

THE DANISH
INSTITUTE FOR
HUMAN RIGHTS

WORKING IN
PARTNERSHIP
WITH NHRIS

DIHR EXPERIENCES
AND APPROACH

**WORKING IN PARTNERSHIP WITH NHRIS -
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ABBREVIATIONS

ACHPR	African Commission on Human and People’s Rights
AEHRD	Arab-European Human Rights Dialogue
CHRAGG	Commission for Human Rights and Good Governance
DIHR	Danish Institute for Human Rights
EHRC	Equality and Human Rights Commission
ICC	International Coordination Committee of NHRIs
MHRC	Malawi Human Rights Commission
NANHRI	Network of African National Human Rights Institutions
NHRI	National Human Rights Institution
OHCHR	Office of the High Commissioner for Human Rights
UHRC	Uganda Human Rights Commission
UNCT	United Nations Country Team
UNDP	United Nations Development Program
UPR	Universal Periodic Review

CHAPTER 1

1 INTRODUCTION

For the past 15 years, the Danish Institute for Human Rights (DIHR) has cooperated with NHRIs worldwide and provided support for capacity development of NHRIs, assisting them in becoming more effective mechanisms for the protection and promotion of human rights and rule of law. These efforts have resulted in a large number of projects and programmes in Africa, Asia, Latin-America, the Middle East and Eurasia.

DIHR has incorporated the lessons learned from these engagements in its work, and this has resulted in a comprehensive, systematic and yet flexible approach to capacity development and a solid expertise in the practice area of organizational development (OD). Even if organizational change processes have many commonalities across private sector companies, state institutions, NGO's, and NHRIs, there are certain factors that specifically determine the working of NHRIs and, thus, make them – as well as the OD-approaches required - different.

As one of the initial established NHRIs in the world, DIHR has a deep insight into the mandate, structure and legal foundation of NHRIs as well as hands-on experience with structures and processes that can be considered essential for the effective functioning of NHRIs. Despite basic differences between NHRIs around the world, the fact remains that all NHRIs share common objectives formulated in the UN Paris Principles, and this commonality of objectives leads to common “effectiveness factors” that need to be in place.

1.1 THE PARTNERSHIP APPROACH

The premise for DIHR's approach to capacity development of NHRIs is a strong partnership approach. DIHR is, first and foremost, a sister organization, which is active in the various regional and global NHRI networks in order to strengthen NHRIs in their ability to carry out their domestic mandates and develop the working methods of the institutions. DIHR regards this as a twofold obligation: On the one hand, an obligation to assist the NHRIs in developing countries and, on the other hand, an obligation to support the UN human rights system, which depends on effective NHRIs. Thus, DIHR engages with NHRIs in a long term collaboration process that stretches beyond any specific assignment, we may take up.

In its work, DIHR ensures that the capacity development process is not an external exercise undertaken by external consultants with no intimate knowledge of the working

of an NHRI. The essential first step for DIHR is always to ensure that the NHRI-leadership is fully on board for the process. DIHR works from the premise that all organizational change processes need to be guided and driven by the top management in order to have the necessary transformative power. As part of our approach, DIHR typically includes capacity development of the leadership, enabling it to take on the responsibilities of communicating the vision of the organization and carrying the change process forward.

In this way DIHR, so to speak, builds capacity from within and anchors OD-processes solidly in the central structures and processes of the organization, rather than attempting to drive the change forward by way of experts, technical tools or ad-hoc and disconnected OD-sections within the organization. At the same time, DIHR's approach is highly participatory, seeking to build ownership of the OD-process within all parts of the organization through involvement, communication and team collaboration. Staff has an important role in identifying capacity gaps and opportunities, and strategies should be directed toward strengthening the NHRI as a whole, including developing the capacities of individual staff and making communication and team-work more effective and rewarding.

