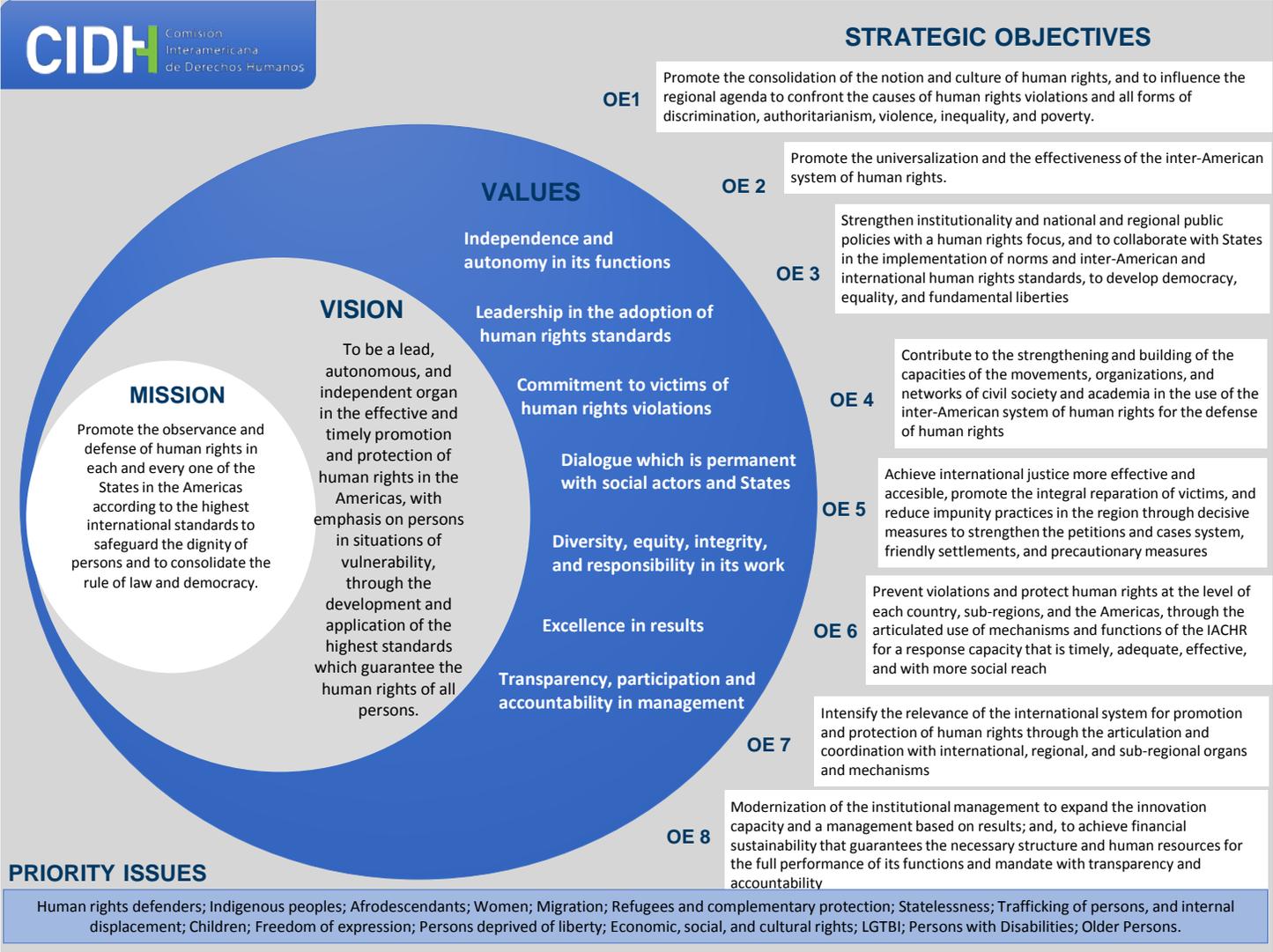




# Strategic Plan

»»»» 2017-2020

[www.iachr.org/StrategicPlan](http://www.iachr.org/StrategicPlan)



