



GANHRI

STRATEGY 2020-2022

[Adopted by the GANHRI General Assembly on 4th December 2020]

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Introduction

1. Background

The Strategy 2020 – 2022 for the Global Alliance of National Human Rights Institutions (GANHRI) has been developed, in a multi-phase consultative process initiated in May 2019, involving the GANHRI Head Office, Chairperson and Secretary's offices (the Task Force), as well as the Bureau and its observers and with the facilitation of an external consultant¹. In June 2019, the Task Force met for the first time with the regional Chairpersons and the regional secretariats' coordinators for a facilitated kick-off process to decide on the core elements of the Strategy. A questionnaire-based consultation process engaging all of the A- and B-accredited NHRIs, to provide their comments and feedback has resulted in significant feedback, giving shape and form to the framework during the drafting process. Finally, at various stages, relevant external stakeholders, including UN bodies and other GANHRI partners, have been consulted.

2. GANHRI Identity

GANHRI was established in 1993 as the International Coordinating Committee of National Institutions for the promotion and protection of human rights (ICC). It has been known as the Global Alliance of National Human Rights Institutions (GANHRI) since 2016, and is a member-based network organization that gathers NHRIs from all around the world.

Representing more than 110 NHRIs, their members and staff across all regions, GANHRI is one of the largest human rights networks worldwide. With a Head Office in Geneva and a governance structure representing NHRIs around the world, GANHRI is truly global. Enriched by its diversity, its membership is united by a common vision: a world where everyone everywhere fully enjoys their human rights.

GANHRI works in close synergy with the four regional networks of NHRIs in Africa, the Americas, the Asia Pacific and Europe, creating one comprehensive structure of independent networks. GANHRI is recognised, and is a trusted partner, of the United Nations. It has established strong relationships with the UN Human Rights Office, UNDP and other UN agencies, as well as with other international and regional organisations, NGOs, civil society and academia.

Reflecting the Objectives outlined below through closely coordinated efforts with other partners, in particular the regional networks and the UN bodies, GANHRI supports the establishment of NHRIs where they do not yet exist. Jointly with partners, GANHRI contributes to the continuous capacity development of the NHRIs to enhance their effectiveness. In a unique peer-review-based accreditation process, GANHRI ensures individual NHRIs' compliance with internationally

¹ Dr. Lone Lindholt, Lindholt Consult (<http://lindholtconsult.dk/>)

recognised standards – the Paris Principles - to ensure their independence, pluralism and accountability. Finally, GANHRI protects its members when under threat, in coordination with the other actors indicated above.

By coming together under the auspices of GANHRI, NHRIs worldwide are able to work together and support each other to promote and protect human rights. Members learn from each other, engage in debates, exchange experiences and lessons, and identify together how NHRIs individually and collectively can best apply their unique mandates and functions to address human rights issues in each context – globally, regionally and nationally.

Building on this diverse and rich experience, GANHRI unites the collective voice of NHRIs for positive impact. In this way, GANHRI provides an platform for the NHRIs to engage in, and inform, global policy debates at the United Nations, and to engage with their mechanisms to effectively contribute to human rights protection and promotion in their national contexts.

3. GANHRI's Strategic Framework

For the period of 2020 – 2022, GANHRI operates in accordance with the strategic framework outlined below.

VISION

A world where everyone everywhere fully enjoys their human rights.

MISSION

The Global Alliance of National Human Rights Institutions (GANHRI) unites, promotes and strengthens NHRIs to operate in line with the Paris Principles and provides leadership in the promotion and protection of human rights.

PRINCIPLES AND VALUES

In fulfilling these functions, GANHRI as a member-based global alliance, works in accordance with the Principles as laid down in its Statute (Art. 7.2).

OUTCOME AND OBJECTIVES

The overall **Outcome** of this strategy is that GANHRI, by contributing to establishing, strengthening, supporting, bringing together, coordinating the joint efforts of and representing its members at global level, has significantly contributed to the effective promotion and protection of human rights.

This is achieved through the following four **Objectives**:

1. GANHRI, in cooperation with the regional networks as well as with UN partners, contributes towards the establishment, strengthening, accreditation, and ongoing capacity development of NHRIs, as well as their protection when under threat.
2. GANHRI continues to consolidate itself as the global alliance of NHRIs, bringing together at the global level its members to collaborate, engage with and support one another; and to develop joint learning and experience-based knowledge aimed at informing global policy debate and effective action at the national level.
3. GANHRI, complementing individual representation rights of its member NHRIs, brings the voice of its member NHRIs to relevant United Nations fora, enhancing the space for NHRIs' engagement and contributing to relevant UN mechanisms and processes.
4. GANHRI operates at an even higher level as a professional, effective, well-governed and efficient organization.

