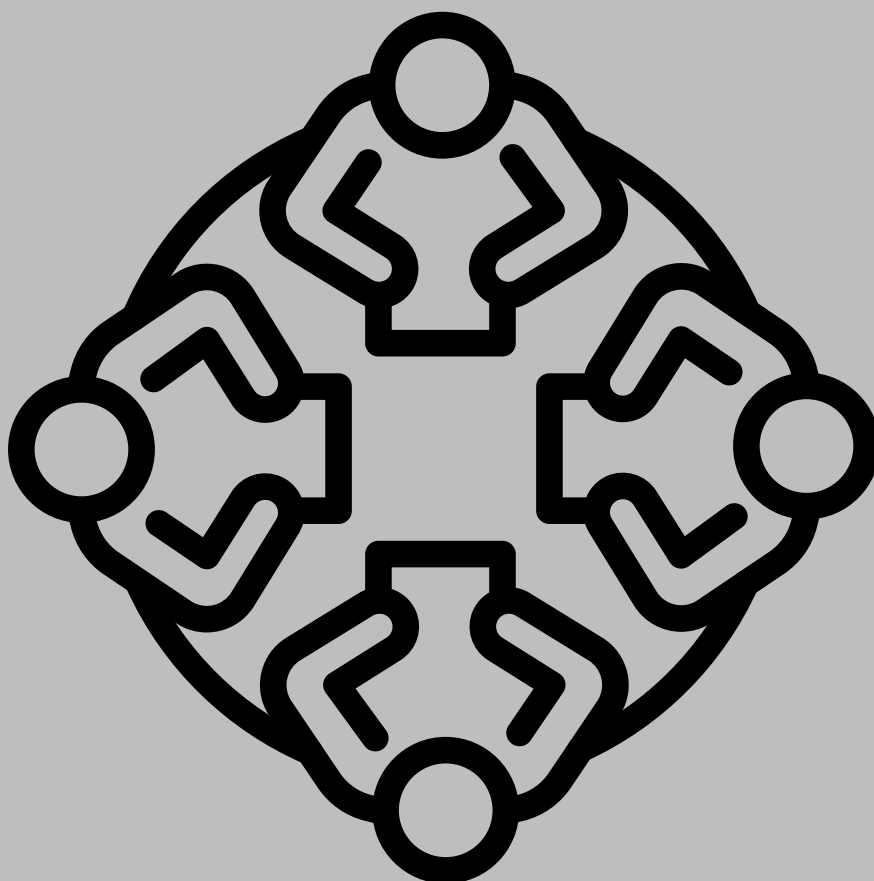

HANDBOOK

How to organize a **WORKSHOP** for better implementation of the
EU Guidelines on Human Rights Defenders





Amnesty International, July 2021









Organizing a country-level workshop aimed at improving the protection of local human rights defenders by the European Union, EU member states and like-minded countries.

A handbook for local, regional or international human rights organizations and others.



HANDBOOK TO ORGANIZE AN EU – HRD WORKSHOP

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INTRODUCTION

The *European Union Guidelines on Human Rights Defenders* require the EU and its member states to help improve the protection of local human rights defenders throughout the world. This handbook provides a “roadmap” for organizing a workshop at third country level aimed at better and more effective implementation of those Guidelines.

The workshop brings together local human rights defenders (HRDs) and diplomats of the European Union (EU), EU member states and like-minded (LM) countries. During the workshop they discuss the situation of HRDs, and develop and discuss recommendations for effective diplomatic action to support them. The workshop improves contacts between diplomats and local HRDs, and helps to identify local priorities in the implementation of policies on HRD protection.

The **target groups** of this handbook are local, regional and international human rights organizations and others with an interest in improving the protection of human rights defenders. The handbook provides guidance for preparing, conducting and following up on the workshop. It covers methodology, objectives, selection of participants, programme (including a model) and logistics.



BACKGROUND

In many countries, HRDs face risks because of their work. The current trend of “shrinking civic space” and authoritarianism has increased these risks and decreased the pillars of support for HRDs. The EU and EU/LM countries can play an important role in their protection.

