

ICC OPERATIONAL PLAN
November 2011- March 2013

1. INTRODUCTION

At its 23rd meeting, held in Geneva from 22 to 25 March 2010, the International Coordinating Committee of National Human Rights Institutions (ICC) adopted its Strategic Plan for the period 2010 to 2013.

This Operational Plan is developed pursuant to paragraph 8.1 of the ICC Strategic Plan. The Operational Plan is based on the ICC Strategic Plan, including the ICC vision, mission and principles. The Operational Plan provides a practical chart of the operations that the ICC will undertake to achieve the strategic objectives as outlined in the ICC Strategic Plan. It also includes an additional strategic objective on the organisation and management of the ICC. As annex, it contains the ICC budget for 2011.

Key priorities for this first period of the strategic plan, as presented in this operations plan are to:

Strategic objective 1:

- further strengthen the ICC accreditation process

Strategic objective 2

- further strengthen strategic engagement with the Human Rights Council and treaty bodies
- intensify the focus on engagement in New York to gain recognition for the NHRIs independent status before all UN bodies and agencies

Strategic objective 3:

- further develop strategic partnerships with UNDP and IOI

Strategic objective 6:

- ensure financial security for the ICC, through a programme to increase the payment of membership fees and to secure funding from external donors

Strategic objective 7:

- embed sustainable systems for efficient organisational management and internal communication, and effective partnership with NIRMS

The Operational Plan is general in nature, particularly regarding dependencies on NIRMS, and will require more detailed implementation planning.

This is the second Operational Plan of the strategic plan period, following completion of the operational plan for the period March 2010 through October 2011. It is presented for consultation involving the ICC Bureau, Regional Chairs, Regional Coordinating Committees (RCCs), ICC members, ICC Geneva Representative and the Office of the High Commissioner for Human Rights National Institutions and Regional Mechanisms Section (OHCHR NIRMS).

2. STRATEGIC OBJECTIVE 1: TO MAINTAIN AND STRENGTHEN THE ACCREDITATION PROCESS

Note: this section to be further developed in conjunction with the SCA

Activity	Outputs	Responsibility	Timelines	Dependencies
Ongoing activities				
1. Tailor and contextualize SCA recommendations	Record context and background in which the recommendation was developed	SCA	Progress report in regular SCA reporting to ICC	NIRMS to provide advice and secretariat support RCC to provide information and advice
2. Improve accessibility to SCA process for NHRIs and others	Translation of documents; improved information on nhri.net	SCA	Progress report in regular SCA reporting to ICC	NIRMS to provide translation of documents NHRI.Net administrator
Development activities				
3. Strengthen support for NHRIs' preparations for ICC accreditation process	Review mechanisms and develop recommendations for ICC Bureau	SCA	Recommendations to ICC Bureau meeting in October 2013	NIRMS to provide advice and secretariat support Item to be discussed at March 2012 SCA session, to determine who/ how SCA is to develop the report/ recommendations, and what timelines are needed to meet the reporting deadlines.
4. Strengthen transparency in accreditation process	Review of current processes, including review of General	SCA re: the review of the General Observations. -The Working Group on	Initial report and recommendations ICC Bureau in October 2013	NIRMS to provide advice and secretariat support

	Observations	the Review of General Observations is tasked with this. Re: the review of the accreditation process to strengthen transparency, SCA to consider by whom review to be undertaken.	Final report and recommendations at ICC 26	Item to be discussed at March 2012 SCA session.
5. Strengthen systematic follow up to SCA recommendations	Resources allowing, consider visits to NHRIs (and their governments) to engage more effectively with institutions striving to meet the Paris principles and accreditation process standards.	SCA to develop recommendations; ICC Chair, Regional Chairs and Coordinators to implement, with advice from SCA and NIRMS	Recommendations to November 2012 Bureau meeting	NIRMS to provide advice and secretariat support for development of recommendations Item to be discussed at March 2012 SCA session, to determine who/ how SCA is to develop the report/ recommendations, and what timelines are needed to meet the reporting deadlines.
PROPOSAL: 6. Enhance understanding of the accreditation process	Increase awareness of the accreditation process through the development of outreach and education strategies which might include: (i) Building onto the agendas of the ICC plenary	SCA to prioritise and make recommendations to November 2012 Bureau meeting	SCA to consider and recommend when this task should be completed.	Item to be discussed at March 2012 SCA session.

