



EMHRN WORK PROGRAMME 2006 - 2008

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1. Introduction

The following pages describe the work programme of the EMHRN for the next two years.

The activities outlined have been developed on the basis of:

- recommendations and the current activities of working groups and seminars organised by the EMHRN for its members
- funds made available by donors upon request of the EMHRN
- the strategy document presented at the General Assembly in Madrid

The work programme relates directly to the Strategy documents, outlining the concrete activities that will be undertaken to implement the EMHRN's strategy.

Readers wishing to study the political and human rights analysis behind the work programme are therefore advised to consult the Strategy document

2. In general

The work programme below sets out fairly precise activities to be carried out over the next two years under two thematic programme headings, human rights and democratisation (Freedom of association, justice, women's rights and human rights education), and human rights and the security of human beings (the Middle East conflict, migrants', refugees' and asylum seekers' rights, and economic and social rights). It furthermore proposes actions in the field of solidarity, advocacy and partnerships as well as within the internal workings of the EMHRN, executive bodies and administration.

The activities are presented one by one, setting out objectives and actions for each of these. The advantage of setting things out in this way is that it helps to make actions more efficient and transparent in their implementation. Outcomes then become easier to evaluate.

The danger lies in losing flexibility and the ability to react to changing circumstances as actions become caught up in a logic of their own.

In implementing its actions, therefore, the EMHRN will always seek to identify synergies where possible, bearing in mind that the parts of its work are closely interrelated.

As for the timing and location of its activities, the EMHRN will also seek to maximise synergies and complementarities with other activities. Moreover, it will ensure that the activities planned leave room for new developments and can embrace issues which become priorities due to changing circumstances.

Finally, it will seek to strengthen its executive capacity to monitor and proactively respond to changes in the human rights situation in the region.

3. Programme activities

3.1 Human Rights and Democratisation

3.1.1 Freedom of Association

Objectives

The **human rights framework** of the activity is the full implementation of human rights values and international standards relating to freedom of association in the EuroMed region, in particular in the South Mediterranean area.

The **general objective** is to develop sustained civil society monitoring and expertise on freedom of association conducive to change in legislation where relevant and, by extension, conducive to democratic reform.

The **short term objective** is to establish a regional civil society instrument to monitor freedom of association and, indirectly by extension, progress or setbacks in terms of democracy

Background

In the South Mediterranean region, freedom of association has been severely restrained or is under attack in Algeria, Tunisia, Egypt, Syria, Jordan, Lebanon, Palestine and Israel. The authorities often evoke internal security or refer to the fight against terrorism to justify restrictions on freedom of association.

Between 1999 and 2001, human rights NGOs worked extensively on questions relating to freedom of association with support from international donors as new draft legislations got under way in several Arab countries (Morocco, Palestine, Egypt and Algeria). Since then civil society has, to a large extent, chosen other priorities except in specific cases where the authorities have clamped down on well known organisations (the Ibn Khaldun Center in Egypt, the Tunisian Human Rights League, the non-registration of NGOs in Egypt, and recently the freezing of funds to the Arab Institute for Human Rights in Tunisia). However, freedom of association remains curbed in most of the countries quoted above. In the same period, Arab civil society has increasingly debated the question of democratic reform. These debates could benefit from a systematic comparison of the situation of one key element in democratisation (freedom of association) in several countries of the region.

The Activities

The project will involve:

1. Drafting:
 - a. a review of the situation of freedom of association in legislation and practice – including evaluating whether security agendas justify restrictions;
 - b. proposals for ways/indicators to measure progress or setbacks in terms of freedom of association;
 - c. proposals for relating such indicators to the broader question of democratic reform in the region
2. Organising workshops with the representatives of key human rights NGOs and resource persons in the Arab and EuroMed region to prepare, discuss and adopt the report and its recommendations
3. Diffusing the results and recommendations to civil society groups and governments
4. Updating the review after a year, including reporting on progress and setbacks in legislation and practice.

3.1.2 The Independence and the Impartiality of the Judiciary

The **human rights framework** of this activity is the establishment of an independent and impartial judiciary in the South and East EuroMed region based on international human rights standards.

The **general objective** is the consolidation of networks and groups of actors in South and East Mediterranean societies who are able to influence the judiciaries towards reform.

The **short term objective** over the next two years is to contribute to the development of spaces for free debate between key actors concerning the independence and impartiality of the judiciary in order to facilitate the process towards reform.

