STRATEGIC PLAN
2023-2027

Our roadmap to promote and protect human rights in a time of change

SUMMARY VERSION
VISION

A world where everyone everywhere fully enjoys their human rights.

MISSION

We unite, promote, and strengthen NHRI s to operate in line with the Paris Principles and provide leadership in the promotion and protection of human rights.

ABOUT

Representing 120 NHRI s, their members and staff across all regions, GANHRI is one of the largest human rights networks worldwide.

Together with the four regional NHRI networks in Africa, the Americas, the Asia Pacific and Europe, and under the Tripartite Partnership with OHCHR and UNDP, we:

- Provide advice on the establishment of NHRI s
- Conduct training to strengthen the capacity of NHRI s
- Review and accredit NHRI s in compliance with the Paris Principles
- Support NHRI s to strengthen their independence
- Bring NHRI s together to discuss, debate and collaborate
- Assist NHRI s to engage with the international human rights system
- Stand in solidarity with NHRI s facing threats and reprisals.
CHAIRPERSON’S MESSAGE

More than ever, the work of GANHRI and our members is vital to address the pressing human rights challenges of our times: climate change, the ongoing impacts of the COVID-19 pandemic, war and conflict, a rise in authoritarian regimes, and a shrinking civic space. Responding to these threats, often while working within restrictive national settings, requires commitment, strategic thinking and innovation. Collaboration is also essential.

The 2023-27 GANHRI Strategic Plan sets out how we will work together as a global body of NHRI - and with UN, civil society and other partners - to promote and protect human rights in the midst of these urgent challenges. It defines GANHRI’s roadmap for the next five years and beyond.

The Strategic Plan details how we will support new and existing NHRI, strengthening their capacity and protecting them when they face threats to their independence. It outlines our role to bring together NHRI, partners and others to share expertise and approaches. It sets out how we will amplify the voice of NHRI to influence global policy-making and through GANHRI’s leadership and advocacy on priority issues in international fora.

Implementing this Strategic Plan will also further consolidate GANHRI’s work and impact, continuing to position it as a well-governed network that serves its members effectively.

Maryam Abdullah Al-Attiyah
GANHRI Chairperson
Chairperson, National Human Rights Committee of Qatar

The development of this Strategic Plan was led by the GANHRI Chairperson and the GANHRI Head Office. It was developed through a multi-phase consultative process, involving GANHRI members, GANHRI Head Office, GANHRI Bureau members, regional NHRI networks, UN partners NGOs and other stakeholders.
OUR THEORY OF CHANGE

GANHRI, with and through its members, positively impacts on the enjoyment of human rights globally

- NHRIs are established and accredited in all countries of the world.
- NHRIs are supported, strengthened, and protected.
- NHRIs collaborate and share experience & knowledge.
- NHRIs speak with unified voices, influencing the global policy agenda.

NHRIs contribute towards everyone everywhere fully enjoying their human rights

STRATEGY ON A PAGE

Strategic Plan Outcome

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.

GANHRI’s 2023-2027 Strategic Objectives

GANHRI will focus on four Strategic Objectives to achieve its Vision:

Objective 1
GANHRI supports the establishment, strengthening, accreditation, and capability development of NHRIs, and their protection when exercising their mandate.

Objective 2
GANHRI unites its members at the global level, bringing them together to collaborate and engage with one another and others.

Objective 3
GANHRI provides leadership in the promotion and protection of human rights, bringing the voice of NHRIs to relevant UN and other global fora.

Objective 4
GANHRI operates as a professional, effective, well-governed and efficient organization.
GANHRI is governed and operated by members to deliver practical value for NHRIIs. The GANHRI Statute underpins all our decision-making processes.

The **General Assembly** is GANHRI’s decision-making body, currently comprising 120 members. It is responsible for adopting and reviewing GANHRI’s programme of activities; approving amendments to the GANHRI Statute; approving the budget and the financial reports; and electing GANHRI office bearers.

The **GANHRI Bureau** - comprising 16 ‘A status’ members from the four global regions - is responsible for implementing the decisions of the General Assembly. It oversees GANHRI programmes and activities; develops policies and procedures; monitors the financial accounts; and makes final decisions on the NHRI accreditation.

The **GANHRI Chairperson** and **GANHRI Secretary** are members of the GANHRI Bureau. They are elected by the General Assembly for a three-year term, on a rotational basis.

