

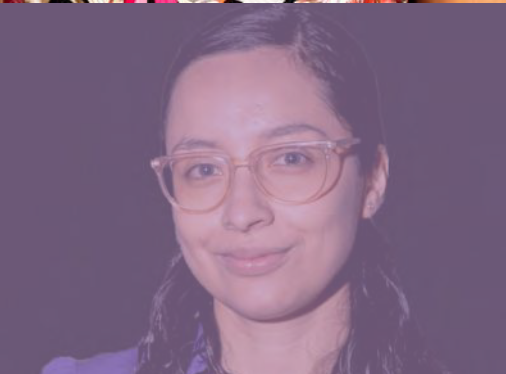


# Strategic Plan

## Executive Summary



2023  
2027





# Strategic Plan 2023-2027

## Executive Summary

Approved by the Inter-American Commission on Human Rights  
during the 185 Period of Sessions, on October 31, 2022.



# “The Strategic Plan serves as a guiding light for the IACHR”

Evaluation Report on the Strategic Plan 2017-2021





# Introduction

The 2023–2027 Strategic Plan of the Inter-American Commission on Human Rights (IACHR) is the third of its kind. Developed with the broad participation of key internal and external stakeholders, it will serve as an institutional roadmap for the next five years.

In addition to an evaluation and assessment of the achievements, challenges and lessons learned from the previous plan, for its development the IACHR established a broad space for different forms of consultation (online, forums, meetings and workshops) to identify the current human rights challenges in the region and formulate proposals to address them. Contributions were received from member states of the Organization of American States (OAS), representatives of OAS bodies, civil society, international organizations, experts, and donors, as well as from the staff and members of the Commission.

The strategy of the 2023–2027 Plan is developed along nine strategic objectives covering 34 programs that aim to achieve substantive long-term changes in advancing the enjoyment of all human rights by all in the Hemisphere—the end goal of the IACHR—and to make a key contribution to the inter-American public interest.

## Components of the IACHR identity

### Mission

To promote the observance and defense of human rights in each and every one of the States of the Americas in accordance with the highest international standards in order to safeguard the dignity of all people and cement the rule of law and democracy.

### Vision

The IACHR wants to see an inclusive, democratic Hemisphere committed to the protection of the human rights of all individuals and peoples in it, where everyone lives in dignity, equality, and justice.

## Institutional values

**Equality and inclusion:** We promote equity, justice, and participation for individuals and peoples in the hemisphere, and defend their human rights, regardless of who they are and where they live.

**Accessibility:** We strive to ensure that all peoples in the Hemisphere have access to the mechanisms offered by the Inter-American Commission on Human Rights, to justice, and to information so that they can their human rights fully.

**Accountability and transparency:** In this dual dimension, we urge States to be accountable for the observance of the human rights of individuals living in their territory; at the institutional level, we hold ourselves accountable to people throughout the hemisphere and we account for our decisions and our work, including within the Organization.

**Indivisibility:** We promote all human rights in an interrelated manner, given that they have the same status and are inherent to the dignity of persons.

**Progressiveness:** We see to it that States progressively, expeditiously, and effectively adopt measures necessary for all individuals and peoples in the Hemisphere to enjoy and uphold their human rights.

**Non-discrimination:** We protect all individuals, groups, and peoples in order to ensure that on no account is the equal recognition, enjoyment or exercise of any of the rights or freedoms enshrined in international instruments limited or nullified, whether by act or omission or on the basis of any distinction, exclusion, restriction, or preference.

**Vested rights:** We ensure respect and protection for vested rights, so that their recognition and guarantee are not subject to any revision or review intended to limit or nullify them.

**Consistency:** We firmly believe that, in order to effectively support the promotion and protection of human rights in the Hemisphere, our internal structures and processes must be consistent with our mission.



## Priority issues and populations

In 1990, the IACHR first began to establish thematic and special rapporteurships to give attention to specific rights, including those of historically excluded population groups, communities, and peoples. At present, the IACHR has 11 thematic rapporteurships and 2 special rapporteurships.