Back ground

The South Mediterranean countries today suffer from deficits in the judiciary systems. In most cases the judiciaries do not assume their role according to the principles of the rule of law; they are institutionally allied to the political power in place whilst playing a complimentary role to the police in repressing rights and fundamental freedoms.

A 'vicious circle' exists, whereby the judiciary helps to keep authoritarian and non-democratic regimes in place while such regimes are instrumental in blocking reform of the judiciary towards greater independence. In this context, the development of spaces for free debate between civil society, lawyers, magistrates, etc., on questions relating to the independence and impartiality of the judiciary becomes a priority.

Activities

The activity involves organising workshops in Algeria, Tunisia, Jordan, Lebanon and Morocco with the aim of:

- Stimulating debate on the independence and impartiality of the judiciary (by discussing, inter alia, the EMHRN report on Justice in the South and East Mediterranean region, its content and methodology) at local seminars with the participation of representatives of the judiciary (including possible representatives of the ministry of justice), human rights NGOs, lawyers, etc.
- Discussing new developments in the region that serve either to strengthen or to undermine the independence of the judiciary
- Mapping ongoing initiatives (national, intergovernmental, international) on reform of the judiciary and publishing a report in this regard
- Investigating the feasibility and relevance of drafting national reports on the independence and impartiality of the judiciary
- Promoting the writing of national reports where relevant and keeping alive spaces for debate by developing regional exchanges and synergies between civil society actors on advocacy and reform initiatives.

3.1.3 Women's rights, Gender equality and Mainstreaming

Objectives

The **human rights framework** of this activity is the full implementation of human rights values and international standards relating to women's rights and the achievement of gender equality in the Euro-Mediterranean region so that men and women can enjoy equal human rights and participate on equal terms in the development of their societies.

The **general objective** is for key networks and groups of actors in the EuroMed region to take the lead in the process of achieving gender equality by integrating gender mainstreaming into their work¹.

The **short term** objectives are to:

¹ Gender mainstreaming is a process by which measures, policies and actions are systematically analyzed in relation to their effect on the respective situation of men and women (gender perspective) when defining, implementing and evaluating measures, policies and actions.

- Enhance knowledge of gender mainstreaming so that it becomes an integrated part of the human rights agenda in the region;
- Strengthen cooperation between women's rights and human rights organisations cooperation and network to promote gender equality within their organisations and in public policies;
- Increase the integration of women's rights groups and gender awareness into 'mainstream' human rights work;
- Increase knowledge about key issues pertaining to gender discrimination in the region.

Background

The promotion of democracy and human rights cannot be dissociated from the question of women's rights. There is no democracy if women are not allowed to take part in public life on equal terms with men. Women's rights cannot advance if the human rights discourse does not embrace men and women equally and if fifty per cent of a population is systematically marginalized from equal participation in society's decision-making processes.

A large number of reports over the years have provided ample evidence of discrimination and violence against women in the EuroMed region².

At the same time women's rights groups have emerged as vibrant, innovative and efficient civil society groups in terms of networking, advocacy and public awareness raising. However the promotion of women's rights and gender equality suffers from the non-integration of women's rights issues into general human rights and civil society activities. Women's rights issues tend to be discussed only by women and women's networks live lives separate from generalist human rights informal or (often) formal networks.

In short, the promotion of women's rights will remain limited as long as the underlying discrimination against women remains unchallenged, including within civil society. Thus there is a need to go beyond isolated and limited women's initiatives and to apply a holistic approach addressing all forms and all levels of discrimination against women.

The activities

The activities involve:

- Organising bi-annual working group meetings with the participation of the main networks in the region working on gender issues and women's rights, as well as generalist human rights NGOs in order to discuss, monitor and implement the following:
- Producing a training kit on gender mainstreaming to be used by local NGOs
- Two sub regional training courses on gender mainstreaming
- Gender mainstreaming within the EMHRN organisations and executive bodies
- Researching and drafting a report on violence against women in migration
- Producing policy recommendations and doing advocacy on key issues relevant to gender equality in the region (based *inter alia* on an update of the EMHRN report on Integrating Women's Rights in the EMP).

² Including the EMHRN report on Integrating Women's rights in the EuroMed Partnership and the UNDP Arab Development report, which concluded that discrimination against women is one of the main reasons for the poor development of the Arab region.

