



CARIBBEAN CENTRE  
FOR HUMAN RIGHTS

**2026**

# Action PLAN

**Full Narrative  
Implementation Plan**





CARIBBEAN CENTRE  
FOR HUMAN RIGHTS

## Section 1

# PURPOSE

The 2026 Action Plan is the comprehensive operational companion to “Direction 2026: CCHR at 20 – The Caribbean’s Human Rights Institution”.

While Direction 2026 defines CCHR’s identity, mandate, and leadership model, this Action Plan explains how CCHR will deliver that mandate in practice.

It converts strategic priorities, regional commitments, and organisational aspirations into detailed, narrative-driven plans.

This document is intended for CCHR leadership, staff, Board members, partners, donors, and regional stakeholders who require clarity on implementation.

This Action Plan fulfils five core purpose:

- Transform the Seven Pillars of Direction 2026 into operational workstreams.
- Provide clear, detailed annual actions for 2026.
- Link community programmes, regional leadership, legal interventions, and data systems.
- Strengthen organisational alignment and internal capacity.
- Guide MEL, budgeting, staffing, and accountability mechanisms.



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# PURPOSE CONT'D

## VISION

By 2026, the Caribbean Centre for Human Rights (CCHR) will stand as the region's most trusted, credible, and influential human rights institution – leading through legal excellence, data-driven advocacy, regional coordination, and deep community presence. CCHR will function simultaneously as a community justice engine, a regional convener, a legal authority, and the custodian of the Caribbean Human Rights Index (CHRI).

## MISSION

The mission of this Action Plan is to operationalise Direction 2026 by guiding the delivery of programmes, litigation, partnerships, governance systems, and regional leadership commitments.

It ensures that CCHR's work reflects:

- Legal and institutional credibility.
- Regional collaboration and coordination.
- Community trust, empowerment, and visibility.
- Evidence-based leadership grounded in the CHRI and in MEL.

# INTRODUCTION

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## ACTION PLAN

Direction 2026 positions CCHR as the Caribbean's Human Rights Institution — independent, authoritative, community-rooted, and data-driven.

The Action Plan translates this strategic identity into a detailed roadmap of actions to be implemented throughout 2026.

This document:

- Expands each of the Seven Pillars into full narrative explanations.
- Details cross-cutting regional and organisational priorities.
- Integrates governance, MEL, finance, operations, partnerships, and branding.
- Provides a coherent structure for monitoring and reporting progress.

## THE SEVEN PILLARS: FULL EXPANDED ACTION PLAN

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The following sections provide complete narrative descriptions for each pillar, integrating Direction 2026 with CCHR's existing 2026 Action Plan while expanding operational detail and regional alignment.

## **THE LOCAL & COMMUNITY JUSTICE INITIATIVE (LCJI)**

The Local & Community Justice Initiative (LCJI) is the heartbeat of CCHR and the foundation of its credibility. Direction 2026 emphasises that real regional change begins in communities, and real community change requires regional leadership. In 2026, CCHR will deepen the LCJI through a structured, multi-island Community Justice model.

CCHR will establish Community Justice Circuits – rotating community rights clinics that operate across targeted communities, including rural areas, migrant-dense neighbourhoods, and communities with high levels of violence, poverty, or police contact. These clinics will provide free legal assistance, advice on housing, labour rights, gender-based violence, police misconduct, and support for undocumented migrants, refugees, and stateless persons. The clinics will be designed to be accessible, visible, and responsive, reinforcing CCHR's identity as a trusted grassroots institution.

Alongside legal clinics, CCHR will expand its Community Rights Education Programme. This programme will work with youth, women's groups, faith-based organisations, migrant associations, schools, and community leaders to build rights awareness on topics such as arrest and detention, digital rights, equality and non-discrimination, climate and environmental justice, and social protection. The programme is not limited to information sharing; it is meant to build confidence, agency, and community-level leadership.

CCHR will also develop a Community Mediation and Restorative Justice function to address conflicts before they escalate into criminal justice involvement. This will include family mediation, neighbourhood conflict resolution, and school-based restorative practices. These interventions reduce harm, prevent unnecessary detention, and support social cohesion.

Crucially, the LCJI will formally operationalise the Community-to-Policy Pipeline envisioned in Direction 2026. Insights from clinics, education, and mediation will be systematically documented and translated into litigation strategies, legislative proposals, CHRI indicators, and regional advocacy campaigns. This ensures that CCHR's regional voice is grounded in lived experience.