In 2004, the Council of the EU adopted the EU Guidelines on Human Rights Defenders. These guidelines, which are to be implemented by the EU and EU member states alike, were revised in 2008. They underline the priority given to support for HRDs in the EU’s external human rights policy. They also “provide for interventions by the Union for human rights defenders at risk and suggest practical means of supporting and assisting human rights defenders”. Subsequently, a number of LM countries (Norway, Switzerland, Canada and the UK) also adopted policies on the protection of HRDs, modelled on the EU Guidelines. (See box on page 6: **Human Rights Defenders Guidelines of the EU and LM countries**)

While all these commitments are relevant and needed, their implementation is often inconsistent. Furthermore, depending on the situation in each third country, there is a need to identify the most important issues affecting HRDs, and the key diplomatic actions that can be taken to address them. This demands a more detailed analysis and should go beyond the list of actions generally outlined in the EU’s human rights and democracy country strategies.

In the EU Guidelines on HRDs, the EU and its member states commit to prepare local strategies for implementing the guidelines, to involve HRDs and their organizations in the drafting and monitoring of these strategies, and to organize a meeting, at least once a year, where HRDs and diplomats discuss their implementation.¹ **There is a need to ensure that indeed such strategies are developed and updated annually. The workshop described in this handbook contributes to this.**

For these reasons, Amnesty International has organized workshops in/for four countries since 2014, aiming to boost the protection of HRDs by the EU and EU/LM countries. This handbook is based on the experiences gained in these workshops. One strength of this approach is that HRDs have an opportunity to form a consensus on the most important threats, obstacles and opportunities they face, and to identify key recommendations for diplomatic action. Since local HRDs themselves develop these recommendations, tailored to the EU and EU/LM countries, they are detailed and highly credible. During the discussions diplomats can ask questions and become better informed about the HRDs’ situation. There can be exchanges regarding the feasibility and practical steps needed for taking action on the basis of the HRDs’ recommendations.

1 See EU Guidelines on HRDs, p. 6



HUMAN RIGHTS DEFENDERS GUIDELINES OF THE EU AND LM COUNTRIES

- *“Ensuring protection – European Union Guidelines on Human Rights Defenders” (adopted in 2004, revised in 2008)²*
- *“Norway’s efforts to support human rights defenders – Guide for the foreign service” (2010)³*
- *“Swiss Guidelines on human rights defenders” (2019)⁴*
- *“Voices at Risk – Canada’s Guidelines on Supporting Human Rights Defenders” (2019)⁵*
- *“UK Support for Human Rights Defenders” (July 2019)⁶*

MAIN STRENGTHS OF THE EU – HRD WORKSHOP APPROACH

- HRDs themselves assess their situation, form consensus on the most important threats, obstacles and opportunities, and identify recommendations for diplomatic action.
- These recommendations are detailed and highly credible, being produced by the HRDs themselves.
- The interactive format allows the HRDs to network amongst themselves, strategize and jointly present their needs. This makes their position stronger vis-à-vis the diplomats.
- Diplomats become better informed about the human rights and HRDs’ situation. There can be exchanges regarding the feasibility of the recommendations and practical steps needed.
- HRDs and diplomats get a realistic picture of each other’s needs and obstacles, ways to overcome these obstacles and what they can expect from each other.
- The face-to-face contact contributes to sustainable contacts between HRDs and diplomats.
- Diplomats have the opportunity, in one setting, to meet HRDs from various parts of the country working on a diversity of themes.

2 Can be downloaded, in PDF format, from [here](https://www.ohchr.org/Documents/Issues/Defenders/2008_EU_Guidelines_HRDefenders.pdf), the website of the OHCHR (https://www.ohchr.org/Documents/Issues/Defenders/2008_EU_Guidelines_HRDefenders.pdf). As mentioned, the EU Guidelines on HRDs were revised in 2008 but the old 2004 version has not been taken out of circulation and is the main version encountered when searching online. In the correct 2008 version (PDF), the title of the document appears on one line while in the 2004 version, the title appears on two lines. The correct 2008 version is 23 pages long (including the Annex); the 2004 version is only 20 pages.

