الشبكة العربية للمؤسسات الوطنية لحقوق الإنسان
The Arab Network for National Human Rights Institutions

Strategic Plan

Of

The Arab Network for Human Rights National Institutions

For

2016 – 2017 – 2018

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Introduction

After completion of establishing, setting and approving all ANHRNI systems, adopting its strategy and operational plan for three years (2014 – 2015 – 2016), and ANHRNI ability to launch and work on most strategic objectives, through implementation of ANHRNI agenda (which is set based on the operational plan for ANHRNI strategy) for 2014 by 100%, and which included providing counseling for Member institutions and helping them with accreditation by ICC, as well as the ANHRNI communication, support and cooperation with international and regional organizations and corporations, and positive interaction of Member institutions with the General Administration, in order to implement strategy terms, GA reporters and ANHRNI presidency calls, not to mention, the ANHRNI participations in organizing international conferences, following their recommendations up and organizing training courses.

Currently, there is higher interaction by the Members, which is represented in their follow-up of the recommendations of conferences that ANHRNI has participated in organizing. Further, they are working on organizing training courses in their countries in cooperation with ANHRNI for raising and building of Member institutions capabilities, in the context of implementation of their operational plan activities, which complies with ANHRNI strategic goals.

All of which has led to an effective presence of ANHRNI on both regional and international levels, and opened new prospects of cooperation with organizations, corporations, committees ant international and regional programs, which were interested in cooperation, communication and coordination with ANHRNI. This, in turn, will contribute to support Members work, in the context of regional and international cooperation, on the one hand, and building capabilities and exchange of experiences and best practices, on the other. This will facilitate the process of building capabilities, and encourage to establish and enhance national institutions as per Paris Principles.

Therefore, and as a result of these advanced and motivating developments, ANHRNI have adjusted and updated their strategic plan in compliance with these potential developments and partnerships, which will help them to undertake their roles and reduce the time needed to achieve their goals.

The Vision

The main objective of ANHRNI creation is enhancing and protecting human rights in the Arab World, based on the basic values and principles stipulated in UDHR and international and regional agreements of human rights.

However, the Arab public and governments have a cultural crisis regarding human rights concepts and principles and accepting others opinions, therefore, there must be, to begin with, a focus on dissemination and generalization of human rights culture, which includes values and principles that comply with international legitimacy, and raising people on respect of which. This will contribute to achieving international security and peace, and generalization of the spirit of citizenship and its conception, above others, among the one country or community.

In order to do so, ANHRNI Members must be empowered by raising their capabilities and helping them to undertake their tasks in the best way possible, on the basis of ANHRNI objectives and tasks, by providing various forms of help, in order to enhance capabilities on all aspects, and encourage them to develop, disseminate and generalize human rights culture and respect its values and principles, through culture, education, upbringing, media and training, and highlighting and encouraging the spirit of citizenship, in order to deepen human rights culture, for the interest of peace, tolerance and co-existence.

Therefore, ANHRNI will continue to develop their relationship with organizations and people who seek achieving the same goals of national institutions, especially, UN agencies, bodies and programs, as well as facilitating cooperation among their Members and governments, parliaments, civil society organizations and international and regional organizations, based on solid partnerships, requesting their help and support, in order to work together to overcome the

obstacles arising from the new challenges in human rights field, and coordinate the same in the best and fastest way possible to include all ANHRNI Members, in compliance with ANHRNI systems and strategic plans, in addition to helping them to attain credence degree A by the Credence Sub-Committee affiliated to International Coordination Committee, motivation and contribution to creating national institutions in accordance with Paris Principles in the Arab Countries, which do not have a national institution yet.

Introduction to Strategy

ANHRNI updated its strategy, in order to include the next three years (2016 – 2017 – 2018), after studying all developments and cooperation prospects that are opened before them on regional and international levels, and investigating all the downsides, which encountered ANHRNI while implementing the former plan, while taking arising positive aspects into consideration, and recognizing the new challenges. ANHRNI activity analysis was performed, in order to realize each Member institution reality, to the extent possible, determine its needs, and understand the challenges it faces, in a better way. Therefore, ANHRNI considered the necessity of cooperation and mutual work activation between the Members, on the one hand, and openness to work, individually, and through ANHRNI with organizations, programs and people, who strive to achieve the same objectives, especially, if they are among UN agencies, bodies or programs, which will help to follow and overcome arising obstacles from the new challenges in human rights field.

