GLOBAL STRATEGY
2019-2023

PROTECTION
international

CONTENTS

1 DEFINITIONS

Agency (Sociology): is the sum of interactions of a) what one individual does, b) the opportunity to act, and c) the freedom of defenders to choose. The concept of agency is not only about defenders themselves but considering the broader context around them (social, cultural, economic and political structures which prevent defenders to act as they wish).

Capability: the quality or state of being capable; a feature or faculty capable of development (potentiality).

Collective: refers to/includes all people who are closely living and/or working together and facing the same challenge (for instance in a community, in an organisation and are working together to defend the Right to defend Human Rights).

Effective actions: refers to any activity/series of activities that has/have a positive impact on the protection of women and men human rights defenders (W/HRDs) collectives. Depending on the case/country situation it can be the adaptation of a local/national law to protect W/HRDs collective, new partnerships by the government to support W/HRDs collectives, W/HRDs released from prison, etc.

Human Rights Defender: refers to individuals or groups who carry out peaceful activities in the defence of human rights, regardless of their profession, gender, race, religion, ethnicity or group association[1]. Some defenders are most at risk due to their gender and/or because they are acting in particularly difficult contexts.

Intersectoral movement: refers to a group of people/civil society from at least five different domains (e.g. human rights, sustainable development, climate movement, businesses and global economy, anti-corruption, indigenous peoples, youth and feminist movements) who are jointly advocating for the Right to Defend Human Rights.

Local to national state authorities: administrative entities in charge of smaller geographic areas. There can be various levels – local, provincial, regional, national - depending on the decentralisation structure to subnational regions in the country.

Protection Network: refers to a broader network of communities/organisations who

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1   This is based on the UN Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms.

act as partners or allies with one collective/organisation to advocate for their case. These partners/allies may include lawyers, the media, national authorities, international organisations/movements, diplomatic missions, donors, researchers, etc. The Protection Network reflects the whole range of support needed for a comprehensive protection approach.

Public Policies: it constitutes complex arrangements of programmes, procedures and regulations by different state institutions and bodies that come together in a single overall objective, which is the protection of W/HRDs at risk and, ultimately, the protection and promotion of the Right to Defend Human Rights (RDHR).

Spaces: refers to a direct dialogue between W/HRDs collectives and national authorities. Depending on the case it can be e.g. a series of meetings on one process (e.g. drafting a policy to better protect W/HRDs), or a key conference (e.g. to adapt a public policy).

Sustainability: refers to the ability of W/HRDs collectives to maintain change over a period of time, meeting current and individual needs without compromising those of the group and the ability to address future needs. It includes access to resources and alignment of organisational practices as well as addressing the discriminatory practices that increase risk and weaken collective action.

W/HRDs: refers to both women and men human rights defenders. The term W/HRDs is understood as encompassing many different identities and therefore inclusive of LGBTI (Lesbian, Gay, Bisexual, Trans and Intersex) and indigenous people.

2 THE STRUGGLE TO THE RIGHT TO DEFEND HUMAN RIGHTS

In recent years, there has been a progressive erosion of democratic values across the world and the rise of powerful revisionist agendas of international human rights standards. As inequality grows, a narrative and discourse of hatred and discrimination is used to legitimise historical structures of oppression such as racism, xenophobia and sexism, thus placing women, migrants, the LBGTI community, indigenous people - among others- at particular risk. State authorities are failing to fulfil their obligation to protect W/HRDs while powerful non-state actors, including religious and socially conservative extremist movements, radical political parties, private corporations, organised crime and armed groups are increasingly at odds with the work of W/HRDs.

All this has been contributing to the deterioration of civil society space. This is compounded with high levels of repression of civil and political rights activists, violence, especially against land rights and environmental W/HRDs, and the use of judicial harassment and criminalisation strategies to hamper the work of W/HRDs. The numbers of W/HRDs and communities at risk continue to increase while they lack the necessary resources to work on improving their own security and to exercise the Right to Defend Human Rights (RDHR) free from fear and attacks.

Current approaches to W/HRDs protection are not sufficient: they are very often reactive, narrowly defined, based on a risk assessment formula responding only and even insufficiently to individual W/HRD needs, not situated in the realities of W/HRDs, not gender and diversity sensitive, and prescriptive in the formulation of recommendations.