3 https://www.regjeringen.no/en/dokumenter/hr_defenders_guide/id633052/

4 <https://www.eda.admin.ch/eda/de/home/dienstleistungenundpublikationen/publikationen/alle-publikationen.html/content/publikationen/de/eda/menschenrechte-humanitaeres-migration/Leitlinien-zum-Schutz-von-HRD.html>

5 https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/rights_defenders_guide_defenseurs_droits.aspx?lang=eng

6 <https://www.gov.uk/government/publications/uk-support-for-human-rights-defenders>



GOALS OF THE WORKSHOP

- “To bring about an environment where human rights defenders can operate freely” (from EU Guidelines on HRDs).
- Implementation of the EU Guidelines on HRDs and HRD guidelines of like-minded countries.
- Identify key threats and obstacles to the work of local HRDs and formulate recommendations for diplomatic action.
- Diplomats are aware of key threats and obstacles to local HRDs, of opportunities to support their work, and of their recommendations for action.
- HRDs are aware of policies, commitments and limitations of the EU and EU/LM countries on the protection of HRDs, and of previous actions.
- Effective and relevant actions by the EU and EU/LM countries to support and protect HRDs.
- Local authorities “carry out their obligations to respect the rights of human rights defenders and to protect them from attacks and threats from non-State actors” (from EU Guidelines on HRDs).
- Increased and sustainable contacts between diplomats and local HRDs.



STAGE 1: DESIGN/PREPARATION

REACHING OUT TO LOCAL PARTNERS

A good first step is to consult with a few representative **HRDs**. Is there indeed a need for the workshop? And what do they think of its basic objectives and format?

Next, engage **EU and like-minded missions**. Logically, given its coordination mandate, your partner in organizing the workshop would be the EU Delegation. However, the embassy of an active/committed EU/LM country could also play this role.

Involving the missions from the beginning fosters their ownership of the process and outcome of the workshop. Missions might also be able to provide (or help find) a safe venue. A possible venue is the EU Delegation.

PROGRAMME

As a general guideline, the workshop would take 1.5 – 2 days.

Day 1 is for HRDs only: they discuss and analyze their situation and identify recommendations for the EU and EU/LM countries. (This also provides the HRDs with a valuable networking opportunity.)

On Day 2, diplomats join the group. They hear the HRDs' assessment of the situation and their recommendations. The recommendations are discussed, including in smaller groups.

An example of a workshop programme can be found in [Annex 1](#). This example could be used as a starting point, with the final design being decided in consultation with local EU/LM missions and HRDs.

PARTICIPANTS

Diplomats

- The key diplomats to invite are those involved in human rights and in providing support to HRDs from the EU Delegation and embassies of EU/LM countries. These are often political officers with human rights as part of their brief, or in smaller missions sometimes the Deputy Head of Mission.
- Ambassadors should also be invited. They play a crucial role in providing political support for the implementation of HRD policies from the upper echelons of the hierarchy. They also play a wkey role in the implementation of HRD policies at third-country level by meeting local authorities, issuing public statements (including on social media), giving interviews in



local media, meeting HRDs or attending their events, etcetera. *If ambassadors attend the workshop at all, it would likely be for only a short period (1-1.5 hrs.). That is something to take into account when designing the programme. Ambassadors could be explicitly invited to the first session on Day 2, when HRDs present their key recommendations.*