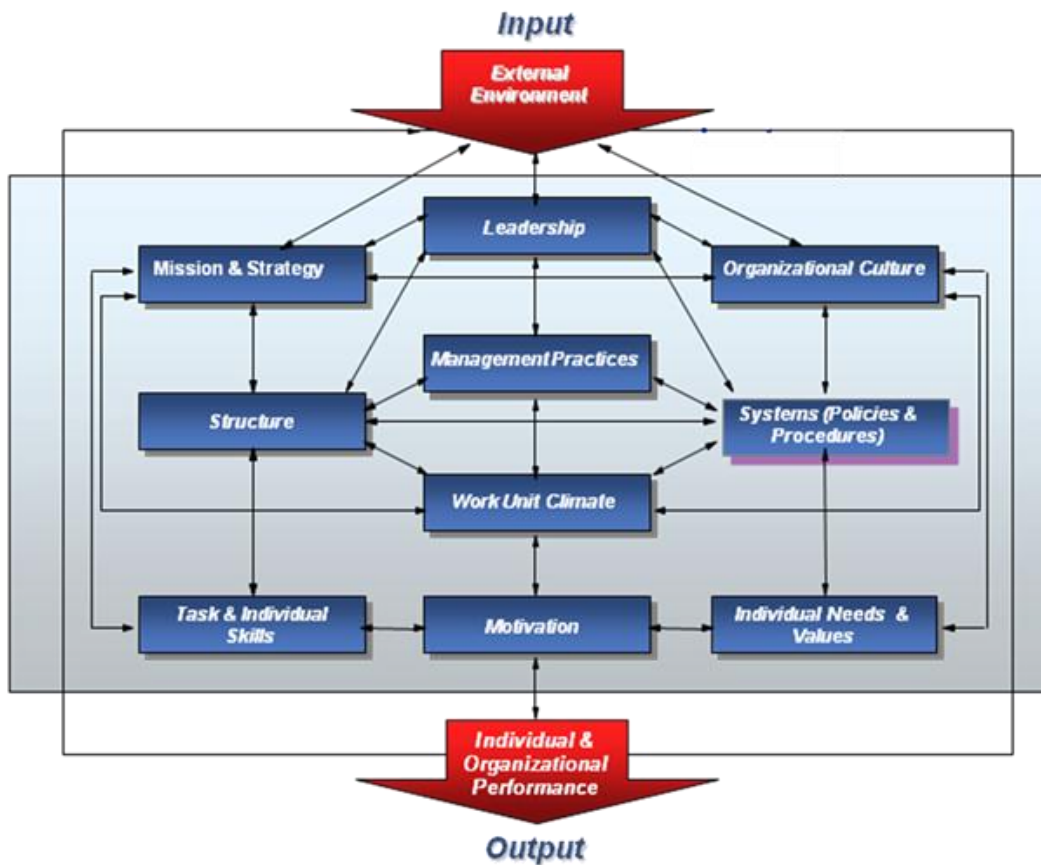
1.2 KEY FOCUS AREAS

DIHR focuses capacity development at three overall levels:

- 1. The structural level:** This refers to the mandate that defines the functions, roles and responsibility of the NHRI. In contrast to OD-processes in the private sector, an NHRI is tightly bound by its mandate and the functions and authority defined in the legislative act or decree under which it is established. A capacity development approach must therefore always take as its starting point in the NHRI mandate, and the opportunities and challenges that spring from the mandate and from the political, cultural, social, and economic environment.
- 2. Operational efficiency:** Like any other organization, an NHRI must take care to ensure that its methods of work are as efficient and effective as possible. Operational efficiency touches all aspects of an institution's procedures, from the recruitment and selection of personnel to the development of working methods and rules of procedure, to implementation of regular performance reviews. Operational efficiency is a broad and complex topic which needs to be addressed according to the specific capacity needs of the NHRI in question.
- 3. Human resources:** Organizations do not change simply because new systems, processes or organizational structures are put in place. They change because the people within the organization adapt and change too. Any change process must pay attention to aspects of organizational psychology that are vital for OD-processes to reach their goal.

Within this framework, DIHR's OD-approach is guided by capacity development in the main components, illustrated below, that are central to organizational change. The approach is based on the idea that change in any one of the components will result in change among the others.