CRITERIA

Cutting across these objectives, the overall aim of GANHRI's Strategy 2020 – 2022 is to enable the Alliance and its member NHRIs to further strengthen and consolidate their positive effect for the promotion and protection of human rights at the national, regional and global levels.

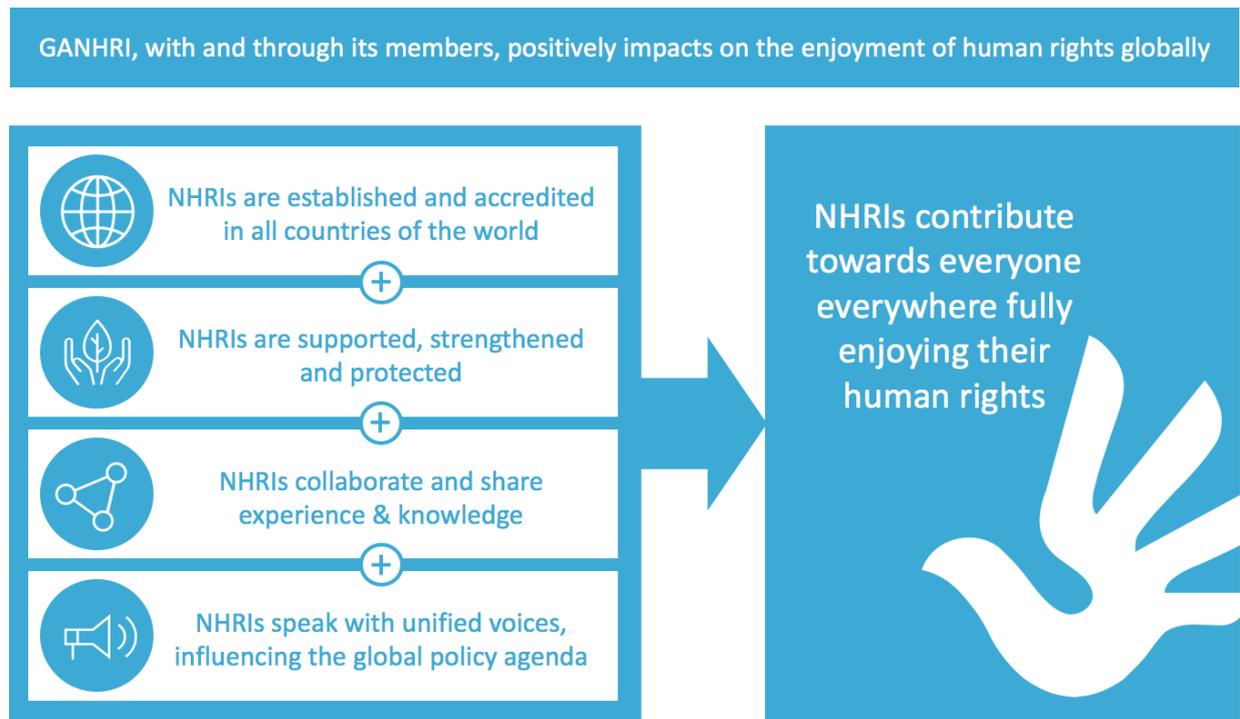
This is done with the aim of:

- **Enhancing GANHRI's *relevance*,**
in responding to its members' needs, as well as ensuring an inclusive and accountable approach that makes GANHRI a meaningful actor in relation to the full member body;
- **Increasing GANHRI's *effectiveness*,**
in seeking complementarity with other actors, especially the regional networks, the UN system and external stakeholders; and by increasing focus on the facilitation of joint learning and knowledge generation among the members and GANHRI's role as a strong hub in this respect;
- **Enhancing GANHRI's *efficiency*,**
by ensuring that resources spent are carefully considered for maximum impact, and by seeking innovative and inclusive approaches that enable the full participation of all NHRIs in GANHRI activities;
- **Contributing to GANHRI's *sustainability*,**
by strengthening the accreditation process as a safeguard for the institutional distinction of NHRIs, as well as consolidating GANHRI's financial position through strategic fundraising; and

- **Enabling GANHRI's positive impact -**
on human rights promotion and protection across the world, in particular by drawing on the developed knowledge of its member NHRIs, focusing on specific human rights areas.