The purpose of the rapporteurships is to strengthen and promote the work of the IACHR on issues affecting those populations and to coordinate prevention and protection measures for their human rights with the areas concerned with petitions and cases, precautionary measures, monitoring and follow-up of recommendations.



### Thematic Rapporteurships (by date of creation)

- Indigenous Peoples (1990)
- Women (1994)
- Migrants (1996)
- Children (1998)
- Human Rights Defenders (2001)
- Persons Deprived of Liberty (2004)
- Afro-descendants and against Racial Discrimination (2005)
- Lesbian, Gay, Bisexual, Trans and Intersex Persons (2014)
- Memory, Truth and Justice (2019)
- Older Persons (2019)
- Persons with Disabilities (2019)

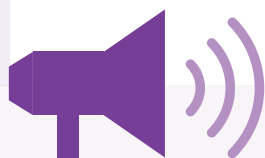
### Special Rapporteurships

- Freedom of Expression (1997)
- Economic, Social, Cultural and Environmental Rights (2017)

## Crosscutting themes

Based on a review of the current context and challenges for the years ahead, the IACHR considered the following crosscutting themes as priorities:

- Democratic institutions
- Human rights institutions
- Gender, intercultural, and intersectional perspective
- Security and violence
- Access to justice and judicial independence
- Development and human rights
- Human rights online
- Promoting the ratification of inter-American human rights instruments





## Expected outcomes


The theory-of-change model shows the causal relationship between the short-, medium- and long-term outcomes of a plan and the order in which changes occur in a given context until the expected end goal is achieved.

The long-term outcome (10 to 20 years) is the end goal of the Strategic Plan: a positive, comprehensive, fundamental change whereby everyone in the Hemisphere enjoys all human rights. The medium-term outcomes (intermediate outcomes expected to be achieved within six to ten years) extend beyond the period covered by the plan. These are changes that States and the IACHR, in coordination with other stakeholders, must implement in order to move toward the end goal. The immediate outcomes, also called strategic objectives, are those over which the institution has greater control, since they are a direct reflection of its work, and with them the IACHR hopes to achieve changes by the end of the Strategic Plan's execution (five years).



## End goal

Greater  
enjoyment  
of all human  
rights by all in  
the Hemisphere.





## Intermediate outcomes

The outcomes that the IACHR expects to achieve in the medium term are grouped around three pillars: two external (IO 1 and IO 2), and one internal, i.e., within the IACHR itself (IO 3). Those outcomes are as follows:

### IO 1:

Increased protection and defense of victims of human rights violations, with special attention to people belonging to historically excluded groups.

### IO 2:

Greater observance and guarantee of human rights in the Hemisphere by States.

### IO 3:

Improved institutional culture in the IACHR with a human rights-based approach.



## Strategic objectives

To contribute to the achievement of the end goal and intermediate outcomes, the IACHR intends to meet the following strategic objectives:

1. To increase access to inter-American justice, particularly for historically excluded people.
2. To strengthen protection for individuals by States against the risk of serious, imminent, and irreparable harm to human rights.
3. To promote compliance with the recommendations and standards of the inter-American human rights system.
4. To increase the capacity of the IACHR to have an impact in preventing violations and addressing human rights crises in a timely manner, particularly those adversely affecting historically excluded persons.
5. To deepen the awareness of state agents of structural problems that give rise to human rights violations in the Hemisphere.
6. To strengthen the capacity of state agents and civil society organizations to promote, respect, and ensure human rights.
7. To increase access to IACHR mechanisms for historically excluded persons, civil society organizations, and States.
8. To enhance the mechanisms of the IACHR with a gender, intersectional, and results-based management perspective.
9. To improve management of human, financial, administrative, and technological resources with a human rights-based perspective.