Fig. 1 DIHR's OD Approach: Capacity development of key organizational components



DIHR's methodology offers a very useful approach to strengthening NHRIs and increasing their effectiveness in the promotion and protection of human rights. A number of concrete results support this, some of which have been described in the following chapter. Overall, the areas of work can be grouped into the following main categories:

- 1) Capacity assessments of NHRIs to identify opportunities and challenges as well as make recommendations for implementing organizational changes;
- 2) Legislative and constitutional support;
- 3) Capacity support for the strengthening of structure, organization and practical operation;
- 4) Training of staff and commissioners on the mandate and functioning of NHRIs;
- 1) Studies into legislation in order to improve legislation for implementation of functions as per the Paris Principles;
- 2) Support to communication products, institutional set-up of documentation centres and complaints procedures;
- 3) Support to development of various types of HRE-training manuals and methodological tools;
- 4) Training in a large range of thematic and operational areas of NHRIs such as: access to justice, access to information, discrimination and inequality, children's rights, stigma and discrimination, human rights education, human rights monitoring and reporting, research, complaint handling mechanisms, documentation, business and human rights, UPR-processes etc.;
- 5) Development of guidelines, manuals, codes of conduct, and fundraising strategies;
- 6) Stakeholder and environmental analysis, strategic planning, and gap analyses;
- 7) Development of strategic plans; implementation structures; organizational policies and guidelines;
- 8) Development of a Human Rights Documentation Center, and a Complaints Procedure.

CHAPTER 2

2 SELECTED EXPERIENCES OF DIHR

2.1 ESTABLISHMENT AND CAPACITY BUILDING OF NHRIS AND OMBUDSMAN INSTITUTIONS

In addition to the internal strategic and organizational development undertaken to fulfil our mandate according to the Paris Principles, DIHR has contributed to the founding and strategic and organizational development of NHRIs and Ombudsman institutions in a number of other countries.

2.1.1 SOUTH AFRICAN HUMAN RIGHTS COMMISSION (SAHRC)

From 1997 – 1998, DIHR provided support in the form of a placement for a junior professional officer to the research department, working on establishing a system for monitoring the ‘progressive realisation of social and economic rights’.

2.1.2 COMMISSION FOR HUMAN RIGHTS AND GOOD GOVERNANCE (CHRAGG), TANZANIA

In the period 1999-2002, DIHR provided technical assistance in connection with the establishment of CHRAGG in Tanzania. This was done in close collaboration with the Tanzanian Ministry of Justice. DIHR’s technical support fell into three categories: (i) the legislative and constitutional foundations of the CHRAGG, (ii) planning for the structure, organization and practical operation of the CHRAGG (including in relation to the complaints-handling mandate) and (iii) training the staff and commissioners on the mandate and functions of NHRIs. The first component involved, among other things, proposals for a draft NHRI bill and changes to the Constitution, as well as consultations with officials and legislators on these issues.

2.1.3 NHRIS IN WEST AND CENTRAL AFRICA

DIHR has provided support for the NHRIs of francophone West Africa for a number of years. In 2009, DIHR prepared a report containing an analysis of the legislation of all 17 NHRIs in West and Central Africa. This formed the basis for a conference organized by the Togolese NHRI, OHCHR and DIHR. The report, based mainly on the Paris Principles and the practice of the International Coordination Committee of NHRIs, was used to prepare short action plans for each of the participating NHRIs. The conference gave

inputs to a study, which was later used by several NHRIs in the region to improve their own legislation, among other, the Human Rights Commissions in Burkina Faso and Mali.

DIHR and Mali's Human Rights Commission have been in a formal partnership since late 2008. DIHR has coached the Commission through the process of writing its first annual human rights reports in 2010 and 2011. The last report includes a follow up on Mali's UPR, since the country is examined again at the end of January in Geneva. In addition DIHR supports the development of a human rights documentation centre and a complaints procedure with the Mali Commission.

2.1.4 UGANDA HUMAN RIGHTS COMMISSION (UHRC) AND POLICE MANUALS

In 1999-2002 DIHR collaborated with UHRC on the preparation of a manual for human rights training for the Ugandan Police Force. DIHR played a facilitating role, while the manual was drafted by a working group consisting of representatives from the UHCR and the Uganda police force, in addition to independent experts. This manual led to much improved relations between the UHRC and the Ugandan Police Force.

2.1.5 COMMISSION FOR INVESTIGATION (CFI), ZAMBIA

In 2010 DIHR carried out an analysis of the CFI's legal framework, and provided recommendations on how to improve independence and effectiveness. This included a comparative study of similar institutions in Zambia (Human Rights and Anti-Corruption Commissions) and other Ombudsman institutions in the region (South Africa, Malawi, Botswana, Namibia) as well as the Paris Principles. Previously, DIHR has supported the development of a three-year strategy, including capacity analysis and workshops to identify strategic priorities, as well as a number of other initiatives.