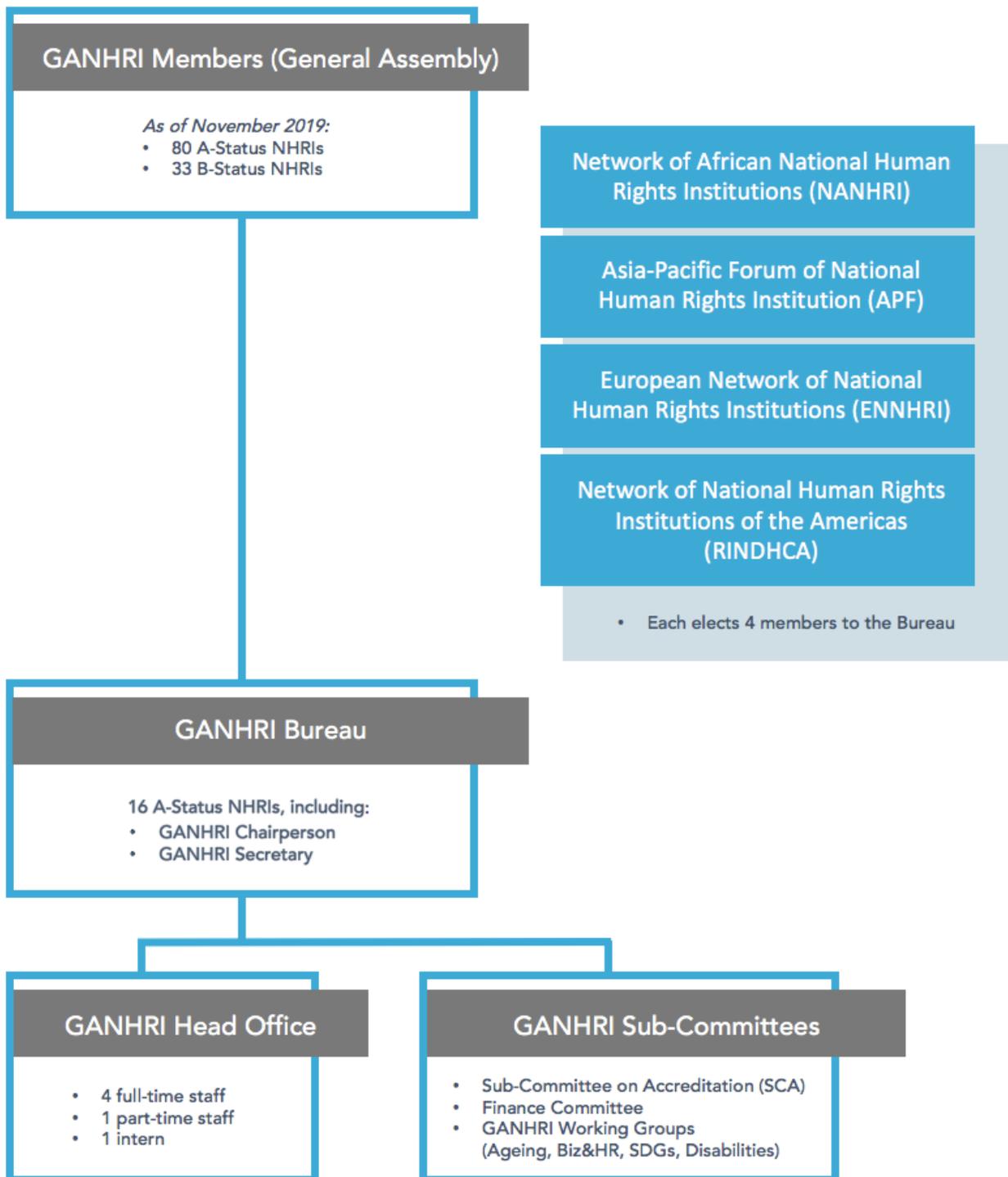
THEORY OF CHANGE

GANHRI, with and through its members, positively impacts on human rights globally; when National Human Rights Institutions (NHRIs) are established and accredited as independent Paris Principle compliant institutions in all countries of the world; when NHRIs are supported, strengthened and protected to independently and effectively fulfil their mandate of promotion and protection of human rights; when NHRIs collaborate and share experience and knowledge regionally and globally; when NHRIs can speak with unified voices and influence the global policy agenda; then NHRIs contribute towards a world where everyone everywhere fully enjoys their human rights.



The overall Outcome of this strategy is that GANHRI, by contributing to establishing, strengthening, supporting, bringing together, coordinating the joint efforts of and representing its members at global level, has significantly contributed to the effective promotion and protection of human rights.

