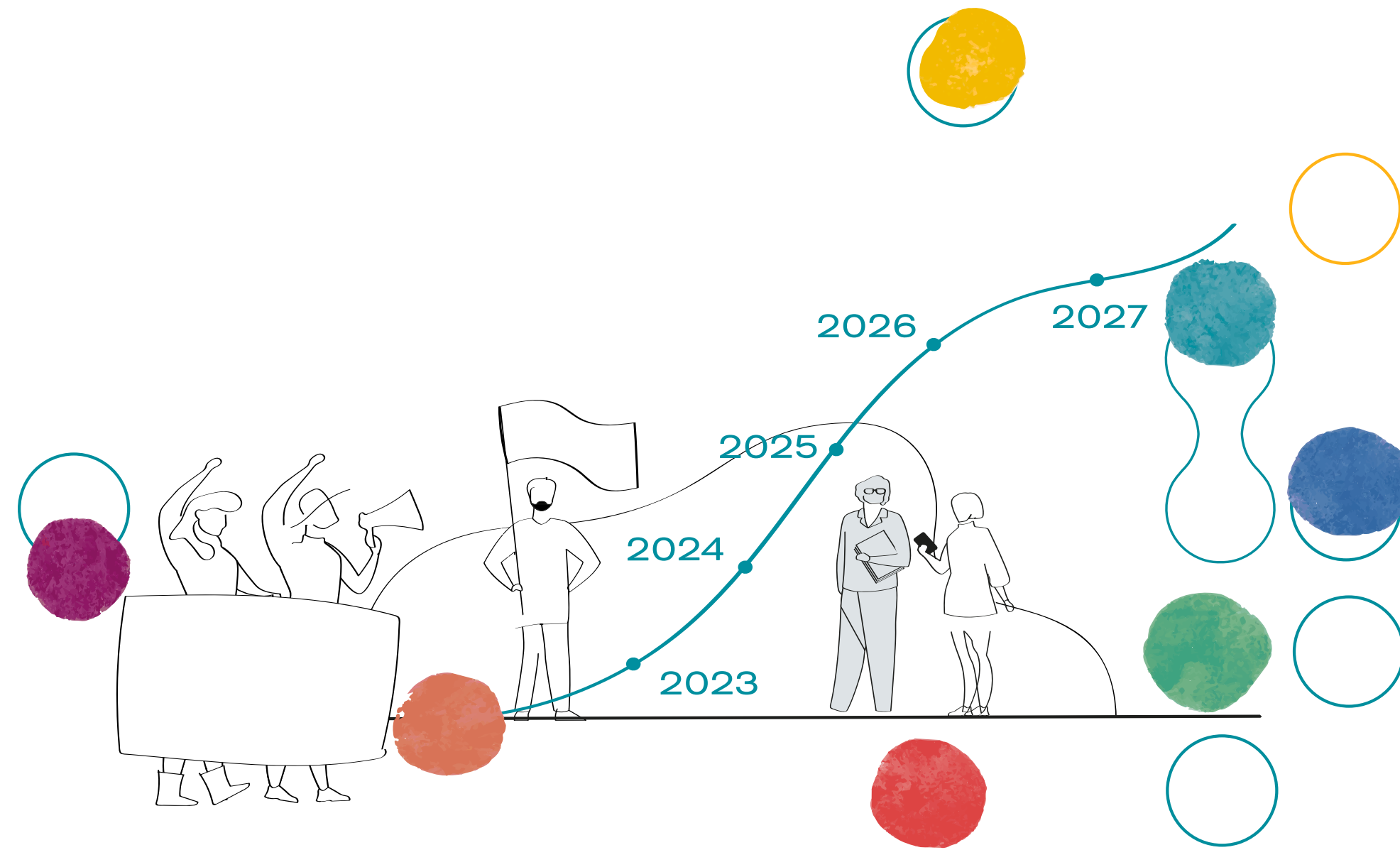


2023
2027

Strategic Plan

 **CEJIL**
CENTER FOR JUSTICE AND INTERNATIONAL LAW



INTRODUCTION

The present document provides a condensed summary of reflections, conclusions regarding changes we wish to make during the next five years, and the tools we have developed to guide CEJIL's actions during the **2023-2027** period. Three objectives guided the process of creating these tools:

▶ DEVELOP GUIDANCE TOOLS

Develop a series of tools to guide CEJIL's work over the course of the next five years and enable it to continue being relevant, pertinent, and effective. These tools will also be of use for decision-making in volatile, uncertain, complex, and ambiguous (VUCA) contexts.

▶ STRENGTHEN TEAM SPIRIT

Strengthen the spirit of the CEJIL team through co-creation, ensuring a greater understanding of the sense and impact of our work.

▶ CO-CREATION AND EXTERNAL INCORPORATION

Incorporate the inputs and opinions of CEJIL's relevant stakeholders, such as donors, local and regional partners, and experts in important thematic areas.



The following principal methodologies were employed in crafting these tools:

1

RESULTS-FOCUSED PLANNING

This focus permits us to manage the organization by guiding the programming and monitoring toward achieving the changes we wish to make.

2

THEORY OF CHANGE

In addition to providing an explanation of the intervention rationale that enables us to drive the desired change, it proposes a series of hypotheses and assumptions that we must continuously keep in mind to ensure we think strategically regarding how we achieve that change.

3

STRATEGIC PLANNING FOR CHANGING SCENARIOS

This enables us to actively anticipate possible changes in context, so as to be prepared with regard to our interventions and strategies.

These three tools and methods of thinking and analyzing the present and future represent a thorough reflection of the way in which CEJIL performs its work, by continuously analyzing the context and changes therein, anticipating them, and changing strategies when necessary, though without compromising results.



CEJIL'S VALUE PROPOSITION



CEJIL is the leading Latin American organization in the field of human rights defense through recurrent regional litigation and strategic advocacy. We employ international human rights law (IHRL), in particular the Inter-American Human Rights System (IAHRS), to address recurring and emergent issues in the region. We design our advocacy and litigation strategies with an intersectional lens and an understanding of the social and institutional complexities and interactions underlying the human rights issues we address.



Our deep technical expertise, diplomatic capacity, capacity for legal innovation and adaptation, cumulative capital and prestige, robust network/ecosystem of alliances in the region, and capacity for regional and international work with local impact have enabled us to:

- ✔ Create an inter-American institutional system: for example, follow-up mechanisms and a fund for victim support.
- ✔ Contribute to strengthening the IAHRs.
- ✔ Generate comprehensive reparations policies that ensure the IAHRs is different from other regional mechanisms.
- ✔ Advocate simultaneously regarding matters on the agendas of several countries in the region.
- ✔ Advocate for the development of public policies at the regional and national levels employing international human rights law, through paradigmatic cases.
- ✔ Set the trend in how organizations work strategically on emerging issues.
- ✔ Link and take advantage of our case docket to address current and historic issues.
- ✔ Create spaces for documentation, participation, and advocacy when States close them (for example, the International Advisory Group of Experts that documented the murder of Berta Cáceres in Honduras [GAIPE]).
- ✔ Amplify the voices of advocates, movements, and allies at the national level.
- ✔ Defend human rights defenders.
- ✔ Respond to international crises in countries in an effective and timely fashion, with an eye to preserving minimum guarantees of fundamental rights.
- ✔ Create new national, regional, and international networks (Coalition of Human Rights Organizations in the Americas; Red ANA Network; GQUAL; Esperanza Protocol), as well as human rights monitoring units.
- ✔ Strengthen the support networks with which we already have contact.
- ✔ Influence national and regional narratives related to the use and value of international human rights law.