2.1.6 OMBUDSMAN INSTITUTIONS IN CENTRAL ASIA

DIHR has provided assistance to Ombudsman institutions in Kazakhstan and Tajikistan. The assistance relates to the development of strategic planning, assistance to Human Rights Yearbooks, development of a case handling manual for the Ombudsman staff, as well as analytical and methodological tools, structures and competencies

2.1.7 NHRIS IN LATIN AMERICA

In 2008, DIHR and the Danish Ombudsman organized a 2 week trip for Central American, and the Bolivian Ombudsman Institutions, to study and exchange with Nordic Ombudsman Institutions. As part of the PRODER Programme (Transparency and Justice – DANIDA), the idea was to facilitate an exchange between the institutions, and to strengthen the NHRIs in Central America and Bolivia. In addition to visiting Nordic Ombudsman Institutions in Finland, Norway and Sweden, DIHR organized a course that

addressed Access to Justice, the Rights of Access to Information, and Discrimination and Equality.

In 2009, DIHR conducted an assessment of the implementation of the Medium Term Strategic Plan of the Ombudsman of Bolivia. The purpose was to provide an independent assessment in regard to the efficiency and effectiveness of the institution, to identify opportunities and challenges, and to put forward recommendations for the implementation of the final part of the plan.

2.1.8 ETHIOPIAN HUMAN RIGHTS COMMISSION

In the period 2010-2012 DIHR helped build the capacity of the Ethiopian Human Rights Commission within the project “SENSE” that is led by Save the Children. DIHR worked with, and built the capacity of EHRC in regard to the rights of the child, stigma and discrimination and human rights education. Moreover, the Commission was involved in the DIHR analysis of law and policy in the area of stigma and discrimination of children living with HIV.

2.1.9 HUMAN RIGHTS COMMISSION IN NEPAL

From 2002- 2005, DIHR was engaged in a cooperation on the provision of expertise, material assistance and institutional support to the newly established independent Human Rights Commission in Nepal. The cooperation took place in close collaboration with OHCHR and the UNDP, and DIHR’s main role was the training of staff in human rights education, human rights monitoring and documentation, and assistance to the newly appointed four Commissioners in defining the role of the Commission in the conflicting Nepalese landscape. Since then, employees from the Commission have regularly attended DIHR courses on human rights and conflict prevention, in Copenhagen.

2.1.10 BANGLADESH HUMAN RIGHTS COMMISSION

Over a number of years, DIHR was involved in the establishment of an NHRI. In the period between 2000 – 2008, DIHR carried out a number of consultancies for the Danish Embassy in Dhaka on the establishment of an NHRI in Bangladesh, consulting on the various phases in the process. The draft law for establishing the NHRI had been awaiting consideration by Parliament for a number of years, and the purpose of the latest consultancy was to identify ways and means for Denmark and others to promote the issue with Bangali counterparts. The consultancy was comprised of a textual analysis and an options paper for supporting law reform efforts in the administration and amongst the civil society. A commission is now established and the Commissioners have since visited DIHR .

2.1.11 PERMANENT OFFICE OF HUMAN RIGHTS AND THE MINISTRY OF JUSTICE, VIETNAM

DIHR has provided expertise to the Permanent Office of Human Rights of the Socialist Republic of Vietnam (located in the Department of General Security), and to the Ministry of Justice on options for the establishment of an NHRI in Vietnam. DIHR's Vietnam expert Paul Dalton spoke on models for NHRIs in Europe and Asia, at a conference hosted by the MoJ in June 2012.

2.1.12 PEOPLE'S ADVOCATE OF ALBANIA

DIHR has recently commenced implementation of a major capacity-building program (2012-15) with the Office of the Albanian People's Advocate. The Institution has a double mandate: it has a complaints-handling function similar to a classical Ombudsman Institution's. It is also Albania's NHRI, with A-status accreditation in the ICC. DIHR has the overall responsibility for implementation of the project activities and is also providing technical expertise for the Strategic Planning- and Prison Visits components.