- Invite country desk/human rights division staff from the European External Action Service (EEAS) in Brussels.
- Additionally, depending on the topics to be discussed, you can invite staff from the EU Delegation or embassies involved in relevant funding programmes, as well as staff working on consular affairs/visas.
- Generally speaking, depending on the location of the workshop, the most important like-minded countries to be considered are the US, the UK, Canada, Switzerland, Norway, Australia and New Zealand.
- If cooperation with the local diplomatic partner mission (e.g. the EU Delegation) is good, then its staff could be asked to send out the invitations to the embassies of EU member states and like-minded countries.
- Although staff of foreign ministries of EU or like-minded countries will not be invited, some might hear about the workshop and want to attend. They should be welcomed, as long as this doesn't result in too many participants.
- If for security reasons the workshop can't be held in the country itself, alternatives include an adapted online version (see Box on page 10 – **Tips for organizing an online workshop**), or organizing it in a neighboring safe country or in Brussels. If organized in Brussels, participants will probably include a smaller number of representative HRDs, human rights and country desk staff of the EEAS, representatives of EU member states (from the permanent representations in Brussels or foreign ministries), representatives of LM countries, and some staff of the EU Delegation or embassies of EU/LM countries in the country concerned.

Human rights defenders

- Aim for up to 20 HRD participants.
- Ensure geographic balance (as a guideline, about one third to half of the HRDs could come from the capital and the rest from different regions of the country).
- Ensure that HRDs cover the full range of relevant human rights issues, including civil and political rights; economic, social and cultural rights; specific marginalized groups, etcetera.
- Ensure there is gender balance among HRD participants.
- Ensure that types of HRDs who are most at risk make up at least half of HRD participants.
- Invite a mixture of HRDs – some who have had more contact with diplomats and some who have had less/none.
- Also include HRDs who operate as individuals, outside of established NGOs.
- Ensure that beneficiaries of EU funding are not over-represented.
- Do a quick survey to assess the level of knowledge about the EU Guidelines on HRDs and previous contacts with diplomatic missions to ensure that the level of the workshop is appropriate.

International human rights organizations

- 1-2 staff of international human rights organizations who work on the country.



LOGISTICS

Venue: Ideally, the workshop is held at the EU Delegation. Alternatively, it could be held at the embassy of an EU/LM country or another suitable location. The venue should offer security and confidentiality. There should be spaces for group work.

Ideally, the hotel where organizers and HRDs are accommodated (if applicable) is within walking distance of the venue. All organizers and participants should be booked at the same hotel – this is more efficient and it facilitates networking.

Practicalities to arrange in relation to support to HRDs:

- Travel arrangements and hotel bookings.
- Reimbursements/per diems. Money matters can bring risks for HRDs, so make sure to consult them before deciding how to arrange this.

→ A timeline can be found in [Annex 2](#).

TIPS FOR ORGANIZING AN ONLINE WORKSHOP

If the EU-HRD workshop is held online, some considerations and tips are:

- Make sure the duration is limited, to prevent lapses of concentration and involvement (people get tired or leave altogether). As a general rule, sessions should not last longer than three hours. Include breaks, shorten the workshop and/or spread it over a number of days.
- Limit the total number of participants to 15 to ensure effective discussions.
- An option would be for HRDs to first reach consensus on key threats, challenges and recommendations, and then let a limited number of representatives (3-4) engage with diplomats online.
- While the disadvantage of an online workshop is the limited number of participants, the advantage is that it allows people in diverse/remote locations to participate.
- It's crucial to choose an online platform that has all the desired features and is secure. Front Line Defenders provides guidance on secure video conferencing and suggests platforms depending on needs.⁷
- The platform should offer a “breakout room” feature for small group discussions.
- Internet connections should be adequately fast and secure. (This option might exclude HRDs in certain locations.)
- The format should take the limited possibilities for interpretation into account. It might be necessary to hold the meeting in only one language. A tool for online simultaneous translation called Interactio might be used in combination with the meeting platform.⁸

7 See <https://www.frontlinedefenders.org/en/resource-publication/guide-secure-group-chat-and-conferencing-tools>

8 See <https://www.interactio.io/>



- Regardless of how secure the platform is supposed to be, participants may not feel comfortable discussing sensitive issues online with people they don't know.
- The format doesn't facilitate networking very well since it doesn't provide for informal interaction.
- There should be someone available with technical knowledge of the platform to immediately resolve technical questions or problems that arise.