## I. MISSION

**Promote the observance and defense of human rights in each and every one of the States in the Americas according to the highest international standards to safeguard the dignity of persons and to consolidate the rule of law and democracy.**

## II. VISION

**To be a lead, autonomous, and independent organ in the effective and timely promotion and protection of human rights in the Americas, with emphasis on persons in situations of vulnerability, through the development and application of the highest standards which guarantee the human rights of all persons.**

## III. INSTITUTIONAL VALUES

- ✓ **Independence and autonomy** in its functions
- ✓ **Leadership** in the adoption of International human rights standards
- ✓ **Commitment** to victims of human rights violations
- ✓ **Dialogue** which is permanent with social actors and States
- ✓ **Diversity, equity, integrity, and responsibility** in its work
- ✓ **Excellence** in results
- ✓ **Transparency, participation, and accountability** in management

## IV. PRIORITY ISSUES

- ✓ Human Rights Defenders
- ✓ Indigenous Peoples
- ✓ Afrodescendants
- ✓ Women
- ✓ Migration, refugees, complementary protection, statelessness, trafficking of persons, and internal displacement
- ✓ Children
- ✓ Freedom of Expression
- ✓ Persons Deprived of Liberty
- ✓ Economic, social, cultural, and environmental rights – ESCE rights
- ✓ Lesbians, Gays, Bisexuals, Trans, and Intersex – LGBTI
- ✓ Persons with disabilities
- ✓ Older Persons

## V. STRATEGIC OBJECTIVES

**SO1: Promote the consolidation of the notion and culture of human rights, and to influence the regional agenda to confront the causes of human rights violations and all forms of discrimination, authoritarianism, violence, inequality, and poverty.**

**RES1: Policy of promotion and awareness-raising of human rights and the prevention of the causes of violations and all forms of discrimination, authoritarianism, violence, inequality, and poverty designed and implemented**

- 1: Program of promotion and awareness-raising of human rights
- 2: Program of promotion of the Inter-American System of Human Rights (IASHR)
- 3: Program of innovation to use information and communications technology (ICT) for the promotion of human rights

**RES2: Public communication of the IACHR directed to the promotion of human rights implemented**

- 1: Communications program to promote human rights and influence public opinion and the media
- 2: Program to train journalists regarding the IASHR

**RES3: Training regarding the IASHR and the inter-American standards consolidated and expanded**

- 1: General Program of Training and Competitions regarding the IASHR
- 2: Training program for young leaders who defend human rights

**SO2: Promote the universalization and the effectiveness of the inter-American system of human rights**

**RES1: Proactive policy to achieve the ratification and internalization of the inter-American instruments in all countries in the region established**

- 1: Program to promote the ratification of the inter-American instruments for all countries of the region
- 2: Strategy of dialogue and collaboration with the legislative branch
- 3: Special program to promote the abolition of the death penalty

## **RES2: Mechanisms and follow-up system to compliance with recommendations and the enforcement of standards to increase the effectiveness of the IASHR**

- 1: Inter-American system of monitoring of recommendations (SIMORE-IACHR)
- 2: Mechanisms of dialogue and cooperation for the follow-up to recommendations
- 3: Joint strategy with international organizations in the field to verify the implementation of recommendations

## **RES3: Technical cooperation and advice to States to fulfill the recommendations of the IACHR and the protection of human rights strengthened**

- 1: Program of technical advice to States to strengthen the state mechanisms of compliance with international human rights recommendations
- 2: Program of exchange of good practices in compliance with recommendations of IASHR

## **SO3: Strengthen institutionality and national and regional public policies with a human rights focus, and to collaborate with States in the implementation of norms and inter-American and international human rights standards, to develop democracy, equality, and fundamental liberties**

### **RES1: Technical advice and cooperation to States in the strengthening of the institutionality and public policies with a human rights focus**

- 1: Support program to the strengthening of the state institutionality in human rights
- 2: Advice program regarding public policies with a human rights focus
- 3: Regional exchange program regarding good practices and lessons learned

### **RES2: Institutional diplomatic dialogue and relations with States at the OAS Level strengthened**

- 1: Spaces for dialogue with OAS Member States and joint initiatives with OAS organs that have cross-cutting agendas in human rights
- 2: Program of technical advice to promote the progressive incorporation of the inter-American standards of human rights in resolutions, declarations, and treaties that are negotiated by OAS political organs.

