



CARIBBEAN CENTRE  
FOR HUMAN RIGHTS

# DIRECTION PLAN 2026

**Human Rights for All —  
20th Anniversary Strategic Direction  
Advancing Regional Leadership,  
Community Justice & Accountability**



CARIBBEAN CENTRE  
FOR HUMAN RIGHTS

Section

A

# EXECUTIVE SUMMARY

2026 marks the 20th anniversary of the Caribbean Centre for Human Rights (CCHR), a landmark year in the organisation's evolution from a national human rights voice into a regional leader in justice, dignity, and equality. Over two decades, CCHR has forged an identity grounded in integrity, credibility, and unwavering commitment to protecting the rights of the most vulnerable. Today, as the Caribbean faces intensifying human rights challenges, CCHR's leadership is not only needed – it is indispensable.

Direction 2026 sets forth a bold, strategic, and future-focused plan that reinforces CCHR's status as the Caribbean's most authoritative, community-rooted, and data-driven human rights institution. It integrates direct community engagement with regional advocacy, legal excellence, and pioneering solutions such as the Caribbean Human Rights Index (CHRI) – the region's first home-grown accountability mechanism.

This strategic direction elevates CCHR's strengths:

- Authentic community presence through the Local & Community Justice Initiative
- Regional influence through coordinated advocacy and litigation
- Independent human rights protection, especially for refugees, migrants, and displaced persons
- Thought leadership through data, research, and the CHRI
- Strong organisational governance and financial resilience

Direction 2026 is not aspirational – it is a statement of CCHR's readiness to lead. It establishes a clear identity: CCHR is the Caribbean's rights institution – independent, authoritative, and committed to Human Rights for All.

# INTRODUCTION

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## CCHR AT 20: A REGIONAL LEADER EMERGES

For twenty years, the Caribbean Centre for Human Rights (CCHR) has stood at the frontline of human rights protection in Trinidad and Tobago and across the region. What began as a national organisation offering legal support and advocacy has evolved into a Caribbean leader shaping justice outcomes, influencing policy reform, strengthening governance, and amplifying community voices.

CCHR enters its third decade at a pivotal moment. The Caribbean is facing:

- Rising inequality
- Legal systems constrained by outdated colonial laws
- Increased displacement from political instability and climate change
- Criminalisation of poverty
- Barriers to justice for women, youth, migrants, LGBTQ+ people, and persons living in poverty
- A growing need for data-based accountability

At the same time, Caribbean societies are calling for institutions that are innovative, independent, and rooted in community realities. CCHR is uniquely positioned to respond.



## CCHR's Leadership Architecture for the Caribbean

### Section **B**

# THE REGIONAL THRUST & THE SEVEN PILLARS

Direction 2026 is built on a bold, unified Regional Thrust Model – a visionary framework that establishes CCHR not simply as a participant in the Caribbean human rights landscape, but as the institution that shapes it. This is a leadership architecture designed for scale, influence, and sustainability. It positions CCHR as the organisation that defines standards, coordinates action, and elevates accountability across CARICOM.

At the core of this model is a principle that distinguishes CCHR from every other rights organisation in the region:

Real regional change begins in communities.

Real community change requires regional leadership.

CCHR is the bridge that connects both.

This bridge is built through Seven Interlocking Pillars – each independently powerful, but together forming a complete ecosystem of human rights protection, empowerment, and systemic transformation. These pillars are not programmes; they are engines of change.

They amplify CCHR's strengths.

They differentiate CCHR from every other organisation.

They are the blueprint for the next decade of Caribbean rights leadership.

## **PILLAR 1: THE LOCAL & COMMUNITY JUSTICE INITIATIVE (LCJI)**

CCHR's greatest strength — and the source of its credibility — lies in its deep, authentic presence in communities. The LCJI is where CCHR's mission comes alive: in living rooms, police stations, schools, detention centres, community halls, and rural villages where rights are not theoretical but immediate.

This pillar showcases CCHR's identity: visible, accessible, responsive, and rooted in lived realities.

What sets this pillar apart

- It is not charity — it is empowerment.
- It is not outreach — it is transformation.
- It is not service delivery — it is justice delivery.

### **Flagship Components:**

#### **1. Community Rights Clinics**

Mobile, accessible legal clinics that bring justice directly to the people who need it most.

These clinics:

- Provide free legal support
- Address police misconduct, gender-based violence, employment exploitation, housing issues
- Assist undocumented migrants, refugees, and stateless persons
- Build community trust and strengthen CCHR's legitimacy

These clinics are a signature feature of CCHR's brand.