ORGANISATION



1. Foundation for the Strategy 2020 – 2022

Given their unique mandate and role, National Human Rights Institutions can play a key role in promoting human rights-based implementation and follow-up of the Agenda 2030 for Sustainable Development and are at the core of the SDG 'web of accountability'. Their monitoring mandates give them the unique position to act as advisors to uphold the human rights embedded in the SDGs. In 2015, GANHRI adopted a Declaration in Merida, Mexico, (Merida Declaration) which outlines the activities that NHRIs can undertake to make human rights the foundation for the implementation of the 2030 Agenda, e.g. monitoring progress, assisting in the development of national indicators and data collection systems, and promoting transparent and inclusive processes for participation when governments develop national strategies to achieve the SDGs.

The relevance of NHRIs for peaceful, just and inclusive societies is illustrated by the fact that member states decided to make the existence of an independent NHRI in a country the global indicator to measure SDG target 16.a on Strengthening National Institutions to Prevent Violence and Combat Terrorism and Crime. In a UN resolution, adopted in December 2019, the UN General Assembly calls on all states to establish Paris Principles compliant NHRIs as “means for accelerating and guaranteeing progress for sustainable development”.²

A core strength of GANHRI, as a member-based network organisation operating at the global, regional and national levels, is that it provides protection to NHRIs including through the unique accreditation mechanism which confers credibility and legitimacy to its members and to GANHRI as a whole. This membership serves to provide “quality assurance” and protect the institutional distinction of NHRIs. This peer review process must preserve its highest integrity and credibility, therefore it is essential to continuously strengthen GANHRI, especially the SCA.

Because of this, at the commencement of the strategic period 2020 – 2022, GANHRI has as its core foundation a total of 80 A-accredited and 33 B-accredited institutions across the world³, and these numbers are expected to increase in the coming years. At the same time, while being in compliance with the 1993 Paris Principles for National Human Rights Institutions⁴, the diversity of the NHRIs worldwide reflect their anchoring within their respective national contexts.

Over the years, GANHRI has managed to achieve solid results in the promotion of human rights, especially through the coordinated engagement of NHRIs in the areas of women, disability, ageing, and supporting the enhancement of the effective functioning of the UN treaty body system.

² Resolution A/RES/74/156

³ Accreditation chart as of 27 November 2019

⁴ UN General Assembly Resolution 48/134, 1993

GANHRI and its members have been increasingly recognised as critical actors in other areas as well, including the Global Compact on Migration, and the UPR Review Mechanism.

GANHRI continuously forges global partnerships in support of NHRIs with relevant UN agencies including UN Women, UNICEF and UNCHR; with UN specialised fora including the Expert Mechanisms on the Rights of Indigenous People (EMRIP); and with UN Special Procedures and treaty bodies. As a result, special attention is paid to the roles of NHRIs by the UN agencies, mechanisms and treaty bodies, e.g. in their annual reports to the Human Rights Council or the General Assembly. Several treaty bodies have institutionalised and strengthened their relationship with NHRIs, especially with the Committee on the Rights of Persons with Disabilities (CRPD), the Committee on Enforced Disappearances (CED) and the Committee on the Eradication of Discrimination against Women (CEDAW). Over the years, GANHRI has established formal collaboration with treaty bodies including the Committee on Economic, Social and Cultural Rights (CESCR), the Committee on the Elimination of Racial Discrimination (CERD), the Committee against Torture (CAT), the Committee on the Rights of the Child (CRC), and the Human Rights Committee (CCPR).

In 2019, CEDAW adopted a paper on collaboration with NHRIs, in close coordination with and as a result of GANHRI advocacy. This has not only opened space for NHRIs and GANHRI to engage with UN mechanisms and to develop good practices and guidelines jointly with these mechanisms, but it has also provided visibility and continued recognition of GANHRI and its members, across a variety of areas and institutions, both within the UN and beyond.

GANHRI facilitates capacity development and enables member NHRIs to engage with UN mechanisms. This has led to an increase in NHRIs' presence and contributions to UN mechanisms over the past years, thereby strengthening NHRIs' visibility and the impact they have on the ground by engaging globally and reinforcing their role as credible and essential actors at the heart of the UN's work.

The close engagement between GANHRI, UNDP and the UN Human Rights Office in the Tri-Partite Partnership Initiative, formally ratified in a Letter of Intent signed in 2017, is becoming more and more essential as a way to support NHRIs, as resources are shrinking and a more coordinated approach is requested.

At the regional level, GANHRI and the regional networks have drawn upon the increased recognition of NHRIs and the networks to identify opportunities which can reinforce recognition at the global level. These opportunities include the African Union and its sub-bodies, including the African Commission on Human and Peoples' Rights; ASEAN and the Arab League; and the EU and the Council of Europe. As part of this work, GANHRI has an MoU with the OECD to promote respect of human rights by multinational companies.