WORKSHOP MATERIALS

Participants should be invited around two months ahead of the workshop date (see timeline in [Annex 2](#)). A "save the date" can be sent even if further details are not yet available. The final programme and any instructions and background/reading materials should be sent at least two weeks before the workshop.

Possible materials to provide to participants include:

- List of HRD participants, short biographies (security and their consent permitting)
- List of diplomats participating (security and their consent permitting)
- EU Guidelines on HRDs
- EU Action Plan on Human Rights and Democracy 2020-2024⁹
- HRD Guidelines of Canada,¹⁰ Norway,¹¹ Switzerland,¹² and the UK,¹³
- Summary of commitments under these policies (compiled by Amnesty International, available on request)
- Outcomes of prior workshops

Useful materials for the workshop are flipcharts, white boards, flipchart stands, sticky notes, tape, different colored permanent markers, whiteboard markers, laptop, projector, screen, name tags and/or name boards for participants (security permitting).

BUDGET

An example budget can be found in [Annex 3](#). In this scenario, the EU Delegation/hosting mission would fund or donate the venue, interpreters, interpretation equipment, lunches and coffee breaks.

9 <https://www.consilium.europa.eu/en/press/press-releases/2020/11/19/council-approves-conclusions-on-the-eu-action-plan-on-human-rights-and-democracy-2020-2024/>

10 https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/rights_defenders_guide_defenseurs_droits.aspx?lang=eng

11 https://www.regjeringen.no/en/dokumenter/hr_defenders_guide/id633052/

12 <https://www.eda.admin.ch/eda/de/home/dienstleistungenundpublikationen/publikationen/alle-publikationen.html/content/publikationen/de/eda/menschenrechte-humanitaeres-migration/Leitlinien-zum-Schutz-von-HRD.html>

13 <https://www.gov.uk/government/publications/uk-support-for-human-rights-defenders>



SECURITY MEASURES

Organizers should consult HRDs about necessary precautions and discuss these with the EU Delegation or other co-organizers. Make sure participants are sufficiently aware of safety and security precautions and include the topic in the “house rules” announced on both days.

For example: Will participants be allowed to take pictures or mention the workshop on social media? Will the workshop be conducted according to the “Chatham House Rule”? (See below.) HRDs may not want it to be known at all that the workshop is taking place. This means, for example, that if the meeting is held at a hotel, it will not be announced on signs.

CHECKLIST OF PRACTICAL KEY POINTS

- Funding for the workshop
- Deciding the roles and responsibilities in the organization and implementation of the workshop
- Recruiting a facilitator
- Identifying and inviting participants
- Arranging the venue(s) (incl. coffee breaks/meals)
- Interpretation during the workshop – if needed, it ideally happens simultaneously by means of a dedicated system (microphones, interpreter’s booth and headphones)
- Drafting the programme
- Selecting and arranging materials
- Seating arrangement – tables arranged in a square or rectangle
- Arranging accommodation for HRDs from distant regions
- Note-taking during the workshop (including participants list)
- Writing and dissemination of report on the workshop



STAGE 2: THE WORKSHOP

As mentioned above, the workshop is divided into two days. The first involves HRDs only. The second involves both HRDs and diplomats. Both days consist of a combination of plenary and small group sessions.

OPENING AND INTRODUCTIONS

Both days start with an introductory plenary session. The organizers and/or the hosting diplomatic mission open the workshop, offer “words of welcome” and set the tone for the day. The organizers also introduce the facilitator.

On Day 1, HRDs should introduce themselves very briefly – name, organization, location and their work in the organization. They also might respond to one additional question, such as: “What are your expectations from the workshop?” “What do you bring to the workshop and what do you hope to get from it?” Or: “Name something that motivates you to do human rights work.”

On Day 2, introductions can be more brief, since there are more participants. The facilitator outlines the objectives, programme and house rules.