#### **2. Community Legal Education & Empowerment**

CCHR equips communities not just with information, but with power — the power to understand, claim, and defend their rights.

Topics include:

- Digital rights & online safety
- Rights during arrest & detention
- Refugee & migrant rights
- Gender equality & domestic violence prevention
- Children's rights
- Social protection & economic rights
- Environmental & climate justice

## PILLAR 1: THE LOCAL & COMMUNITY JUSTICE INITIATIVE (LCJI) CONT'D

### 3. Community Mediation & Restorative Justice

CCHR brings dignity, compassion, and practical solutions to families and communities through alternative dispute resolution — reducing violence, preventing detention, and fostering social cohesion.

### 4. Community-to-Policy Pipeline

Insights from CCHR's ground presence become:

- Court strategies
- Legislative proposals
- Research inputs
- Policy briefs
- CHRI indicators
- Regional advocacy campaigns

This is what makes CCHR different from every other NGO:

Your advocacy is powered by real community intelligence.

### Impact by 2026

- 3,000+ persons supported annually
- Regular clinics across multiple islands
- Youth empowerment hubs
- A Caribbean model for community-rooted justice

## PILLAR 2 : THE REGRANTING HUB

CCHR is not just a leader — it is a capacity-builder and resource distributor. The Regranting Hub positions CCHR as one of the region's most influential rights institutions by enabling it to fund and strengthen smaller organisations.

Why this is transformative

Most grassroots groups lack access to compliance-heavy international funding. CCHR fills this gap — turning obstacles into opportunities.

The Regranting Hub:

- Distributes micro-grants
- Provides MEL and compliance support
- Builds organisational capacity
- Strengthens governance and financial management
- Aligns regional advocacy around shared priorities

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### Impact

CCHR becomes:

- A regional funder
- A backbone institution
- A power multiplier for Caribbean civil society

This is one of CCHR's strongest selling points to donors — leadership that lifts the entire sector.

## PILLAR 3 : CONSTITUTIONAL REFORM & SAVINGS LAW CLAUSES

Colonial-era “savings law clauses” continue to protect discriminatory laws across the region. CCHR is one of the only institutions equipped with the credibility, legal authority, and community trust needed to spearhead reform.

This pillar elevates CCHR as:

- The regional voice for constitutional modernisation
- A policy influencer with courts and parliaments
- A thought leader shaping the future of Caribbean law

Strategic Actions

- Targeted public education
- Regional law reform reports
- Legislative engagement
- Constitutional analysis and model provisions
- Partnerships with CARICOM, judicial bodies, and legal associations

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### Impact

By 2026:

- At least two CARICOM states begin formal constitutional reform processes
- Increased public awareness of rights-based constitutional governance
- Greater alignment with international human rights standards

CCHR is positioned as the premier authority on constitutional reform in the region.

## PILLAR 4 : STRATEGIC HUMAN RIGHTS LITIGATION

CCHR's litigation agenda is a cornerstone of regional impact.

High-profile, high-impact cases shape legal landscapes for decades — and CCHR is uniquely placed to drive them.

What this pillar communicates to donors and partners

- CCHR is a serious legal institution.
- CCHR influences policy and outcomes in court.
- CCHR has the expertise to challenge systemic injustice head-on.

Priority Litigation Areas

- Detention conditions
- Police accountability
- Gender and LGBTQ+ equality
- Climate and environmental rights
- Access to asylum & protection for displaced persons
- Criminalisation of poverty
- Statelessness

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### Impact

By 2026

- 3 major regional cases filed
- 25 pro bono lawyers trained
- Coordinated regional legal networks established
- CCHR recognised as the Caribbean's human rights litigation hub

This pillar asserts CCHR as a regional force in legal strategy.

**PILLAR 5 :**

**DECRIMINALISATION OF POVERTY**

The Caribbean still enforces laws that criminalise survival behaviors – the remnants of colonial systems designed to control, punish, and marginalise.

CCHR is leading the movement to dismantle these injustices.

**Key Actions**

- Review of vagrancy and loitering laws
- Advocacy for bail reform
- Eliminating excessive fines
- Public awareness campaigns
- Legislative and judicial challenges
- Rights education for at-risk communities

**Why this matters**

**Decriminalisation of poverty:**

- Reduces incarceration
- Protects women and youth
- Improves public health
- Strengthens rule of law
- Modernises justice systems
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CCHR positions itself as the regional champion for humane and modern justice.