RESULTS-BASED *planning*

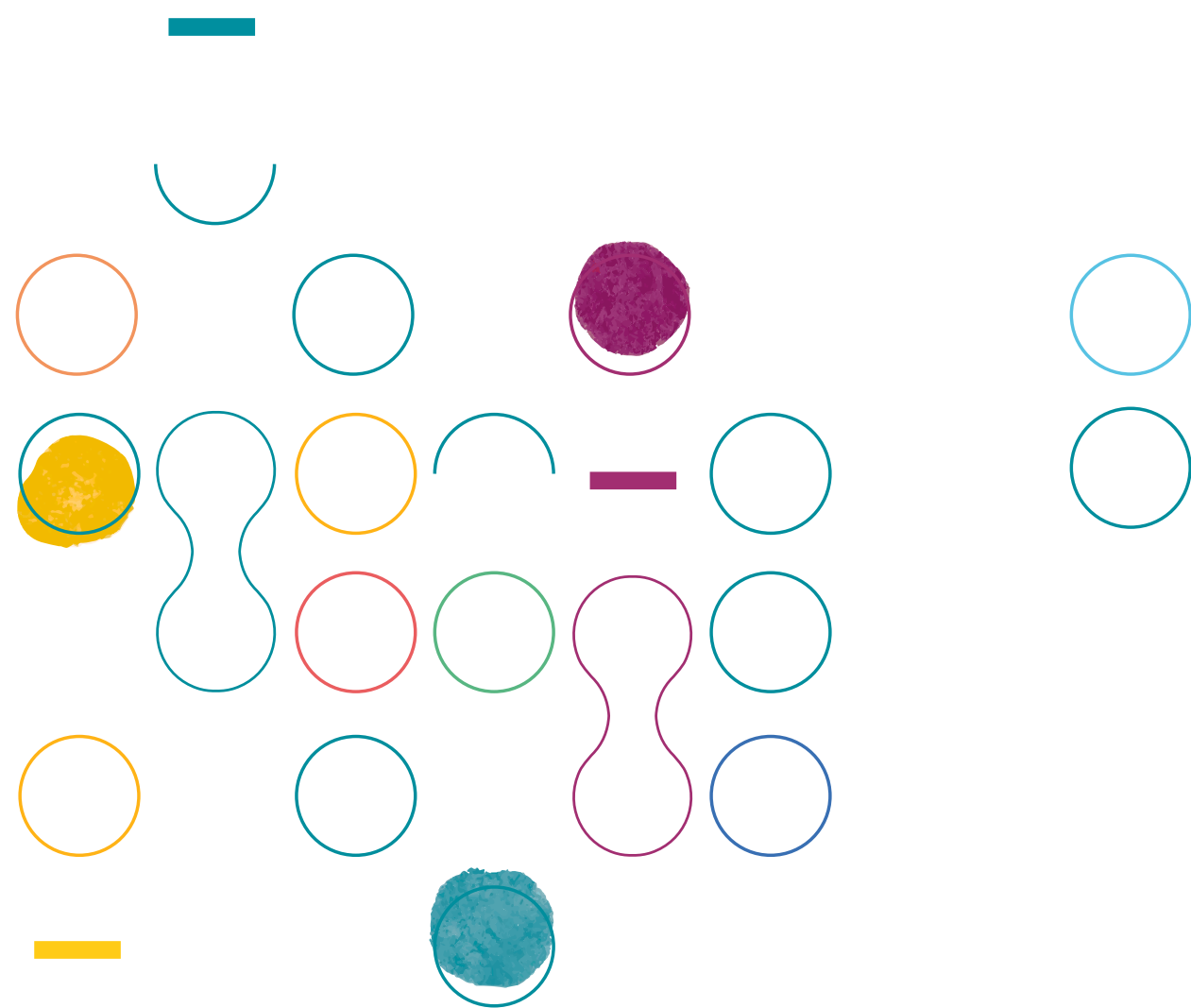
FOR IMPLEMENTING THE
STRATEGIC PLAN

Even when the contexts are volatile and constantly changing, the results matrix continues to be a useful tool, as it orders CEJIL's universe of issues and priorities and establishes a path to aim for and attempt to sustain progress in a constantly changing region. Having validated the objectives and reviewed the issues, during the in-person workshop we worked on defining the results and indicators for each objective and issue. We also defined the geographic focus for each case. This work was strengthened by prior reflection, context analysis, and recommendations that were made and received during individual interviews, focus groups, and group team meetings. It additionally takes into account the recommendations made in the end-of-term evaluation of the prior Strategic Plan [and] observations of various donors.

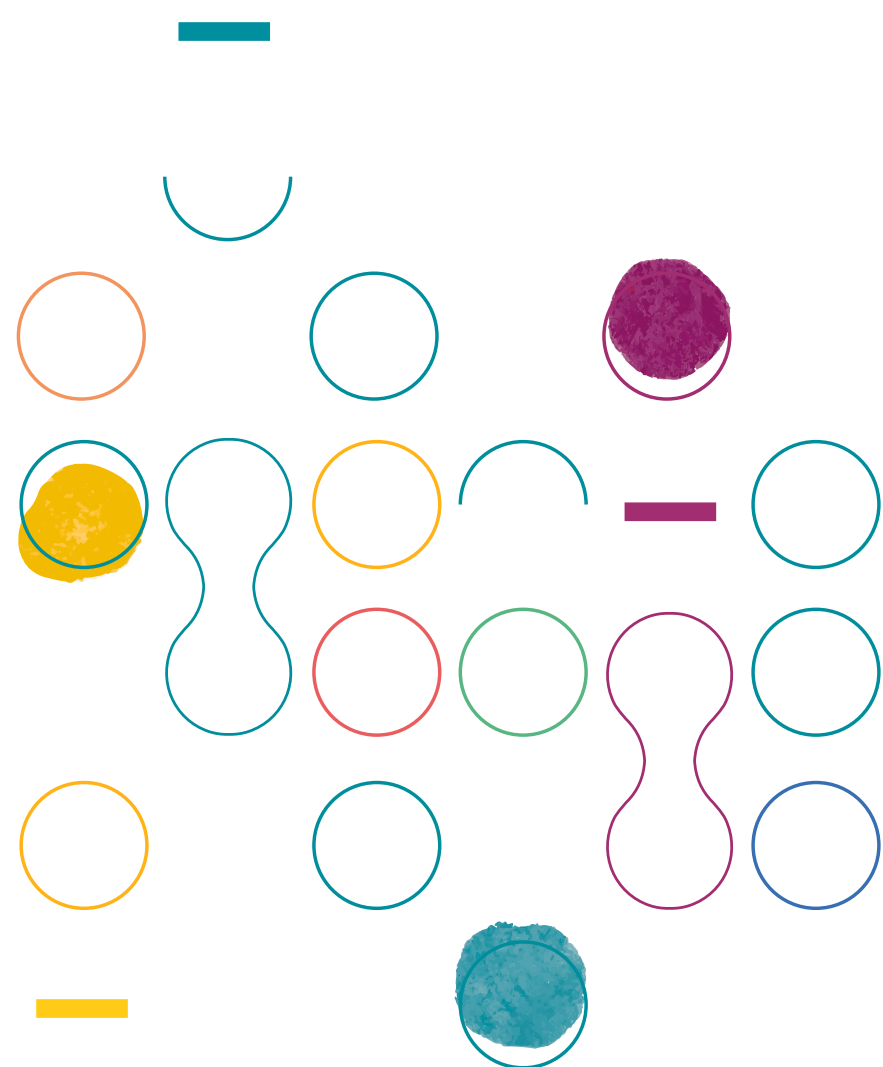
We also defined mid-term indicators that serve to orient and guide our actions and monitoring. For the purposes of the present summary, we only present the end-of-term indicators that are exclusively aimed at measuring the effects of the objectives.