	<p>meetings & regional meetings;</p> <p>(ii) Engaging and enlarging the roles of ICC Regional Chairs and Regional Coordinating Committees (RCCs);</p> <p>(iii) Regular communications through regional and ICC Secretariat (OHCHR) bulletins and the NHRI Forum website;</p> <p>(iv) Periodic focus groups and roundtables;</p> <p>(v) Presentations and workshops; and</p> <p>(vi) Comprehensive plain language guide to the SCA process and General Observations.</p>			
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3. STRATEGIC OBJECTIVE 2: TO ENHANCE ENGAGEMENT WITH THE UN AND HR REGIONAL FRAMEWORKS

Activity	Outputs	Responsibility	Timelines	Dependencies
Ongoing activities				
1. Provide support to NHRIs engaging with	Information sharing; advisory services;	ICC Geneva Representative	Ongoing Reports on activities to	NIRMS to provide information sharing for

<p>UN mechanisms, particularly HRC 18 plus UPR, treaty bodies and special procedures.</p> <p>Provide support to NHRIs in their follow up activities</p>	<p>representation of NHRIs in meetings; facilitation of exchange of experiences and lessons learned, and development of good practice; selected side event; reporting and liaising with NHRIs</p>		<p>each ICC Bureau and General meetings</p>	<p>NHRI; support to Geneva Representative; coordination and partnership on side events</p> <p>RCC to engage with mechanisms, provide support to their members, liaise with ICC Geneva Rep</p> <p>APF advice and guidance</p>
<p>2. Engage with Treaty Bodies and Special Procedures</p>	<p>ICC representation in annual meetings of treaty bodies and Special Procedures</p>	<p>ICC Geneva Representative</p>	<p>Reports on activities to each ICC Bureau and General meetings</p>	<p>NIRMS to provide advice and support to ICC Geneva Representative</p>

Development activities

<p>2. ICC strategic engagement with HRC and its mechanisms</p>	<p>Develop and implement strategic engagement,</p>	<p>ICC Chairperson</p>	<p>Progress report to March 2012 Bureau meeting, ICC 25 and Bureau meeting in November 2012</p>	<p>NIRMS advice ICC Geneva Representative analysis and guidance APF analysis and guidance</p>
<p>3. Convention on the Rights of Persons with Disabilities and State Parties Conference</p>	<p>Follow up on the ICC statement for the State Parties Conference made in September 2011 and engagement with state party bureau members on the distinct recognition for NHRIs in</p>	<p>Canadian Commission to lead, involving ICC Chairperson ICC members ICC Geneva Representative</p>	<p>Ongoing</p>	<p>ICC Geneva Representative and APF analysis and guidance</p>

	<p>section 33.2 of the CRDP and the standing of NHRIs at the State Parties Conference</p> <p>Continue to develop cooperation with the Disability Alliance</p>			
4.Strengthen cooperation with Treaty Bodies and Special Procedures	ICC strategic engagement to promote harmonization of working methods and cooperation between TB, SP and NHRIs	ICC Chairperson	Ongoing	<p>NIRMS advice and secretariat support</p> <p>ICC Geneva Representative and APF advice and guidance</p> <p>Treaty Bodies and SPs</p>
5. Advocate for NHRI independent status before all UN bodies and agencies, including through an increased presence at treaty bodies and states parties in New York	Intensify the focus on New York to gain recognition for this objective. Advocacy for a GA resolution to this effect.	<p>ICC members increased presence</p> <p>ICC Chairperson, ICC Secretary and ICC Geneva Representative for increased presence and GA resolution</p>	Discussion on strategic engagement and advocacy at the ICC Bureau meeting in March 2012 and implement agreed next steps	<p>Strategic advice and support from ICC Geneva Representative and APF</p> <p>Budget provision for intensive engagement in New York</p>

