1. Introduction

This paper is presented for consideration and discussion at the ICC Bureau meeting on 4 November 2012 in Amman, Jordan, as Bureau members undertake strategic planning activities for the development of the ICC's next strategic plan for the period 2013 to 2016.

The paper includes the findings and evaluation of a consultation with national human rights institutions (NHRIs), which the ICC conducted through questionnaires distributed to NHRIs in all regions in September 2012.

Based on the responses received, the paper identifies the level of implementation of the ICC's current strategic plan (2010-2013) and provides an overview of the strengths, weaknesses, opportunities and threats in both the ICC's internal and external environment.

To facilitate strategic planning discussions at the ICC Bureau meeting, the paper also offers key questions and priorities to be addressed during the strategic planning process, as identified by NHRI respondents to the questionnaires.

The structure of this paper is as follows:

1. Introduction
2. Background and methodology for strategic plan development
3. Evaluation of the implementation of the ICC Strategic Plan 2010-2013
4. Synopsis - Situational analysis
5. Priorities to be addressed during the strategic planning process
6. ICC strategic plan 2013-2016: Key questions for discussion
7. Appendixes: I) List of contributions; II) Full questionnaire results; and III) ICC strategic planning process

The ICC extends its sincere gratitude to all institutions that responded to the questionnaire for their time and their candid and constructive answers.

2. Background and methodology

Under the leadership of ICC Chairperson Dr Mousa Burayzat and ICC Regional Chair for Africa, Lawrence Mushwana, the ICC is in the process of developing its second strategic plan, covering the period from May 2013 to November 2016. The final draft strategic plan will be presented for adoption at the ICC General Meeting in May 2013.

To support the ICC Chair and ICC Regional Chair in this process, a Strategic Planning Task Force (Task Force) has been established, comprised of:
The ICC conducted a consultation with ICC members through a questionnaire distributed to NHRIs across all regions in September/October 2012.

The objective of the consultation was to capture feedback from NHRIs, with a view to taking stock of the major trends in both the external and internal environment of the ICC and to identify challenges and opportunities facing the ICC.

The ICC received 15 responses, namely 6 from Africa, 6 from the Americas, 2 from Asia Pacific, and 1 from Europe. Of all responses received, 14 were A status and 1 was a B Status institution.

The questionnaire gathered information from NHRIs that evaluated among other things the level of implementation of the ICC's strategic plan 2010-2013; the external context in which the ICC operates; and members' core needs and expectations towards the ICC.

In addition to members' responses to the questionnaire, this paper is based on a collection and evaluation of the following sources:

i) The ICC Statutes;
ii) The ICC Strategic Plan 2010-2013;
iii) Responses received from ICC members to the ICC Strategic Plan Questionnaire;
iv) Strategic Plans from the four ICC regions;
v) The OHCHR Strategic Management Plan;
vi) Records of Decision of ICC Bureau and General Meeting from 2010 to date;
vii) Reports from the Secretary General to the Human Rights Council and General Assembly;
viii) GA and HRC resolutions on NHRIs.

### 3. Evaluation of the implementation of the ICC strategic plan 2010-2013

This section provides a snapshot of ICC members' appreciation of the level of implementation of the previous ICC strategic plan for the period 2010 – 2013. A full report on responses received is enclosed as Annex II.

In the view of the large majority of respondents, the ICC was most successful in implementing strategic priority 2 (To enhance the engagement with the UN and regional HR frameworks). Respondents noted there have been a number of significant steps taken by the ICC which resulted in greater engagement and recognition of both the ICC and NHRIs within the UN human rights system.

Incremental progress has also been achieved in implementing strategic priority 1 (To maintain and strengthen the ICC accreditation process), strategic priority 3 (To build partnerships and engage external stakeholders) and strategic priority 4 (To develop knowledge sharing and internal communications). For each of these priorities, respondents also identified opportunities for further improvement and underlined the need to sustain efforts, which in turn require that increased financial resources be made available.

While few respondents assessed the implementation level regarding strategic priority 5 (To support
the strengthening of regional organisations of NHRIs), those responses received indicated that progress has been achieved in terms of consolidating the regional coordinating committees within the work of the ICC. Respondents also indicated that, while the ICC had a supportive role to play, regional committees themselves and OHCHR should provide increased assistance.