MATRIX *results*



OBJECTIVE	<h2>1. REDUCE INEQUALITY</h2> <p>Contribute to reducing inequality and exclusion and guaranteeing access to rights by populations that have historically experienced discrimination interfering with their exercise of their individual and collective rights.</p>
ISSUES	<ul style="list-style-type: none"> • Discrimination and violence against women • Indigenous peoples • Human mobility
RESULTS EXPECTED:	<p>1.1 The scope of international standards for guaranteeing gender equality, including structural and intersectional discrimination, online discrimination, violence against women, equal participation in public life, and sexual and reproductive rights is expanded.</p> <p>1.2 Women and girls can exercise their right to equality and to a life free from violence in accordance with international human rights law.</p> <p>1.3 International organizations and local authorities expand the scope of standards for strengthening the rights of indigenous peoples, including the rights to land, self-determination, life, a healthy environment, physical integrity, and collective survival.</p> <p>1.4 Practices and regulations for strengthening the guarantees of the rights of indigenous peoples are expanded and improved, especially the rights to land and self-determination, economic, social, and cultural rights, environmental rights, and the rights to physical integrity, freedom, and access to justice.</p> <p>1.5 The protection of the rights of persons in the context of human mobility is expanded in partnership with other key organizations and actors, ensuring a gender-based and intersectional focus.</p>



2. GUARANTEE ACCESS TO JUSTICE AND REPARATIONS

OBJECTIVE

Guarantee access to justice and secure transformative reparations for victims of structural violence and grave human rights violations through the use of the IAHRs.

ISSUES

- Grave human rights violations
- Climate change

RESULTS EXPECTED

- 2.1 The negative impact of the participation of security forces in matters of citizen security is addressed by national or international authorities, primarily focusing on historically disadvantaged groups.
- 2.2 Access to justice, truth, and reparations for victims of grave human rights violations is expanded, both at the national and international levels, especially those violations that are related to the historic debt of the countries in the region.
- 2.3 Specialized civil society organizations address matters of climate justice from a human rights-based focus.
- 2.4 National and international organizations expand standards for responding to climate emergencies through a human rights-based framework.

3. STRENGTHEN DEMOCRACY

OBJECTIVE

Strengthen the conditions for democracy in the region through judicial independence and freedom of expression.

ISSUES

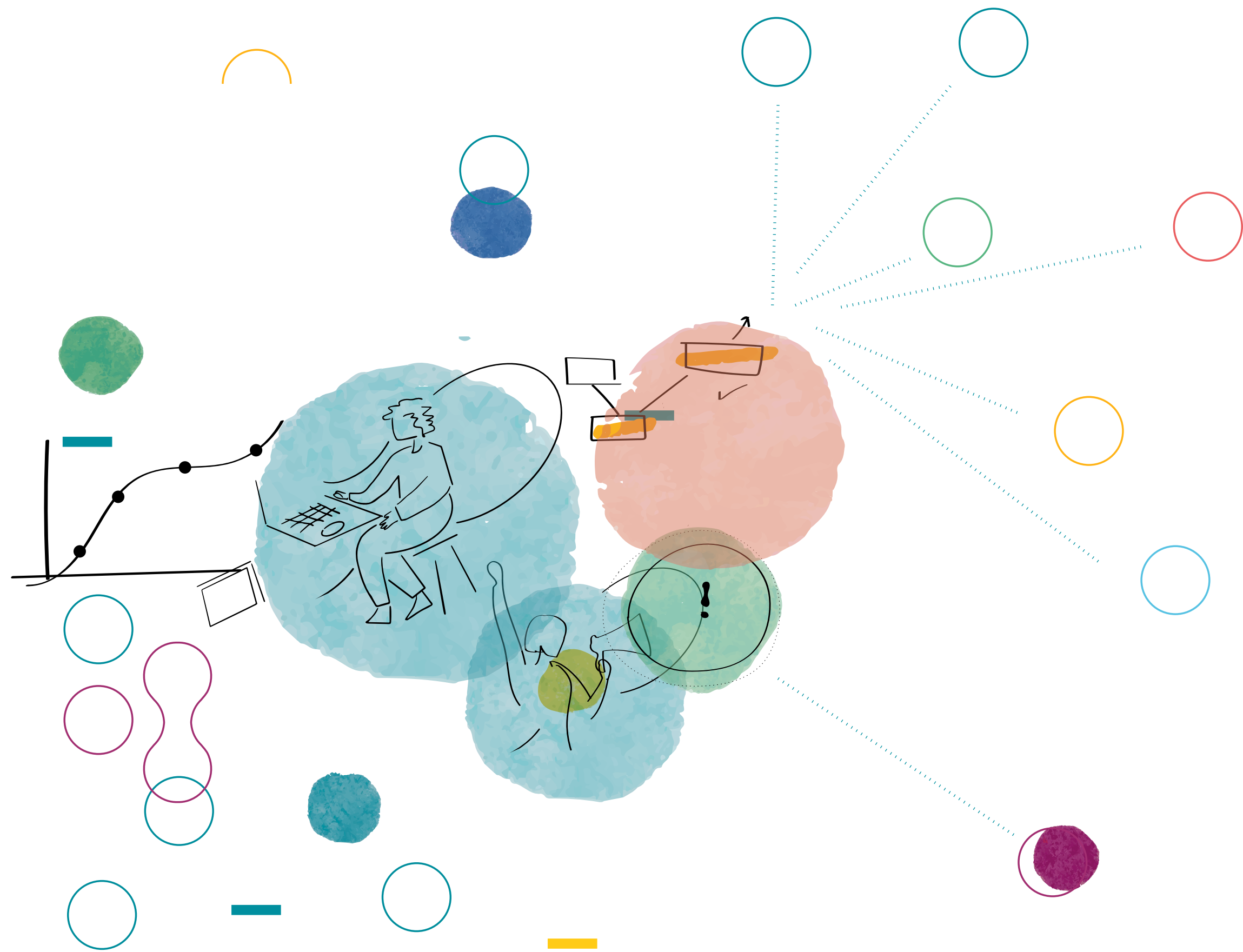
- Judicial independence
- Digital rights
- Freedom of expression
- Crisis mitigation