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## PILLAR 6 : HUMAN

# MOBILITY PROTECTION OF MARGINALISED GROUPS

This pillar replaces dependency-based frameworks with independent, Caribbean-owned human rights leadership.

CCHR protects:

- Refugees
- Migrants
- Stateless persons
- Trafficked persons
- Undocumented Caribbean citizens
- Climate-displaced communities

Strategic Focus

- Legal assistance
- Community integration
- Protection monitoring
- Detention oversight
- Regional policy harmonisation
- Climate mobility research

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## Impact

CCHR remains the region's trusted defender of displaced and vulnerable communities — but now as an independent regional authority, not as an implementing partner.

## PILLAR 7 : THE CARIBBEAN HUMAN RIGHTS INDEX (CHRI)

CHRI is CCHR's flagship initiative — and one of the most powerful tools ever introduced into the Caribbean human rights ecosystem.

CHRI transforms CCHR into:

- A human rights think tank
- A regional accountability institution
- A policy influencer
- A data authority

The Index Tracks:

1. Justice & rule of law
2. Civil & political rights
3. Equality & non-discrimination
4. Socioeconomic rights
5. Human security & dignity

Deliverables

- Annual scorecards
- Regional trends report
- Digital dashboards
- Country rankings
- Policy recommendations

## Section

# C

# ORGANISATIONAL, LEADERSHIP, GOVERNANCE, SUSTAINABILITY & BRAND IDENTITY

## Strengthening the Institution Behind the Impact



While CCHR’s regional thrust powers the organisation’s external influence, its ability to lead the Caribbean’s human rights movement also depends on the strength, integrity, and strategic sophistication of its internal systems.

Direction 2026 positions CCHR not only as a rights defender, but as a high-performing, regionally respected institution — one that exemplifies professionalism, transparency, and excellence.

This section outlines the organisational engine that drives the Seven Pillars:

- Governance
- Partnerships
- Fundraising strategy
- Operational excellence
- Institutional brand identity
- Monitoring, evaluation & learning (MEL)
- Staff capacity and leadership development

CCHR’s internal transformation is not secondary — it is a strategic asset that reinforces credibility, strengthens independence, attracts partners, and elevates CCHR’s regional influence.

# 1. GOVERNANCE EXCELLENCE

## High-Performing Leadership for a High-Impact Organisation

CCHR's Board of Directors plays a defining role in ensuring the organisation remains principled, strategic, and future-ready. Under Direction 2026, the Board will evolve into a more structured, portfolio-based leadership body aligned with CCHR's expanded regional mandate.

### Board Portfolio Model

Each Board member leads or co-leads a strategic portfolio:

- Legal Affairs & Litigation Strategy
- Governance & Ethics
- Partnerships & Regional Relations
- Communications & Branding
- Finance, Risk & Sustainability
- Human Resources & Organisational Culture

### Governance Strengthening Actions

- Updated governance charter
- Annual Board strategy retreat
- Quarterly governance performance reviews
- Conflict of interest & ethics oversight
- Succession planning for organisational leadership
- Creation of a Board Advisory Panel for regional subject-matter experts

#### Why this matters

This elevates CCHR from a traditional NGO structure into a modern, governance-driven institution aligned with global best practices — signalling maturity, stability, and confidence to donors, partners, and governments.



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

### — Evidence-Based Leadership and Accountability

A regional rights leader must demonstrate not only passion and principles but results. Direction 2026 embeds a robust MEL framework across all Seven Pillars.