The strategic vision of ANHRNI work in this stage, is a response to institutions' needs, and in accordance with the open prospects before ANHRNI through responsiveness of Arab governments, support and interaction of the Arab League, its councils and committees, and the promising interaction of international and regional organizations.

The strategic plan will focus on training courses, in order to meet Members needs regarding enhancement of capabilities and skills for the institution ranked by ICC. As for the newly-established, or under-foundation institutions, ANHRNI will implement founding courses in human rights field, which will deal with origination and development of human rights, contractual and non-contractual human rights mechanisms, comprehensive periodic review mechanism and human

international law. In addition to the origination of national institutions and their role as per Paris Principles, while illustrating institution classification and accreditation mechanism by the International Coordination Committee of National Institutions for Human Rights, and the steps that should be taken to be accredited by which.

As for result, the strategy aims at enhancing the role of national institutions to contribute to protection and support of human rights in the Arab countries, through encouraging their countries to develop and disseminate human rights culture, and respect its principles and values, through media, education, training and highlighting and encouraging the spirit of citizenship, by working on disseminating and generalizing dialogue culture, tolerance with others and consecration of freedom of opinion and expression till it becomes an integral part of community's culture and conscience, as a cornerstone for practicing democracy. Freedom of opinion and expression is not only important as a standalone right, but for their necessity regarding protection, realization and maintaining other human rights.

Furthermore, Members should be encouraged to interact with international and regional human rights treaties bodies, and continuous follow-up and evaluation of human rights and public freedoms conditions in their countries. ANHRNI will strive to provide various ways of help, in order to enable the institutions to combat violations, enhance their capabilities to observe, document and disseminate information and results, continuous analysis and evaluation of human rights conditions in their countries and activation of the rule of law principle, which ensures and maintains freedoms.

Strengths & Internal and External Success Elements

- Unity of language, culture and history, and unity of challenges and interests.
- An international orientation towards more rights, freedoms and work on combating violations.
- ICC encouragement to generate semi-regional networks for human rights national institutions.
- Increase of national institutions and their interaction with international and regional mechanisms.

- Arab governments having a political will, despite unevenly, and their realization of the necessity of human rights respect.
- The Arab League having will to continue cooperation with ANHRNI, especially the Permanent Arab Committee for Human Rights.
- Regional networks having the desire to cooperate with ANHRNI, especially APF, and there is coordination and humble logistic support by information in some occasions, and ANHRNI want to expand that.
- Existence of cooperation draft project with ANHRNI, provided by UNDP.
- "Unclear word" expressing will to cooperate with ANHRNI in building capacities.
- Arab institutions convergence, through ANHRNI, with other networks institutions.
- Cooperation of ANHRNI by organization and initialization of Arab – American – Iberian dialogue, including, for the first time, all Arab institutions, which will result in exchange of experiences and unity of opinions regarding human rights topics and cooperation prospects.
- Participation in organizing a number of international conferences and following their recommendations up.
- Interaction of Members with ANHRNI through participation in its programs, contribution to implementing GA resolutions and following – up the recommendations of conferences, which ANHRNI participated in organizing.
- Existence of true will to cooperate among Members and expansion of the public network interested in human rights in the Arab World, including increase of civil society's organizations and emergence of national institutions as a new actor in this field.
- Availability of Arab competencies and experiences, and refinement of a part of Arab institution experiences, which will enable ANHRNI to rely on them to contribute to implementation of a part of its future programs.

- Developing a database of available experts and trainers in the Members.
- Continuation of communication data of ANHRNI Members and international and regional organizations.
- Providing ANHRNI infrastructure.
- Commitment of ANHRNI general administration staff to hard work, interaction and communication with Members.
- Determination of ANHRNI objectives, tasks and mechanisms by basic and internal ANHRNI systems, continuation of all foundation procedures, development of principles and directions to be inserted in ANHRNI systems, which indicate the competencies of presidency and administration, as well as setting standards to support and help the Members.
- Success in implementation of 2014 strategic plan, continuation of 2015 plan and updating the strategy to activate ANHRNI work and comply with developments and needs.