CHATHAM HOUSE RULE

The workshop can be conducted according to the Chatham House Rule. In this case, the facilitator should explain the rule, which is: *the meeting itself and information discussed can be publicized, but participants are not allowed to publicize who the participants are or who said what.*¹⁴

FOR SECURITY: NO MOBILE DEVICES

For security reasons, participants could be asked to turn off their mobile devices and store them away, having access to them during breaks and lunch. Depending on local circumstances, it might be desirable to store phones outside the room(s) where discussions are held.

GROUP WORK FOR GREATER PARTICIPATION

Group work will take place either in separate rooms and/or in different parts of a large room (where the plenary sessions are held). Group work facilitates greater participation and more contact between participants.

Each group should consist of 4-8 participants. Ideally, they sit facing each other in a circle, to facilitate exchange. Groups should appoint a “chair” (to watch the time, keep the discussion on topic) and a notetaker/rapporteur (who will report to the plenary). The criteria for dividing participants into groups should be considered in relation to the group topics.

¹⁴ <https://www.chathamhouse.org/about-us/chatham-house-rule>



Groups can be used to zoom in on certain issues, thereby increasing the depth of discussion. Groups can all address the same issue, in order to develop consensus on key outcomes (for example, see HRDs' group work on Day 1 in the model programme in the annex). Alternatively, each group can address different issues. This increases the range of topics covered (for example, see group work involving HRDs and diplomats on Day 2).

On Day 2, as much as possible, diplomats and HRDs should be able to choose the group discussing the topic they are most interested in.

INTERPRETATION

If interpretation is simultaneous, then all participants must use the microphone when they speak. This system can be used in plenary sessions, but is not practical in break-out groups. To manage this, groups can either be organized on the basis of language, or interpreters can join groups to support those who need it (whispering interpretation).

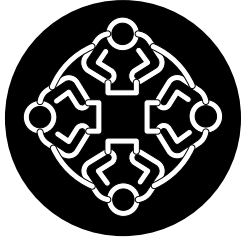
NOTES AND CONTACT DETAILS

During all the plenary sessions, notes should be taken. The outputs of all the groups, written up on flipcharts, should also be collected. The notes and group write-ups will be used to write a report on the workshop. During the workshop, the names, positions and contact details of all participants should be collected (for example, by passing around a sheet) for circulation after the workshop (with permission of participants).

DO'S AND DON'TS

Tips for creating a safe and productive experience

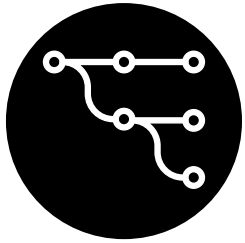
- Highlight good practices and positive results of diplomatic action – this is motivating and constructive. Good and effective practices should be documented and highlighted in the workshop report. This illustrates practical actions that can be taken, and encourages others to do the same.
- Be flexible and adaptable – if key issues emerge, create space in the programme to address them (for example, in a working group).
- Allow sufficient time for informal networking on both days.
- Develop recommendations that are specific, concrete and practical.
- The facilitator should invite “people who have not yet said anything” to contribute, to help ensure everyone participates.
- Consult and coordinate with participants beforehand to encourage interventions on certain topics.
- Emphasize that the workshop is non-public and meant to provide a “safe space” for open discussion.
- Use discussions to develop consensus on key issues affecting HRDs and exemplary cases that deserve international attention.



- Consider security risks for participants and ways to mitigate them (e.g. entering or exiting through a back door to avoid hostile state media).
- Give diplomats and ambassadors the opportunity to intervene and set some agenda points that are important to them. This is important for ownership, follow-up and to encourage active participation.

What to avoid

- Allowing certain participants or topics to dominate the discussions.
- Possible distractions, including smartphones, that prevent participants from being actively involved in the proceedings.
- Letting the workshop take place in a room that is easily visible or accessible to the public if there are HRDs with security concerns.
- Offering only negative feedback without concrete suggestions or asks. Criticism is fine, but participants should be encouraged to adopt a constructive and solutions-oriented approach.