## **REGRANTING HUB**

The Regranting Hub positions CCHR as a backbone institution and resource multiplier for Caribbean civil society. Many grassroots human rights and community organisations lack the administrative infrastructure to access traditional funding. CCHR will use its credibility and systems to channel resources to these actors while strengthening their capacity.

In 2026, CCHR will design and implement a regional micro-granting mechanism that prioritises community-rooted organisations, with an emphasis on those working with migrants, women, youth, LGBTQ+ persons, climate-affected communities, and people living in poverty. The Hub will provide not only funding, but also mentoring on MEL, governance, financial management, and advocacy strategy.

The Hub will align regranting priorities with CHRI data and regional trends, ensuring that funding is directed to the most pressing rights challenges and to countries or communities where gaps are most severe. CCHR will also produce an annual Caribbean Civil Society Strength and Accountability Review, highlighting needs, innovations, and good practices. This work consolidates CCHR's identity as a regional capacity-builder and funder that lifts the entire human rights ecosystem.

## **CONSTITUTIONAL REFORM & SAVINGS LAW CLAUSES**

Direction 2026 identifies CCHR as a regional leader on constitutional modernisation and the removal of colonial-era savings law clauses that shield unjust legislation from review. In 2026, CCHR will advance a coordinated regional strategy to promote rights-based constitutional reform.

This will include comparative legal research across CARICOM states, publication of accessible public education materials, regional consultations with civil society organisations and bar associations, and the development of model constitutional provisions that enhance rights protections and democratic accountability. CCHR will engage with legislators, constitutional reform commissions, and judicial actors to raise awareness of the harms caused by savings clauses and to propose concrete pathways for reform.

The organisation will produce an annual Regional Constitutional Reform Report, spotlighting progress, challenges, and opportunities. CCHR will also provide tailored technical support to at least two states that are actively exploring or undertaking constitutional reform, ensuring that human rights standards are at the centre of the process. Through this pillar, CCHR asserts itself as the Caribbean's thought leader on constitutional justice.

## **STRATEGIC HUMAN RIGHTS LITIGATION**

Strategic litigation is one of CCHR's most powerful tools for transforming laws, policies, and practices across the Caribbean. Under Direction 2026, CCHR is positioned as a regional litigation hub. In 2026, CCHR will fully operationalise this role through a dedicated Regional Legal Impact Unit.

The Unit will be responsible for identifying, developing, and pursuing high-impact cases in priority areas such as detention conditions, police accountability, gender and LGBTQ+ equality, climate and environmental rights, access to asylum and protection, statelessness, and decriminalisation of poverty. Cases will be selected based on their potential to set precedent, influence public discourse, and catalyse broader reform.

CCHR will convene and coordinate a Caribbean Human Rights Litigation Network comprising lawyers, CSOs, and legal clinics across the region. The organisation will offer training for at least 25 pro bono or partner lawyers on strategic litigation, international human rights standards, and regional legal mechanisms.

To support this work, CCHR will begin building a Caribbean Human Rights Case and Legislation Database, tracking key judgments, law reform trends, and litigation outcomes. This will function as both a practical tool for practitioners and a knowledge product that underscores CCHR's status as the region's legal reference point.

## **DECRIMINALISATION OF POVERTY**

The criminalisation of poverty is a persistent feature of many Caribbean legal systems, where vagrancy, loitering, and related laws disproportionately target people experiencing homelessness, informal work, and social marginalisation. In 2026, CCHR will consolidate and expand its leadership in this area.

The organisation will conduct a comparative regional study of laws and policies that criminalise poverty, including vagrancy offences, loitering, minor public order offences, and bail practices that effectively punish people for being poor. CCHR will document the real-life impact of these laws through interviews, case documentation, and collaboration with community partners.

Using this evidence, CCHR will develop model legal reforms and policy recommendations, including alternatives to arrest and detention, proportionality in sentencing, and community-based responses to vulnerability. A regional public campaign, tentatively titled “Poverty Is Not a Crime”, will be launched to challenge stigma, raise awareness, and build public and political will for reform.

Where appropriate, CCHR will pursue strategic legal challenges against laws or practices that criminalise poverty, while simultaneously supporting community groups in advocacy and rights education. This work advances CCHR’s commitment to humane, modern, and rights-respecting justice across the Caribbean.

