

Strategic Plan

2023-2025

Irīdia_

Introduction

This document explains the mission, vision, and principles of the Irídia Center of Defense of Human Rights Association and the strategic goals for the issues it works on from 2023 to 2025. A work group has coordinated the development of Irídia's Strategic Plan 2023-2025, which has relied on the participation of several organisms that make up our organization, generating a long collective reflection process to remodel our organization and agree on its framework goals for the upcoming years.

The Strategic Plan is a general outline that helps to produce the annual work plans for each issue. These work plans translate the goals into actions and indicators to be developed throughout the year. Then, this tool is used to assess the impact of the goals set by the organization from a peripheral point of view.

Mission, vision, and principles

Mission

The mission of Irídia is to promote and protect human rights, in particular civil and political rights, using a methodology that builds on combining strategic litigation, psychosocial intervention, transformative communication, and political incidence from an intersectional feminist approach.

Vision

Our vision is to contribute as a useful, rigorous, and independent tool in the Catalan, Spanish, and international spheres of social organizations and movements to protect human rights.

Principles

a. Rigor

Our legal, communicative, and political advocacy actions must be based accurately on verified facts and data from a position connected to the current social, economic, and political reality.

b. Social transformation

Our will to promote and protect human rights must pursue a cultural, social, legal, and political shift.

c. Independence

Our stances shall always be taken with independence from pressures from the administration, political parties, economic powers, or financial backers.

d. Global justice

Our organization defends civil and political rights from an economic, environmental, social, gender, and antiracist justice framework approach.

e. Transparency

Our organization must allow its members and citizens access to strategic and economic decisions and the accounting situation.

Goals of Irídia's Strategic Plan 2023-2025

Issues

1. Offer an integral quality service to **report** institutional violence by officers of law enforcement agencies, **tend to** individuals who have suffered this kind of violence, and work to end impunity when rights are violated.
 - 1.1. Create resources on the initial procedures to report institutional violence cases and victims' rights.
 - 1.2. Introduce work strategies with groups that currently do not have access to the service.
 - 1.3. Strengthen the influence over the CICAC (Catalan Bar Association), the ICAB (Barcelona Bar Association), and the Justice Department to enforce a public defender specialized in institutional violence.
 - 1.4. Advance the mechanisms needed to ensure non-discriminatory treatment by police officers.
 - 1.5. Act upon the emergency centers of the public health system concerning response protocols in cases of possible institutional violence.
 - 1.6. Advocate creating a law that regulates the control courts in CIEs (Foreigner Detention Centers).
 - 1.7. Support the improvement of the means of access to justice for individuals deprived of liberty in CIEs.
 - 1.8. Support the improvement of the means of access to justice for individuals deprived of liberty in Catalan prisons, regarding access to evidence such as surveillance cameras and prisoner files.
 - 1.9. Analyze restorative justice mechanisms to bring together justice, truth, and restoration processes for the victims of institutional violence.
 - 1.10. Influence the modification of the operative regulations of the courts with special duties in the matter of criminal sentences in processing complaints presented in situations of abuse and torture in Catalan prisons.
 - 1.11. Act for the creation of a service office to tend to those affected.

- 1.12. Get in touch with the whole of the public mental health services and strengthen mechanisms to refer individuals to them.
 - 1.13. Draw attention to the psychosocial impacts of institutional violence on individuals tended to by the service.
 - 1.14. Create and support an Irídia network to tend to individuals who have suffered institutional violence.
 - 1.15. Collaborate with the Medical Jurisprudence Institute of Catalonia (IMLCFC) so they create a specific response protocol for institutional violence.
 - 1.16. Ensure psychosocial support to individuals deprived of liberty in CIEs.
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2. Work in pro of the transparency and accountability of **law enforcement agencies** so that they comply with human rights standards.
 - 2.1. Develop a public policy plan to improve transparency and control of law enforcement agencies, including private police.
 - 2.2. Ensure access to information and the transparency of rules regulating the police's use of force, tools, and weapons.
 - 2.3. Audit the regulation and use of force application of police tools and weapons so it complies with international standards while bringing about necessary changes to guarantee tracing and officer accountability.
 - 2.4. Foster the creation of an external and independent system for police accountability in Catalonia and Spain.
 - 2.5. Take part in international networks that are already working on transparency and accountability of national security forces.
 - 2.6. Intensify racism reports within law enforcement agencies and advance proposals to end it.
 - 2.7. Analyze securitization, the role of law enforcement agencies, and study how to de-police society.
 - 2.8. Support the social and political advocacy processes of the SAIDAVI (Report and care service in cases of institutional violence) litigations related to the accountability of law enforcement agencies, use of force protocols, and police tools.

