

HRC action plan for 2009–2011

The development of the HRC is divided into four functional areas:

- Information dissemination and educational activities
- Research and monitoring
- Consultancy and advocacy
- Institutional development

The action plan was formed as a result of the strategy seminar, which took place in November 2008 at Narva-Jõesuu, Estonia. The participants were:

- Aleksandr Aidarov (Advisor to the Minister of Population Affairs),
- Archil Chochia (Assistant, HRC),
- Kelly Grossthal (Open Estonia Foundation, Member of the Advisory Council of HRC),
- Tanel Kerikmäe (Legal Expert and Member of the Advisory Council of HRC),
- Kari Käsper (Development Director of HRC),
- Marianne Meiorg (Head of HRC),
- Evhen Tsybulenko (Legal Expert and Member of the Advisory Council of HRC).

The Action Plan was later refined and specified by Marianne Meiorg and Kari Käsper.

Information dissemination and educational activities

General objective

People are aware of HRC activities. HRC known and respected as expert in the field of Human Rights protection in Estonia.

2009

1. Development of HRC training strategy

A plan is developed on the use of trainings and other educational events to target specific relevant groups.

2. Development of HRC communication strategy (including principles of publishing in the name of HRC, plan for informational events and external communication (media) plan)

3. Hiring of Communication assistant to coordinate HRC public communication (incl. development of HRC communication strategy) and informational activities.

Written principles/guidelines produced and relevant part of principles of publishing in the name of HRC is publicly available (via HRC website).

External communication (media) plan and plan for informational events are developed, contacts established with major media outlets.

HRC specific media channel (newsletter or other) developed and piloted.

4. Present information events of HRC are continued

HR week is followed up (format depends on strategy developed).

2010

5. Routine PR work

Information in major media outlets is provided regarding HRC activities and ongoing work and, where possible, other relevant activities in HR field.

HRC specific media channel is operating regularly.

6. New information & education events initiated

1st annual HRC conference takes place.

7. Training activities are initiated

First small-scale trainings take place.

8. Present information events continued

HR week and other ongoing activities followed up.

2011

9. PR is working routinely

Information in media outlets is published and HRC specific media channel are operating.

10. HRC with partner(s) initiates communication activity to raise public awareness of HR conflicts outside Estonia

At least one campaign/communication event is carried out in cooperation with partner(s).

11. New non-academic information event formats are developed

At least one innovative mass information activity is launched

12. Present Information events are continued

HRC conference continued annually, HR week and other activities followed up.

13. Training activities continued

Trainings and other educational events are developed accordingly to the strategy.

Research and monitoring

General objective

HRC has competence in relevant HR spheres and a capacity to perform research and monitoring activities.

2009

1. Principles of research are developed (including method of choosing relevant topics for research, involvement of researchers (students, external experts etc), priority research areas and HRC involvement)

Written principles and guidelines produced and relevant parts are made available publicly (via HRC website).

2. Establishment of experts and partner organizations network.

Contacts with experts (and partner organizations) available in different fields of HR is set up and made available within HRC.

3. Present research activities are continued

Regular work on annual report is continued and annual report is issued.

Scholarship fund for research is continued.

HRC library is updated.

2010

4. Monitoring of the governmental legislative proposals initiated

An overview of current situation and recent developments is produced for HRC research purposes (if possible, published through HRC specific channels).

5. Generating an overview of experts and ongoing research in HR field

Roundtable for experts and researches is gathered to start cooperation between experts, determine need for specific research and provide general inspiration & motivation to participants.

6. Additional research activities are developed

At least 1 joint research project with another institution, led by HRC, is initiated.

7. Student researchers are involved into HRC work

At least 5 students are regularly involved in HRC research activities and institutional development.

8. Regular research activities are continued

Regular work on annual report, updating of the HRC library and scholarship fund for research is continued.

2011

9. Creating a channel for publishing research papers, conference proceedings and other research outcomes

An academic journal or cooperation with existing academic journal is established to provide publishing opportunity for HRC related research (possibly in cooperation with HRC partners).

