2025, which [was adopted] by the General Assembly in December 2021. ENNHRI confirmed its vision, mission and values as follows:

**Vision:** The universal and effective enjoyment of human rights throughout Europe

**Mission:** Promote and protect human rights through strengthening, supporting and connecting European NHRIs

**Values:** Respect of international human rights standards; Transparency; Cooperation; Accountability; Participation; Non-discrimination and respect for diversity; Independence; Solidarity

ENNHRI identified that, if we support NHRIs to become Paris Principles-compliant and stronger, this will result in more effective NHRI actions on human rights nationally and regionally, and we will have contributed to improving respect for human rights and the rule of law in Europe. Therefore, the membership confirmed three core objectives as:

- 1) More and stronger NHRIs in compliance with the Paris Principles**
- 2) More effective promotion and protection of human rights, rule of law and democracy**
- 3) Stronger and more sustainable network**

ENNHRI and NHRIs documented the negative trends for respect of human rights and rule of law across Europe, including the challenges this causes for independent NHRIs. At the same time, regional mechanisms have increasingly recognised the important role of NHRIs in promoting and protecting human rights, democracy and rule of law, as is evident in the Council of Europe's Recommendation on strong, independent and pluralist NHRIs (CM Rec 2021/1), and the European Commission's Rule of Law Reports, Strategy on Strengthening the Application of the Charter; associated Resolutions by the European Parliament, and Conclusions by the European Council; and the EU's Action Plan on Human Rights and Democracy.

## 2. Overview 2022

ENNHRI recognises that strong NHRIs in compliance with the Paris Principles (core objective 1) are a prerequisite to achieving its other objectives. It is therefore prioritising the establishment, strengthening, and accreditation of NHRIs, and supporting them when under threat. In 2022, this will include a review of ENNHRI's policy for support to NHRIs under threat, given regional developments, and engagement with regional mechanisms to support the development and implementation of regional standards on NHRIs. A baseline study on the implementation of the Council of Europe NHRI Recommendation will inform future actions to support its impacts, and ENNHRI will input to EU developments on NHRI standards. Given the key role of NHRI leaders in fulfilling their mandates, ENNHRI will also explore follow-up to the 2021 NHRI Leadership Forum.

In order to enhance the effectiveness of European NHRIs' promotion and protection of human rights, democracy and rule of law, ENNHRI will focus on building capacities of NHRIs, providing more opportunities for them to engage with regional mechanisms, and facilitating their individual and collective contributions at the regional level. In 2022, this will include the annual NHRI Academy, and the consolidation of capacity building approaches and peer exchange across the network. ENNHRI's annual Rule of Law Report 2022 will include further information on the state of NHRIs' enabling environment, and recommendations for action per European country. ENNHRI will also report on human rights accountability at European borders, and host a webinar on this topic.

ENNHRI will enhance accessible, transparent and accountable network participation in its ongoing work towards a stronger and more sustainable network. In 2022, ENNHRI will use the outcomes of audits on network participation, and on gender, to enhance member ownership and participation, strengthen governance bodies and mechanisms, and build more efficient facilitation of member-led initiatives. These will be supported by newly developed knowledge management systems, and new communications and fundraising strategies. ENNHRI will also develop and implement structures for wellbeing at work.

As the first year of a new Strategic Plan, ENNHRI will develop new ways of working to help achieve the new strategic priorities within the network's available resources. Following the adoption of the new Strategic Plan at end 2021, ENNHRI will develop a more detailed implementation and business plans, with targets, change indicators and a baseline from which to measure progress.

### 3. Key Activities by Core Objective

#### Core Objective One: More and stronger NHRIs in compliance with the Paris Principles

In 2022, ENNHRI will invest further in this Core Objective, as strong Paris Principles-compliant NHRIs are central to its mandate. Tailored actions will be developed to support the establishment of NHRIs where they do not yet exist, and individual NHRIs before, during and after their accreditation review. ENNHRI will also contribute to developments at GANHRI's Sub-Committee on Accreditation, and participate at all sessions.

ENNHRI will continue to provide prioritised actions to support NHRIs facing threats to their independence, in response to the affected NHRI, and in cooperation with regional and international partners. Given developments at the Council of Europe, the EU, ODIHR and the international Tripartite Partnership between GANHRI, OHCHR and UNDP, ENNHRI will review its policy on support to NHRIs under threat.