STAGE 3: FOLLOW-UP

The way the workshop is followed up makes all the difference in improving protection for HRDs.

DRAFT A REPORT

After the workshop, a complete report should be drafted, based on notes taken during the plenary sessions, group outputs written up on flipcharts, etcetera. The EU Delegation/hosting embassy and possibly 1-2 HRDs representing the group, should be given the opportunity to comment on a draft version of the report. The report should be distributed to all workshop participants, together with a list of their contact details (with participants' consent).

CREATE A SUMMARY FOR LOBBY AND ADVOCACY

Besides the report, a summary should be created containing the situation of HRDs and the complete recommendations. This document can be widely distributed and should be brief, strong and clear – ready for use in lobby and advocacy activities. In order to respect the Chatham House Rule, the document should not identify individual participants nor include a list of their names and contact details.

The workshop could be followed up by lobbying of representatives of the EU and EU/LM countries to implement the workshop recommendations, including in relation to individual/key cases.

SUGGESTIONS FOR FOLLOW-UP

- HRDs can share the recommendations with local, regional and international human rights organizations, especially organizations in EU/LM countries, or organizations which advocate in Brussels for action to protect human rights defenders.
- The organizing NGO can share the recommendations with its government, EU and EEAS, and with other NGOs in their network to strengthen the lobby.
- HRDs can establish or improve collaboration with each other and/or with regional or international NGOs in lobbying and advocating for action by the EU and EU/LM countries on key issues or cases identified during the workshop.
- Monitor implementation by the EU and EU/LM countries of the workshop recommendations, and report on this on a future occasion.
- Hold such a workshop annually.
- Press conference or other activities to disseminate and publicize the recommendations (if this can be done in such a way as to not reveal who participated in the workshop or who said what).
- Feed the recommendations into the policy-making processes of the EU and EU/LM countries.



ANNEX 1 – MODEL WORKSHOP PROGRAMME

Protecting human rights defenders in [name of country]: Implementing the HRD Guidelines of the EU, EU member states and like-minded countries

A workshop for human rights defenders and diplomats

Date: [two consecutive days]

Location: Delegation of the European Union to [country], [address]

Participants: Human rights defenders and representatives of the EU, EU member states and like-minded countries

A list of participants (short biographies) will be available to everyone in order to facilitate exchanges/networking.

PROGRAMME

Day 1

09:30-10:00 Arrival/registration

10:00-10:30 Welcome/introductions

- Words of welcome
- Introduction of participants
- Objectives
- Programme
- House rules, etc.
- EU Delegation

10:30-11:15 Policy framework (presentation, Q&A)

- Short presentation by trainer/EU Delegation on commitments in HRD guidelines and EU Action Plan followed by questions/discussion.

11:15-12:15 The situation of HRDs: group work

Participants broken into four groups. Each group appoints a chairperson and a notetaker/rapporteur. Outcomes of discussion will be recorded on a flipchart by the notetaker.

Guiding questions:

- Which types of HRDs are most at risk?
- What are the most common violations/threats/risks faced by HRDs?
- In which regions are HRDs most at risk?
- Specific individual cases that exemplify the violations/threats?
- What future trends are expected?

12:15-13:30 Lunch



13:30-14:30 The situation of HRDs: reporting back by groups

- Each group: 5 min. for presentation, 10 min. for additions/questions.

14:30-15:30 Identifying key threats/violations

- On the basis of the groups' presentations, this plenary session will develop consensus on the key threats/violations to local HRDs.
- One HRD will be identified who will be tasked to present to diplomats an overview of the key threats/violations the next morning.

15:30-15:45 Break

15:45-17:00 Recommendations to the EU and EU/LM countries – plenary session

- What types of action should the EU and EU/like-minded countries undertake to address the key threats/violations facing local HRDs?
- One HRD will be identified who will be tasked to present the recommendations to diplomats the next morning.

18:00 Dinner

The recommendations, in all languages, should be printed and copied and handed out to all participants at the start of Day 2.