Finally, most respondents indicated that sparse progress has been made in advancing strategic priority 6 (To ensure the ICC has a level of resources adequate to ensure its independence, viability and sustainability), particularly as it relates to fundraising and diversifying and sustaining sources of funding for the ICC.

### 4. Synopsis – Situational Analysis

Based on an analysis of the responses received, as well as of the above-listed additional sources, the following external and internal trends – strengths, weaknesses, opportunities and threats - relating to the functions of the ICC have been identified.

#### ICC institutional strengths

Among the key strengths of the ICC is that it functions as unique global network, encompassing human rights expertise and knowledge from independent NHRIs from across all regions. Over the past years, the ICC has reached high institutional credibility at the international level.

The ICC effectively operates as collective voice of all NHRI on a large number of advocacy and substantive issues. The ICC is inclusive and transparent in its operations, encourages broad consultations with and among NHRI on issues that arise.

The ICC has successfully consolidated the role of Regional Chairs and Coordinating Committees which assist in the coordination of ICC activities including consultation processes.

The ICC serves as primary advisory body and forum for NHRIs and their exchanges with other institutions on key issues relevant to their mandates.

The ICC has a credible and recognised independent accreditation process that helps establish and strengthen NHRIs across all regions. The ICC is able to provide support when a member institution is under threat, to help ensure its independence is maintained.

Membership is expected to increase as a result of the growth in number of applications for accreditation.

The leadership role of the ICC Chairperson, ICC Regional Chairs and ICC Geneva-based advocacy, as well as the support provided to NHRIs, has had a positive impact on the visibility, recognition and strengthening of the ICC and NHRIs at the international level.

#### ICC institutional gaps

Nevertheless there remains room for improving internal gaps faced by the ICC.

The ICC has little capacity and sustainable core funding resources that would be commensurate to its current stage of growth and to its members', and others', expectations. An implementable fundraising strategy, including contracting a fundraiser, as well as agreement on acceptable sources of fundraising should be secured.
The ICC has no stand-alone independent Secretariat that could take the management and administration load off the institution and region hosting the ICC Chair and provide continuity and stability for the organisation, despite rotational Chairperson-ship.

The benefits of the ICC accreditation process could be fostered with a program aimed at assisting NHRIs prepare for the accreditation process, as well as with a systematic follow up procedure to SCA recommendations involving the ICC, regional committees and, where appropriate, other stakeholders. The ICC's credibility as a whole is to great extend interlinked with the independence and credibility of each of its members and with the accreditation process.

ICC members' domestic responsibilities and increasing budget restrictions limit their capacity to engage substantially on ICC matters and/or to participate adequately in ICC activities, including meetings and conferences.

Communication and advocacy strategies at regional, sub-regional and national level about the ICC and its mission are underdeveloped; consequently the ICC is not sufficiently known and has little impact at these levels. Communication channels through webpage and social media could be further developed.

Regional coordinating committees are acutely under resourced and limited in capacity. They have little impact on sub-regional human rights mechanisms.

Finally, the ICC is highly dependent on OHCHR support and priorities. Consultations processes on strategic priorities and allocation of resources between OHCHR and ICC/regional committees are underdeveloped.

**Opportunities in the external environment**

The ICC operates in a generally overall favorable environment, where there is growing understanding of, and support for, the role and value of NHRIs.

As a result of ICC advocacy, NHRIs' standing with, and contribution opportunities to, the international human rights system have been formalised and further opportunities have developed to expand NHRIs' standing to New York-based mechanisms. Further to the 2012 Human Rights Council resolution on NHRIs, this includes the General Assembly, treaty body strengthening process, and the Conference of State parties to CRPD.

There is a strengthened recognition of the accreditation process at the international level.

There are developing opportunities for partnership with UN agencies, particularly UNDP, as well as with non governmental and inter-governmental organisations, including the Commonwealth Secretariat and the Office of Democratic Institutions and Human Rights of the Organisation for Security and Cooperation in Europe (OSCE ODIHR).

The Human Rights Council and General Assembly resolutions urge the OHCHR and individual states to support the role of the ICC, regional coordinating committees and NHRIs by providing funding resources. Several states have indicated an interest in providing financial support to the ICC. OHCHR has a mandate to support the role of NHRIs both in its advocacy and financial support, which should be further developed.
The development of social media can be a useful and strategic advocacy and communication tool for the ICC, to galvanize support for important issues and communicate effectively with stakeholders both inside and outside the organisation. The desire for more freedom, justice and transparency and recent reform initiatives can serve as a springboard to consolidate the role the ICC and NHRI s may play.