4. STRATEGIC OBJECTIVE 3: TO BUILD PARTNERSHIPS AND ENGAGE EXTERNAL STAKEHOLDERS

Activity	Outputs	Responsibility	Timelines	Dependencies
Development activities				
1. Outreach to partners and key stakeholders	Continue cooperation with IOI and other regional and international Ombudsman's organisations, and further develop relationship with UNDP Develop cooperation with INGOs (regular Geneva meetings), including with International Disability Alliance (see 3.3 above) Undertake selected presentations to key stakeholders on role and value of NHRIs in the international frameworks	ICC Chairperson ICC Geneva Representative	Reporting to each ICC Bureau and General meetings Regular Geneva meetings between ICC Chair and NGOs	NIRMS to provide advice and secretariat support UNDP, IOI and INGOs willing to engage

5. STRATEGIC OBJECTIVE 4: TO DEVELOP KNOWLEDGE AND INTERNAL COMMUNICATIONS

Activity	Outputs	Responsibility	Timelines	Dependencies
Ongoing activities				
1. Hosting of 11 th International Conference on gender equality including women and girls.	Conference programme and outcomes which support NHRIs in their domestic priorities on the	Jordan Centre for Human Rights, planning committee and ICC Chair	November 2012 and lead up	NIRMS to provide grant and secretariat support Regional Chairs and Coordinators to liaise with

	ground			members Jordanian Government arrangements
2. ICC Bureau meeting ICC 25	Key planning and management decisions made, and information sharing on good practice.	ICC Chairperson	ICC 25: 19-23 March 2012 Bureau: November 2012	NIRMS to provide advice and secretariat support Regional Chairs and Coordinators to provide advice and liase with members

Developing activities

4. Expand online information sharing	Review structure and management systems of NHRI.net website Implement recommendations agreed from the above review	ICC Chairperson NIRMs, in consultation with ICC Chairperson	Proposal from an independent consultant on structure and management systems to be discussed at ICC Bureau Meeting November 2012	ICC Chair satisfied with proposals NHRI.net administrator has capacity and capability to undertake work, or additional resources are secured.
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6. STRATEGIC OBJECTIVE 5: TO SUPPORT THE STRENGTHENING OF REGIONAL ORGANISATIONS AND COORDINATING COMMITTEES OF NHRIS

Activity	Outputs	Responsibility	Timelines	Dependencies
Development activities				
1. Respond to requests by	Provision of advice and	ICC Chairperson or	As requested	Resources for travel and

regions to provide support for the strengthening of ICC regional coordinating bodies	support as requested	designate		time
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7. STRATEGIC OBJECTIVE 6: TO ENSURE THAT THE ICC HAS A LEVEL OF REOURCES ADEQUATE TO ENSURE ITS INDEPENDENCE, VIABILITY AND SUSTAINABILITY

Activity	Outputs	Responsibility	Timelines	Dependencies
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Developing activities

1. Implement 3 year fundraising strategy	<p>continue to implement the fundraising plan agreed at ICC24 with annual budget and plan;</p> <p>Further develop and implement procedures for timely payment of membership fees</p>	<p>ICC Chairperson ICC Finance Committee</p>	<p>Review outcome of engagement to prospects to date and develop a further engagement plan by December 2011 and implement during 2012.</p>	<p>APF advice and support</p> <p>Budget provision for face to face engagement with prospective donors</p>
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8. STRATEGIC OBJECTIVE 7: ORGANIZATION AND MANAGEMENT OF THE ICC

Activity	Outputs	Responsibility	Timelines	Dependencies
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Ongoing activities