3.1.4 Human Rights Education and Addressing Young People

The **human rights framework** of this project is to ensure the dissemination of human rights values to new generations in the EuroMed region through education activities.

The **general objective** is to strengthen human rights NGO networking in the field of education and to develop a sustainable human rights network of young NGO representatives related to the mainstream human rights movement.

The **short term objective** is to:

- organise a Summer School on Human Rights and Democratic Reform for 'future decision makers' in the Arab region as a joint project of key NGOs working on human rights education.
- increase networking among human rights NGOs dealing with human rights education (HRE) in the Euro-Mediterranean region

Background

An important number of human rights NGOs in the Arab and EuroMed region are involved in human rights education targeting young people. However, little systematic cooperation or interchange takes place between these organisations, including debates on educational methodologies.

At the same time, the human rights movement, particularly in the South, is currently facing the challenge of 'recruiting' a new generation of young people committed to human rights. For various reasons (historical, organisational, etc.) human rights NGOs are dominated by people in middle age and few young people become involved in this work.

The Activities

The EMHRN plans to benefit from the Balkan Human Rights Network model for a Summer School on Human Rights and Democratic Reform for future decision makers, the Summer Schools of the Arab Institute For Human Rights, the Cairo Institute for Human Rights Studies and other regional experiences. In addition to attracting young people and making them visible, the public selection procedures, programme design and follow-up constitute a networking process in itself stimulating human rights work.

Preparing a Summer School will necessitate identifying the exact added value of the activity in order to avoid duplication and will stimulate debates and exchange among participating NGOs about HRE methodologies. The EMHRN will aim to:

1. Produce a report
 - a. Assessing and evaluating human rights education in the region, including identifying which organizations and institutions work on HRE, what the content of the courses are, which methodologies are used etc.
 - b. Identifying beneficiaries/stakeholder (representatives of the youth population, members of political parties, young NGO workers, NGOs working in the field of human rights) and their wishes and needs for human rights education
2. Organise working group (WG) meetings with key EuroMed HRE NGOs aimed at preparing the report, discussing its conclusions and, on this basis, identifying the needs and the added value of the proposed Summer School.
3. Use the WG meeting to identify the format, content, educational methodologies and location of the Summer school and evaluate it after completion, and to conduct discussion about HRE and policies in this regard.
4. Launch a call for participation through EMHRN members' channels (newsletters, websites etc) and organise a first pilot Summer School with 30 participants

5. Seek to establish and maintain an alumni network of participants at the Summer School.
6. Increase the visibility of young people within human rights and civil society groups.

3.2 Human Rights and the Security of Human Beings

3.2.1 The Rights of Migrants, Refugees and Asylum Seekers

The **human rights framework** of the activity is the full implementation of international human rights standards and international humanitarian law regarding migrants', asylum seekers and refugees, in particular those relating to the Geneva Conventions; the Convention on Migrant Workers and their families; the Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights and relevant ILO Conventions.

The **general objective** is to:

- Establish regular regional civil society cooperation on policies, projects and exchange of information
- Engage in dialogue with governments and EU institutions on questions relating to human rights and forced migration issues
- Develop the local capacity in the South Mediterranean to handle issues relating to migrants', refugees' and asylum seekers' rights

The **short term objective** of the activity is to:

- Establish a platform for regional civil society cooperation on questions pertaining to the rights of migrants, refugees and asylum seekers.

Background

Today all countries of the EuroMed region are witnessing a change in patterns of migration.

However, in the majority of the Southern Mediterranean countries and the Middle East, and especially those countries affected by conflict, very few resources are invested in understanding the scale of migration. This holds true in relation to both nationals leaving for abroad or foreigners in transit or arriving to settle down. Moreover few, if any, resources are set aside to promote and protect the rights of migrants and asylum seekers.

Four countries, Lebanon, Syria, Jordan and Libya, are not parties to the 1951 Geneva Convention and in all countries of concern the UNHCR has limited access to handle asylum seeker cases. Only Morocco and Egypt have ratified the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. Most countries have restricted public freedoms and governments have little legitimacy in the eyes of their populations. Emergency laws and/or exceptional tribunals are common features. Civil society is weak and has restricted room for manoeuvre. In this context, standards of protection are low and important constraints exist preventing a sound and human rights based management of migration and asylum seekers, including the protection of migrant and asylum seekers' rights.