As a sister institution to the People's Advocate, DIHR also cooperates with the institution in various regional and international forums, most notably the ICC and the European Coordinating Committee of NHRIs. Furthermore, DIHR has invited the People's Advocate to join in the next meeting of the Arab-Europe NHRI dialogue forum, the Secretariat of which, is hosted by DIHR.

2.1.13 MALAWI HUMAN RIGHTS COMMISSION

DIHR worked with the Malawi Human Rights Commission for a number of years, from the time of its establishment following the adoption of the Malawian Constitution. For a period there was a human rights advisor from DIHR based within the MHRC. Subsequently, DIHR worked with MHRC in the context of the Malawian Body of Case-Handling Institutions, a coalition of 16 Malawian administrative and quasi-judicial complaints-handling institutions. DIHR was the joint initiative-taker to the establishment of the Body, the purpose of which was to improve the quality of administrative complaints-handling in Malawi, as a cost-efficient and accessible means for ordinary people to seek review of Government decisions, and to secure access to justice. The Body was also actively involved in lobbying for Constitutional and other legal reforms, and in carrying out human rights advocacy and educational activities.

2.1.14 YEMEN MINISTRY OF HUMAN RIGHTS

DIHR is providing technical support to the Yemeni Ministry of Human Rights (MoHR) in the development of a Law to establish an NHRI in Yemen. It is anticipated that the law will be adopted some time during 2013. DIHR has entered into an MoU with the MoHR covering a number of thematic issues – among them complaints handling, human rights documentation, monitoring and reporting - some of which will likely form part of the

future NHRI's mandate. The intention with our activities is to build intellectual and practical capacity on these topics, that will benefit not only the MoHR but the coming NHRI, its Commissioners, and staff.

DIHR is also engaged in an on-going dialogue with the Human Rights Minister and senior advisors in the Ministry on the overall development of human rights infrastructure, including considerations regarding what the future mandate and role of the MoHR should be *vis-a-vis* the NHRI.

2.2 NHRI NETWORKS AND HUMAN RIGHTS BODIES

2.2.1 THE INTERNATIONAL COORDINATION COMMITTEE OF NHRIS (ICC)

DIHR is an active member of the ICC and has been one of the supporting forces in the establishment of the ICC, which comprises more than 60 A-accredited NHRIs and more than 20 B- or C-accredited. Initially, DIHR contributed to the establishment of a platform for NHRIs in the UN system and has made several publications about NHRIs. DIHR continues to be a driving force in some of the thematic processes, e.g. in relation to the work of NHRIs in the area of HIV/AIDS, and as a key member of the NHRI Working Group on Business and Human Rights.

2.2.2 ICC REGIONAL SECRETARIATS AND NETWORKS

2.2.2.1 The Network of African National Human Rights Institutions (NANHRI)

DIHR has supported NANHRI in developing guidelines, manuals, codes of conduct and a fundraising strategy. Furthermore DIHR has also assisted NANHRI in strategic planning and gap analyses of African NHRIs, including development of a model for future gap analyses.

In 2011, DIHR provided expert support to NANHRI in holding a regional workshop for NHRIs on business and human rights, and developing its Yaounde Action Plan on Business and Human Rights.

In 2012, DIHR was engaged by NANHRI to conduct a baseline survey of NANHRI members on their capacities, needs and priorities with respect to human rights. In 2013, DIHR will support NANHRI in delivering elements of its Strategic Plan 2012-14 on business and human rights.

2.2.2.2 African Commission on Human and People's Rights (ACHPR)

DIHR was involved in ACHPR's strategic development from 1996-2008, including support to the development of strategic plans; implementation structures; organizational policies and guidelines; and a basket funding mechanism. The latest Strategic Plan was adopted in November 2007. DIHR also provided other capacity building support to the

African Commission, including the provision of temporary experts to the Secretariat. DIHR has initiated a partnership with the Commission on the development of a 'Policing and Human Rights Platform,' anchored in the Secretariat and supported by DIHR and APCOF (African Policing and Civilian Oversight).