Business has decentralized strategic and innovation activities and has become increasingly hospitable to catalysts which the ICC and its members could be. The Ruggie Principles have been adopted and a human rights element been added to the OECD Guidelines for Multinational Business, both making key references to the roles of NHRI s.

**Challenges in the external environment**

Nevertheless, a key challenge within the ICC's external environment are the economic crisis and austerity measures that have resulted in reductions in NHRI s' budgets – in some cases drastically – while at the same time donor funding has also been reduced. This in turn may critically affect NHRI s' ability to protect and promote human rights on the ground. It may also lead some to conclude that NHRI s are “nice to have” as opposed to being an essential component of a functioning society.

At the same time, more recent global and transregional phenomena, including the impacts of the financial crisis on the human rights of people, situations of conflict and upheaval around the world, climate change and transregional crime, both endanger the ability of NHRI s to effectively function and heighten the need for the protection and promotion of services that NHRI s provide.

At the domestic level, while an increasing number of states establishes new institutions, it will be critical to ensure these institutions are provided with broad mandates and functions and are independent, as required by the Paris Principles. Traditional Ombudsmen's institutions or narrowly-based NHRI s that do not readily allow for full compliance with the Paris Principles have a growing interest in joining the ICC and seeking for accreditation.

**5. Priorities to be addressed during the strategic planning process**

This section provides an overview of the priority needs of the ICC and its members, to be addressed as part of the strategic planning process, as identified by respondents to the consultation.

**Needs relating to the accreditation process**

- To provide equal access to the accreditation process to ensure all eligible human rights institutions are able to take advantage of the important benefits accreditation can provide;
- To assist in the establishment of new NHRI s, and particularly to provide technical assistance to those NHRI s that wish to achieve A status;
- To establish a systematic follow up process to SCA recommendations, particularly by engaging with States on the outcome of the SCA review and by conducting country NHRI site visits; and
- To protect NHRI s in their role as human rights defenders or otherwise at risk of government interference, including through the establishment of fora/mechanisms to discuss and act upon urgent cases of NHRI s under threat.

**Needs relating to institutional strengthening of NHRI s & knowledge sharing**
• To develop the field work of the ICC: visits to various regions, meeting with Governments, and provide direct support to NHRI; against Government interference;
• To continue and strengthen sharing of good practice and facilitation of NHRI knowledge sharing, including identifying and creating databases of resources and other tools to share knowledge;
• To ensure translation of all ICC documents to ensure accessibility by all;
• To encourage twinning projects among NHRI; and promote technical cooperation among members; and
• To provide training and human rights education to NHRI, including on economic, social and cultural rights.

Needs relating to the regional organisation of NHRI

• To support the regions through their secretariats, including to increase their ability to meet the needs for training and technical support

Needs relating to advocacy and engagement with the international human rights system

• To continue supporting and adding more resource to the critical role of the ICC Geneva Representative and making the position permanent, and to establish an independent secretariat;
• To continue advocacy for the role and value of the ICC engaging with the UN, especially in New York; and
• To continue representing NHRI as a collective at an international level and continued advocacy for substantive issues.

Needs relating to securing levels of resources adequate to ensure the ICC's independence, viability, and sustainability

• To raise funds of resources, including by hiring a professional fundraiser;
• To encourage OHCHR to increase funding made available to the ICC; and
• To develop a fundraising plan.

All respondents to the questionnaire noted that the ICC does not have adequate resources for its current level of activities nor for those above-listed needs. If the ICC is to develop further activities and engagement, respondents highlighted the ICC needs to grow funds, and, ideally, develop a system of reserve funds.

6. ICC strategic plan 2013-2016: Key questions for discussion

1. Situational analysis

The ICC consultation process with members has resulted in the situational analysis as reflected in this paper under section 4 entitled “Synopsis – Situational Analysis”.

Question for discussion:
2. Key issues

**Question for discussion:**

*What are the key strategic issues emerging from the above and your own experience? Please prioritize them in terms of importance, timing and feasibility.*

**Key strategic questions emerging from the consultation include:**

- Establishment of procedures to support NHRI preparation and follow up to the accreditation process?
- Establishment of a secretariat to support the role of the ICC Chair in managing and administering the ICC and potentially supporting the accreditation process?
- Development of training, tools for learning for NHRIs and technical assistance?
- Development of a fundraising plan including contracting a fundraiser?