RESULTS EXPECTED

- 3.1 The scope of regulations and resolutions is expanded to strengthen guarantees of judicial independence and protection of justice system officials.
- 3.2 Associations and networks of justice system officials utilize the mechanisms of international law to denounce interference in the judicial branch.
- 3.3 The scope of national and international standards for the exercise of political rights and freedom of expression are expanded, including in the digital realm.
- 3.4 National, regional, and international human rights protection mechanisms expand standards to broadly strengthen digital rights, primarily related to threats, privacy, and surveillance.
- 3.5 The consequences of international crises on persons at risk are partially mitigated.

4. DEVELOP BROAD AND PLURALISTIC SOCIETIES	
OBJECTIVE	Support pluralistic and open societies by protecting human rights defenders, generating alliances, and promoting civic space at the national and international levels.
ISSUES	<ul style="list-style-type: none"> • Human rights defenders • Civic space
RESULTS EXPECTED	<p>4.1 The scope of international standards for guaranteeing the right to defend human rights, as well as their incorporation at the national level, is expanded.</p> <p>4.2 The capacity of partner organizations in the area of human rights defense and protection is strengthened, with a special emphasis on participation in and access to national, regional (IAHRS, OAS General Assembly, Summit of the Americas), and international (UN) spaces.</p> <p>4.3 The conditions and guarantees for enabling spaces to guarantee the full exercise of the right to defend human rights at the national level are improved and/or preserved.</p> <p>4.4 New spaces are generated for protecting the guarantee of rights.</p>

5. STRENGTHEN INTERNATIONAL GOVERNANCE	
OBJECTIVE	Contribute to developing and strengthening an international human rights protection system that is effective in protecting and promoting human rights in the Americas.
ISSUES	<ul style="list-style-type: none"> • Strengthening the IAHRS • Creating effective access to the International Human Rights System • Regional and global cross-fertilization
RESULTS EXPECTED	<p>5.1 More effective access to international justice is guaranteed, in particular to the IAHRS, for its users and victims.</p> <p>5.2 State compliance with the decisions and recommendations of the IAHRS is maintained or increased.</p> <p>5.3 Civil society participation in international spaces for human rights protection is strengthened, primarily in the IAHRS and various United Nations spaces.</p> <p>5.4 The processes for nominating and selecting candidates and members of international organizations are transparent, open, and promote gender parity and representation.</p> <p>5.5 Women enjoy greater access to positions in courts and other human rights bodies.</p> <p>5.6 Strategic alliances with actors in the Global South in the area of human rights protection and promotion are strengthened.</p> <p>5.7 Innovative initiatives increase the scope and scale of CEJIL's impact (DEPENDENT ON FUNDING).</p>



6. MAINTAIN AND EXPAND CEJIL'S INSTITUTIONAL CAPACITY

OBJECTIVE

Strengthen the organization's capacity so as to ensure its sustainability, effectiveness, and impact.

ISSUES

- Structure, management, process, and human talent
- Financial sustainability

RESULTS EXPECTED

- 6.1 CEJIL has consolidated its role as a more substantial, strengthened, and trustworthy actor within a turbulent and changing regional context (institutional sustainability).
- 6.2 CEJIL improves its administrative and human talent management, to ensure it has the necessary staff to facilitate effective service provision in the region.
- 6.3 CEJIL is an organization that has strengthened its sustainability and self-management and continues to be a regional pacesetter.
- 6.4 CEJIL's PMEL system is consolidated, yielding learning tools for managerial decision-making and accountability.



Key actors

IN THE IMPLEMENTATION OF THE STRATEGIC PLAN

There are a series of actors that play important roles both in implementing as well as obstructing the plan. Due to the fact that this universe of actors is vast and complex, this document only mentions the principal categories of actors that are relevant to our work.

EXCLUDED AND AT-RISK PERSONS

Firstly, as established in our mission and final result of this plan, individuals who have been historically excluded and are at risk, in particular migrants, women, indigenous populations, victims of institutional violence, and human rights defenders are central to our work. In addition to this group of rights-holders, we also work with Afro-descendant populations, LGBTI communities, and youth collectives. Many of these actors become community leaders or activists with relevance for the consolidation of matters on the public agenda, whether it be in denouncing human rights violations or pressing for changes in public policies.

INTERNATIONAL RIGHTS-PROTECTION MECHANISMS

Second, there are international rights-protection mechanisms continue to be fundamental to CEJIL's niche. These include principally the Inter-American Commission on Human Rights and Inter-American Court of Human Rights, and in a complementary fashion, the OAS political bodies. Furthermore, in recent years, various United Nations agency have acquired greater relevance for CEJIL's work, such as the High Commissioner for Human Rights, High Commissioner for Refugees, Treaty Bodies, Rapporteurs, and special United Nations groups, among others.

GOVERNMENTS AND GOVERNMENT OFFICIALS

Third, the governments, officials, public ministries, and judicial systems in each country, as well as State human rights agents such as ombudsman's offices are a key sector for materializing the standards and recommendations of the Inter-American Commission on Human Rights (IACHR) and Inter-American Court of Human Rights (IA Court). Recent years have seen authoritarian trends in many governments in the region, reflected in a weakening of the autonomy of judicial branches, persecution of justice system officials and defenders, and an increase in the repression of social protest, among others. This requires effort to map not only those States with whom it is easier to cooperate, but also those key actors, even those within the least cooperative States, with whom it is possible to begin or continue a dialogue and seek minimal points of convergence. Changes in governmental administrations can oftentimes entail opportunities in certain matters and/or threats to the development of others.