In Europe, migrants, asylum seekers and refugees are more and more viewed through a security prism. Viewed by the EU as a security issue, migration is one of the reasons for the establishment of the EMP. Migrants' and asylum seekers' rights are today under constant attack - as exemplified lately by the *refoulement* of boat people to detention camps in Libya by the Italian authorities. The EU is less and less inclined to share its part of global responsibility for receiving migrants and asylum seekers in a dignified manner.

Except for NGOs in Morocco and church based organisations in the Mashrek, only a few Centres or NGOs in the region deal with the migration, asylum seekers' and refugees' situation within their constituencies or abroad. Until now there has been little interchange with migrant and refugee organisations in Europe

focusing on European citizen issues, nor with European refugee councils which, in many cases, work independently of the human rights community. Thus there is a need to bring relevant NGOs together in a regional context to engage in dialogue on how to deal with migration and asylum seekers and to broaden the capacity of NGOs in the South to deal with these matters.

The first basic aim of the project is to set up an 'infrastructure' of knowledge and partnership with regard to working on the rights of migrants and asylum seekers; to provide spaces for discussion and exchange on these issues; and to prepare training and education that would help to build up capacity in the region.

Activities

The EMHRN plans to hold six regional working group meetings with the aim of:

- Exchanging information about participants' work and increasing mutual knowledge thereof
- Increasing information about the EU and other related policies relevant to migrants, asylum seekers and refugees
- Developing the civil society human rights response to these policies
- Identifying eventual joint projects
- Identifying eventual training needs
- Monitoring six research reports:
 - Two quality reports on migrants' and transit migrants' experience of travelling through North Africa and the Mashrek respectively
 - Two quality reports on civil society work regarding migrants, transit migrants and refugees in North Africa and the Mashrek respectively
 - One quality report on women in migration and one on the relation between MEDA, free trade, eco-soc rights and migration
- Discussing the gender dimension of the project
- Discussing how the project relates to the question of Palestinian refugees
- Issuing policy papers and News briefings
- Keeping going a follow-up group of EMHRN members in Morocco

3.2.2 Human rights and the Middle East conflict

The **human rights framework** of the project is the full implementation of international human rights standards and international humanitarian law relating to conflict prevention, management and resolution concerning the Middle East conflict and Israeli occupation.

The **general objective** is to create a broad regional civil society advocacy forum aimed at raising awareness about the need for the EU, the ENP and EMP governments to set respect for human rights and international humanitarian law at the heart of peace promotion.

The **short term objective** is to develop further the activities of the WG on Palestine, Israel and the Palestinians and a critical human rights and civil society approach to EU policies towards the region

- researching and publicising an Annual Human Rights Review on the EU and Israel
- advocating for the recommendations of the review in relation to the EU institutions and individual members states and raising awareness about the centrality of human rights in solving the conflict and ending occupation
- strengthening the Working Group on Palestine, Israel and the Palestinians so that it becomes a key vehicle for human rights lobbying
- Developing the capacity of participating organisations and individuals involved in the project to work on the EU institutions (their organisation and functioning) and their policies.

Present and past years' systematic and gross violations of human rights and humanitarian law have led to an unbearable situation in the Occupied Palestinian Territories and Israel, causing widespread distress and suffering. The Israeli occupation of the Palestinian Territories has been going on for 38 years during which time the Palestinian people have been subjugated to the Israeli armed forces and its military regime. In 1987 the first Intifada, the popular uprising of the Palestinian people against the occupation, led Israel to the Oslo Agreement from 1993 and the framework principles set out to be achieved by Israel and the PLO. However, the Oslo process did not provide for the ultimate realization of the rights of the Palestinian people, and the Oslo process failed to root itself in international law and human rights standards.

From the Oslo process onwards, no effective change to the status of the occupation was introduced and violation of international humanitarian protection standards and human rights led to the 2nd Intifada from September 2000. Since then military incursions into the OPT, the building of the Wall, the continued expansion of settlements, the unilateral withdrawal of Israel from Gaza, and suicide attacks have further aggravated the situation in the area, while the Quartet's Road Map, supported by the EU and the EMP countries, failed to set human rights and international humanitarian law at the heart of peace efforts.