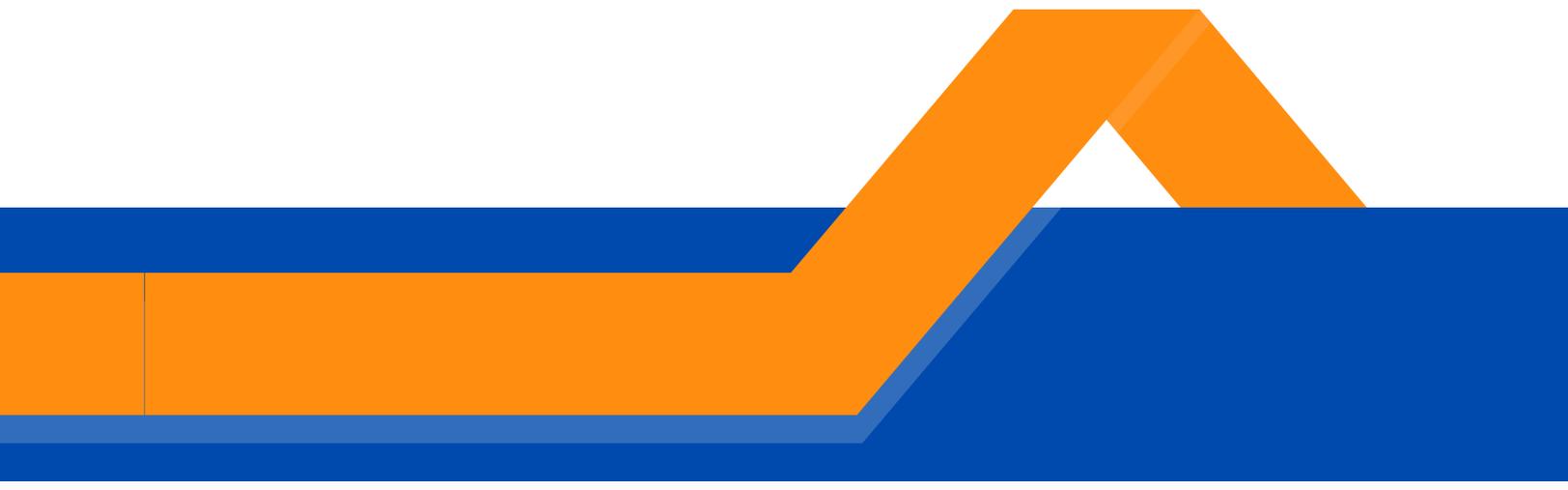
### MEL Priorities

- Quarterly organisational performance reviews
- Annual Impact Assessment aligned with strategic objectives
- CHRI-integrated data tracking
- Community feedback loops informing program design
- Outcome-level indicators for each pillar
- Transparent public reporting on achievements and lessons

### Strategic Value

This is one of the strongest selling points for donors and partners:

CCHR is an institution that measures what matters and uses data to strengthen impact, learning, and decision-making.



# 3. PARTNERSHIP STRATEGY

## Leveraging Alliances to Amplify Impact

CCHR enters its third decade with a clear partnership philosophy:

We partner from strength, not need.  
We collaborate to elevate, not depend.  
We lead to unite, not follow.

Three-Tier Partnership Model

### B. Regional Partnerships

- CARICOM and OECS agencies
- University of the West Indies
- Caribbean legal societies
- Regional NGOs and rights leaders

Purpose: coordinate regional advocacy, litigation, and reform.

### OUTCOME:

CCHR becomes a trusted regional convener with a strong reputation for professionalism, integrity, and strategic collaboration.

### A. Community-Level Partnerships

- Faith-based organisations
- Women’s groups
- Youth networks
- Migrant community associations
- Local NGOs and shelters

Purpose: strengthen the Local & Community Justice Initiative.



### C. International Partnerships

(not dependent on any single agency)

- International human rights bodies
- Foundations & philanthropic entities
- Global migration, rule of law & development organisations
- Research institutions
- Purpose: knowledge exchange, technical expertise, diversified funding.

# 4. FINANCIAL SUSTAINABILITY & RESOURCE DIVERSIFICATION

## — Empowering Independence Through Strong Revenue Systems

CCHR's independence is its greatest asset. To safeguard this, Direction 2026 implements a diversified, resilient, and ethical financial model.

### Revenue Streams

- Regranting Hub Overhead: institutional revenue stream
- Paid Mediation & Training Services: professionalised offerings
- Corporate Partnerships: CSR with leading Caribbean companies
- Diaspora Philanthropy: tapping into global Caribbean networks
- Digital Fundraising: online donations, crypto-friendly giving
- Regional Private Sector Engagement: bank foundations, insurance companies, tech firms
- Research & Consultancy Services: CHRI-based analysis and capacity building

### Strengths to Market

- 20-year reputation for credibility
- Caribbean-led independence
- Flagship CHRI product
- Community-first, region-wide reach
- High-impact litigation and advocacy portfolio

### Outcome by 2026

- Reduced reliance on any single donor
- More flexible, autonomous budget
- Long-term organisational resilience

The message: CCHR is not surviving — CCHR is scaling.



## 5. OPERATIONAL MODERNISATION & EXCELLENCE

### Building a Future-Ready Institution

To deliver regional impact, CCHR must operate with the sophistication of a modern rights institution.