3. Mission, Values and Principles

In its previous ICC strategic plan and current ICC statutes, the ICC defines its mission, vision and principles as follows:

**Mission**

As outlined in article 5 of the ICC Statute, the ICC is an international association of NHRIs, which promotes and strengthens NHRIs to be in accordance with the Paris Principles and provides leadership in the promotion and protection of human rights.

**Vision**

For the March 2010 to March 2013 period, the vision of the ICC is to develop as a strong international body to coordinate the work of NHRIs and to improve cooperation in advancing human rights values, principles and practices nationally, regionally and internationally. The ICC will be:

- Highly Visible, Recognized, Credible, and Effective;
- Supportive and Responsive to its members;
- Regionally developed;
- Financially sustainable;
- Growing; and

**Principles**

As outlined in article 7 of the ICC Statute, the principles of the ICC are:
• To maintain and strengthen a fair, transparent, and credible accreditation process;
• To share timely information and guidance to NHRIs on engagement with the Human Rights Council, its mechanisms, and United Nations human rights treaty bodies;
• To disseminate information and directives concerning the Human Rights Council, its mechanisms, and United Nations human rights treaty bodies to NHRIs;
• To ensure mandated representation of NHRIs;
• To build strong relationships with OHCHR and the Regional Coordinating Committees that reflect the complementarity of roles;
• To ensure flexibility, transparency and active participation in all processes;
• To develop inclusive decision-making processes based, to the greatest extent possible, on consensus; and
• To maintain its independence and financial autonomy.

Question for discussion:

To what extent are the ICC mission, vision and principles still valid? As ICC mission statement and principles are contained in the ICC statute, any changes therein would likewise require a change in the ICC statute.

4. Organisational Structure

In its previous ICC strategic plan, the ICC described its organisational structure as follows:

ICC A AND B STATUS MEMBERS (the Association)

ICC BUREAU
ICC Chairperson (Elected by General Assembly every 3 years)
ICC Secretary / Vice Chairperson
ICC Bureau Members (4 Members from each geographic region)

STAFF
ICC Geneva Representative

SECRETARIAT
OHCHR
National Institutions and Regional Mechanisms Section

ADVISORY BODIES
Sub-Committees
Sub-Committee on Accreditation
Finance Committee
Working Groups (WG)
Governance Working Group (GWG)
Durban Review Conference WG
Business and Human Rights WG

PARTNERS
Regional Coordinating Committees
African Region
Americas Region
Asia-Pacific Region
European Region
Question for discussion:
To what extent is this organisational chart still valid?

5. Strategic Objectives

Based on the ICC statutes, the ICC defined its strategic priorities in its previous strategic plan as being:

1. To maintain and strengthen the ICC accreditation process;
2. To enhance engagement with the UN and regional human rights frameworks;
3. To build partnerships and engage external stakeholders;
4. To develop knowledge sharing and internal communications;
5. To support the strengthening of regional organizations of NHRIs; and
6. To ensure that the ICC has a level of resources adequate to ensure its independence, viability and sustainability.

Question for discussion:
Given your the discussion above relating to the situational analysis, to what extent are these priorities still valid? Are there additional/othe priorities that you believe should inform the work for the next years? If so, what are they?

Does the ICC have the resources and capacities to meet these priorities? If not, what would be required by the ICC to meet them?

6. Thematic priorities

In its previous ICC strategic plan, the ICC defined the following to be its thematic priorities:

- Human Rights and Business (10th International Conference);
- NHRIs and the Administration of Justice (9th International Conference), including the prevention of torture, detention monitoring, transitional justice, and the fight against impunity;
- Migration and the role of NHRIs (8th International Conference);
- Human Rights during Conflict while Countering Terrorism (7th International Conference);
- Rights of persons with disabilities;
- Racism, racial discrimination, ethnic cleansing and related intolerance, including follow up to the Durban World Conference against Racism and the Durban Review Conference;
- Economic, social and cultural rights;
• Indigenous Peoples;
• Human Rights education and training; and
• The role of NHRIs in protecting women’s rights and age sensitive programs for young and elderly women (Commission on the Status of Women)
• Human Mobility
• Protection of the rights of refugees, IDPs and stateless persons
• Human rights protection in emergencies: in situations of natural and man-made disasters
• Protection of human rights of national, ethnic and religious minorities
• The role of NHRIs in Child Rights protection

Question for discussion:
To what extent are these thematic priorities still valid? Are there additional/other priorities that you believe should inform the work of the ICC for the next years? If so, what are they? Should any of these priorities be merged?