Challenges & Internal and External Weaknesses

- Non-ratification of some Arab countries on some human rights international instruments and lack of compliance of internal legislations with the purport of ratified instruments, as well as lack of conviction regarding their implementation by officials.
- Some countries have not implemented their commitments resulting from ratifying international agreements and treaties, and do not provide periodic reports in time.
- Gaps of national institutions creating – laws, which led to be non-fully-compliant with PP.
- Lack of political and financial support given by some Arab governments to the national institutions.
- Lack of national institutions in all Arab countries.
- Lack of financial and human resources in ANHRNI general administration.
- The general administration is not being informed with updates, and contacts are not being automatically updated.

- Some institutions do not comply with appointing liaison officer with the general administration, and, sometimes, there is a lag in performing procedures and nominations related to ANHRNI programs.
- Weakness of Arabic language of some ANHRNI Members, or under-construction institutions.
- Some institutions' reality overpassing training topics, while others are in need for this kind of topics to be trained on.
- Emergence of new topics, concepts and mechanisms in order to activate the work in human rights field, which should be introduced to the institutions (such as the right to development – effect measurement – obtaining advocacy and support – self-evaluation).
- Lack of experts and training cadres in ANHRNI and the Members.

ANHRNI Main Objective

The main objective is protecting and supporting human rights in the Arab World. To do so, ANHRNI set five main goals, which elaborated in operational action plan that results in annual action plans, programs and activities, in accordance with available priorities and resources.

ANHRNI Main Goals

- Support of national institutions role, in order to participate in human rights protection and enhancement in the Arab countries, by initiating mutual cooperation programs and coordinating among one another.
- Development and dissemination of human rights culture through media and training among all the classes of society in public and private sectors, civil society's organizations, citizens and residents.
- Encouragement of participation in international and regional human rights agreements and contribution to apply their requirements, and compliance of national legislations with agreements provisions ratified by the Arab countries, respect of their resulting commitments and contribution to raising capabilities of those responsible for their actual implementation.

- Support of national institutions work in the context of regional cooperation, highlight and encourage the spirit of citizenship and respect of human rights culture, values and principles.
- Motivating countries to interact with international and regional human rights bodies.

Strategic Plan

ANHRNI strive to achieve the main objective through five strategic goals, which are subdivided into many sub-goals that led to cooperation, activities and programs, which would achieve ANHRNI ambitions. ANHRNI have exerted efforts to develop a vision and a future action plan that would enable them to invest all energies and experiences available in the region, including enhancement of field cooperation with UN programs, agencies, offices and centers, regional networks of national institutions for human rights, as well as the Permanent Arab Committee for Human Rights, in order to cooperate in technical and legal aspects, enhancement of national institutions compliance with PP, facilitating exchange of experiences, coordination between institutions and expanding cooperation scale to achieve the best practices, which will lead to ensuring a mechanism to benefit from their experiences, and enable ANHRNI to obtain significant support and advocacy, in order to achieve their goals and facilitate performance of their tasks.

This will be done through technical professional programs that contribute to achieve ANHRNI strategy, on the one hand, and correspond to potential partners' interests and programs in the Arab region, on the other, which will lead to achieve protection and enhancement of human rights in the Arab region.

This cooperation will enable the general administration of ANHRNI to raise their capabilities to achieve ANHRNI strategic goals, implement more workshops and training courses and follow-up the recommendations of conferences (in which they participate) and GA, which will facilitate their work regarding raising and building of the Members, as a step on the way to achieve the main objective for ANHRNI creation.

This will be through the following:

- Implementation of courses and workshops in cooperation with the Members, networks, organizations, regional and international bodies and the UN, which will achieve the strategic goals of the Members, and in the same time, will help to implement ANHARNI strategy in this regard. They shall be organized in cooperation with ANHRNI, and all Members will be invited.
- Targeting of the same target group in the national institution that organized activity or training course, including all ANHRNI Members, and the same shall be noticed in their raising capabilities training programs projects.
- Cooperation and coordination with ANHRNI general administration to do so.
- Cooperation and coordination with the general administration and raising their capability by the Members, international and regional organizations, UN agencies, offices and programs, in order to establish national institutions in accordance with PP in the Arab countries that still do not have a national institution for human rights.

Plan Organization

Strategic plan for the years 2016- 2017- 2018 was organized as follows:

- General purpose

- Network key purposes defined by five objectives.

- Network strategic objectives (five axis) and sub-objectives derived from them.

- Activities derived from sub-objectives sought by network.

- Outcomes and performance indicators measuring fulfillment of objectives.