Beyond reinforced Secretariat support, members' ownership, engagement and capacity will be strengthened through further activating member involvement in identifying areas for specific attention, for both accreditation and challenges faced, as well as the development of regional standards and their implementation.

Indeed, enhanced regional recognition of the value of NHRIs provide opportunities to strengthen standards on NHRIs and their implementation through regional support in a national context where NHRIs are increasingly facing challenges. ENNHRI will work towards the implementation of the Council of Europe Recommendation on Strong, Independent and Pluralist NHRIs (CM Rec 2021/1) by developing a baseline of current implementation, which will inform future actions to further implementation and support in the coming years.

Further, ENNHRI will contribute to EU developments impacting on NHRI standards and their implementation, such as responding to EU proposals for the review of the use of EU funds for their compliance with fundamental rights and rule of law, strategic lawsuits against public participation, and proposed legislation on standards for Equality Bodies, which often also have an NHRI mandate.

#### **1. *New NHRIs are established in compliance with Paris Principles***

- Action Plan and tailored support for NHRI establishment across Europe

#### **2. *NHRIs are supported through a robust (re-) accreditation process***

- Individual support to each European NHRI undergoing accreditation review or applying for first accreditation
- Contribution to a GANHRI Retreat on NHRI accreditation, and participation to SCA sessions

- Review and development of member grouping for support on UN Paris Principles compliance
- Review and explore actions for NHRI Leadership Forum
- Development of awareness raising on UN Paris Principles and accreditation process.

### ***3. Regional standards on NHRIs are strengthened and implemented***

- Baseline study on Council of Europe Recommendation (CM Rec 2021/1) on Strong, Independent and Pluralistic NHRIs
- Contributions to EU developments impacting on NHRIs, such as SLAPP (strategic lawsuits against public participation), enabling conditions for use of EU funds, and proposed legislation on standards for Equality Bodies

### ***4. NHRIs facing challenges or threats are supported in countering them effectively***

- Tailored support to NHRIs under threat, upon request from members
- Review and update of ENNHRI's policy for support to NHRIs under threat
- Contributions to ODIHR's work on NHRI resilience and threats

## **Core Objective Two: More effective promotion and protection of human rights, democracy and rule of law**

ENNHRI will strengthen the capacity of NHRIs to protect and promote human rights and the rule of law in Europe and effectively contribute to the work of regional human rights mechanisms. Beyond the NHRI Academy, ENNHRI will review and consolidate its capacity building methodologies, applying learnings across its initiatives, enhancing its use of online tools, and developing tailored follow-up. ENNHRI's online resource on NHRIs' work with and as Human Rights Defenders will be launched.

ENNHRI will develop more efficient facilitation of member initiatives on key human rights issues across Europe, for both member exchange and joint working for contributions to regional mechanisms. Members groupings, including Working Groups and Core Groups, are very active on areas such as legal functions, rule of law, economic and social rights, migration, CRPD, business and human rights, climate change and older persons' human rights. The Secretariat will coordinate specific work on human rights accountability at European borders, resulting in a regional report and webinar. ENNHRI will explore new approaches for addressing emerging human rights issues, including through meetings between Heads of Institutions.

ENNHRI's Secretariat will provide more structural support for broader and strengthened NHRI participation in and engagement with regional mechanisms. ENNHRI will also engage with Council of Europe on opportunities for NHRIs' meaningful participation in the mechanism, as set out in Rec CM 2021/1).

ENNHRI's annual Rule of Law Report will provide a greater focus on the situation of NHRIs by reference to international and regional standards, including SCA Recommendations on the Paris Principles and the application of the Council of Europe Recommendations 2021/1, which includes reference to their enabling environment. In addition, recommendations will be included for priority actions on rule of law. ENNHRI will also explore how its Rule of Law Report can be used to contribute to greater impacts, and also provide enhanced interlinkages with reporting on human rights.