**RES3: Effective collaboration with the Caribbean and Central America to strengthen human rights and democratic institutions**

1. Program of technical cooperation in matters of development and human rights
2. Program of strengthening the capacities of civil society

**RES4: Cooperation with the national systems of justice, public prosecutor's offices, and ombudspersons to incorporate inter-American standards of human rights increased**

- 1: Program of dialogue, exchange, and cooperation with national systems of justice, public prosecutor's offices, and ombudspersons
- 2: Program of dissemination and strengthening of conventionality control practices

**SO4: Contribute to the strengthening and building of the capacities of the movements, organizations, and networks of civil society and academia in the use of the inter-American system of human rights for the defense of human rights**

**RES1: Formal channels of dialogue with civil society and social participation mechanisms in the activities of the IACHR**

- 1: Program of expansion of mechanisms and spaces for dialogue and participation of civil society organizations in the activities of the IACHR

**RES2: Collaboration and contribution to the capacities of civil society, social movements and other social actors in the defense and follow-up to the human rights situation in the region promoted.**

- 1: Program to strengthen and build capacities of the networks of civil society, social movements and other social actors in the protection and promotion of human rights in the region.

**RES3: Mechanisms of effective collaboration with centers and academic institutions specialized in the IASHR increased and implemented**

- 1: Program of cooperation and projects for studies, investigations, and joint actions in centers and academic institutions specialized in the IASHR
2. Program of scholarships, internships, and exchanges of personnel

**SO5: Achieve International justice more effective and accessible, promote the integral reparation of victims, and reduce impunity practices in the region through decisive measures to strengthen the petitions and cases system, friendly settlements, and precautionary measures.**

**RES1: Reduction of procedural delay through continued, extended, and stronger measures**

- 1: Program of continuity and intensification of ongoing measures and to develop new forms to reduce procedural delay

**RES2: Management and adoption of decisions from the petitions and cases system optimized and streamlined**

- 1: Program of simplification and optimization of the petitions and cases system
- 2: Program to develop formats and protocols to draft reports

**RES3: Mechanism for friendly settlements promoted and strengthened through expanded and improved measures**

- 1: Program of expansion and strengthening of friendly settlements
- 2: Policy of exchange of good practices and dissemination regarding the friendly settlement mechanism

**RES4: Mechanism of precautionary measures strengthened through adequate and improved actions**

- 1: Program of optimization and simplification of the procedural management of precautionary measures for an expedited response according to the formal criteria of the IACHR

**RES5: Access to users of the standards of the IACHR facilitated**

- 1: Program of transparency regarding criteria for processing petitions and cases
- 2: Interactive system of searching IACHR jurisprudence

**RES6: Representation of the IACHR before the Court strengthened**

- 1: Joint annual work plan with the Inter-American Court of Human Rights
2. Inter-American annual human rights conferences
3. Strengthening program of the representation of the IACHR before the Inter-American Court to develop and enrich the standards of the IASHR

**SO6: Prevent violations and protect human rights at the level of each country, sub-regions and the Americas, through the articulated use of mechanisms and functions of the IACHR for a response capacity that is timely, adequate, effective, and with more social reach.**

**RES1: Coordination mechanism for a response capacity which is timely and fast from the IACHR to situations of human rights violations in the region created and enforced**

- 1: Permanent panel to identify challenges and the juncture in the area of human rights.
- 2: Coordination mechanism for timely and fast responses to structural and emergency situations in human rights

**RES2: Articulation of the functions of the IACHR for a response capacity that is more adequate and effective with emphasis on groups and populations in situations of vulnerability**

- 1: Management system of information and knowledge regarding the human rights situation
- 2: Strategy to integrate and coordinate the country and/or thematic work in monitoring and in the cases system
- 3: Strategy of emphasis in groups and populations in a situation of vulnerability and of incidence in structural situations

**RES3: Mechanisms of follow-up to recommendations of the IACHR restructured, integrated, and prioritized**

- 1: Program to improve the current mechanisms of follow-up to recommendations performed by different areas and functions of the IACHR
- 2: Methods of coordination, articulation, and integration of the internal mechanisms of the IACHR for the follow-up to recommendations.