7. Financial Plan

In line with its previous ICC strategic plan, the ICC Chairperson with the support of the regional coordinating committee APF have developed a fundraising strategy implementation paper, which was presented to, and discussed at, ICC 24 in May 2011.

The strategic plan establishes that the ICC Bureau, in cooperation with the Finance Committee and in consultation with the ICC, will be responsible for the implementation of the financial plan, including the development of annual budgets, and the overall realisation of its goals outlined in the financial plan.

Question for discussion:
To what extent are these processes still valid? What is required to establish a fundraising plan and ensure sustainability and diversity of funds? Which leads should be established for the development of the fundraising plan?

8. Implementation, review and Monitoring

With regard to implementation, the previous ICC strategic plan identifies that the responsibility to implement the strategic plan generally lies with the ICC Chairperson and ICC Bureau. Further, the strategic plan entrusts the ICC Bureau to develop an Operational Plan and Annual Budget, the latter in cooperation with the ICC Chair and Finance Committee, with assistance from OHCHR.

The strategic plan also provides for a procedure for reviewing or modifying the strategic plan by the ICC Bureau at least once annually.

In relation to monitoring, the previous ICC strategic plan sets out that ICC Chairperson, ICC Bureau and Regional Chairs are those responsible of monitoring the implementation of the strategic plan; and that ICC Chairperson and ICC Bureau, and their designates, will report to ICC
General Meetings to ICC members about the status of implementation.

The ICC Chair has reported regularly to ICC Bureau and General Meetings on implementation of the strategic plan through ICC progress reports against the Operational plans.

*Question for discussion:*

*To what extent are the procedures for implementation, review and monitoring still valid and should be applied to the next strategic plan?*
## ANNEX I

### NHRI CONTRIBUTIONS TO QUESTIONNAIRE ON

#### ICC STRATEGIC PLAN 2013 – 2016

<table>
<thead>
<tr>
<th>NHRI</th>
<th>ACCREDITATION STATUS</th>
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<tr>
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<td>Tanzania ( United Republic of) Commission for Human Rights and Good Governance</td>
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<td><strong>AMERICAS</strong></td>
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ANNEX II

IMPLEMENTATION ICC STRATEGIC PLAN 2010 TO 2013
FULL RESPONSES RECEIVED

Implementation of ICC strategic priority 1:
To maintain and strengthen the ICC accreditation process

A large number of respondents affirmed that the ICC has incrementally progressed under this strategic priority.

Increasingly, NHRIs understand and appreciate the importance of the accreditation process and the value in being an A status accredited NHRI. The growing international understanding and recognition of the accreditation process, and its values, was equally noted.

Some respondents noted with appreciation efforts to develop transparency of the accreditation process as a means of strengthening the accreditation process.

Areas for further progress include: i) increased assistance to NHRIs as they prepare for the accreditation process; and ii) systematic follow up to accreditation recommendations, including field visits and face to face discussions with both the NHRIs, the state and other stakeholders, which however, respondents noted, require further funding and resources.

Implementation of ICC strategic priority 2:
To enhance the engagement with the UN and regional HR frameworks

The overwhelming majority of respondents indicated the ICC been particularly successful in implementing this strategic priority.

There have been a number of significant steps taken by the ICC to ensure greater engagement and recognition of both the ICC and NHRIs within the UN human rights system.

ICC advocacy, with joint efforts and dedication in time and resources in both Geneva and increasingly New York, has greatly assisted in these processes, as has support from the OHCHR and particularly the High Commissioner.

Respondents also welcomed that the ICC has effectively assisted individual NHRIs engage with the UN and regional human rights frameworks.

Implementation of ICC strategic priority 3:
To build partnerships and engage external stakeholders

Under this strategic priority, respondents welcomed ICC’s achievements in building partnerships and engaging with external stakeholders.

The Tripartite Partnership Agreement between UNDP, OHCHR, and the ICC, as well as cooperation with the International Ombuds Institute (IOI) was particularly noted.