## **HUMAN MOBILITY & PROTECTION OF MARGINALISED GROUPS**

CCHR is recognised as one of the region's key independent actors in protecting migrants, refugees, stateless persons, trafficked persons, and other marginalised populations. Direction 2026 calls for an evolution from project-based work to a truly regional, independent protection role.

In 2026, CCHR will expand its human mobility work through systematic migration protection monitoring. This will include regular visits to detention facilities, interviews with affected persons, and documentation of risks, abuses, and protection gaps. CCHR will maintain and strengthen rapid-response capacity to provide legal assistance in urgent protection cases, particularly where detention, deportation, or denial of status threatens fundamental rights.

The organisation will produce periodic Migration Risk and Protection Briefings, synthesising trends and making concrete recommendations to governments and regional bodies. CCHR will also work with partners to advocate for greater consistency and fairness in migration laws and practices across CARICOM, promoting regional standards that respect human dignity and align with international law.

This pillar reinforces CCHR's identity as a trusted defender of displaced and excluded communities, not as an implementing partner, but as an independent Caribbean human rights institution.

## CARIBBEAN HUMAN RIGHTS INDEX (CHRI)

The Caribbean Human Rights Index is CCHR's flagship innovation and one of the most significant accountability tools envisioned for the region. It transforms CCHR into a human rights observatory and think tank, providing a coherent framework for measuring state performance.

In 2026, CCHR will complete the design and launch of the CHRI. This will involve finalising the indicator framework in consultation with regional experts, piloting the Index in three to four countries, refining methodologies based on lessons learned, and producing the first full regional Index report and digital dashboard.

The CHRI will assess performance across five main dimensions: justice and rule of law, civil and political rights, equality and non-discrimination, socioeconomic rights, and human security and dignity. Once launched, the Index will be updated annually, with country scorecards, rankings, and thematic briefings.

Beyond being a data product, the CHRI will actively inform CCHR's litigation, advocacy, and regranting. Funding priorities, campaign messages, and regional engagements will be grounded in observable trends and evidence. The CHRI will also serve governments, CSOs, the media, and international partners seeking a credible benchmark for human rights performance in the Caribbean.

# CCHR'S REGIONAL LEADERSHIP MODEL

Direction 2026 and this Action Plan together define a clear regional leadership model for CCHR. By 2026, CCHR is envisioned as the organisation the Caribbean looks to for direction, data, and justice.

CCHR's leadership model is built around four interconnected domains:

## 1. Legal Thought Leadership

CCHR provides expert human rights legal analysis, contributes to case law development, and supports legislative and constitutional reform. Through strategic litigation, legal opinions, and research, CCHR shapes jurisprudence and strengthens the rule of law.

## 2. Data & Accountability

As the custodian of the Caribbean Human Rights Index, CCHR serves as the regional reference point for human rights data. Governments, intergovernmental bodies, civil society organisations, and media actors rely on CCHR's analysis to understand trends, identify gaps, and measure progress.

## 3. Trusted Advocacy Partner

CCHR is recognised for its integrity, independence, and professionalism. It collaborates with partners from a position of strength, convening coalitions, leading regional campaigns, and supporting national actors to advocate more effectively.

## 4. Community Ally

CCHR's regional role remains anchored in its local and community justice work. The organisation is known and trusted at community level, providing direct support and ensuring that the voices and experiences of those most affected by injustice shape regional advocacy.

This Action Plan ensures that each programme area and organisational investment reinforces these four domains of leadership. The Seven Pillars, in particular, are structured to connect community realities, legal strategies, data, and regional coordination.

# ORGANISATIONAL LEADERSHIP, GOVERNANCE & SUSTAINABILITY

To sustain and scale its regional leadership, CCHR must strengthen its internal systems and structures. In alignment with Direction 2026, this Action Plan sets out key actions in governance, MEL, partnerships, financial sustainability, operations, people, and brand identity.

## 1. GOVERNANCE EXCELLENCE

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CCHR will implement a portfolio-based Board structure where Board members lead or co-lead portfolios such as Legal Affairs and Litigation Strategy, Governance and Ethics, Partnerships and Regional Relations, Communications and Branding, Finance, Risk and Sustainability, and Human Resources and Organisational Culture. Updated governance policies, annual Board strategy retreats, and regular governance performance reviews will support more proactive oversight. An Advisory Panel of regional experts will complement Board leadership with specialised insight.