3. Encourage and make sure that human rights are respected in the policies, rules, and practices of immigration and border control in the Spanish State.

- 3.1. Monitor and report the violation of human rights in borders through communication and political and legal advocacy via networking.
- 3.2. Include strategic litigation in border-related cases of institutional violence.
- 3.3. Progress in including an antiracist and human rights-based approach in the perception of migrations through transformational communication.
- 3.4. Increase our advocacy reach in migration policies within the Spanish State to protect human rights as well as to accomplish the abolishment of CIEs.
- 3.5. Strengthen the ties with migrant and racial organizations to jointly report migration and border control policies that impact human rights.
- 3.6. Increase our European and international advocacy reach, mainly through taking part in the EuroMed Rights network.

4. Protect civil society and condemn conducts that threaten or jeopardize civil liberties (freedom of speech, information, association, assembly, demonstration, or thought) and other related human rights; working together to increase protection, respect, and assurance.

- 4.1. Strengthen the Som Defensores network in Barcelona and bolster its expansion in other parts of Spain, mostly Madrid.
- 4.2. Consolidate the Defender a Quien Defiende (DQD) platform as a relevant state advocacy player to defend the right to protest.
- 4.3. Track the operations of law enforcement agencies during social mobilizations.
- 4.4. Increase our influence in Europe and internationally to protect civil society.
- 4.5. Analyze the impact of artificial intelligence and new technologies on civil society and the exercise of rights and liberties, ensuring to mitigate threats and their demobilizing effect.
- 4.6. Sustain social and political advocacy processes in SAIDAVI litigations related to the right to protest and civil society.

5. Promote structural changes in the criminal justice system and deprivation of liberty contexts and protect the rights of individuals deprived of liberty.

- 5.1. Raise awareness and report the violation of rights in prisons from an intersectionality approach.
 - 5.2. Foster and explore collaborations with European and international organizations that condemn the deprivation of liberty.
 - 5.3. Introduce our organization and human rights-based approach to the local association network working in the penitentiary field.
 - 5.4. Gain the human rights organization status to ensure entry into prisons to monitor them.
 - 5.5. Increase the advocacy capacity toward prison administration.
 - 5.6. Sustain social and political advocacy processes in SAIDAVI litigations related to individuals deprived of liberty in prisons.
 - 5.7. Achieve the eradication of practices that violate the fundamental rights of individuals deprived of liberty in prisons and CIEs, such as solitary confinement or mechanical restraints.
 - 5.8. Secure the right to public health of individuals deprived of liberty at the Barcelona CIE.
 - 5.9. Define strategies within our organization to study prison alternatives.
- 6. Promote the right to remembrance** by applying the principles of truth, justice, and guarantees of non-recurrence to victims and victims of reprisals of the Spanish Civil War, Francoism, and the transition to democracy.
- 6.1. Secure access to justice for the victims and victims of reprisals of the Spanish Civil War, Francoism, and the transition to democracy, as well as for their relatives.
 - 6.2. Target the transformation of the Via Laietana Spanish State Police Station in downtown Barcelona into a remembrance and reparation sight for the repression and tortures of Franco's dictatorship.
 - 6.3. Influence Catalan and Spanish public remembrance policy. Particularly in the following points:
 - 6.3.1. Promote the creation of a Victim Support Office.
 - 6.3.2. Urge an ex officio legal investigation as part of the digging up of mass graves process.
 - 6.3.3. Produce a psychosocial support protocol as part of the process to access truth, justice, restoration, and guarantees of non-recurrence.

- 6.3.4. Supervise if international standards in matters of impunity are applied in public remembrance policies.
- 6.4. Collaborate with social and guarantees of non-recurrence processes promoted by civil society.
- 6.5. Master strategic litigation as a reporting tool for crimes committed during the Spanish Civil War, Francoism, and the transition to democracy.
- 6.6. Participate in international networks that work on truth, remembrance, justice, and restoration.
- 6.7. Secure enough resources so that this issue is self-financed and sustainable.