▶▶ *Key actors* IN THE IMPLEMENTATION OF THE STRATEGIC PLAN

ALLIANCES WITH SECTORS OF ORGANIZED CIVIL SOCIETY

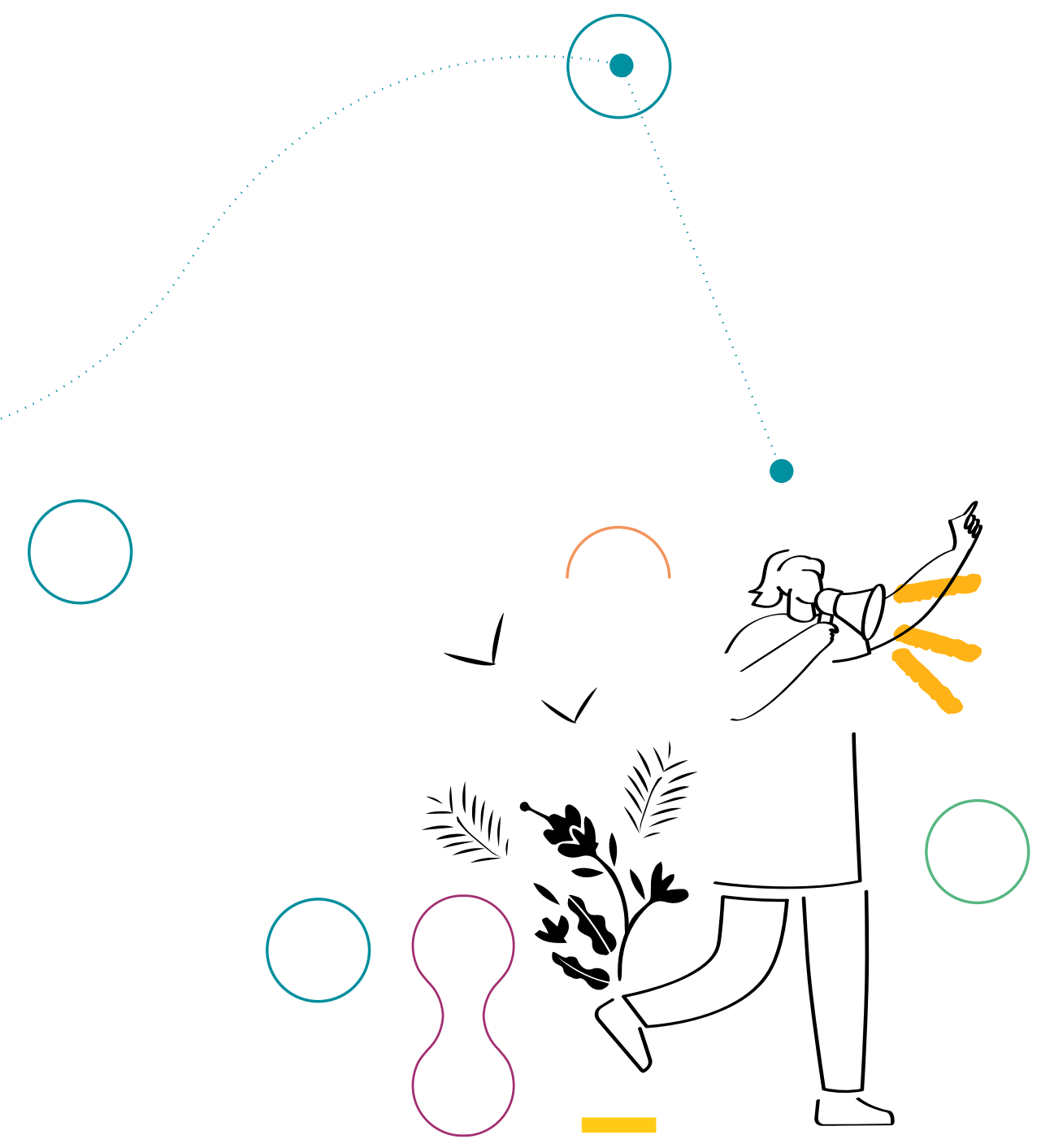
Fourth, CEJIL's work enjoys powerful backing by the creation of alliances and networks with various sectors of organized civil society. This goes beyond the work with rights-holders and defenders mentioned in the first group. In practically all cases, CEJIL works with local and social organizations, some labor unions, organizations of human rights defenders, coalitions of human rights organizations at the national and regional level, organizations involved in human rights protection systems on other continents, and international organizations. CEJIL develops its intervention strategies for each case or set of cases jointly with these actors.

MEDIA

Fifth, the media, social communicators, and public opinion shapers are key for our work. In recent years, CEJIL has systematically worked with independent local media with whom we understand there are numerous points of convergence regarding the matters and narratives we seek to promote and attempt to place on the public agenda. We also attempt to find points in common with mass media outlets, which have a greater reach, both among sectors of society who are convinced as well as those yet to be convinced. Through those media we seek to reach, involve, and promote human rights protection in the Americas to broader audiences.

DONORS AND COOPERATION AGENCIES

Sixth, donors and cooperation agencies make highly impactful decisions related to the human rights movement, social movements, and the matters being discussed on the international, and oftentimes national, public agendas.