# STRATEGIC MAP

## MISSION

To promote the observance and defense of human rights in each and every one of the States of the Americas in accordance with the highest international standards in order to safeguard the dignity of all people and cement the rule of law and democracy.

## VISION

The IACHR wants to see an inclusive, democratic Hemisphere committed to the protection of the human rights of all individuals and peoples in it, where everyone lives in dignity, equality, and justice.

### Institutional values

Equality and inclusion | Accessibility | Accountability and transparency | Indivisibility | Progresiveness | Non-discrimination | Vested rights | Consistency

**End goal** Greater enjoyment of all human rights by all in the Hemisphere.

**Intermediate Outcomes**

- Increased protection and defense of victims of human rights violations, with special attention to people belonging to historically excluded groups.
- Greater observance and guarantee of human rights in the Hemisphere by States.
- Improved institutional culture in the IACHR with a human rights-based approach.

**Strategic Objectives**

- To increase access to inter-American justice, particularly for historically excluded people.
- To strengthen protection for individuals by States against the risk of serious, imminent, and irreparable harm to human rights.
- To promote compliance with the recommendations and standards of the inter-American human rights system.
- To increase the capacity of the IACHR to have an impact in preventing violations and addressing human rights crises in a timely manner, particularly those adversely affecting historically excluded persons.
- To deepen the awareness of state agents of structural problems that give rise to human rights violations in the Hemisphere.
- To strengthen the capacity of state agents and civil society organizations to promote, respect, and ensure human rights.
- To increase access to IACHR mechanisms for historically excluded persons, civil society organizations, and States.
- To enhance the mechanisms of the IACHR with a gender, intersectional, and results-based management perspective.
- To improve management of human, financial, administrative, and technological resources with a human rights-based perspective.

**Programs**

- P1** Streamlining processes and progressive reduction of the procedural backlog.
- P2** Strengthening and expansion of friendly settlements.
- P5** Strengthening precautionary measures, with a differential risk analysis for historically excluded persons.
- P6** Establishment of special protection mechanisms.
- P8** Strengthening of recommendations follow-up and Inter-American SIMORE.
- P9** Multi-level dialogue and work agenda with States.
- P10** Monitoring strategies to contribute to the prevention of human rights violations.
- P11** Expansion of information management in risk monitoring.
- P12** Timely attention and response to emerging human rights crises and situations.
- P13** Promotion and strengthening of the rule of law, democratic institutions, and the separation of powers.
- P14** Attention to the structural factors that give rise to discrimination and violence against persons in situation of exclusion.
- P15** Special program for the ESCER.
- P20** Capacity building and strengthening for the promotion and observance of human rights.
- P21** Promotion and dissemination of mechanisms and standards of the inter-American human rights system.
- P24** Improved access to the IACHR.
- P25** Friendly communication and dissemination, in a differential and inclusive manner.
- P26** Continuity of care for users.
- P27** Improvement of IACHR processes, mechanisms and tools with a gender, intersectional and result-based management approach.
- P28** Implementation of knowledge management in the IACHR mechanisms.
- P31** Implementation of human rights-based human talent management policies.
- P32** Improvement of the work environment.
- P33** Innovation, modernization and continuous technology enhancement at the IACHR.

**P3** Prioritization of petitions and cases to ensure more timely justice and the development of standards with a structural impact on the protection of human rights.  
**P4** Expansion of management capacity for cases in transition and being processed by the Inter-American Court of Human Rights.

**P7** Expansion of management capacity for provisional measures.

**P16** Special program on freedom of expression and access to information.  
**P17** Priority attention to the Caribbean.  
**P18** Priority attention to Central America.  
**P19** Promotion of human rights online and technology use.

**P22.** Technical cooperation on institutional matters and public policies with a focus on human rights.  
**P23** Expansion of links with national human rights institutions, civil society organizations and other non-state actors with an impact on the enjoyment of human rights.

**P29** Improving accountability and transparency in institutional processes.  
**P30** Establishment of coordination mechanisms with international human rights organizations.