Cross-issues

1. Strengthen **strategic litigation** as a tool to protect human rights.
 - 1.1. Document each strategic litigation case by applying a psychosocial approach.
 - 1.2. Apply strategic litigation as an advocacy tool in all our work issues.
 - 1.3. Pinpoint international, Spanish, and Catalan mechanisms of protection of rights related to litigation.
 - 1.4. Disseminate strategic litigation as a useful tool.
 - 1.5. Become a key player in strategic litigation in the regional, national, and international scope.

2. Generate a methodology to expand the **psychosocial** approach to the whole of our organization, both in internal and advocacy projects.
 - 2.1. Consolidate the presence of the psychosocial approach in the policies, projects, and work plans of all our organization's issues.
 - 2.2. Consolidate participatory mechanisms that include the voice of individuals who have suffered institutional violence.
 - 2.3. Raise the awareness of citizens and key players on the psychosocial impacts of institutional violence.

3. Explore and implement creative and innovative **communication** styles in content, form, and channels to grow in reach and find new storylines.
 - 3.1. Overcome our weaknesses and exploit our strengths by deeply analyzing with external help our communication up to January 2023.
 - 3.2. Broaden the impact of our activity and external communication, grow our audience, generate new strategies, and produce a media plan for 2023-2025.
 - 3.3. Explore new storylines when communicating human rights.
 - 3.4. Diversify and increase the organization's spokespersons.
 - 3.5. Strengthen collective external communication strategies together with our partners and social movements.
 - 3.6. Diversify communication actions so that all our issues are heard, and our work is well understood.

4. Increase the impact on political **advocacy** in Catalonia, Spain, and internationally.

- 4.1. Sustain the advocacy team by defining the content and tasks of the team in relation to the issues.
- 4.2. Formalize the national advocacy work of our organization by strengthening our local state advocacy office in Madrid and consolidating joint actions with other state organizations.
- 4.3. Integrate international advocacy into the agenda and issues of our organization and enhance our influence in the European Union and international organisms by positioning our organization and reinforcing our presence in global networks dedicated to protecting human rights across several contexts.
- 4.4. Work together with social movements so they understand our job, strengthening alliances and networking.
- 4.5. Reinforce the psychosocial and intersectionality approach in the advocacy work of our organization.

5. Support **culture** as a means of promoting and protecting human rights.

- 5.1. Produce and formalize the cultural actions of our organization by developing the Irídia Fest brand and linking it to the annual human rights and culture festival and other activities cultivated by our organization.
- 5.2. Generate alliances with specialized culture media outlets.
- 5.3. Formalize alliances with cultural organizations that share our vision and principles.
- 5.4. Foster the connection of Irídia with existing cross-discipline cultural activities, such as theater plays, movies, or music festivals.

6. Increase the economic-finance, human and organizational **sustainability** from a psychosocial and intersectionality approach.

- 6.1. Ensure a balance, stability, and **economic and financial** independence of our organization based on these points:
 - 6.1.1. Increase our financial earnings and improve the organization's independence by exponentially growing the number of members and donors.
 - 6.1.2. Foster the loyalty of our current members.

- 6.1.3. Grow the number of persons in the donor circle.
- 6.1.4. Consolidate the financial structure, mainly financing from institutional and international organisms, expanding, diversifying, and balancing financing sources.
- 6.2. Strengthen the **structure and organizational** running of our organization based on fulfilling the following actions:
 - 6.2.1. Balance the roles and tasks so that the organizational structure ensures a fair and sustainable workload among the workforce.
 - 6.2.2. Improve the productive and reproductive capabilities of our organization by optimizing resources and structuring and digitizing processes.
 - 6.2.3. Ensure a participative and functional organizational system by redefining the running of the Board of Directors and the rest of organisms.
 - 6.2.4. Consolidate the team to foster collective awareness of the organization and its spheres.
 - 6.2.5. Intensify the application of ethics and the principles of our organization in its functioning.
 - 6.2.6. Expand the intersectionality approach in all the spheres of our organization, studying and addressing existing weaknesses, structuring the scope of application, and assessing its range.
 - 6.2.7. Increase the team's capabilities and organizational structure for project management and achieving set goals.
- 6.3. Increase the **well-being** of the workers of our organization.
 - 6.3.1. Consolidate our team and ensure fair working conditions that enable workers to balance their different life activities.
 - 6.3.2. Promote awareness among the team regarding the various methods and well-being practices available to them.
 - 6.3.3. Provide the team with individual and collective tools to address the psychosocial impacts associated with working in the field of protecting human rights.
 - 6.3.4. Apply the psychosocial care approach to manage the workforce.

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