GANHRI has furthermore established and strengthened partnerships with NGOs working on human rights.

At the institutional level, the previous strategic period has seen GANHRI emerging as a well founded organisation. This has included the establishment of a permanent Head Office at the Palais des Nations, Geneva, with multiple staff including administrative capacity, and a functional website. Furthermore, the governing bodies including the Chair, Secretary and a broadly composed Bureau and statutory committees means that GANHRI has achieved compliance with its Statutes. This provides the organisation with a sound initial basis for further consolidation aimed at servicing the members even more effectively, which should materialise in the strategic period 2020 – 2022.

2. Opportunities for GANHRI 2020 – 2022

In terms of the operating environment in which GANHRI needs to navigate in the coming years, with respect to human rights in the world, is less positive overall than previously. Key threats to human rights, including to those defending them at all levels, including GANHRI and its members, encompasses an increased retreat from multilateralism at all regions; shrinking human rights and democratic space in a wide range of UN member states; a rise in political polarization and radical/hate speech; and, a disfavouring of using the human rights approach to address global challenges.

The continuing engagement with relevant UN mechanisms at all levels, securing the understanding and appreciation of the value that NHRIs can add to human rights protection and promotion, may be an essential focus in the coming years. Similarly, the representation of GANHRI at relevant instances, as a strong and credible organisation with core human rights expertise drawn from its members, and as a strategic partner and ally for other actors in the field, may be essential – and increasingly required as threats emerge - under these circumstances.

At the national level, an increasing number of NHRIs report that their operating climate is deteriorating – resulting in a combination of factors which may include reduced mandates and funding and deteriorating working conditions including escalated harassment of NHRIs and their staff in some cases. In those cases, GANHRI needs to be organizationally agile enough to provide effective support, protection and emergency measures for NHRIs and their staff, in such a way that these institutions can continue to effectively fulfil their mandate of promotion and protection alongside other institutions, e.g. Ombuds-institutions, equality bodies and gender commissions; national preventive mechanisms (torture) and national monitoring mechanisms (disability).

Specific areas of opportunity for GANHRI at the commencement of this strategic period include increased participation rights of GANHRI and its members across UN bodies and mechanisms. These include the UPR process, the Global Compact on Migration process, the UN Open Ended Working Group on Ageing, the Commission on the Status of Women, other UN human rights mechanisms and Special Procedures, and with the treaty bodies indicated above.

The explicit reference to NHRIs as an indicator under SDG 16, and in the recently adopted UN General Assembly resolution⁵, not only urges states to establish and strengthen NHRIs at the national level, but also mandates all levels of the UN system to include NHRIs in their work.

Further opportunities are provided by the current reform of the UN system, including the Resident Coordinators, where unified global guidance will be required for how they should strengthen, increase the protection of and cooperate with NHRIs at the national level.

This also includes the Secretary-General's prevention agenda and the active use of information from the NHRIs for early warning and protection efforts; collaboration with various UN agencies and in UN led processes; and the consolidation of and enhanced opportunities for participation for GANHRI and for NHRIs.

However, to be able to fully deliver on these opportunities, GANHRI is faced with the need to further consolidate the organisation in a number of aspects.

In terms of the accreditation process, GANHRI needs to ensure a transparent and consistent decisions making process for accreditation reflecting the overall GANHRI principles and values. This is essential to preserve its recognition, by its members, partners and other external actors; and, by extension, the sense of organisational ownership of its members.

The appropriate representation of GANHRI especially at the global level, for instance in the engagement with UN bodies, processes and mechanisms in general, as well as the specific thematic areas, is essential. This means that the modality of this is as accurately suited to the context as possible. In some areas, e.g. when it comes to key NHRI-related activity including the Resolution or when discussing NHRI separate speaking rights before different fora, GANHRI may take a very active role led directly by the Head Office. In other cases, for instance under a thematic area the assignment of e.g. a pool of high-level experts, Working Groups and other high-level expertise drawn from the NHRIs may ensure this.

GANHRI's internal governance, including statutory aspects, the interaction between the various governance bodies, and interaction with the regional networks and members over the course of the years, needs to be reviewed to promote and foster GANHRI's identity ensure effectiveness and further consolidate the organisational capacity.

GANHRI needs to strengthen and clarify its identity as one member-based network organisation, operating at the global, regional and national levels, internally and externally. Such a shared understanding between all levels – global, regional and national – of the organisation, includes

⁵ See note 2.

clarification on the division of tasks, roles and responsibilities between all of these, will ensure that expectations and demands are clear on all sides.