Day 2

09:00-09:30 Arrival/coffee/informal networking

09:30-10:00

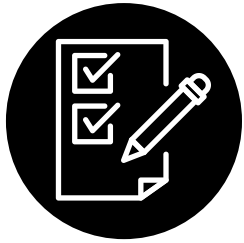
- Words of welcome
- Introduction of participants
- Objectives and programme of the workshop
- Handing out of recommendations

10:00-12:30 The situation of local HRDs and recommendations for EU action

This will be a very concise session where diplomats will have the opportunity for face-to-face exchanges with HRDs from diverse regions of the country. Diplomats will be briefed on the current situation of local HRDs. Local HRDs will present concrete and detailed recommendations for action by the EU and EU/like-minded countries.

- **10:00-11:30** The situation of local HRDs: (15 min.) presentation by a HRD followed by Q&A.
- **11:30-12:30** Recommendations to the EU and EU/like-minded countries: (15 min.) presentation by a HRD of the recommendations developed the previous day followed by Q&A/discussion (45 min.).

12:30-13:30 Lunch



13:30-14:30 Update on policies and actions of the EU and EU/LM countries

This will cover relevant policy developments/actions at the Brussels or EU level, in EU member state capitals and at the local level (EU mission).

- General overview of political and economic relations.
- Plans/upcoming events of EU and EU/LM countries (visits, conferences, etc.)
- Opportunities for involvement of local HRDs/NGOs

Presentations will be followed by an exchange among participants.

14:30-15:30 Group work – specific issues/recommendations

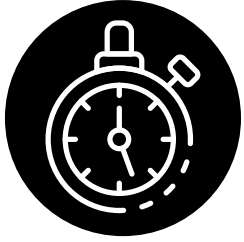
There will be 3-4 groups (depending on the number of participants). Each group will be a mixture of diplomats and HRDs. The group discussions will focus on how specific workshop recommendations could be implemented, how specific issues affecting HRDs could be addressed, etcetera. The emphasis is on choosing issues that need more exploration/discussion among HRDs and diplomats and identifying practical ways of taking the agenda forward.

15:30-15:45 Break

15:45-16:45 Reporting by groups

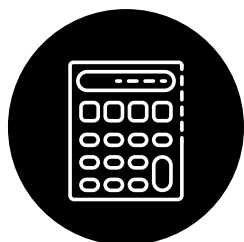
Each group: 5 min. reporting back, 10 min. discussion.

16:45-17:00 Wrap up/next steps



ANNEX 2 – TIMELINE

Activity/milestone	< weeks before the workshop >												< weeks after the workshop >					
	>12	12	10	9	8	7	6	5	4	3	2	1	0	1	2	3	4	5
Approach local partners	Black													Yellow				
Agree roles and responsibilities with EU Delegation														Yellow				
Agree on dates of workshop		Black												Yellow				
Design workshop (in consultation with EU Del. and HRDs)			Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Yellow				
Invite/save the date for diplomats														Yellow				
Invite/save the date for HRDs				Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Yellow				
Book hotel rooms														Yellow				
Send final invitation to all participants								Black	Black	Black	Black	Black	Black	Yellow				
Send final programme and background documents to participants														Black				
Workshop														Black				
Write draft report on workshop														Black	Black	Black	Black	Black
Get EU Delegation comments on draft report														Yellow				
Finalize and distribute report on workshop														Yellow				Black



ANNEX 3 – BUDGET

EXAMPLE BUDGET - EU-HRD WORKSHOP

Organizers (4)		€	€
Travel	4	400	1600
Accommodation (3 nights)	4	300	1200
Visas (lump sum)			500
Covid PCR tests	4	150	600

Facilitator (1)		€	€
Fees			2500
Travel			400
Accommodation			300
Visa			200
Covid PCR test	1	150	150

HRDs (20 in total, 10 from outside capital)		€	€
Travel	10	300	3000
Accommodation (3 nights)	10	300	3000
Group dinner (optional)			600
Interpreter			500
Printing			100
Gifts/Merchandise			100

TOTAL 14750