2.2.2.3 Arab-European Human Rights Dialogue

The Arab-European Human Rights Dialogue (AEHRD) was established in 2005 by the Danish Institute for Human Rights (DIHR) in cooperation with the National Centre for Human Rights in Jordan. In 2008 the, then, Moroccan Advisory Council on Human Rights (now the Moroccan National Human Rights Council) joined the secretariat and took a leading role in consolidating the Dialogue in the Arab Northern African countries. In 2010, the German Institute for Human Rights joined the Secretariat, concluding the formation of the AEHRD Quartet. Currently the AEHRD is a network of Arab and European National Human Rights Institutions (NHRIs) comprising 21 member organizations and observer member organizations; 14 NHRIs as member organizations, seven of which come from the Arab World and seven which are European, in addition to two European Equality Bodies, two Research Institutions, two EU institutions, three UN agencies and the Euro Mediterranean Human Rights Network.

The Arab-European Human Rights Dialogue is a process that is designed to promote the understanding, functionality and capacity of Arab and European National Human Rights Institutions (NHRIs) *vis-à-vis* their mandate in accordance with the UN Paris Principles, and strengthen their role in promoting universal human rights, with members committed to the UN Paris Principles and the universality and indivisibility of human rights. This goal will be achieved, first, by enhancing participants' ability to make informed decisions and secondly, by building human rights capacity through partnerships and cooperation on common cross-cutting human rights issues, such as Access to Information, Counterterrorism, Non-Discrimination, Migration, Women's Rights, Torture and Rule of Law and Public Participation, as well as by sharing experiences and building consensus on human rights issues facing individuals and states at both the regional and inter-regional levels.

So far, the AEHRD has organized seven high-level meetings and a number of project and working group meetings to discuss human rights issues and concerns ranging from Access to Information, Counterterrorism measures, Discrimination, Migration, and Women's Rights and Gender Equality", Torture and Rule of Law and Public Participation and the Role of NHRIs.

2.2.2.4 UNCT Support to NHRIs

In 2003-4 DIHR carried out a study entitled 'Support to NHRIs – a strategic niche for UNDP/UNCT ?' on the support provided by UNDP to NHRIs. The study provided recommendations for further support by UNDP to NHRIs in a number of areas. The study

assessed the support previously provided in six countries (Uganda, Rwanda, Sri Lanka, Bolivia, Saudi Arabia, Armenia) and received reporting from 18 UN Country Teams. The study contained detailed proposals for relevant support that could be provided NHRIs. In 2009, DIHR was one of four NHRIs that constituted the Core Support Group which provided continuous input to UNDP and OHCHR's joint toolkit for UN Country Team's assistance to NHRIs, published in 2010.

2.3 TRAINING OF NHRIS

DIHR carries out customized education of NHRIs according to their needs and national context, drawing on DIHR's national and international experiences, expertise and network with international human rights experts. Training may include topics such as mandate and legislation for NHRIs; human rights monitoring, research and education; complaint handling mechanisms; and methodologies for NHRIs. For example, in 2010 DIHR organized a study tour for the Uganda Human Rights Commission to help the Commissioners acquire more knowledge on human rights and homosexuality, prior to a presentation given to Parliament on its opinion on the proposed Anti-Homosexuality Bill. In 2012, Turkmenistan's Institute for Democracy and Human Rights, and the Indonesian and Nepalese Human Rights Commissions visited DIHR for such customized trainings.

2.4 WEBSITE ON NATIONAL HUMAN RIGHTS INSTITUTIONS

From 2001, DIHR developed and maintained the first global web-based portal containing information on, and relevant for, National Human Rights Institutions, www.nhri.net. The portal is developed with funding from, and in collaboration with, the NHRI unit under the UN Office of the High Commissioner for Human Rights, OHCHR. In addition to providing various forms of information and documentation to and from NHRIs, including information about the ICC, the regional mechanisms and studies and papers etc., the website provided links to the websites of the individual institutions. Today the website is hosted by the OHCHR and maintained by the ICC.

2.5 MANUALS FOR NHRI

Reproductive Rights and NHRIs: "DIHR has, in 2011 and 2012, been engaged by the UNFPA to prepare a handbook for NHRIs on how to work within the field of reproductive rights. Among other things, the handbook contains information on best practices and experiences from NHRIs in this field, on how reproductive rights fits within the Paris Principles, and on how to use HRBA approaches within this field

In 2012 DIHR, in co-operation with UNICEF, developed a **Handbook for NHRIs in Latin America and the Caribbean on the Rights of the Girl** with specific focus on education, equality and legal minimum age, health, violence and exploitation. It also addresses the Inter-American Human Rights System, including case law.