The **Sub-Committee on Accreditation**, **Working Groups** and **Caucuses** contribute to the substantive work of GANHRI, supported by a small **Head Office** team in Geneva.
GANHRI and its members face a series of complex and interconnected human rights challenges, including:

- The ongoing impacts of the COVID-19 pandemic
- The effects of climate change and its impacts on human rights everywhere
- The economic crisis and its effects on those in vulnerable situations
- The rise in political polarisation and hate speech
- The global trend of shrinking civic space and the rule of law
- The pressures on the multilateral system and its institutions and the growing retreat from multilateralism in all regions
- The disfavouring of those using a human rights-based approach to address global challenges and increasing threats against those defending rights, including NHRI

An increasing number of NHRI in all regions report a deteriorating national operating environment, including challenges to their mandates and funding, as well as threats and harassment directed at NHRI members and staff.

Collaboration and partnerships are essential to respond effectively to these challenges. Building greater understanding and appreciation of the contribution that NHRI make to human rights protection and promotion is also vital. This will require continued NHRI engagement with all key UN mechanisms, and for GANHRI to continue to coordinate and present strong and united NHRI positions to the international community.

Consolidating GANHRI as a strong and credible network, with deep human rights expertise drawn from its members, and as a strategic partner and ally for others in the field, will also support the effectiveness and protection of NHRI.
HUMAN RIGHTS PRIORITIES

GANHRI supports members in their work on a wide range of human rights issues. By focusing on specific human rights priority areas, GANHRI and its members can collectively have a positive impact on human rights promotion and protection in all regions.

This list of human rights priorities will continue to be reviewed. Other priority areas may be addressed, in response to feedback from members and decided by the GANHRI Bureau.
Strategic Objective 1:
GANHRI supports the establishment, strengthening, accreditation, and capacity development of NHRIs, and their protection when exercising their mandate.

WAYS OF WORKING
- Bolstering legitimacy and credibility
- Supporting members
- Building capability
- Maintaining independence
- Providing protection
- Advising on the Paris Principles

KEY ACTIONS
- We support the establishment of strong and independent NHRIs, and their strengthening, in countries across the globe, in line with the Paris Principles.
- Through our international accreditation process, we review the compliance of NHRIs in accordance with the Paris Principles, issuing recommendations for strengthening them.
- We offer guidance and support the implementation of the Paris Principles based on experience and practices from around the globe.
- We build the capacity of our members so they can tackle pressing human rights challenges and be effective advocates for justice.
- When NHRIs face threats or reprisals, we provide support to uphold their independence.

KEY INITIATIVES
1. Establishing NHRIs to be in line with the Paris Principles
2. Supporting and strengthening Members’ capacity
3. Accrediting and promoting compliance of NHRIs with the Paris Principles
4. Supporting NHRIs under threat

Members of the GANHRI Alliance, in cooperation with the regional networks as well as with partners, contribute to the establishment, strengthening, accreditation, and ongoing capacity development of NHRIs, as well as their protection.

Through coordinated efforts between the GANHRI Secretariat, GANHRI Head Office, the Regional Networks, and the UN Partners, GANHRI supports the establishment of NHRIs where they do not yet exist. Jointly with Partners and Stakeholders, GANHRI contributes to the continuous capacity development of the NHRIs to enhance their effectiveness. In a unique peer-review-based accreditation process, GANHRI reviews individual NHRIs’ compliance with internationally recognised standards - the Paris Principles - to promote their independence, pluralism, and accountability. Finally, GANHRI protects its members when under threat, in coordination with the other actors indicated above, including in cases such as of political pressure, intimidation of any kind, harassment or unjustifiable budgetary limitations.
Strategic Objective 2:
GANHRI unites its members at the global level, bringing them together to collaborate and engage with one another and others.

WAYS OF WORKING
- Sharing knowledge and experiences
- Exchanging good practices
- Enabling collaboration
- Building capability

KEY ACTIONS
- We bring NHRIs together with one another and with partners, to share experiences, identify good practice, develop strategies, and build partnerships that drive positive change.
- We strengthen NHRIs’ capability to effectively promote, protect and respond to human rights issues by applying the full potential of their Paris Principles mandates and functions.

KEY INITIATIVES
1. Bringing together GANHRI, for decision-making and capability building
2. Connecting GANHRI Members with each other and others for knowledge sharing and learning

GANHRI is a network of and for its Members. GANHRI facilitates GANHRI Members to come together at the global level to collaborate, engage with and support one another and others; and to develop joint learning and experience-based knowledge aimed at informing global policy debate and effective action at the national level. Supported in particular by the GANHRI Head Office, GANHRI develops and implements appropriate systems and tools to enable Members to learn from one another, exchange practices and work together.

GANHRI strengthens the capacity of NHRIs to protect and promote human rights globally, to engage on specific human rights issues, and address emerging human rights issues, through the exchange of learning and solidarity within the human rights community, including peer exchanges, Working Groups, communities of practice, and ad hoc initiatives, as well as through its annual events and trainings, including the Annual Meeting, thematic events, and International Conferences.