Respondents noted positively the inclusive nature of ICC meetings and conferences, which increasingly involve a wide range of stakeholders in ICC meetings including UN agencies, international experts and non-governmental organisations. This has provided NHRIs an important
opportunity to strengthen or build new partnerships, both within the ICC and with external stakeholders.

Responses also confirmed that this priority required further efforts and sustainability. The following areas for further progress were identified:

i) The value and impact of the Tripartite Partnership Agreement could be reviewed;

ii) The cooperative partnership with OHCHR could be further clarified;

iii) As NHRIs become increasingly recognised as important role-players within the domestic and international human rights system, additional capacities that are being needed could be developed and supported through the establishment of partnerships with external stakeholders; and

iv) The ICC may develop a communications and outreach strategy on its mission and activities.

**Implementation of ICC strategic priority 4:**
**To develop knowledge sharing and internal communications**

Respondents generally noted progress achieved under this strategic priority.

Several respondents welcomed strengthened partnerships and cooperation among NHRIs. Generally, the ICC has progressed towards a better integration of all members into its work. Consensus building, transparency in communications and developing a shared vision and synergies has also been incrementally achieved.

While progress has also been made in reviewing and implementing changes in relation to the ICC webpage, it was noted that dedicated resources are required to further progress in this area.

Overall, several respondents noted that dedicated and specialised resources are needed to fundamentally address internal communications and improve knowledge sharing.

Some suggested establish specific training projects for NHRIs and to make greater use of social media.

**Implementation of ICC strategic priority 5:**
**To support the strengthening of regional organisations of NHRIs**

Responses indicated that the ICC has provided support and has been involved in the strengthening of regional coordinating committees and supported the establishment of a new secretariat in Europe.

In view of the respondents, the ICC has also achieved well in integrating the regions within its overall work, in particular through consultations and by consolidating the role of the Regional Chairs and Secretariats.

Respondents from the African region highlighted resources constraints faced in the region and suggested the ICC could progress further on engaging with various African NHRIs and the NANHRI secretariat.

OHCHR's role in supporting NHRI regional committees was also noted.

**Implementing ICC strategic priority 6:**
**To ensure the ICC has a level of resources adequate to ensure its independence, viability and sustainability**
The majority of respondents indicated that the ICC has made little progress in advancing this priority.

In particular, little progress has been made in raising and securing adequate and sustainable funding from various sources, while it was noted that most of the challenges currently faced by the ICC were those liked to lack of funding and resources. The development of the ICC fundraising plan was welcomed.

Among progress achieved under this priority, respondents noted the establishment of a position of an intern at the office of the ICC Geneva Representative and the development of a manual about the ICC.

One respondent also noted an improvement of ICC membership fee payment due to new communication lines established between ICC Chair, ICC Finance Committee and ICC Regional Chairs and Coordinators.

A need for discussions on the nature and scope of the cooperative partnership between ICC and OHCHR was identified.
Under the leadership of the current ICC Chair, Dr Mousa Burayzat, and current ICC Regional Chair for Africa, Lawrence Mushwana, the ICC will develop its second strategic plan, covering the period from May 2013 to November 2016. The final draft strategic plan will be presented for adoption at the ICC General Meeting in May 2013.

The present paper has been developed to assist in the development of the ICC strategic plan. The paper includes:

- Objectives of the ICC strategic planning;
- Principles and components of the ICC strategic planning;
- ICC strategic planning process with timelines; and
- ICC strategic plan outline.

The suggestions herein are based on the ICC's previous strategic planning process, as well as on established organisational principles, such as the requirement of an inclusive and consultative approach with ICC members.

A. Strategic planning objective

The objective of the ICC strategic planning process is to examine, and make informed projections about developments and trends in the immediate regional and global environment pertaining to human rights and the ICC's role and responsibilities, to help the ICC anticipate and respond to change by reviewing and/or clarifying its initiatives and plans of action and adjusting and/or modifying its priorities; targeting spending; and reshaping its programs, plans, fundraising and other aspects of its operations.

To this effect, the ICC strategic plan will be a usable plan; one that informs the ICC's activities as well as its long-range planning, and one that yields meaningful improvements in the ICC's effectiveness, capacity and relevance.

The ICC strategic planning is a process whereby the ICC will make choices about:

- What are the major and primary goals of the ICC for the coming period?
- What resources do we need for a successful future?
- Who are our members and what are their needs and expectations?