Moreover, key stakeholders are not effective enough to persuade and provide the necessary support to state authorities to comply with their obligations. All these elements favour an environment where perpetrators are not dissuaded or deterred to attack W/HRDs and enjoy high levels of impunity.
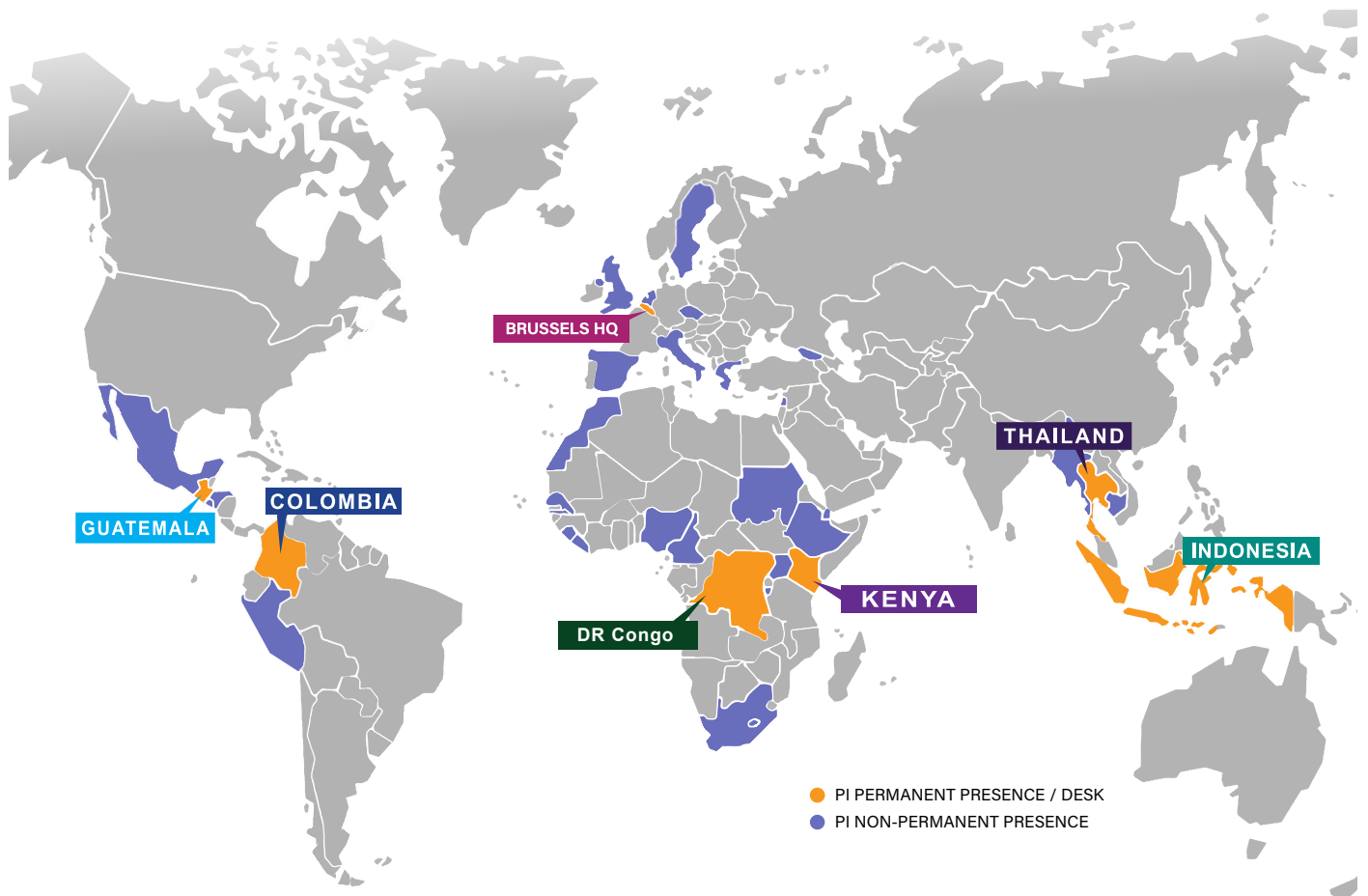
Yet, opportunities exist that should be built upon. As threats and intimidation against W/HRDs increase globally, so does the response, not only from traditional non-governmental organisations (NGO), but from a wider array of actors. Indeed, citizens' movements are on the rise, a younger and more connected generation, indigenous peoples, feminist activists and movements, anti-corruption and environmental activists and funders are increasingly concerned with human rights issues and are able to mobilise a strong and fast outcry to defend not only their rights, but also W/HRDs and their Right to Defend Human Rights.

Meanwhile, institutional debates on business and human rights, due diligence, new technologies and climate justice are opening some space for structural changes.

In this reality, resilience of W/HRDs themselves and their capacity to sustain peaceful resistance over long periods of time, as well as a continued pursuit of a cause despite sometimes extreme difficulties, is a message of hope for the global human rights movement. Alliances and networks for the protection of rights have demonstrated their efficiency in influencing agendas, those of which otherwise fall prey to powerful discriminatory forces.