- Time frame for performing activities, to be elected in accordance with priority of needs and resources available, to indicate operational plan activities and works as per an annual action plan to be

implemented throughout four seasons per year (first quarter- second quarter- third quarter- forth quarter).

- authority/s within the network assigned to supervise activities and its results.

- international and regional authorities and organizations participating to the program.

Objectives of Strategic Plan

Upon analyzing the needs as per priorities, strategic objectives were set according to network vision and in consistent to the purpose of its establishment, in the form of key axis as follows:

First strategic objective (first axis)

Enhance capabilities of national organizations members at the Arab network through providing training and support for national organizations struggling with limited resources to fulfill tasks, and encourage establishment of new national organizations in accordance with Paris Principles.

Second strategic objective (second axis)

National organizations encourage network members to interact with US Human Rights System, especially regular review included and international and regional human rights organizations and special procedures system. National organizations also encourage their states to join international and regional human rights conventions and encourage member states to waive its reservations on agreement articles ratified and encourage them to join protocols attached to such agreements.

Third strategic objective (Third axis)

Encourage network member states to amend its national legislations in consistent with article agreements ratified by Arab states and encourage such states to observe and guarantee performance of such agreements and upgrade capabilities of persons assigned to implementation.

Forth strategic objective (forth axis)

Continuous follow-up and evaluation to be conducted by network member national organizations on human rights and public freedom within Arab states, and provide all forms of assistance to combat violations through providing technical support and enhancing network member national organizations capabilities to continuously detect, analyze, evaluate human rights in its home country.

Fifth strategic objective (fifth axis)

Enhance respect and knowledge in relation to human rights culture in Arab states, through work performed by member organization aiming to spread human rights culture and education. This will also be done by

assistance or various media means, and to encourage its states to spread human rights culture and integrate it within curriculums for all age groups.

Strategic Objectives and Derivatives

First strategic objective (first axis)

Enhance capabilities of national organizations members at the Arab network through providing training and support for national organizations struggling with limited resources to fulfill tasks, and encourage establishment of new national organizations in accordance with principles and foundations.

Secondary Objectives

1- Design and establish training programs that fulfills the needs specific to network member organizations and individuals participating. Assistance from experts under General Directorate supervision shall be obtained. Cooperation is also needed to be established with international and regional networks and UN programs, offices, and teams in order to build professional skills and enhance capabilities of member organizations and its employees to be able to perform their duties more efficiently.

2- Provide support to Arab national organizations- upon request- before and during and after international accreditation, as follows:

Prior- accreditation:

Through reviewing accreditation request and defining additional information that can be integrated therein, and providing experience and consultations requested by national organizations on issued raised by accreditation committee and discuss possible responses.

During accreditation:

Through providing consultations on the meeting and expectations.

After accreditation:

Through providing consultations on the methods of replying cases subject of interest as raised by International Coordination Committee, either by introducing alterations to laws or administrative procedures, and providing consultations on methods of documenting changes performed and providing training programs for capacity building of national organizations thereon, and conduct site visits to support national organizations upon request.

3- Secure and provide consulting and logistic- and where applicable financial- support for authority for capacity building

- Train organization employees at network costs.

- Support organizations to complete establishment procedures and provide assistance necessary to guarantee participation in conferences and meetings organized by network.

- Define procedures for accreditation and comprehensive regular review, and recommendations of concerned secondary committee affiliated to International Coordination Committee and assist national organizations in enforcing recommendation issued.

- Organize consulting meetings with concerned governmental authorities in various Arab states aiming to establishment of national organization in accordance with Paris Principles and provide necessary technical support in cooperation with UN and Arab League.

Second strategic objective (second axis)

National organizations encourage network members to interact with US Human Rights System, especially regular review included and international and regional human rights organizations and special procedures system. National organizations also encourage their states to join international and regional human rights conventions and encourage member states to waive its reservations on agreement articles ratified and encourage them to join protocols attached to such agreements, and to effectively contribute to development human rights within Arab League.

Secondary objectives:

1- Open new potentials before national organizations by providing necessary knowledge, information, and skills through introducing it to specialized UN agencies along with its history, tasks, and competence and its role in protecting and promoting human rights and facilitate cooperation.

2- Encourage attendance and effective participation of national organizations at international and regional events and meetings held by International Coordination Meetings, which will therefore promote its position within international and regional authorities through serving written and oral notices and organizing parallel meetings for conference works and events and activities in which the network participated.