**RES4: Impact of monitoring activities in the human rights situation in the Americas expanded**

- 1: Program of revitalization and equilibrium of the thematic Rapporteurships
- 2: Program for the functioning of the Special Rapporteurships on Freedom of Expression and ESCE rights
- 3: Program to create two new Rapporteurships on the elimination of all forms of discrimination against persons with disabilities and of protection of the human rights of older persons
- 4: Honorary Special Rapporteurships

5: Program to disseminate the results and decentralize the monitoring of situations

**RES5: Social reach and public presence of the IACHR in the Americas expanded**

1. Program “IACHR present”
2. Program of focal points in the sub-regions

**OE7: Intensify the relevance of the international system for promotion and protection of human rights through the articulation and coordination with international, regional and sub-regional organs and mechanisms**

**RES1: Coordination with the universal system and other United Nations agencies strengthened**

1. Program of coordination of a joint agenda with the universal system of human rights and other United Nations agencies
2. Cooperation projects to strengthen the exchange of good practices and lessons learned, decisions, recommendations, reports, calendars, and visits planned
3. Joint mechanism to protect human rights defenders in the Americas
4. Program to strengthen the presence of the IACHR in the international spaces and fora related to human rights

**RES2: Articulation and complementarity with the regional systems and sub-regional mechanisms in the area of human rights enhanced**

- 1: Program of strengthening the institutional relations with European, African, Arab, and Asian human rights protection systems/mechanisms
- 2: Program of articulation and complementarity with the sub-regional human rights mechanisms in the Americas (CAN, CARICOM, MERCOSUR, SICA, UNASUR)

**RES3: International agenda of the IACHR with other organizations of international reach to develop coordinated actions in emerging and cross-cutting themes launched**

- 1: Cooperation projects regarding emerging and cross-cutting issues in human rights
- 2: Program of articulation of the financial institutions with the human rights agenda

**SO8: Modernization of the institutional management to expand the innovation capacity and a management based on results; and, to achieve financial sustainability that guarantees the necessary structure and human resources for the full performance of its functions and mandate with transparency and accountability**

**RES1: Institutional development which is efficient, coordinated, and modernized with a focus on results-based management strengthened with a culture of active transparency and accountability**

- 1: New structure and administrative organization chart
- 2: Mechanism of dialogic, participatory, and transparent coordination in the Executive Secretariat of the IACHR
- 3: Program of institutional modernization and efficiency for results-based management
- 4: Coordinated mechanism for results-based management
- 5: Model of document management and digitalized precedent
- 6: Follow-up mechanism and periodic evaluation of the strategic plan
- 7: Program of transparency and accountability
- 8: Policy of access to information of the IACHR
- 9: Annual Plan of institutional communication
- 10: Policy of internal communication

**RES2: Financing of the IACHR diversified, increased, and sustainable for the total fulfillment of its mandates and functions**

1. Proposal of structural solution to strengthen the financing of the regular fund developed jointly with the Inter-American Court of Human Rights
2. Plan of financial sustainability with the exploration of a diversity of sources
3. Financing strategy for: projects with cooperation and development agencies, private donors, and collective financing
4. Bank of donor funding projects according to the Strategic Plan

**RES3: Management of human resources improved to promote an optimal work environment, with personnel that is satisfied and committed to the work it performs**

1. Training and updating program for IACHR personnel
2. Plan to improve the work environment and the strengthening of labor policies
3. Measures to provide incentives, well-being and recognition to personnel
4. Program of personnel associated to the IACHR
5. Policy of gender equality, inclusion, and diversity in the personnel

**RES4: Processes and systems modernized that enable the enhancement of the institutional strengthening and the access to users**

1. Systems of technology and telecommunications to make automatic and integrate work processes at the strategic, tactic, and operational level
2. “Portal” automated with technology dedicated to human rights
3. Program of technology innovation

**RES5: Timely and effective attention to public**

- 1: Letter of orientation regarding services and tools to users
- 2: Center for attention to the public