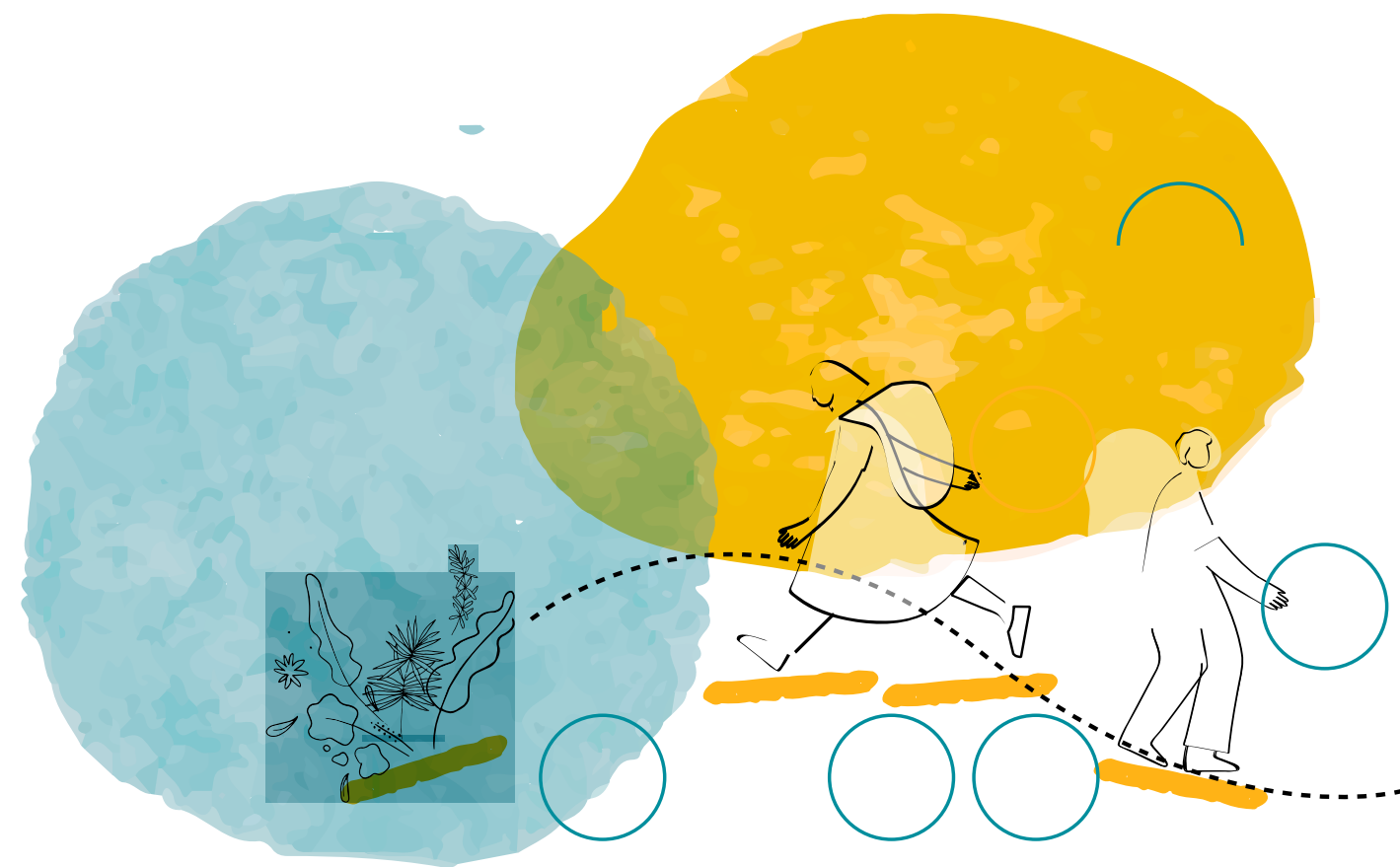



ALIGNMENT WITH
Sustainable Development Goals

CEJIL's strategic agenda is fully incorporated into the purpose of the Sustainable Development Goals (SDGs) as a whole, and in particular Goals 1, 5, 8, 10, 13, 15, and 16.

SUSTAINABLE DEVELOPMENT GOALS	<p>1.</p> <p>NO POVERTY</p>	<p>End poverty, especially Targets 1.4 (equality of economic and territorial rights) and 1.5 (resilience in the face of climate change), through our litigation at the IAHRs on matters related to the right to land and environment on behalf of impoverished, historically marginalized communities.</p>
	<p>5.</p> <p>GENDER EQUALITY</p>	<p>Gender equality and women's empowerment, especially Targets 5.1 (end discrimination), 5.2 (eliminate violence), 5.5 (full, effective, and equitable participation), and 5.6 (sexual and reproductive rights), through our litigation and defense on behalf of women who have faced violence and discrimination, as well as our CGUAL Campaign.</p>
	<p>8.</p> <p>DECENT WORK AND ECONOMIC GROWTH</p>	<p>Decent work and inclusive and sustainable economic growth: CEJIL's top objective – ending inequality – addresses labor rights from a gender-based perspective, as well as discrimination against indigenous populations, and promotes the responsibility of businesses and States to maintain decent working conditions, including preventing health threats.</p>
	<p>10.</p> <p>REDUCED INEQUALITIES</p>	<p>Reduce inequality, particularly with regard to Targets 10.2 (social, economic, and political inclusion), 10.3 (laws and policies centered on equality), and 10.7 (regarding migrants), through our litigation and communication campaigns targeting discriminatory laws and social policies and regulations.</p>

▶▶ ALIGNMENT WITH *Sustainable Development Goals*



SUSTAINABLE DEVELOPMENT GOALS	<p>13.</p> <p>CLIMATE ACTION</p>	<p>Climate change, as regards Targets 13.2 (national climate policies) and 13.3 (education and capacity-building), through our litigation on environmental rights and promotion of the Escazú Agreement, the first regional treaty on environmental human rights in Latin America and the Caribbean, which entered into force in 2021.</p>
	<p>15.</p> <p>LIFE ON LAND</p>	<p>Life on land, in particular Targets 15.2 (sustainable stewardship) and 15.0 (environmentally-focused policies), through our work to protect indigenous communities' lands in the Americas, including the Amazon.</p>
	<p>16.</p> <p>PEACE, JUSTICE, AND STRONG INSTITUTIONS</p>	<p>Peace, justice, and strong institutions, in particular Targets 16.1 (reducing violence), 16.3 (promoting the rule of law in national and international plans), 16.5 (reducing corruption), 16.6 (promoting transparent institutions), and 16.10 (protecting fundamental freedoms), through our litigation and defense that holds governments accountable for grave human rights violations, our protection measures that support the work of judicial actors and human rights defenders, and our collaboration with civil society through pro-transparency and anti-corruption oversight bodies.</p>

THEORY of change



IMPACT

Historically excluded populations and those at risk in the region, with an emphasis on human rights defenders, women, indigenous people, migrants and Afro-descendants progressively advance in the exercise of their human rights and enjoy greater access to restorative justice in their countries and internationally.

INTERNATIONAL ORGANIZATIONS

- ▶ Expansion of standards, regulations, and practices that strengthen the protection and guarantee of human rights, with an emphasis on the most vulnerable and historically excluded populations.
- ▶ Greater transparency and gender equality in the processes of nominating and selecting members of international human rights organizations.

STATES

- ▶ National capacity strengthened and effective protection of justice system officials ensured.
- ▶ Enabling conditions for the exercise of human rights, including the right to defend rights, maintained or strengthened at the national level.
- ▶ Fulfillment of IAHRs decisions and recommendations by States is maintained or improved.

CIVIL SOCIETY

- ▶ Expansion of access to justice for victims, particularly within the IAHRs.
- ▶ Civil society capacity strengthened for the defense and protection of human rights, including its participation in spaces of the international human rights protection system.
- ▶ Alliances with actors in the Global South strengthened for the purpose of promoting and protecting human rights.