To this effect, GANHRI needs to address internal and external communication increasingly strategically. This continued “branding” effort, underpinned by internal organisational clarity, is essential to the accurate positioning of GANHRI in relation to its main interlocutors, including the UN system.

Finally, in order to maintain its ability to function effectively and independently – in short, reflecting the Paris Principles at an overall organisational level - the funding provided for GANHRI needs to reflect sustainability and efficiency considerations. Furthermore, the Strategic Plan 2020 – 2022 will also be used actively as a tool for fundraising.

Objectives, Goals and Enablers

OBJECTIVE 1.

GANHRI, in cooperation with the regional networks and UN partners, contributes towards the establishment, strengthening, accreditation, and ongoing capacity development of NHRIs, as well as their protection when under threat.

GOAL		ENABLER
Goal 1.1	The number of national human rights institutions established across all regions is continuously increasing	<p>Identification of opportunities for coordination of activities and engagement, with regional networks, the UN system, and others.</p> <p>The 2019 GA Resolution reiterates the call on all member states to establish NHRIs in line with the Paris Principles and with SDG Goal 16 and its indicators.</p> <p>Dialogue including at high-level and multi-stakeholders in states where NHRIs are under establishment, including technical assistance, e.g. on interpretation of the Paris Principles and direct engagement with key stakeholders in selected countries.</p> <p>Documentation and sharing of “best practices” and development of relevant (generic and adapted) guidance tools targeting in-country stakeholders.</p>
Goal 1.2	The number of NHRIs worldwide which achieve and retain A-status accreditation – either directly or from B-status – is continuously increasing.	<p>Development of an engagement strategy for GANHRI in collaboration with the regional networks and UN partners, to support NHRIs through each of the stages of the accreditation process. This may also include engagement with various stakeholders, as appropriate.</p> <p>Ongoing identification, based on existing practice and experience, of those contexts/institutions where focused effort by any of the relevant actors (see Organisation) needs to be invested.</p> <p>Progressive increase of resources in support of the accreditation process, to ensure GANHRI’s ability handle increasing number of accreditation applications</p> <p>This should apply to institutions seeking accreditation for the first time, or those aiming at transitioning from B- to A-status.</p>
Goal 1.3	The accreditation process, aimed at preserving the unique distinction of NHRIs worldwide, is further consolidated as robust and trusted, both by the	<p>GANHRI continues to ensure the process is trusted and based on independent, objective and qualitative assessments, reflecting the principles of procedural fairness, in close collaboration with regional networks and the UN Human Rights Office. GANHRI perceives the entire accreditation process as one continuous flow and strives to support and engage with NHRIs at any of its stages.</p>

	<p>NHRIs themselves and by relevant stakeholders.</p>	<p>In order to address these challenges most accurately, an overall review will be undertaken of the SCA, as part of, or in close coordination with, the review of the GANHRI governance structure (Goal 4.3)</p> <p>Several challenges have already been identified. All levels of the organisation including the regions, and partners in the UN system (especially NIRMS-UN Human Rights Office) need to collaborate on continuously addressing them through:</p> <p>Concrete steps towards ensuring stronger institutionalisation and anchoring of knowledge within the organisation rather than dependence on individuals;</p> <p>To preserve, share and build knowledge, addressing the rotation of members including overlap between individual members both across then SCA and in terms of each position for at least one session before rotation.</p> <p>The development of new tools, documenting practices as well as induction for and mentoring of new SCA members;</p> <p>Interpretation during sessions and quality translation of documents into all GANHRI languages</p> <p>Increased resources to the Head Office, e.g. for additional staff to support the SCA process and ensure institutional anchoring, as well as for enabling coverage of participation costs for SCA members (similar to e.g. UN mandate holders) also from less affluent NHRIs to ensure its global nature;</p> <p>In the engagement with NHRIs at any stage of the accreditation process, and complementing the support provided by e.g. the regional secretariats and NIRMS, strengthened communication and support, including on preparation for (re-)accreditation and follow-up from recommendations.</p>
<p>Goal 1.4</p>	<p>NHRIs across all regions further enhance their institutional capacity in relevant thematic and functional areas.</p>	<p>Development of a capacity development strategy, in collaboration with the regional networks, UN partners, and other actors including NGOs where relevant, on selected thematic and functional themes, based on a needs assessment of NHRIs worldwide.</p>
<p>Goal 1.5</p>	<p>In situations where NHRIs are under threat, GANHRI, in collaboration with regional networks and UN partners, provides an effective and appropriate response that ensures their protection.</p>	<p>Development of a catalogue of best practice and strategies for assisting NHRIs under threat.</p> <p>GANHRI in cooperation with regional networks and UN partners (particularly UNDP and the UN Human Rights Office) document cases, responses and impact for regular consideration by the Bureau (on a confidential basis as required).</p> <p>This includes strengthening GANHRI's capacity, including documenting relevant practice, to assessing threats, identify trends, early warning and follow up.</p> <p>GANHRI issues statements, when relevant, and shares information across the network.</p> <p>GANHRI continues to build cooperation with other partners, where appropriate (NGOs, UN agencies, UN focal points and resident coordinators) to use the</p>