3- Encourage national organizations to submit parallel reports for conventions statutes and special procedures within the framework of comprehensive review and participate in creating national reports, and invent mechanisms for effective and feasible cooperation with permanent Arab League Committee for Human Rights as a step towards developing Arab charter for human rights.

4- Attract the desired support at international and regional level for human rights Arab system, in order to put it into force and secure human rights within internationally approved mechanisms adopted

worldwide at legal level and upon equality and citizenship within international human right system.

Third strategic objective (Third axis)

Encourage network member states to amend its national legislations in consistent with article agreements ratified by Arab states and encourage such states to observe and guarantee performance of such agreements and upgrade capabilities of persons assigned to implementation.

Secondary objectives:

1- Organize training courses for governmental and parliament individuals and other parties concerned with enacting legislations within Arab states as well as those assigned to enforcement within Ministries of Justice and Interior.

2- Provide legislative suggestions in order for legislations to be consistent with international standards on human rights through conducting studies and organizing meetings in such field.

3- Each organization shall be a detector in its country over the conduct of those assigned to apply human rights standards, and to provide the assistance necessary to enable them implementing capacity building for those assigned to enforce human rights standards and develop their performance in the manner that leads to fulfilling the objective.

Forth strategic objective (forth axis)

Continuous follow-up and evaluation to be conducted by network member national organizations on human rights and public freedom within Arab states, and provide all forms of assistance to combat violations through providing technical support and enhancing network member national organizations capabilities to continuously detect, analyze, evaluate human rights in its home country.

Secondary objectives:

1- Training on annual qualitative detection reports and mechanisms for member organizations and evaluate the methodology adopted for managing human right issues, and remove obstacles resulting new challenges in the field of human rights.

2- Enhance exchanging members organizations and UN agencies experiences and best practices in human right arena.

Fifth strategic objective (fifth axis)

Enhance respect and knowledge in relation to human rights culture in Arab states, through work performed by member organization aiming to spread human rights culture and education. This will also be done by assistance or various media means, and to encourage its states to spread human rights culture and accept other views and enhance freedom of expression and democracy practices and teach principles of dialogue through integrating it within curriculums for all age groups, and putting it into practice at schools, universities, and civil clubs.

Secondary objectives:

1- Educate and raise awareness for all community groups in public and private sectors, civil community organizations, citizens, and residents on human rights.

2- Introduce the Universal Declaration of Human Rights and Arab Charter on Human Rights and both international conventions and protocols and agreements attached and mechanisms and state the importance of compliance and spreading its principles

3- Obtain assistance of various media means to enhance knowledge, and observe human rights principles and values within Arab states.

4- Update network website and develop it in the manner that fulfill ambitions. Update and market network pages on Facebook, Twitter, and Instagram.

Targeted Group and Election Standards

The plan targets one or more of the following groups in each of its strategic and secondary objectives:

1- Members and employees at Arab Network for National Human Rights Institutions who are assigned to a role within their institutions for planning programs and activities and to enhance and protect human rights at national level.

2- Employees at the General Directorate of Arab Network.

3- Governmental employees, judges, and legislators.

4- National, regional, and international civil community institutions, in accordance with the activity and subject and enable participation (priority shall be granted to network affiliates).

5- International and regional authorities (at the time of organizing the activity).

6- Employees in the field of cooperation with UN international mechanism (of member institutions affiliate).

*gender balance shall be considered to reflect participation (social gender).

Executive Program and Mechanisms for Implementing the Plan

(2016- 2017- 2018)

Executive Program

The project seeks adopting effective and flexible executive program, that enables network structures to elect from among a set of options and alternatives within the plan program and activities in the manner that guarantees fulfillment of strategic objectives throughout the three years in accordance with resources available of all types, and upon analyzing the needs and setting priorities according to the following conditions and priorities, to be implemented to the best possible in light of the conditions prevailing, in the manner that intersects with fulfillment of various secondary objectives with various strategic objectives through finding common features and enabling implementation of activity without conflict and gaining the benefit from a single activity of various aspects.

Mechanism of Implementation

The plan can perfectly be implemented upon defining the following:

- Programs having priority in implementation, which will be decided upon defining the needs and according to the actual reality of member institutions and the extent of their interaction, performance, and cooperation with the network General Directorate.