## 2. MONITORING, EVALUATION & LEARNING (MEL)

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A robust MEL framework will be integrated into all pillars, with outcome-level indicators tied to Direction 2026 and CHRI dimensions. CCHR will produce quarterly performance dashboards and an annual Impact Report that documents progress, challenges, and learning. Community feedback mechanisms will ensure that programmes remain responsive and accountable.

### 3. PARTNERSHIP & COALITION STRATEGY

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CCHR will formalise partnerships with key regional institutions (CARICOM, OECS, UWI), community-based organisations, and international allies. The Caribbean Human Rights Network (CHRN) will provide a platform for coordinated advocacy and shared learning. An annual Caribbean Human Rights Forum, convened by CCHR, will bring together state and non-state actors to discuss trends, share experiences, and co-develop strategies.

### 4. FINANCIAL SUSTAINABILITY & RESOURCE DIVERSIFICATION

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To protect its independence, CCHR will diversify funding sources, including traditional donors, private philanthropy, corporate partnerships, consultancy and research services (especially CHRI-related), mediation and training services, and diaspora giving. The Regranting Hub will also create an institutional revenue stream through management overheads. A clear financial sustainability strategy will guide resource mobilisation.

### 5. OPERATIONAL MODERNISATION

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CCHR will invest in digital case management, CRM systems for tracking relationships with donors, partners, and communities, and strong data protection and cybersecurity measures. HR systems, risk management frameworks, and staff wellness policies will be updated to match the organisation's regional scope and responsibilities.

## 6. PEOPLE & LEADERSHIP DEVELOPMENT

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CCHR's staff are central to the organisation's impact. The Action Plan includes commitments to professional development, leadership training, regional secondments, and mentorship. A Legal Fellows Programme will bring in new talent and build the next generation of Caribbean human rights leaders.

## 7. BRAND IDENTITY & INSTITUTIONAL POSITIONING

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CCHR will strengthen its brand as bold, independent, people-centred, and regionally authoritative. This will include updated visual and communications tools, high-quality publications, digital storytelling, and a modern social media strategy that is multilingual where appropriate (English, Spanish, Haitian Creole). CCHR will articulate a clear message: it is the organisation the Caribbean turns to for human rights leadership.

# MEASURING SUCCESS

The effectiveness of this Action Plan will be assessed through a combination of quantitative and qualitative indicators. These indicators will also support MEL, donor reporting, and public accountability.

Key Dimension of success include:

## 1. Regional Recognition & Influence

- Participation in high-level CARICOM, OECS, and UN forums.
- Requests for CCHR expertise from governments, regional institutions, and international partners.

## 2. Legal and Policy Impact

- Number and quality of strategic cases filed or supported.
- Laws, policies, or constitutional provisions influenced or reformed.

## 3. Community Impact

- Number of individuals and communities served through LCJI.
- Measurable improvements in access to justice, conflict resolution, and rights awareness.

## 4. Data & Accountability Impact (CHRI)

- Uptake and citation of CHRI by governments, CSOs, media, academics, and donors.
- Evidence of CHRI influencing policy debates and funding decisions.

## 5. Organisational Strength

- Governance performance and compliance with policies.
- Financial health, including diversification of funding.
- Operational efficiency and staff satisfaction.

## 6. Public Trust and Visibility

- Media references to CCHR as a source of authority
- Feedback from communities, partners, and stakeholders.

These indicators will be refined and tracked within CCHR's MEL framework and reviewed annually.

# CALL TO ACTION

This Action Plan is both an internal roadmap and an invitation. It calls on CCHR's staff, Board, partners, and allies to lean into the organisation's 20th anniversary moment as a turning point for human rights leadership in the Caribbean.

For staff, it is a guide to daily work and long-term objectives — a reminder that every case, clinic, report, and partnership contributes to a larger regional mission.

For the Board, it is a governance tool — clarifying priorities, risks, and opportunities, and informing oversight, fundraising, and strategic guidance.

For partners and donors, it is a statement of seriousness — demonstrating that CCHR not only has a bold vision, but also a clear and implementable plan.

For communities, it is a promise — that CCHR will continue to stand with those most affected by injustice, and that their experiences will shape regional and international advocacy.

Through this 2026 Action Plan, CCHR steps forward as the Caribbean's leading human rights institution: rooted in community, powered by evidence, driven by justice, and committed to Human Rights for All.