Collaboration between NHRIs is essential to address today’s human rights challenges, many of which cross borders and regions. Bringing NHRIs together to discuss, debate and collaborate contributes to their strengthening and capability building. GANHRI plays an important role in facilitation of joint learning and knowledge generation among the Members. GANHRI Members lead the work of GANHRI on thematic issues of priority. The GANHRI Head Office supports the coordination of these efforts. Through these measures, the capacity of NHRIs to take action on emerging human rights issues and effective human rights communication, is strengthened.
Building on the diverse and rich experience of NHRIs across the globe, GANHRI unites the collective voice of NHRIs for positive impact, leading on developing positions on behalf of its Members, and speaking as one global united voice across fora, as well as facilitating the voice of individual NHRIs to be heard in the UN mechanisms. GANHRI contributes effectively to the work of the international human rights mechanisms, tackling significant structural human rights issues, laying the ground for NHRIs in turn to address them effectively, capitalising on synergies and establishing common ground for collective inputs. The GANHRI Head Office supports the representation of NHRIs individually and through GANHRI, with a view to strengthening direct engagement between NHRIs and international bodies.

GANHRI fulfils its Mission to provide leadership in the promotion and protection of human rights by bringing the collective and individual voices of GANHRI Members to relevant UN and other global fora, and contributing to UN mechanisms and processes and enhancing the space for NHRIs’ engagement, thereby complementing the individual representation rights of GANHRI Members. GANHRI provides a platform for the NHRIs to engage in, and inform, global policy debates at the United Nations and other global fora, in a collective manner, and to engage with the UN mechanisms individually to effectively contribute to human rights protection and promotion in their national contexts. In this way, GANHRI amplifies the voice, awareness, and collective action of NHRIs in various international fora, enhancing the promotion, protection, and fulfilment of human rights in globally.
**Strategic Objective 4:**
GANHRI operates as a professional, effective, well-governed and efficient organization.

**WAYS OF WORKING**
- Ensuring institutional sustainability
- Communicating globally
- Maintaining organisational efficiency
- Celebrating diversity

**KEY ACTIONS**
- We build a sustainable Global Alliance.
- We strengthen our institutional capacity and capability.
- We share information across, within, and about GANHRI.
- We collaborate with others to achieve our goals.

**KEY INITIATIVES**
1. Clarifying roles and responsibilities within GANHRI.
2. Building coherence with Regional Networks.
3. Strengthening our communication.
4. Strengthening our collaboration with Partners and Stakeholders.
5. Diversifying our funding.

GANHRI is a well-functioning and soundly governed network with an engaged membership who are supported to participate in a manner that enhances diversity and inclusion. A well-run and sustainable global network of NHRIs is an integral component of effective human rights architecture. By enhancing the organizational development and institutional sustainability of GANHRI, GANHRI is able to fulfil its Mission in the most effective and efficient manner and remain accountable to stakeholders.

GANHRI is most effective when all actors it comprises, including the Regional Networks and UN Partners, are acting in complementarity with one another. All actors comprising GANHRI can maximise their impact in support of NHRIs through the ‘multiplier effect’ derived from amplifying GANHRI’s messages at the global, regional, and national levels. Communicating between Members, Partners and Stakeholders is vital to the success of GANHRI, and concerted communication initiatives are needed, supported by the GANHRI Head Office. GANHRI will clarify roles and responsibilities within GANHRI, in order to strengthen Members’ leadership and ownership of the network, enhance the shared understanding of organisational sustainability for the future, and ensure organisational capacity is appropriately aligned.

Consolidating GANHRI’s financial position through strategic fundraising, diversifying the funding of GANHRI, and building necessary financial reserves, supports the sustainability and longevity of GANHRI and its ability to continue supporting NHRIs into the future. GANHRI’s ability to effectively measure and communicate the impact of its work and how it contributes toward its strategic goals is supported by improving accountability, transparency, and impact measurement across GANHRI.
PARTNERSHIPS & COLLABORATION

Collaboration is central to our mission and how we work. Our effectiveness and reach are enhanced by strategic partnerships with:

- Regional NHRI networks in Africa, the Americas, the Asia Pacific and Europe
- Leading UN organisations – OHCHR and UNDP – through the Tripartite Partnership

We also collaborate with other key UN agencies, as well as international and regional civil society organisations, academia, the European Commission and European Union, and other organisations that share our commitment to human rights.

We will deepen these partnerships, and establish new ones, as we implement our Strategic Plan to strengthen NHRI and improve human rights outcomes for individuals and communities around the globe.

Find the full 2023-2027 GANHRI Strategic Plan online
ganhri.org/strategy