1. Embed systems for the organization and	Further embed systems for: financial	<p>ICC Chairperson ICC Finance Committee</p>	Report to each ICC Bureau meetings and General	NIRMS to provide grant and agree on service level
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<p>management of the ICC that can be run independent of the institution which supports the ICC Chair</p>	<p>management; membership fees; patterns of delegating ICC Chair representation; service level agreement with NIRMS, and finalise an ICC manual</p> <p>Finances allowing, make ICC Geneva Representative a permanent position; continue programme of provision of ant ICC Geneva Intern</p>		<p>Meetings</p> <p>Manual in place by March 2012</p> <p>Finances allowing, decision on permanent Geneva Rep by March 2012</p>	<p>agreement</p>
<p>2. Development of ICC legal status</p>	<p>Register ICC statute changes</p> <p>Complete application to be registered for tax exemption</p>	<p>ICC Chair</p> <p>ICC Chairperson ICC finance committee</p>	<p>In May 2011 the ICC General Meeting approved amendments to the ICC Statute. Documentation to permit registration of the statutory amendments was completed and submitted to the relevant Swiss authorities.</p> <p>Dependent on legal process and outcomes of March 2012 Bureau meeting and ICC25</p>	<p>Legal support from APF</p> <p>Requires legal representation</p>

ANNEX: ICC ANNUAL BUDGET 2012 IN CHF

Note on income:

This budget sets out income that is likely to be received. However, additional income will be sought from two sources:

- a grant application will be made to the OHCHR for 1) the development and maintenance of the ICC website and 2) for the ICC to undertake translations for major meetings, reducing the lead time required by UN systems.
- continued implementation of the fundraising plan, with a view to obtaining additional income from governments and philanthropic institutions

INCOME	CODE	BUDGET 2011	FORECAST 2011	BUDGET 2012	NOTES
Membership	IN100	225,000	170,000	225,000	Based on 45 institutions paying

fee					
OHCHR Grant	IN200	26,000	26,000	26,000	Paid in US dollars.
Other funding	IN300	0	20	10,000	Pledged additional funding for the SCA. Fundraising plan to produce additional income. .
Bank interest	IN400	100	300	100	
Total		251,100	196,320	261,100	

EXPENDITURE	CODE	BUDGET 2011	FORECAST 2011	BUDGET 2012	Notes
Personnel	EX100	94,000	84,000	94,000	Additional CHF 10k provided in 2011 for recruitment to permanent position unspent, but carried over to 2012. Any increase as a result of salary review provided in contingency line.
Travel	EX200	46,000	70,000	60,000	Overspend in 2011 includes additional costs of travel to New York to engage with treaty bodies and includes costs of travel for ICC Chair representatives as well as ICC Chair.
Translation and interpreters	EX300	50,000	25,000	50,000	Allows for translation in all four ICC languages. NIRMs covered significant proportion in 2011, but the budget is maintained in 2012 to cover additional costs of International Conference
Office supplies and equipment	EX400	6,000	5,000	6,000	New lap top funded from 2011 budget. Maintain to provide for potential replacement equipment, blackberry and regular office supplies
Office rent	EX500	0	0	0	Not required
Meetings and events	EX600	6,000	800	6,000	Maintain facility if required, especially potential side events in New York
Legal and accounting services	EX700	15,000	10,000	15,000	ICC registration completed by end of 2011 financial year. 2012 budget includes payment for financial services and one-off estimated costs for ICC incorporation under Swiss Host Act (10 000 CHF)
Bank charges	EX800	440	1,000	1,000	Bank charges minus interest, based on estimated 2011 financial results
Intern	EX900	20,000	0	20,000	Intern placement started in final quarter of 2011. Budgeted for six to

					eight months in 2012. Can increase if fundraising plan produces revenue required.
Contingency	EXA00	20,000	2,000	20,000	Allowance for salary review and other contingencies
Total		257,440	197,800	272,000	