3 PROTECTION INTERNATIONAL'S UNIQUE CONTRIBUTION

BRUSSELS HQ

THAILAND

COLOMBIA

GUATEMALA

INDONESIA

KENYA

DR Congo

● PI PERMANENT PRESENCE / DESK
● PI NON-PERMANENT PRESENCE

Our story

Born as PBI European Office in 1998 and becoming Protection International in 2007, our teams have strived to propose a long-term accompaniment to human right defenders at risk. Our objective is to empower human rights defenders in ensuring their own security, rather than fostering a reliance on external actors and emergency interventions.

Working in partnership with local civil society groups through the establishment of Protection Desks in 10 countries to date, we have supported individuals, organisations, networks, and communities facing threats, judicial harassment, stigmatisation,

or other forms of repression. The **Protection Desk**[2] is a concept developed by Protection International to frame our strategic collaboration with national or local organisations and our in-country role in promoting the Right to Defend Human Rights of defenders at risk. PI's participatory model of intervention has and continues to evolve. As capacities on the ground transfer and strengthen over time, with partners slowly gaining greater agency in establishing sustainable work with sufficient resources, PI has exited partnerships where there is no detrimental effect on W/HRDs and their communities.

Next to its direct work with defenders, PI has sought to contribute to the advancement of legal and policy avenues for the protection of W/HRDs. Since the publication of our seminal handbook ***Protection of human rights defenders: Best practices and lessons learnt (2011)***[3], we have witnessed the fast evolution of public debate regarding national public policies for W/HRD protection: initially only a handful of Latin American governments were addressing systematic attacks against HRDs through national protection mechanisms; while civil society organisations approached the issue with significant mistrust and scepticism. In recent years, the protection of W/HRDs has become mainstream, with the adoption of national laws and the emergence of draft bills in several countries of Latin America and Africa, with a wide permeation of discussions on W/HRD protection in countries within Europe as well as Central and South-East Asia.

For example, PI's expert advice has influenced the Inter-American Court of Human Rights' rulings in legally binding the Honduran and Guatemalan states to adopt comprehensive W/HRD protection policies[4]. Moreover, as part of our ongoing global research agenda, we have been monitoring these developments and aimed at analysing and identifying a minimum set of guidelines for the construction of public policies to ensure the protection and promotion of the Right to Defend Human Rights.

Overall, in the last 20 years, PI has made a major contribution to the definition and implementation of tools and strategies for the protection of W/HRDs, by:

- Piloting new methodologies, through activities such as the first manual on the protection of W/HRDs.

- Supporting defenders at risk in developing their own security and protection strategies from and for their territories.

- Exploring innovative approaches for the self-protection of organisations and

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2   A Protection Desk (PD) is a programme that PI develops in a specific country where there is either a PI representative and/or an identified local affiliate.

3   Available at https://www.protectioninternational.org/en/node/1084

4   *Luna López v. Honduras*, Serie C n. 269, § 239-244, Inter-American Court for Human Rights, 10 October 2013. *Human rights defender et al. v. Guatemala*, Serie C n. 283, § 263, Inter-American Court of Human Rights, 28 August 2014.

grass-roots communities.

- Monitoring and advocating for public policies initiatives for the protection of W/HRDs worldwide.

- Contributing to the recognition of human rights defenders as actors of positive social change.

Our approach

PI's DNA is in essence **grass-roots**, as our focus has always been to act from the territories' perspective and for the defenders' benefit, **from the local to the international level**, through a bottom-up approach. This grass-roots approach aims to increase agency for the most vulnerable defenders while contributing to the creation of safe spaces for W/HRDs to continue working on the ground.

PI's approach of a comprehensive, collective and long-term accompaniment is increasingly gaining traction among protection actors and is recognised as an essential element to foster resilience, limiting the need for emergency interventions over time. Our approach to protection is based on a **comprehensive understanding of security and protection**, which encompasses physical and digital security, but also issues related to community resilience, protection of the territory/space in which W/HRDs operate and of their cultural and spiritual identities.

PI's collaborative approach and ability to mobilise and influence like-minded actors on local, national and international levels is a key strength upon which we will continue to build. PI supports the creation and strengthening of "**protection networks**" as a key element against isolation – of a defender, an organisation or a community. While perpetrators attempt to isolate the defender or his/her relatives through defamation, smear campaigns, criminalisation and threats, defenders' abilities to protect themselves depend on the number and diversity of allies they can rely upon (e.g. other human rights defenders, human rights organisations, like-minded national institutions, diplomatic missions, donors and inter-governmental organisations).

PI's bottom up approach is also reflected in our long-term and locally-rooted presence in the Global South, including the composition of our teams. Our model of intervention has primarily been to **embed competences in local initiatives**, with our local partners taking the leading role to ensure the **sustainability of the intervention** as well as strengthening local social movements.