#### Key Upgrades

- Cloud-based case management system
- CRM for donor, partner & community relations
- Strengthened data protection policies
- Updated HR and risk management systems
- Clear role descriptions and competency frameworks
- Cybersecurity and technology upgrades
- Comprehensive staff wellness & resilience policies

This transforms CCHR into a high-capacity, efficient, and digitally modern organisation.

## 6. PEOPLE & LEADERSHIP DEVELOPMENT

### Investing in the Team Behind the Mission

CCHR's staff are its greatest asset. Direction 2026 prioritises:

- Professional development for legal, advocacy, and MEL teams
- Leadership training for emerging managers
- Regional learning exchanges
- Secondments and fellowship placements
- Mentorship programmes
- Clear pathways for internal advancement

#### Outcome

A confident, skilled, motivated team that reflects the diversity and dynamism of the Caribbean.

# 7. BRAND IDENTITY & INSTITUTIONAL POSITIONING

## — CCHR — The Caribbean’s Human Rights Institution

Direction 2026 strengthens CCHR’s brand as:

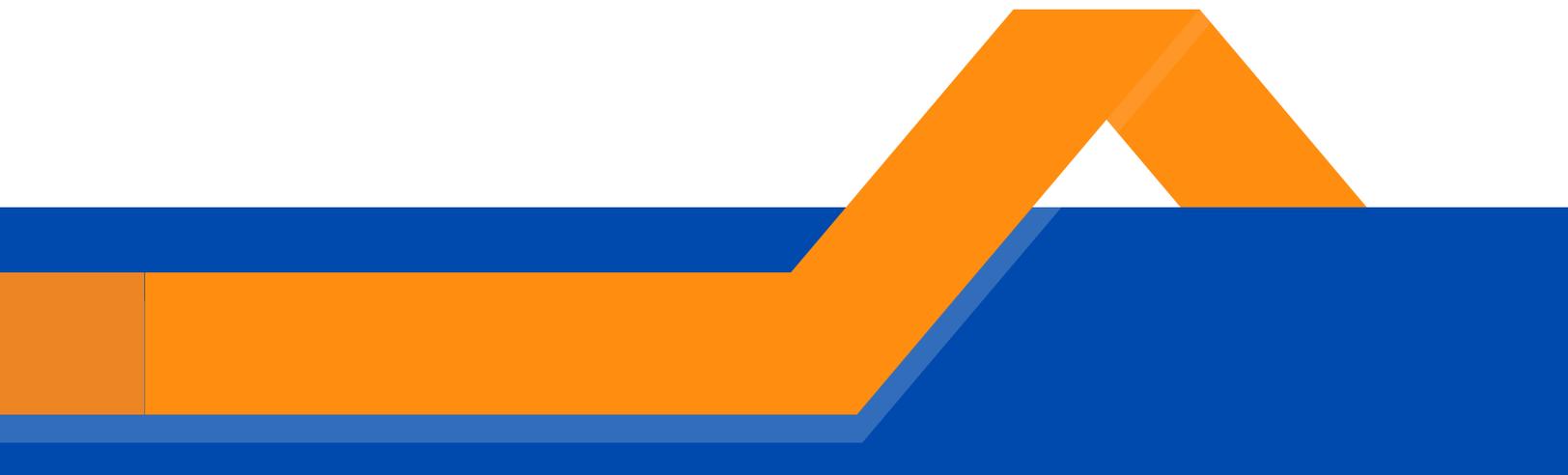
- Bold
- Independent
- People-centered
- Regionally authoritative
- Data-driven and innovative
- Community-rooted and justice-focused

### Brand Strategy Priorities

- Updated visual identity (optional for 20th anniversary)
- High-quality publications and digital storytelling
- Regional media presence
- Thought leadership positioning around CHRI
- Strong, modern social media strategy
- Multilingual communication (English, Spanish, Haitian Creole)

The brand message is clear:

When it comes to human rights in the Caribbean —  
CCHR is the institution the region trusts.



# REGIONAL POSITIONING, LONG TERM VISION & CONCLUSION

## CCHR at 20: Defining the Future of Human Rights in the Caribbean

Direction 2026 closes with a decisive message:

CCHR is not adapting to the regional human rights landscape — CCHR is shaping it.

This final section clarifies CCHR's long-term identity, bold regional positioning, and transformational vision for the Caribbean's rights future.