		<p>complementarity of their mandates and voices, to ensure maximum protection. This may include missions to States including at high level and short notice, when an NHRI is under threat.</p> <p>Finally, this includes GANHRI addressing the needs of Human Rights Defenders in line with the 2018 Marrakech Declaration⁶.</p>
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⁶ [Marrakech Declaration](#) (adopted in Marrakech, Morocco, on 12th October 2018)

OBJECTIVE 2.

GANHRI continues to consolidate itself as the global alliance of NHRIs, bringing together, at the global level, its members to collaborate, engage with and support one another; and to develop joint learning and experience-based knowledge aimed at informing global policy debate and effective action at the national level.

GOAL		ENABLER
Goal 2.1	GANHRI, in collaboration with regional networks and UN partners, brings NHRIs together (physically and virtually) in focused and inclusive network activity at the global level, for decision making as well as the exchange and development of experience and knowledge.	<p>An overall calendar for GANHRI and regional-based activities for the entire strategic period, including GA and other events, is coordinated between GANHRI and the regional networks and communicated to member NHRIs.</p> <p>Review of existing modalities for meeting activities for increased effectiveness and efficiency, and to allow for an inclusive approach to broad participation of NHRIs globally.</p> <p>Exploration of methodologies and technologies for ensuring inclusiveness in relation to participation and promoting knowledge exchange.</p>
Goal 2.2	GANHRI strengthens its capacity to receive and document NHRIs' authoritative knowledge, experiences, practices and strategies for addressing human rights challenges; and makes it accessible for its members.	Development of GANHRI knowledge-sharing and learning, establishment of learning communities, application of relevant technology, including based on the recommendations of the 2015 knowledge management needs assessment.
Goal 2.3	GANHRI, in collaboration with regional networks and UN partners, facilitates focused and relevant network activities among NHRIs across all regions on specific human rights priority areas in focus for the period 2020 - 2023.	<p>Identification of core thematic focus areas for GANHRI 2020-2022 based on 3 criteria:</p> <ul style="list-style-type: none"> - global relevance - existing engagement and capacity among GANHRI members - "window of opportunity" for relevant NHRI engagement <p>Suggested <u>high priority themes</u> for GANHRI: the 2030 Agenda and SDGs; human rights defenders and civic space; and climate change and human rights;</p> <p><u>Other themes</u> to be addressed, as decided by the Bureau on an annual basis and driven primarily by members, may include: business and human rights; migration, refugees and internally displaced persons; discrimination based on gender; human rights of persons with disability;</p>

		<p>human rights of older persons; human rights of children and youth; torture and ill-treatment, as well as the death penalty and the human rights impacts of counter-terrorism.</p>
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OBJECTIVE 3.

GANHRI, complementing individual representation rights of its member NHRIs, brings the voice of its member NHRIs in relevant United Nations fora, enhancing the space for NHRIs' engagement and contributing to relevant UN mechanisms and processes.

GOAL		ENABLER
Goal 3.1	GANHRI strengthens its identity as a bridge builder and facilitator of engagement between NHRIs (individually and collectively) across all regions and the relevant UN bodies, mechanisms and processes.	<p>NHRIs representation individually and through GANHRI at the global level is continuously enhanced, with a view to continuing to strengthen direct engagement between NHRIs and international bodies. This also includes supporting individual NHRIs engagement and collectively e.g. through Working Groups.</p> <p>Particular focus is on ensuring that GANHRI, along with its partners can continue to systematically respond to the needs of NHRIs who face challenges in ensuring their presence in relevant processes.</p>
Goal 3.2	GANHRI contributes fact-based expertise to direct impact before relevant global fora in relation to each of the identified strategic human rights themes (Goal 2.3),	<p>The efforts resulting from GANHRI knowledge development (Goal 2.3) is actively facilitated through a strategically designed (outcome-based) process of engagement for selected themes and processes.</p> <p>This includes a review of existing modalities to absorb lessons learned from practice to date, and possible re-design of existing bodies, e.g. in relation to Working Groups to identify how member NHRIs jointly developed experience can most effectively be brought to the benefit of international human rights fora and institutions.</p> <p>This subsequently paves the way for identifying within each of the selected thematic focus areas the most relevant GANHRI's action (e.g. through thematic working groups, small task forces, or a pool of experts – all drawing on the expertise available within GANHRI and its membership) and implementation of such modalities.</p> <p>In either case, accountability and transparency in relation to results achieved are strengthened and communicated to the members.</p>
Goal 3.3	GANHRI strengthens its identity as a bridge builder and facilitator of engagement between NHRIs (individually	<p>NHRIs representation individually and through GANHRI at the global level is continuously enhanced, with a view to continuing to strengthen direct engagement between NHRIs and international bodies. This also includes</p>