In Israel, Palestine, Europe and the Arab world, civil society organisations working in relation to Israel-Palestine are among the strongest, most active and resourceful compared to organisations in other parts of the region, and the Occupation is among the most well documented conflicts in the region.

Despite this fact, efforts to promote a just and human rights based solution to the conflict remain at a stalemate. The EMHRN members have agreed that the EMHRN can bring added value to current human rights advocacy and awareness raising by concentrating on human rights awareness raising and lobbying efforts in Europe in cooperation with its Israeli, Palestinian, Arab and European members.

Activities

The activity involves:

- Bi-annual working group meetings and strengthening the Working group on Palestine, Israel and the Palestinians so that it becomes a key vehicle for human rights lobbying
- Researching and publicising an Annual Human Rights Review on the EU and Israel and developing the capacity of participating organisations and individuals involved in the project to work on the EU institutions (their organisation and functioning) and their policies
- Advocating for the recommendations in relation to the EU institutions and individual members states and raising awareness about the centrality of human rights in solving the conflict and ending occupation
- This core activity will be supplemented and supported by missions and reports when deemed relevant and activities with the general long term perspective of setting human rights at the heart of conflict prevention, management and solution.

3.2.3 Economic and social rights

The **human rights framework** of the activity is the full implementation of international human rights standards as they pertain to economic and social rights.

The **general objective** is the setting-up of civil society instruments and mechanisms to monitor the impact of the free trade zone and the MEDA programmes on human rights in the EuroMed region.

The **short term objective** is to:

- finalise and publicise a report on the relation between the EMP, employment and the right to work in cooperation with the Comisiones Obreras

- initiate a new research project on the impact of the Barcelona process, on the economic and social rights of people
- Set up a working group on economic and social rights

Background

Human rights monitoring, promotion and protection have gained increased prominence in the Euro-Mediterranean region over the past decade.

One of the main elements of the Barcelona process is the establishment of Free Trade Zone (FTZ) within the time span of one decade and the underlying assumption that trade liberalisation and, eventually, regional economic integration are the engines for development and, during a second stage, the for political liberalisation and the building of democratic institutions and an independent civil society.

The instalment of the FTZ is accompanied by important schemes of financial assistance through the MEDA programmes. However, despite the fact that the establishment of the Free Trade Areas over the coming decade is poised to have a major impact on the social and economic condition of the population of Southern and Eastern Mediterranean countries and hence on their ability to actually exert civil and political rights, very little is in fact known about the concrete impact of the FTZ and the MEDA on the region, and even less is known about its impact on human rights. Also very little thinking has been put into the question of shared responsibility for regional/bi-lateral economic policies when these do harm people's human rights, including how and where people can seek redress for rights violations.

For historical and socio-political reasons, the human rights movement in the EuroMed region as a whole has given priority to political and civil rights issues. However, in order to respond to the challenges posed for people in the region by the economic and financial programmes of the EMP it is necessary to build capacity within the EMHRN and its membership regarding economic and social rights.

Activities

The EMHRN plans to:

- Co-organise a regional seminar on the EMP, employment and the right to work in cooperation with the Comisiones Obréros, Fundacion per la Paz y Solidaridad, Friedrich Ebert Stiftung, EuroMed Trade Union Forum and the EMHRN.
- Participate in publicizing and making the methodology and recommendations of the reports known to civil society organizations and decision makers
- Initiate a research project on the impact of the Barcelona process, the Euro-Mediterranean Free Trade Zone and the MEDA programmes on the economic and social rights of people and on how they affect migrants in one selected country of the region
- Fund raise for the setting up of a working group on economic and social rights

4. Communication

The **human rights framework** of this activity is to create efficient, comprehensive and transparent tools to transmit internally and externally the human rights objective and values of the EMHRN

The **general objective** is to voice efficiently and to communicate information about the activities and concerns of the EMHRN and its members within the membership and to relevant media, decision makers and civil society groups, as well as to communicate information to the membership about human rights developments relating to their work

The **short term objective** is to;

- finalise and start implementing an internal and external communications strategy
- initiate an updated web site reflecting the work of members and the main human rights issues of the region, the EMP and related EU-Arab cooperation frameworks

Background

EMHRN Networking is dependent on efficient and relevant modes of communication between members as well as between the Network and the 'outside world'. Almost all the General Assemblies of the EMHRN have underlined the need to strengthen the EMHRN's internal and external communications in order to increase transparency and members' participation in EMHRN work as well as knowledge in the media about the work of the EMHRN.