- Roles and responsibilities whether of General Directorate employees in accordance with their competence and tasks mentioned within the functional structure of the General Directorate or member institutions or external authorities.

- Time schedule for programs to be performed.

- financial budget for each program.

- regular and annual evaluate implementation of the plan and program.

Evaluation and Updating

An objective and effective control system shall be in place in order for the plan to be implemented and to guarantee plan progress while maintaining quality implementation, which indicates:

- whether the plan is implemented in accordance with pre-determined steps.
- whether objectives will be fulfilled in consequence.
- whether there is a gap between planning and implementation and evaluation.

Control and evaluation system will help defining issues to be settled, whether immediately or upon issuing the annual report, which is the practical tool for providing an early warning upon indicators referring to omission, therefore taking the procedures that guarantee correcting the path.

Executive manager and employees at the General Directorate shall- as per their respective competence- follow implementation of the strategic plan and activities in accordance with General Assembly instructions and resolutions rendered by the executive committee and presidency, and the member supervising the work of the General Directorate, through:

- Implementation process and effectiveness (process evaluation).

- evaluate the outcome in terms of outcomes and plan results (outcome evaluation) and guarantee fulfillment of plan objectives.

- bi-annual plan evaluation

Action Plan

The following table represents the executive action plan for strategic plan components, indicating the strategic objectives, secondary objectives, activities, outcomes and employee assigned to implementation and participating authorities and estimated cost.

الشبكة العربية للمؤسسات الوطنية لحقوق الإنسان
The Arab Network for National Human Rights Institutions

Arab Network for National Human Rights Institutions Operational Plan

(2016- 2017- 2018)

The plan may target more than one group in each of its strategic and secondary objectives and in any of its activities. Plan activities may also be classified into work field into more than one objective simultaneously. Programs of network members may interest with network programs which will contribute to implementing the largest number of activities to benefit all institutions (this will be classified into the field of exchanging experiences and best practices). Network objectives may also intersect with UN objectives and ambitions to enforce national institution mechanism and enhance, develop, and protect human rights.

First strategic objective (first axis)

Enhance capabilities of national organizations members at the Arab network through providing training and support for national organizations struggling with limited resources to fulfill tasks, and encourage establishment of new national organizations in accordance with Paris Principles.

Secondary Objectives					
Design and establish training programs that fulfills the needs specific to network member organizations and individuals participating, and upgrade member capabilities and build capacities in various technical and objective aspects	1- Introduce human rights concepts 2- international human rights conventions 3- mechanisms for protecting human rights Targeted groups, new employees at member institutions - courses for preparing trainers -training courses for developing skills related to performance of institutions	Training courses-sessions - regional workshops on human rights principles ad international system on human rights. - constitute a team work of network employees and member institutions affiliates for training in the	Employees at the general directorate		

		field of human rights. -targeting member institutions			
2- Provide support to Arab national organizations- upon request- before and during and after international accreditation	Provide experience and consultations for member institutions Workshop for each institution to present extent of compliance with Paris principles (strength points and weak points)	Courses and workshops Targeting member affiliates	Employees at the general directorate	Network and member institutions Assistance may be obtained from experts from APF, Nermes, and ICC	
Provide technical and consulting support	- training institutions affiliate at network cost - support network member institutions to	Jointly implement part of training programs with individuals or with network member	Employees at the general directorate	Network member institutions +	

	complete establishment procedures and provide assistance necessary that guarantee participation in conferences and meetings organized by the network or being a party in. - define procedures for accreditation and comprehensive regular review, and recommendation submitted by sub-committee concerned with accreditation at the International Coordination Committee and assisting national institutions to enforce such recommendations. - organize consultation meetings with concerned	institutions as per subject matter and targeted groups (sharing assignments) Bear expenses of institutions participation in network meetings in accordance with standards on providing assistance approved by the network Training courses and workshops for member institution affiliates on accreditation	Executive manager	Supreme commission + UNDP + Charter committee at the Arab League	

	governmental authorities in various Arab states in order to encourage establishment of national institutions in accordance with Paris principles and provide technical support necessary in cooperation with UN and Arab League	process Assist in establishment of national institutions within the Arab region in cooperation with charter committee and UDP			

Second strategic objective (second axis)

National organizations encourage network members to interact with US Human Rights System, especially regular review included and international and regional human rights organizations and special procedures system. National organizations also encourage their states to join international and regional human rights conventions and encourage member states to waive its reservations on agreement articles ratified and encourage them to join protocols and contribute to human rights system at the Arab League.