EFFECTOS POR TIPO DE ACTOR

1 REDUCE INEQUALITY

2 GUARANTEE ACCESS TO JUSTICE AND REPARATIONS

3 STRENGTHEN DEMOCRACY

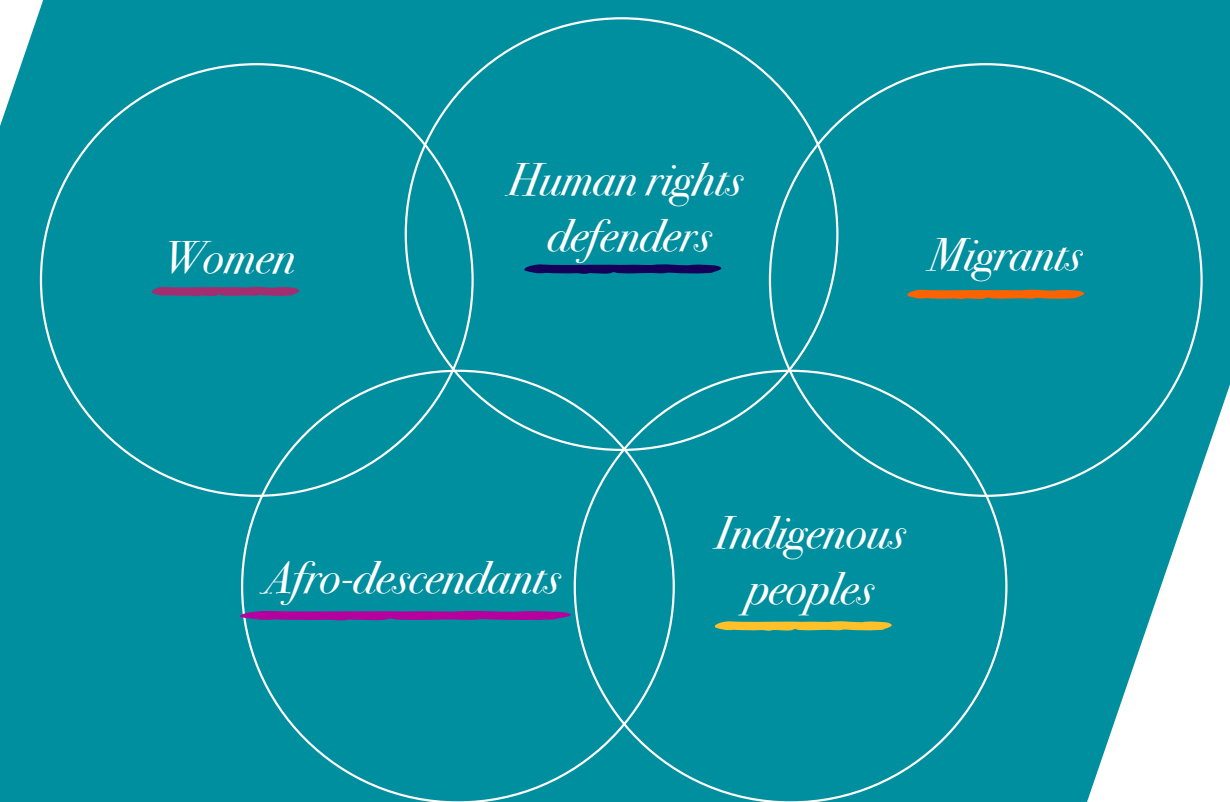
4 DEVELOP BROAD AND PLURALISTIC SOCIETIES

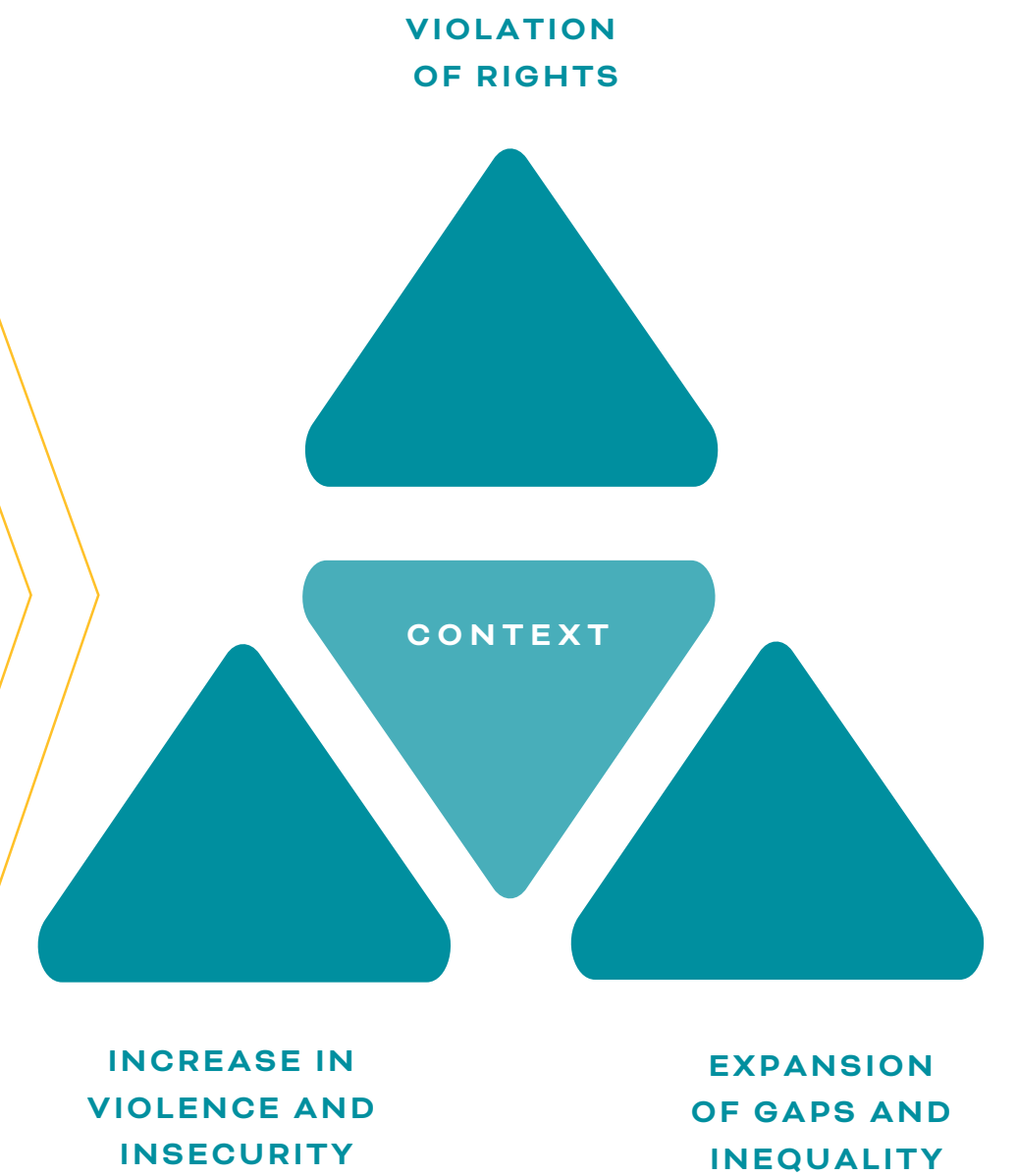
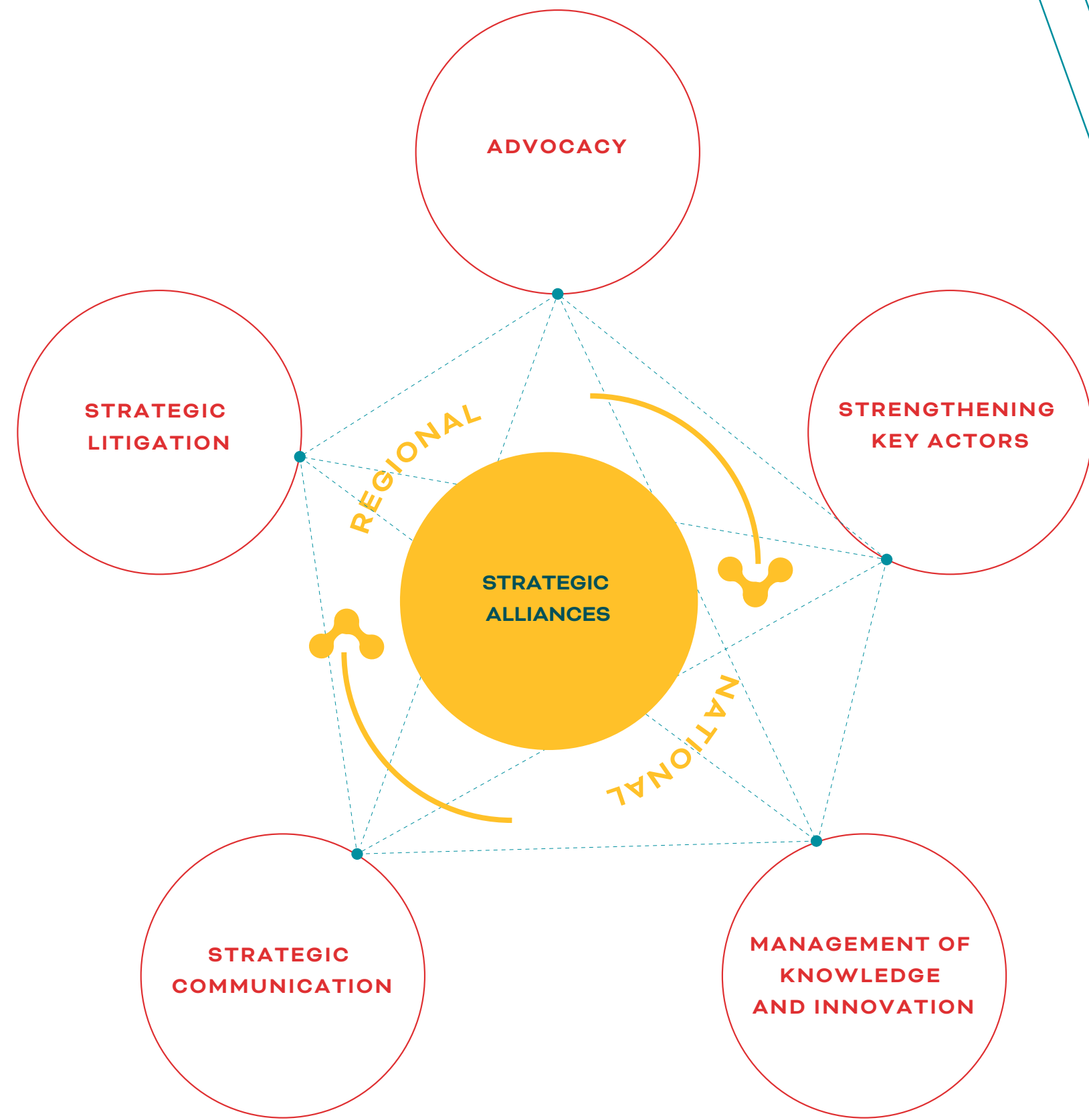
5 STRENGTHEN INTERNATIONAL GOVERNANCE

