

# STRATEGY 2030

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## MISSION

We work in solidarity with human rights defenders to achieve freedom, dignity, equality and justice, and partner with them to strengthen human rights laws, systems, networks and narratives.

## KEY DRIVERS

- The work of human right defenders (HRDs) is essential for the realisation of all rights, particularly for groups experiencing discrimination and oppression.
- The participation of HRDs in policy development and decision-making leads to more fair and just outcomes at all levels.
- International and regional human rights mechanisms can be used by HRDs to seek justice, obtain protection, garner solidarity and promote accountability.
- Restrictions and attacks against HRDs imperil human rights, while impunity licenses violations.

## GOALS

### 01

**Everyone can exercise the right to defend rights safely and freely.**

- HRDs are provided with solidarity and support when they are threatened, restricted or attacked
- States protect the right to defend rights in law and practice
- Human rights bodies strengthen norms and standards on HRDs
- Businesses develop policies and undertake due diligence to protect HRDs

### 02

**HRDs can participate safely and effectively in key bodies and processes.**

- HRDs are provided with tools, capacities, networks and narratives to influence key decision-makers
- International and regional bodies enable HRD access and participation and States support this
- NGOs supporting HRDs and the international human rights system work together more collaboratively and effectively

### 03

**HRDs can seek justice and accountability.**

- The human rights system is credible, responsive and adequately resourced
- Human rights bodies establish mechanisms for justice
- States and businesses are held accountable for grave violations

## PROGRAMMES

- **Equality and non-discrimination**
- **Corporate accountability, land and environmental justice**
- **International accountability**
- **Rule of law**
- **Systems strengthening**

### PROGRAMME PRINCIPLES

- ➔ Centre human rights defenders
- ➔ Focus on HRDs at heightened risk, and on grave violations and urgent situations
- ➔ Apply partnership principles of solidarity, equity, accountability, trust, respect, active participation
- ➔ Identify and focus on opportunities for impact
- ➔ Identify and pursue opportunities for collaboration and efficiency

### PROGRAMME TACTICS

- ➔ HRD capacity strengthening
- ➔ Coalition building
- ➔ International and regional advocacy
- ➔ Normative development
- ➔ National law and policy reform
- ➔ Strategic litigation
- ➔ Narratives, campaigns and mobilisation

## ORGANISATIONAL ENABLERS

ISHR is committed to the following values, systems, practices and capabilities that we need to build and maintain to achieve our strategic goals.

### 01 Values

- ➔ Solidarity
- ➔ Integrity
- ➔ Equity
- ➔ Sustainability

### 03 People and teamwork

- ➔ Diverse and expert staff
- ➔ Collaborative structures
- ➔ Professional development and competency framework

### 05 Wellbeing and holistic security

- ➔ Staff
- ➔ Organisation
- ➔ Partners

### 07 Financial sustainability

- ➔ Existing donors
- ➔ New donors, consortia and partners
- ➔ Corporate partnerships
- ➔ Self-generated income - consultancy and endowments
- ➔ Financial health targets and indicators
- ➔ Enhanced operational efficiencies

### 02 Good governance

- ➔ Board
- ➔ Executive Leadership Team (ELT)
- ➔ Staff Representative
- ➔ Independent audits and evaluations

### 04 Diversity, equity and inclusion

- ➔ Policy commitment
- ➔ Board, ELT and staff composition
- ➔ Board-mandated working group
- ➔ Partnerships and programmes

### 06 Learning and evaluation

- ➔ Planning, monitoring, evaluation and learning (PMEL) policy and processes
- ➔ Risk management
- ➔ Impact measurement

### 08 Innovation and technology

- ➔ Experimentation and learning
- ➔ Collaborative tools
- ➔ Digital innovation and use of artificial intelligence
- ➔ Digital security and sovereignty