Secondary objectives	Activities and targeted groups	Outcomes and performance indicators	Employee in-charge	Participating authority	Cost
1- Open new potentials before national organizations by providing necessary knowledge, information, and skills through introducing it to specialized UN agencies along with its history, tasks, and competence and its role in protecting and	Training courses and workshops for network member institutions	Spread human rights culture within institutions and secure information flow which will reflect positively on work reality within institutions. Interaction and cooperation with UN agencies which will facilitate work and accelerate	All employees at the general directorate	Arab Network in cooperation with APF + UNDP + supreme commission+ UN training centers	

promoting human rights and facilitate cooperation.		and promote human rights within Arab region			
2- Encourage attendance and effective participation of national organizations at international and regional events and meetings held by International Coordination Meetings, which will therefore promote its position within international and regional authorities through serving written and oral notices and organizing parallel	Communicate with institutions and international and regional organizations and organize meetings within conferences and meetings and define work schedule. Targets presidency, secretariat, and members at the national institutions	Open new potentials for cooperation and exchange of experiences between national institutions and network and regional and international organizations, which will enhance position of Arab institutions at both regional and international level	All employees at the general directorate	American, African, Asian, and European networks and International Coordination Committee and charter committee in cooperation with UN agencies	

meetings for conference works and events and activities in which the network participated.					
3- Encourage national organizations to submit parallel reports for conventions statutes and special procedures within the framework of comprehensive review and participate in creating national reports, and invent mechanisms for effective and feasible cooperation with permanent Arab League Committee for Human Rights as a step towards	Courses and workshops introducing charter committee and showing work mechanisms and submit reports to permanent committee on human rights. Targets national institutions affiliate from among members concerned. Interaction and cooperation with charter committee	Develop human rights system at the Arab League, and facilitate, promote, an protect human rights within Arab world.	Employees at the general directorate	Arab network + Charter committee + Department of human rights at the Arab League+ UNDP + Supreme commission	

developing Arab charter for human rights.	and submit studies and suggestions to develop Arab charter for human rights, in addition to submitting shadow reports by network member institutions.				
4- Attract the desired support at international and regional level for human rights Arab system, in order to put it into force and secure human rights within internationally approved mechanisms adopted worldwide at legal level and upon equality and citizenship within international human	Organize conferences, forums, and dialogues between Arab network another regional and international networks (such as Arab- American- Iberian dialogue, enforcement of Arab- European dialogue- finding an Arab- African and Asian dialogue)	Obtain support from international community for human rights efforts in the Arab world. Facilitate and enhance and protect human rights in the Arab world.	Employees at the general directorate in cooperation with network presidency	Arab network and any institution or network according to activity or subject matter	

right system.	(targeting national institutions) Exchange the best practices and introduce work mechanisms for international human rights system				

Third strategic objective (Third axis)

Encourage network member states to amend its national legislations in consistent with article agreements ratified by Arab states and encourage such states to observe and guarantee performance of such agreements and upgrade capabilities of persons assigned to implementation.

Secondary objectives	Activities and targeted groups	Outcomes and performance indicators	Employee in-charge	Participating authority	Cost
1- Organize training courses for governmental and parliament individuals and other parties concerned with enacting legislations within Arab states as well as those assigned to enforcement within Ministries of Justice and Interior.	Address institutions to conduct workshops aiming to maintain the balance between national legislations and international human rights standards, and avoid conflict between national legislations and agreements signed by government (targeted groups: employees at Ministries of Justice and Interior and employee in	No. of states participating and type of participation, and extent of consistency between national legislations and international agreements	Employees at general directorate	In cooperation with Arab network and national member institutions and Arab League	

	the legislative field)				
2- Provide legislative suggestions in order for legislations to be consistent with international standards on human rights through conducting studies and organizing meetings in such field.	Obtain assistance from international expert to receive legislative suggestions for certain states in human rights field	Study completed by the expert Benefit gained by such states from the study	Employees at general directorate	In cooperation with Arab League and UN agencies	
3- Each organization shall be a detector in its country over the conduct of those assigned to apply human rights standards, and to provide the assistance necessary to enable them implementing capacity building for those assigned to enforce human rights standards and develop their performance in the manner	- courses on detection and documentation mechanisms and detection reports - training courses delivered by network national institutions members aiming state employees concerned with enforcement of application of human rights standards to	Reveal violations and litigate the convicts (to avoid further violations) Finding state employees believing in human rights and trying to	Employees at general directorate	In cooperation with network general directorate and member institutions and Arab League, and charter committee	

that leads to fulfilling the objective.	upgrade their capacities	apply standards		ad UN agency	

Forth strategic objective (forth axis)

Continuous follow-up and evaluation to be conducted by network member national organizations on human rights and public freedom within Arab states, and provide all forms of assistance to combat violations through providing technical support and enhancing network member national organizations capabilities to continuously detect, analyze, evaluate human rights in its home country.