B. Principles and components of ICC strategic planning

For the purposes of ICC strategic planning, and guided by the ICC principles as listed in Article 7 of the ICC Statutes, the following principles and components are identified:
1. Assessing the situation

Strategic planning requires a clear and comprehensive grasp of the current situation. This requires review of immediate past, an evaluation of the current mission statement, analysis of organisational strengths, weaknesses, opportunities and challenges, as well as an assessment on the external environment.

2. An inclusive approach

The ICC strategic plan development is a participatory and inclusive undertaking. All important stakeholders should have a voice in the planning effort. If the planning is to succeed, it must incorporate the views of all the constituencies which will be affected by the plan or have a role in its implementation. Specifically for the ICC, this includes: ICC Bureau, ICC members, ICC SCA, ICC Finance Committee, ICC regional networks; external partners such as OHCHR NIRMS, UNDP, OSCE-ODIHR, and NGOs; as well as potential funders.

3. An empowered task force

Although strategic planning is a participatory process, practicability necessitates that core work be entrusted to a smaller task force with sufficient decision-making authority. Based on the agreement made in New York in July 2012, it is suggested the task force be comprised of ICC Chair, ICC Regional Chair for Africa, ICC Finance Committee Chair, and their respective staff, in coordination with the ICC Geneva Representative and APF Secretariat.

4. Clear priorities and an implementation (operational) plan

In addition to mission and value statements, an effective ICC strategic plan will require the development of the organisation’s objectives and strategies. Further, it will be essential to prioritise objectives and strategies. Based on the consultation process with ICC members, the task force should outline a full list of priorities, decide which to move ahead, and identify strategies or set of activities to achieve the goals and objectives.

C. Strategic planning process

The first step within strategic planning begins with organising the process, i.e. with an outline of the process before the actual process begins.

Specifically, it is suggested the ICC strategic planning process includes the following steps:

<table>
<thead>
<tr>
<th>ICC planning process</th>
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<tbody>
<tr>
<td><strong>Step 1</strong></td>
</tr>
<tr>
<td>Select/confirm a task force to direct the strategic planning process</td>
</tr>
</tbody>
</table>
Step 2
Agree on the planning process, including steps, responsibilities, timelines, resources required, working methods etc
→ mid August 2012

Step 3
Carry out a situational analysis: Gather information from ICC members on the ICC’s strengths, weaknesses, opportunities, challenges, and critical issues; summarize current ICC strategic and operational plans; review past successes and failures for the last three years with ICC members. This could be done by way of a questionnaire addressed to ICC members and external partner organisations (OHCHR NIRMS, UNDP, NGOs).
→ mid August to end September 2012

Step 4
Summarize consultation outcomes; identify key issues, including by defining or reviewing the ICC’s values, community vision, mission and questions to be addressed as part of the strategic planning effort; draft a basic plan.
→ October 2012

Step 5
Present the summary and analysis of the questionnaire responses together with the first draft Strategic Plan for review, comments and inputs to the ICC Bureau meeting. The ICC Bureau will agree upon draft Strategic Objectives including proposed activities, outcomes and costs/resources that will address key issues identified in the consultation process.
→ ICC Bureau meeting, 4 November, Amman, Jordan

Step 6
Incorporate ICC Bureau meeting decisions and develop a 2nd draft Strategic Plan together with the summary and analysis of the consultation process and ICC Bureau meeting.
→ December 2012 – January 2013

Step 7
Review draft plan with ICC member, and were appropriate with ICC external partner organisations; build in procedures for monitoring/implementation
→ February-March 2013

Step 8
Final review by ICC Bureau; obtain approval of Strategic Plan
→ ICC Bureau meeting, May 2013, Geneva

Step 9
Implement the Strategic Plan: Develop Operational Plan;
→ June 2013

Step 10
Review progress at ICC Bureau and General Meetings and revise plan, where required.

D. Draft strategic plan outline
Based on the above and the previous ICC strategic plan, the following draft strategic plan outline is suggested:

**Draft ICC strategic plan outline**

1. **Introduction**

2. **Mission, Values and Principles**
   a. Mission
   b. Values
   c. Principles

3. **Organisational Structure**

4. **Situational analysis**
   a. Internal factors
   b. External factors

5. **Strategic Objectives**

6. **Thematic priorities**

7. **Financial Plan**

8. **Implementation and Monitoring**
   a. Implementation
   b. Review and revision
   c. Monitoring

**Attachments**

A. Environmental Scan data
B. Other supporting information