	<p>and collectively) across all regions and the relevant UN bodies, mechanisms and processes.</p>	<p>supporting individual NHRIs engagement and collectively e.g. through Working Groups.</p> <p>Particular focus is on ensuring that GANHRI, along with its partners can continue to systematically respond to the needs of NHRIs who face challenges in ensuring their presence in relevant processes.</p>
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OBJECTIVE 4.

GANHRI operates at an even higher level as a professional, effective, well-governed and efficient organization.

GOAL		ENABLER
<p>Goal 4.1</p>	<p>GANHRI’s core identity is clarified, valued and consistently communicated throughout the Alliance and throughout the engagement with regional and global partners.</p>	<p>A communication strategy is developed and implemented.</p> <p>This includes both external aspects e.g. relating to GANHRI plans and activities including those involving other stakeholders as well, and a systematic approach to internal communication aimed at promoting transparency and accountability.</p>
<p>Goal 4.2</p>	<p>GANHRI’s organisational and institutional structure and capacity are strengthened and consolidated, with to the aim of effective implementation of this Strategy and the realisation of its Goals.</p>	<p>The Head Office is strengthened to deliver this strategy in line with the needs of member NHRIs, and in collaboration with regional networks and UN partners.</p> <p>In addition, options for ensuring increased presence of GANHRI, e.g. in New York, are explored in collaboration with the UN partners and the regional networks.</p> <p>GANHRI continues to develop its institutional processes, including adoption and implementation of relevant internal processes and policies, building staff capacity based on identified needs.</p> <p>In particular, GANHRI reviews its funding situation, develops and implements a strategy for increased financial sustainability.</p> <p>Finally, this also include a review for how GANHRI can most effective draw upon core resources within its members across its work and activities, including through a pool of designated experts and envoys.</p> <p>Implementation of the inclusiveness criteria, in the sense that all member NHRIs should be empowered to engage in GANHRI’s activities irrespective of location, language or available resources, to ensure that GANHRI is truly global.</p>

Goal 4.3	GANHRI's governance structure is optimised for greater effectiveness.	<p>The GANHRI governance structure is reviewed and adapted as relevant, aiming to ensure a greater ability of GANHRI and regional networks to respond to members' needs. This includes mitigating the challenge of transitioning at the level of Chair and Secretary. It should also incorporate the review of the SCA as addressed above (Goal 1.2).</p> <p>In addition, the ability of GANHRI to respond effectively and timely to assisting NHRIs under threat is analysed and remedial action identified.</p>
Goal 4.4	GANHRI's relations with the regional networks is further clarified.	A review process is undertaken, aimed at ensuring increased clarity of roles between the different levels of the organisation, in particular between its various governance bodies and between the global and regional levels. The output should be a road map / flow chart (see under Objective 1) analysing both general and specific scenarios and aspects, recognising that different areas require different solutions and divisions of responsibilities and tasks.
Goal 4.5	GANHRI identifies its core added value in relation to UN partners, as well as external partners and stakeholders.	Feeding into the other Goals under Objective 4, a mapping of the institutional landscape , not least of stakeholders surrounding the global human rights system is undertaken, with a view to identifying complementarity and added value of GANHRI engagement, confirm roles and strengthening cooperation with the UN and with other networks and partners.

Acknowledgements

This Strategy was developed by the GANHRI Head Office, the GANHRI Chairperson's and Secretary's offices (Task-force) with the assistance of Dr. Lone Lindholt, Lindholt Consult. It was done in close consultation with the GANHRI Bureau and the Regional Chairs and Secretariats and, not least, the member NHRIs. Furthermore, the team had the privilege of interacting with a number of institutions, organisations and individuals, in particular the NIRMS and the UNDP, who generously gave their time and knowledge.

Finally, we wish to thank the National Human Rights Committee (NHRI) of Qatar for its generous financial contribution to the realization of this Strategy.