Activities

The EMHRN will:

- Employ a communication officer in charge of the EMHRN's internal and external communications, the publications and the web site, and a communication officer in Brussels in charge of relations with the media
- On the executive level, strengthen its work in terms of monitoring and reacting to changes in the human rights situation in the region
- Finalise a communication and media strategy and initiate implementation, including the issuing of news briefings and newsletters with news from members and news about the latest human rights developments in the EuroMed region, the EU, etc.
- Proactively contact members in order to exchange information and increasingly target specific news to specific needs
- Finalise a new web site and develop it by constructing thematic modules

5. Membership support

5.1 Solidarity

The **human rights framework** is respect by state and non-state actors of the principles of the Human Rights Defenders Declaration (UN 9 December 1998)

The **general objective** is

- to make use of available human rights protection instruments when EMHRN members are at risk, in particular the effective support of EMHRN regular and associate membership
- to ensure that members feel that the Network constitutes a protection mechanism for them

The **short term objective** is to respond with available means when EMHRN members or their work are at risk

Background

The EMHRN is convinced that solidarity plays a major role in promoting networking, cooperation and internal cohesion. Since it was established, the EMHRN has worked to strengthen the bonds of solidarity between its members.

Activities

In this respect it will:

- Appoint a part-time coordinator to support members when they are at risk and mobilise support for their cases
- On the executive level, strengthen its work regarding monitoring and responding to changes of the human rights situation in the region
- Relaunch the idea of creating a trial observation team among EMHRN members and fundraise for such a project
- draft a concept paper on its policy and practice as regards solidarity work and urgent action
- Maintain close cooperation with the Euro-Mediterranean Foundation for the Protection of Human Rights Defenders

5.2 Training

The **human rights framework** of the activity is to create training tools to strengthen members' capacity to deliver the EMHRN's human rights objectives and vision.

The **general objective** is to

- offer at least four training courses per year for the EMHRN membership to involve EMHRN members in the planning, organization, implementation, and evaluation of these courses
- create synergies between different training and capacity building efforts within the Network

The short term objective is to clarify the objectives of training and propose a training programme for the next two years and to set up initial training courses as pilot projects

Background

The EMHRN brings members together around training projects that can bring added value to their work. Training focuses on human rights issues that are relevant for the region and not covered elsewhere.

Activities

The EMHRN will

- Establish an overview over planned training and capacity building activities within the Network and see if there are obvious synergies to be established
- Draft a concept paper on the objectives of its training programmes
- Implement training and advocacy seminars on the European Neighbourhood Policy (ENP) in four countries (Egypt, Lebanon, Morocco, Israel)
- Initiate the design of a gender mainstreaming course and test it at two sub-regional meetings
- Actively explore the feasibility of organising 'model courses' on the EU and European human rights systems

6. Advocacy and dialogue

- The **human rights framework** is the active implementation of EU, ENP and EMP instruments pertaining to international human rights standards in the EuroMed region

- The **general objective** is to efficiently communicate EMHRN and members' policies and recommendations to the relevant representatives of the EU and EMP and ensure feed-back from and dialogue with these
- The **short term objective** is to build on and develop existing activities regarding the EU institutions and to strengthen work on bi-lateral relations in particular as concerns the human rights instruments of the ENP

Background

When working within the context of Barcelona process and related EU-Arab cooperation frameworks, it is important that the outcome of EMHRN's activities feed into these mechanisms in order to, on the one hand, strengthen the human rights instruments in the region, and, on the other, encourage EMHRN members to use these when relevant.

Dialogue and advocacy is a main method for promoting human rights in the EMP. The EMHRN directs its attention towards the mechanisms of the EMP, the ENP, and the EU as well as towards all partner state representatives. The EMHRN gives particular attention to bi-lateral relations (between the EU and individual Partner States) as these are currently more conducive to change than multi-lateral relations. In this regard it will give increased attention to the ENP.