**P34** Financial resilience plan.

## Priority Populations

Indigenous Peoples

Women

Migrants

Children and Adolescents

Human Rights Defenders and Justice Operators

Persons Deprived of Liberty

Persons of African Descent

Lesbian, Gay, Bisexual, Trans and Intersex Persons

Older Persons

Persons with Disabilities

## Priority Issues

Freedom of Expression

Economic, Social, Cultural and Environmental Rights

Memory, Truth and Justice

## Crosscutting Themes

Democratic institutions

Human rights institutions

Gender, intercultural, and intersectional perspective

Security and violence

Access to justice and judicial independence

Development and human rights

Human rights online

Promoting the ratification of inter-American human rights instruments



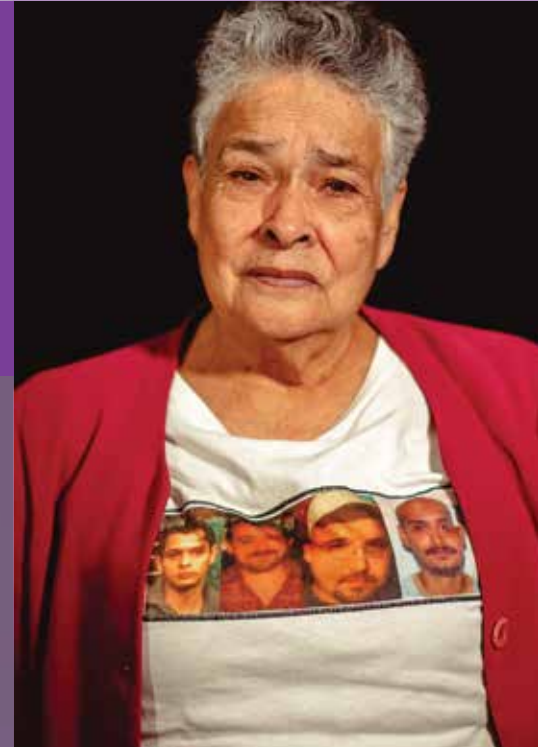
## Theory of change

The IACHR Strategic Plan's theory of change describes the trajectory between the human rights challenges in the Hemisphere and the end goal of the Strategic Plan, which is “greater enjoyment of all human rights by all in the Hemisphere.” The theory of change explains the causal links between programs, strategic objectives, intermediate and long-term outcomes, and the underlying assumptions and drivers of change that will facilitate the Plan’s implementation, monitoring, and evaluation.

The starting point—the theory of change—is a deep understanding of the challenges in the current human rights context in the Hemisphere and the people affected. Among others, those challenges are discrimination and violence against historically excluded people and groups; the closing of civic and democratic spaces; the weakening of the rule of law in some countries as a result of attacks on judicial independence; violence against human rights defenders, community leaders, and journalists; impunity and failures in access to justice; problems with access to rights and violations of the rights of indigenous and tribal populations as a result of extractive industries. Such challenges are the main reasons why greater enjoyment of human rights by all in the Hemisphere is not being achieved.

Faced with these problems, and in keeping with the mandate of the IACHR, the theory of change proposes a series of strategic programs organized around three pillars, under which changes in the capacity of States will have an impact on what they and other stakeholders can do to protect and defend victims of human rights violations (Pillar 1) and on the observance and guarantee of rights (Pillar 2). Emphasis is placed on priority issues and on populations particularly vulnerable to human rights violations. The programs will encompass seven crosscutting themes that form the core of the Commission's work. The IACHR will also boost its capacity to shape its own practices so that they are consistent with its mission, as a condition to better support States, civil society and victims of human rights abuses, as well as to effect the desired changes (Pillar 3).

The programs are closely interrelated and may contribute to more than one or all of the outcomes. The changes are interdependent (horizontal relationship) and, therefore, require close collaboration from various actors, including the IACHR teams.



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