2.6 HIV/AIDS AND THE ROLE OF NHRIS

DIHR has supported regional workshops on the work of NHRIs in the field of HIV/AIDS in Africa, Latin America and Asia. The workshops were conducted in cooperation with the regional NHRI cooperation agencies of ICC: the Asia-Pacific Forum (NHRI regional organization under ICC), LAC of the Americas and NANHRI in Africa. The workshops brought together important actors in the field.

An analysis on the references to HIV/AIDS made by the UN treaty bodies was developed and published, and the study was presented at a meeting among the chairpersons of the UN treaty bodies with significant impact. Hence, the report of the UN Secretary General to the UN Human Rights Council on 20 December 2010, states that: "Aidsnet, a non-governmental organization from Denmark, and the Danish Institute for Human Rights recommended that national human rights commissions should play an active role in ensuring that HIV-related anti-discrimination statutes were well conceived and actively enforced." (A/HRC/16/69, para 14). This was confirmed in a Human Rights Council resolution in March 2011.

2.7 HUMAN RIGHTS AND BUSINESS

DIHR has worked extensively with NHRIs—individually, via regional networks and via the ICC of NHRIs—on business and human rights issues. DIHR was the first Chair of the ICC Working Group on Business and Human Rights in 2009-11. During this period, DIHR led advocacy on behalf of ICC members in the development of the UN Guiding Principles on Business and Human Rights. This resulted in recognition of the NHRI mandate on business and human rights, by the UN Human Rights Council; and in the revision of the OECD Guidelines for Multinational Enterprises, leading to the conclusion of an MOU between the OECD and the ICC. DIHR was reappointed to the ICC Working Group as a European Regional Representative for 2012-14. Over the period 2011-12, DIHR also supported workshops on business and human rights and the drafting of regional action plans by the ICC's four regional NHRIs. DIHR has led efforts to develop capacity development programmes on business and human rights for the ICC, and has undertaken training workshops on business and human rights with NHRIs in Sierra Leone, Algeria and Mali.

CHAPTER 3

3 PAPERS, RESEARCH AND BOOKS

1. Feasibility study - *Feasibility of a National Human Rights Institution in Lithuania 2008* Thomas Trier Hansen – for Human rights monitoring Institute of Lithuania and CoE
2. Arab European Human Rights Dialogue (AEHRD) Brochure, published in March 2009, and updated in October 2012
3. Arab and European NHRI's' Fourth Annual Dialogue on Migrant Workers' Human Rights in Europe and the Arab World, published in March 2010
4. Arab and European NHRI's' Fifth Annual Dialogue on Women's Rights and Gender Equality in Europe and the Arab World, published in March 2011
5. AEHRD's Guidelines for the prevention of Torture and Rule of Law, published in Dec. 2011
6. The Role of NHRIs in Countries in Transition in the Arab World, published in October 2012
7. National Human Rights Institutions, Articles and working papers, Input to the discussions of the establishment and development of the functions of national human rights institutions, Birgit Lindsnaes, Lone Lindholt, Kristine Yigen (eds.), [The Danish Centre for Human Rights](#), ISBN: 87-90744-18-7 –(http://www.nhri.net/default.asp_PID=47_AFD=0.html) *This volume has been re-printed three times, and translated into Arabic through collaboration with UNDP. Despite its age it remains in demand, the latest version in Arabic was re-printed locally in Yemen as late as 2012*
8. - The Evolution of National Human Rights Institution, Anna-Elina Pohjolainen, [The Danish Institute for Human Rights](#), 2006, [164 pp], ISBN 87-90744-97-7. – (access link to publication at URL: http://www.nhri.net/default.asp_PID=47_AFD=0.html)
9. - “National Human Rights Institutions as Independent Actors in relation to Economic, Social and Cultural Rights”, Lone Lindholt, Ph.D, Danish Institute for Human Rights. Based on presentation at the Expert seminar on “The role of national human rights institutions in the protection of social and economic rights” hosted by Ghent University, Human Rights Centre, at the Royal Flemish Academy of Belgium for Science and the Arts, 18 March 2011. Forthcoming in seminar publication, Ghent University, primo 2013.

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