Activities

- Strengthen staffing of the Brussels office to include a director, a full time assistant, a part time media specialist and an intern
- Develop a media strategy linked to the EMHRN advocacy strategy
- Develop a strategy of the EMHRN with regard to the ENP, including actively looking into the possibility of setting up a working group.
- Maintain advocacy initiatives on individual EMP countries and draw lessons learned from these initiatives
- Advise EMHRN members and develop EMHRN advocacy working groups on the multilateral and bi-lateral level
- Continue promoting its general policies and recommendations vis-à-vis the EMP, the EU and partner governments; Disseminate reports and policy papers produced by its working groups and missions on key questions requiring particular attention and promote their recommendations; diffuse the results of its missions; Organise meetings between members and the European institutions (Parliament, Commission and Council); Inform members on the Web and in news letters about key issues of the human rights dimension of the EMP; Organise executive committee meetings in different partner countries of the EMP, facilitating meetings with government representatives, the press and NGOs.

7. Partnerships

The **human rights framework** of this activity is to encourage broad alliances of civil society groups from different constituencies and with different mandates to work together on the basis of explicit and practical adherence to international human rights standards.

The **general objective** is to develop efficient networks of civil society groups in the EuroMed region rooted in human rights values.

The **short term objective** is to actively maintain and develop partnerships within and beyond the human rights community working in the region.

Background

The EMHRN believes it is important to cooperate with civil society beyond the human rights community in the region and in this way to disseminate the values upon which it builds its work.

In this regard the EMHRN seeks broad alliance with - and outreach to - international and other non governmental organisations, trade unions, environmental and development groups inside and outside the region.

Activities

The EMHRN will:

- actively support the EuroMed NGO Platform to become an efficient network of networks of EuroMed civil society organisations
- maintain and strengthen its close relations with the Human Rights and Democracy Network and other civil society organisations in Brussels.
- maintain and strengthen its close relations with international human rights organisations Amnesty International, Human Rights Watch, the FIDH, OMCT, etc.
- continue to develop partnerships with trade unions, private and political foundations, church based organisations such as the current partnerships with the Comisiones Obreras, the EuroMed Trade Union Forum, the Aprovech group, the Friedrich Ebert and Heinrich Böll Foundations
- continue to support and host the EuroMed Foundation for the Protection of Human Rights Defenders
- continue to support and host the Danish Network of NGOs working in relation to the Danish Initiative for Dialogue and Democratisation in the Arab World
- actively look into the use of other forums for dialogue and for promoting human rights values and standards, such as social forums and political platforms

8 Executive Bodies and memberships

The **human rights framework** is to ensure the necessary means, resources and capacity of the executive bodies so that they can implement the objectives of the EMHRN and reflect the values upon which the Network is built.

The **general objective** is to

- implement the statutes and by-laws of the EMHRN transparently as regards decision-making and communication, and ensure the participation of members in implementing the EMHRN agenda
- ensure gender-mainstreaming of the EMHRN
- ensure that the EMHRN membership and strategy are in harmony

The **short term objective** is to

- Maintain and strengthen the work of EMHRN executive bodies
- Develop an efficient internal communication practice promoting the 'democratic life' of the EMHRN
- See if there is a need to revise the membership of organisations and individuals who are not using or feeding into the EMHRN
- Define a proactive approach to new memberships

Activities

- Hold three annual EC meetings with an enlarged Executive Committee
- Hold three annual Troika meetings (President, Vice President and Treasurer) to monitor and supervise the daily management of the secretariat and to assist the President in his role as a working President
- Hold an annual meeting of heads and political referents of EMHRN working groups
- Employ an executive secretary for the executive bodies
- Employ an officer part responsible for internal communication
- Set up a gender mainstreaming policy of the EMHRN
- Revise the statutes with specific regard to membership criteria

9. Administration

The **human rights framework** of this activity is to build an efficient and resourceful administration enabling the EMHRN to fully implement its human rights objectives and visions.

The **general objective** is to provide administrative support to all areas of the EMHRN enabling the EMHRN to fully implement its strategy

The **short term objective** is to set up the necessary structures to implement the work programme of the EMHRN and to strengthen its capacity to respond proactively to changing situations in the region in terms of human rights and democratisation issues

Background

The EMHRN aims to support its activities with an efficient and professional administration which is sensitive to intercultural dialogue and to the environment in which its members work.

Activities

The EMHRN will work to

- Set up a new organisational structure, including strengthening the executive's capacity to monitor and proactively respond to changes in the human rights situation in the region
- Ensure long term and diversified funding for the EMHRN and draft a strategy in this regard
- Strengthen the development of two EMHRN antennas in the South
- Set up a new organisational structure
- Implement a staff development plan