10. Monitoring activities are continued (linked to ongoing development of advocacy activities)

An overview of current situation in government legislation and recent developments is produced for HRC research purpose.

11. Regular research activities are continued

Regular work on annual report, updating of the HRC library and scholarship fund for research is continued.

The activities of the roundtable for experts and researches are continued.

Consultancy and advocacy

General objective

HRC is influencing the relevant authorities and general public in HR issues.

2009

1. Activity of HRC is initially reactive, main focus is on capacity building.

Responding to the requests of public authorities and relevant issues raised by media.
Responding to and consulting organisations/institutions from outside Estonia.

2. Principles for consultancy are developed

Written principles/guidelines for consultancy are produced (including: qualifications of the person consulting, the powers of that person, the level of involvement HRC is prepared to have etc). Relevant parts of principles are made available publicly (via HRC website).

3. Principles for advocacy are developed

Written principles/guidelines produced for advocacy (including: which topics to react to, whether must be approved with the HRC, who should react, when the HRC should get involved and when not etc). Relevant parts of principles are made available publicly (via HRC website).

4. Capacity building for consultancy and advocacy in specific fields is initiated

Gender equality legal expert is hired and trained as a part of pilot project integrated into other HRC activities.

2010

5. Initiating consultation of people on HR issues

HRC has designated a person responsible for consultations and set up the facilities to enable consultations. Initially 8 hrs of public consultation will be offered (4 hrs twice a week).

HRC has advertised the possibility of seeking consultation with HRC and offered alternative channels (for example: Q & A section of HRC website etc).

6. Ensuring the availability of competent legal advice for consultancy and advocacy.

Lawyer competent in HR issues is involved into HRC back-office work (probably hired on part-time terms).

7. Advocacy (and related information) activities are initiated

Articles in relevant media outlets are published to raise particular HR topics into public attention.

Contacts and working relationships with policy-makers are established.

8. Preparations are made to open a legal clinic

Additional consultants and at least one legal expert are trained.

9. Capacity building for consultancy and advocacy in specific field is continued

Gender equality legal expert is working and is being gradually integrated into HRC advocacy and consultation activities.

2011

10. Legal clinic established

2 legal experts and additional student consultants are applied in legal clinic on regular basis.

11. HRC is participating in legislative process

HRC is involved in working groups on legislation and, where possible, in development of other governmental strategies and proposals.

12. Ongoing advocacy and consultancy activities continued

Gender Equality legal expert routinely working.

Relevant media and information activities are continued and developed.

Legal expertise is ensured and ongoing training for consultants and legal experts continued.

Institutional development of HRC

General objective

Financial resources are available to HRC to carry out planned activities and develop human resource while maintaining autonomy and professional impartiality.

2009

1. Establishment of the legal body and identity of HRC

Structure & management are decided upon. Details for foundation worked out (founders, cooperation with universities, library etc).

Financial aspects of continuing as separated legal body worked out

Foundation is officially established.

Corporate visual identity and other relevant details are worked out.

2. Preparation of strategy for financial sustainability

Possible financial options are mapped out – Balance between possible financial support and HRC decided priorities is being worked out.

3. Improvement of organisation management capacity

Study visits are made outside Estonia to learn form the operation of similar organisations and apply relevant practices in HRC development.

2010

4. Improvement of HRC operational capacity

HRC is operated by regular staff:

- 3–4 persons are daily employed
- Experts are involved on contractual basis

Employee development and motivation strategy is worked out and applied.

5. Ongoing fundraising activities are continued

Financial resources are ensured to finance HRC research and other activities while maintaining necessary autonomy and impartiality.

2011

6. Additional personnel is hired to meet the needs for development in different spheres of HRC activity

Legal experts and support staff are hired as information, research and consultancy & advocacy activities expand.

7. The geographical reach of HRC is expanded

Regional offices / representatives are set up in other regions of Estonia.

8. Ongoing fundraising activities are continued

Financial resources are ensured to finance HRC activities and development while maintaining necessary autonomy and impartiality.