**5. *NHRI capacity to promote and protect human rights in Europe is strengthened.***

- Online resource on NHRIs' work with and as Human Rights Defenders
- NHRI Academy 2022, in cooperation with ODIHR
- Review and consolidation of capacity building approaches across the network
- Review and development of efficient facilitation of member groupings for exchange
- Development of approaches to facilitate attention to emerging or significant human rights issues

**6. *NHRI participation rights in regional mechanisms are strengthened***

- Engagement with Council of Europe on meaningful participation (CM Rec 2021/1)
- Review of use of Rule of Law report and its use for impacts on rule of law and human rights
- Development of online resources for NHRIs on Council of Europe and EU mechanisms

**7. *NHRI and ENNHRI contribute effectively to regional mechanisms***

- Network-wide and EU Rule of Law Report, with associated recommendations
- Development of approaches to increase impacts of rule of law and human rights reporting
- Member exchange leading to regional report and webinar on accountability at borders
- Review and development of efficient facilitation for joint working and member initiatives, including common ENNHRI positions

**Core Objective Three: Stronger and more sustainable network**

ENNHRI will develop its network in line with its core values of participation, transparency, accountability, cooperation, and solidarity. A network participation and gender audit will inform the development of new processes to enhance member ownership and leadership of the network. Newly elected office holders will be inducted, governance mechanisms strengthened and communications to the full membership enhanced. A review of ENNHRI's statutes will be undertaken and a timeline developed for a participative approach to be decided upon potential changes in 2023. ENNHRI will continue to contribute to GANHRI's governance, and contribute to GANHRI's work on the clarification of mandates between global and regional NHRI networks.

Following the adoption of its new Strategic Plan 2022-25, ENNHRI will elaborate a four-year Implementation Plan, with associated longer term change indicators, baseline and annual performance indicators. ENNHRI's Monitoring and Evaluation Framework will be enhanced to place

more emphasis on learning within its Results Oriented Monitoring. This will be developed in tandem with four-year Financial and Business Plans against which progress can be measured. The risk register will also be implemented to take into account the new strategic framework.

A new Communications Strategy will support network, Secretariat and external communications, so that ENNHRI can enhance the efficiency, effectiveness and impacts of its work. The new Strategic Plan and reformulated key messages linked to this will be translated on to all key external ENNHRI channels, including the website whose technical functions and useability will be improved. To boost organisational visibility, ENNHRI will develop targeted or joint actions with members, media relations and a broader social media approach, with emphasis on ENNHRI 'high-level' figures.

In order to support efficient member exchange, joint working and accessibility to the extensive information collected, ENNHRI will develop new Knowledge Management systems. ENNHRI's Secretariat will move to a new building, and develop new ways of working, building upon hybrid working for a more environmentally sustainable approach. Structural processes for wellbeing at work will be developed.

A fundraising strategy will be developed with key annual targets, in order to sustain ENNHRI's core work. Particular attention will be dedicated to diversification of funding, and building ENNHRI's reserves to ensure a financially sustainable network.

#### ***8. ENNHRI is a vibrant and accountable network led by its members***

- Network participation audit and gender audit, leading to actions for development
- Induction and development of new governance bodies, with increased transparency
- Development of new Implementation Plan, Financial and Business Plan, and Risk Register
- Development of new Monitoring, Evaluation and Learning Framework

#### ***9. ENNHRI is a well-managed network***

- New Communications Strategy and messaging for new Strategic Plan
- Website development, social media engagement from ENNHRI 'high-levels', enhanced media relations
- Review and development of knowledge management systems across the network
- Introduction of structural wellbeing processes
- Office move and associated introduction of new ways of working

#### ***10. ENNHRI is a financially sustainable network***

- New fundraising strategy and annual actions plans, with attention to sustainability
- Strategic funding applications and enhancing relations with existing and potential donors

## ANNEX: ENNHRI Implementation Plan 2022-2025

As indicated above, after the adoption of the new ENNHRI Strategic Plan 2022-2025, a new ENNHRI Implementation Plan 2022-2025 will be developed along the following three phases, in the course of 2022.

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The tools available through the annual result reoriented monitoring (ROM) – such as consultancy, annual survey and interview – will be used in support of the network participation and gender audits of the network; new ways of working for efficient Secretariat support; and a new monitoring, evaluation and learning (MEL) framework will be developed.

### ***Development Implementation Plan (April – June 2022):***

Led by newly elected ENNHRI Board, and based on the advice of a dedicated members Advisory Group (which will follow-up the advisory group of the strategy), the Implementation Plan will be drafted and made available for consultation with the members in parallel to the new ENNHRI Finance and Business Plan 2022-2025.

### ***Transversal approaches (July – September 2022):***

Several transversal approaches are highlighted in the Strategic Plan 2022-2025 (Network participation; communication; Collaborative partnerships; Capacity building; and Fundraising), and would be further developed in line with the agreed Implementation Plan.