6 MAINTAIN AND EXPAND CEJIL'S INSTITUTIONAL CAPACITY

Strategic Objective

Strengthen the effectiveness of international human rights law (IHRL) and protection mechanisms, as well as the strength of democratic actors and institutions, so as to guarantee the full exercise of human rights, particularly for historically excluded populations.





- **FUNCTIONS OF THE EMPOWERMENT AND CATALYZATION STRATEGIES**
- Expand scope
- Generate social foundation / critical mass
- Evidence-based action
- Organizational learning:
 - a. Replicate ● b. Scale up ● c. Innovate



CHANGING *scenarios*

Transformative planning for changing scenarios is the ideal methodology for navigating volatile, uncertain, complex, and ambiguous (VUCA) contexts, as it is focused on anticipating possible future scenarios and identifying the combination of strategies necessary to counteract negative consequences and maximize the ability to take advantage of opportunities.

To construct the scenarios, participatory exercises were held to identify key trends in the context, with the two most relevant and pertinent trends selected based on CEJIL's mission and niche. The two trends we identified were first, the degree of soundness of democratic actors and institutions and the rule of law, and second, the effectiveness of international human rights law (IHRL) and international protection mechanisms. Based on the greater or lesser degree of intensity of these two trends, we established the following four crosscutting scenarios:



SOUNDNESS OF ACTORS IN DEMOCRATIC INSTITUTIONS / RULE OF LAW

1.
Greater **SOUNDNESS**
DECREASING
EFFECTIVENESS

In a scenario of greater soundness of democratic actors and institutions at the national level, and decreasing effectiveness of IHRL and its protection mechanisms, CEJIL will focus less on litigating cases before the IAHRs and more on friendly settlements and compliance with judgments. Advocacy and dialogue at the national level will be key, and the flow of communication would stay vigilant, though proactive. We would work to strengthen CEJIL's institutional capacity, self-care, internal capacity-building, and diversify our search for funding, in particular to strengthen the IAHRs and Universal System.

In an ideal context of greater soundness of democratic actors and institutions at the national level and growing effectiveness of IHRL and international protection mechanisms, the combination of advocacy with the communications and litigation will enable us to advance in the process of consolidating human rights protection by having interlocutors who are more open to listening, available resources, and strengthened alliances. A knowledge-management strategy will provide us with the opportunity to systematize the information to share our knowledge with key actors and employ it in international litigation and advocacy. In the area of communication, we will strengthen alliances and increase the number of hearings. With regard to institutional strengthening, we will strengthen our internal capacity and diversify the financing matrix.

2.
Greater **SOUNDNESS**
INCREASING
EFFECTIVENESS



3.
Less **SOUNDNESS**
DECREASING
EFFECTIVENESS

In a drastic scenario characterized by a lack of soundness of democratic actors and institutions at the national level and less effectiveness of IHRL and international protection mechanisms, we would focus on strengthening alliances with national, regional, and international actors, creating our own spaces for participation through networks, identifying key actors, strengthening the IAHRs and other protection mechanisms, and strengthening CEJIL as an institution, including our internal security and self-care protocols, all the while seeking to not lose ground and maintain the achievements made to date. With regard to funding, we would seek to diversify our matrix, with a focus on crisis mitigation and democracy.

In a scenario of decreased soundness of democratic actors and institutions at the national level and greater effectiveness of IHRL and international protection mechanisms, the use of strategic litigation and increasing access to international protection mechanisms will take on vital importance. We would strengthen international support networks for persecuted human rights defenders and justice system officials and do significant media work at the regional and international levels. With regard to institutional strengthening, we would strengthen internal capacity, self-care, security protocols, and diversify the funding matrix with an eye to the need to protect democracies.

4.
Less **SOUNDNESS**
INCREASING
EFFECTIVENESS



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