Secondary objectives	Activities and targeted groups	Outcomes and performance indicators	Employee in-charge	Participating authority	Cost
1- Training on annual qualitative detection reports and mechanisms for member organizations and evaluate the methodology adopted for managing human right issues, and remove obstacles resulting new challenges in the field of human rights.	Training courses and workshops on the following subjects: training program on mechanism of fact tracking committee and method of evaluation and measure the impact. Ex: workshop on mechanism of fact tracking and combat torture	Publish annual detection reports on network website. Such activities will contribute to upgrade institutions capacities to detection and evaluation to reveal violations	Employees at the general directorate	Network institution members in cooperation with Arab League and UNDP	

	Targeted groups: member affiliates working in the field of detection, documentation, and creating reports. Training course on methods of protection of the right of education from armed disputes and significance of compliance	Institutional reports on the right of education status in case of armed disputes			
2- Enhance exchanging members organizations and UN agencies experiences and best practices in human right arena.	Hold workshops and exchange experiences between employees an affiliates and experts and teamwork from UN	Develop affiliate skills, capacities, and proficiency in the field of detection and human right status and prepare the reports necessary Upgrade institution	Employees at the general directorate	Arab network and members in cooperation with UN centers and agencies and UNDP	

		capacity to combat violations			

Fifth strategic objective (fifth axis)

Enhance respect and knowledge in relation to human rights culture in Arab states, through work performed by member organization aiming to spread human rights culture and education. This will also be done by assistance or various media means, and to encourage its states to spread human rights culture and accept other views and enhance freedom of expression and democracy practices and teach principles of dialogue through integrating it within curriculums for all age groups, and putting it into practice at schools, universities, and civil clubs.

Secondary objectives	Activities and targeted groups	Outcomes and performance indicators	Employee in-charge	Participating authority	Cost
1- Educate and raise awareness for all community groups in public and private sectors, civil community organizations, citizens, and residents on human rights.	Adopt a program to spread human rights culture and request government same Organize seminars between members to exchange the best practices Cooperate with network by organizing training courses to secure trainers and skills to organize courses for the	Address institution members to reveal the best practices in spreading human rights culture Institution responses and choose	Employees in the general directorate	Cooperation with general directorate and institution members and UNDP	

	public and training on human rights	the best practices and apply them Measure the impact by institution members and impact on spreading human rights reality			
2- Introduce the Universal Declaration of Human Rights and Arab Charter on Human Rights and both international conventions and protocols and agreements attached and mechanisms and state the importance of compliance and spreading its principles	Publish human rights publications including universal declaration, Arab charter, international conventions, protocols and publish researches on freedom of expression and labor rights and minorities rights and peaceful gathering, etc. Publish the aforementioned	Measure the impact by members on spreading of human rights concepts on reality		Network, members, in cooperation with Arab League	

	on network website Organize seminars and introductory episodes for universal declaration, Arab charter, and attached conventions and agreements in schools, universities and clubs. (for all citizens)				
3- Obtain assistance of various media means to enhance knowledge, and observe human rights principles and values within Arab states.	Set a media plan by each institution member including using all media means to spreading human rights concept Each institution targets its home country	Measure the impact by members and extent of spreading human rights concepts on reality Measure the impact by increasing the no. or persons supporting human rights in their states		Member institution in cooperation with UN agencies for measuring the impact	

		through questionnaires			
4- Update network website and develop it in the manner that fulfill ambitions. Update and market network pages on Facebook, Twitter, and Instagram.	Integrate all agreements and international conventions and methods of accreditation and regular review on the website in an interactive manner and update it Update network library and link it electronically with resources relevant to human rights, agreements, and laws.	Institution satisfaction questionnaire after one year of launching	All employees at the general directorate	Network general directorate	