## 1. REGIONAL POSITIONING

### CCHR's Distinctive Leadership Role

The Organisation the Caribbean Looks to for Direction, Data & Justice

Over the next decade, CCHR will be recognised not merely as a human rights NGO, but as the Caribbean's human rights institution — the organisation governments, media, civil society, and international actors turn to for:

- Authoritative analysis
- Legal expertise
- Rights-based guidance
- Independent accountability
- Data-driven insights
- Community intelligence
- Regional coordination

CCHR's Regional Identity in 2026

The Caribbean's:

- rights authority
- human rights think tank
- community justice engine
- strategic litigation hub
- independent regional watchdog
- protector of displaced and marginalised people
- leading voice for constitutional and legal reform

This is not a claim — it is a commitment the organisation is already fulfilling through its seven pillars.

## 2. LONG-TERM STRATEGIC VISION (2026–2032)

A Caribbean Where Rights Are Lived, Not Promised

Direction 2026 sets the foundation for the next decade of CCHR's leadership. Over the coming years, CCHR's long-term vision centres around five transformational outcomes.

### **Outcome 1 — Justice Systems that Uphold Human Dignity**

Fair, accessible, transparent, and rights-based justice systems across the Caribbean — informed by community experience and strengthened by strategic litigation.

### **Outcome 2 — Modern, Inclusive, and Rights-Protective Laws**

Constitutional reforms and legislative modernization driven by the removal of outdated colonial barriers and discriminatory statutes.

### **Outcome 3 — A Caribbean Human Rights Accountability Framework**

The CHRI becomes the region's gold standard for measuring state performance and influencing policy reform.

### **Outcome 4 — Empowered Communities and Stronger Civil Society Ecosystems**

Communities understand and claim their rights; grassroots organisations are resourced; local leadership grows.

### **Outcome 5 — Regional Protection for Displaced & Marginalised Populations**

Refugees, migrants, stateless persons, and climate-displaced people receive consistent, independent, Caribbean-led protection. This vision is bold, yet achievable — because CCHR has the credibility, expertise, and community trust needed to advance it.

# 3. OUR PROMISE TO THE CARIBBEAN

## CCHR's Commitment to Human Rights for All

As the region evolves, one truth remains constant: CCHR will always stand with the vulnerable.

As the organisation grows, another truth emerges: CCHR will lead the movement for systemic change.

This dual identity — compassionate and assertive, community-rooted and region-facing — positions CCHR as the most unique and necessary rights institution in the Caribbean.

### CCHR's 20-Year Promise

We will:

- defend the rights of every person
- challenge injustice wherever it arises
- amplify voices silenced by discrimination
- push for modern constitutions and fairer laws
- protect displaced and marginalised communities
- uphold dignity in every advocacy effort
- remain transparent, accountable, and ethical
- lead with courage, innovation, and integrity

And above all:

We will ensure that the Caribbean becomes a region where human rights are not aspirational — but actual.

## 4. THE CCHR ADVANTAGE — WHY CCHR LEADS

Direction 2026 highlights the distinct strengths that make CCHR the Caribbean's rights leader:

- 20 years of proven impact
- Community presence as our foundation
- Regional coordination as our strategy
- Legal excellence as our tool
- Data and the CHRI as our innovation
- Independence as our identity
- Partnerships as our multiplier
- Credibility as our currency

No other institution in the Caribbean combines these strengths into one powerful entity. This is the CCHR advantage — and it is the foundation for the next 20 years.

## 5. CCHR IN 2026 — A NEW ERA OF CARIBBEAN HUMAN RIGHTS LEADERSHIP

By 2026, CCHR will be firmly positioned as:

-  The Caribbean's Leading Human Rights Institution
-  The Region's Accountability & Data Hub
-  The Legal Advocate for Systemic Justice
-  The Human Rights Think Tank of the Caribbean
-  The Voice of the Vulnerable
-  The Convener of Regional Rights Movements
-  The Independent Watchdog for Government Accountability

This is not only the vision — this is the trajectory CCHR is already on.

# CONCLUSION

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## **DIRECTION 2026 IS MORE THAN A STRATEGY. IT IS A DECLARATION.**

A declaration that:

- The Caribbean deserves strong, independent human rights leadership.
- Communities deserve access to justice rooted in dignity.
- Regional reform requires vision, courage, and coordination.
- CCHR is ready, capable, and positioned to lead.

As CCHR celebrates its 20th year, it stands at the threshold of its most influential decade yet. With community empowerment at its heart, regional transformation as its mission, and human dignity as its guiding principle, CCHR steps boldly into its future:

Rooted in community.

Driven by evidence.

Led by justice.

Committed to Human Rights for All.