Working in **partnership**, at local, national, regional, and international levels, is deeply rooted in Protection International's approach and vision to create long-lasting relationships

with target groups and local partners, based upon an equal footing, with full respect for our partners' competences and experience. This trust and confidence is directly related to **PI's applied research** agenda which is developed in cooperation with defenders, is **evidence-based** and is founded on our partners' practices and experience. Such research results then feed into the development of new tools and capacity strengthening processes, in a virtuous learning circle.

More generally, PI follows a **human rights-based approach** in conducting its work with W/HRDs at risk, implementing projects that are normatively based on international human rights standards that recognise the work of W/HRDs and the positive role they play in building more just societies, and operationally directed to promoting and protecting their right to continue defending and promoting human rights. It seeks to analyse the context and root causes of violence that are at the heart of W/HRDs' insecurity and act upon them, for example by rebalancing power dynamics and holding duty bearers and those responsible for human rights violations accountable. PI supports W/HRDs to claim their rights from duty-bearing authorities, following the objectives of 'Do no harm' and 'Do maximum good'.

PI implements the principles of **universality and indivisibility of all rights, of participation, non-discrimination, accountability and transparency** through our horizontal and comprehensive working approach, our close cooperation with local partners and our focus on some of the most vulnerable and marginalised groups according to country contexts, all of which engages stakeholders and duty-bearing authorities.

Drawing inspiration and learning from the values of the feminist movement and groups it works with, PI aims to implement an **intersectional gender & diversity sensitive approach** throughout its operations, both at the level of programming as well as internal human resources management. PI implements specific programmes focusing on the roles and representation of women, men, young people, LGBTI people, indigenous and religious minorities and other groups, not only in terms of individual W/HRDs, but also in terms of their organisational structures. In security management PI pays attention to the unequal power relations and discrimination that specifically affects women, both of which form the base of gender inequality

Finally, in following its mission, PI is directly and indirectly addressing a variety of the **Sustainable Development Goals**, especially SDG 16 (promote Peaceful & Inclusive Societies), 5 (achieve Gender Equality) and 10 (reduce Inequality), and is contributing to the UN ambitions in fulfilling its plan of action for people, planet and prosperity[5]. It does so by accompanying W/HRDs who strive to achieve these goals through capacity building processes, which are particularly implemented with a gender-responsive approach, with an ultimate objective to enhance accountability and end impunity, promote the rule of law, demand accountable and transparent institutions, and prevent killings.

4   With our support to W/HRDs working to attain SDGs, PI is also indirectly contributing to SDG 7 – affordable and clean energy, 8 – decent work and economic growth, 10 – reduced inequalities, 11 – sustainable cities and communities, 13 – climate action, and 15 – life on land.

4 IDENTITY

Vision

We aspire to a world in which fundamental human rights and fundamental freedoms are universally recognized and respected by all, and where everyone has the right to defend these rights and freedoms without fear of threats or attack.

Mission

Our contribution to that world is to support W/HRDs through comprehensive protection programmes. Our programmes enable defenders to build their capacities in order to manage their protection effectively, to allow those that protect them to fulfil their obligations, and to convince other individuals and institutions with a stake in the protection of human rights defenders to maximise their positive contribution.

Values

Solidarity / Collaboration

We are committed to stand with W/HRDs and their struggle to strive for worldwide solidarity that goes beyond borders and identities.

Grassroots ethos

We are committed to identify the needs of W/HRDs and their communities, to adapt to their realities (cultural, historical, economic, etc.), to value their work and to support their initiatives.

Commitment to human rights

We believe that the respect of human rights will contribute to a more just global society, where everybody has the right to defend human rights and fundamental freedoms without discrimination based on their identity, nor fear of threats and attacks.

Participatory decision-making

We promote the respect and participation of everyone in the decision-making process, and value collaborative decision-making processes. We are committed to horizontal and active listening - recognising the value in diversity of skills and ideas.

Accountability and integrity

We are committed to share with others (both internally and externally), what we do, as an exercise of transparency that reflects a reliable and credible organisation, fostering trust amongst our partners. We maintain a zero tolerance policy on corruption.

Creativity / learning

We are committed to reflecting on our individual and collective practices; learning from our mistakes; being open to new ideas and ways of working; sharing internally in order to learn; innovating and improving our level of understanding; and putting into practice and sharing externally in order to contribute to the work of others.

5 THEORY OF CHANGE

Protection International always works in partnership with defenders. It is PI's ambition that:

By 2023, the agency of W/HRDs to enjoy the Right to Defend Human Rights (RDHR) will have increased in countries where PI operates.

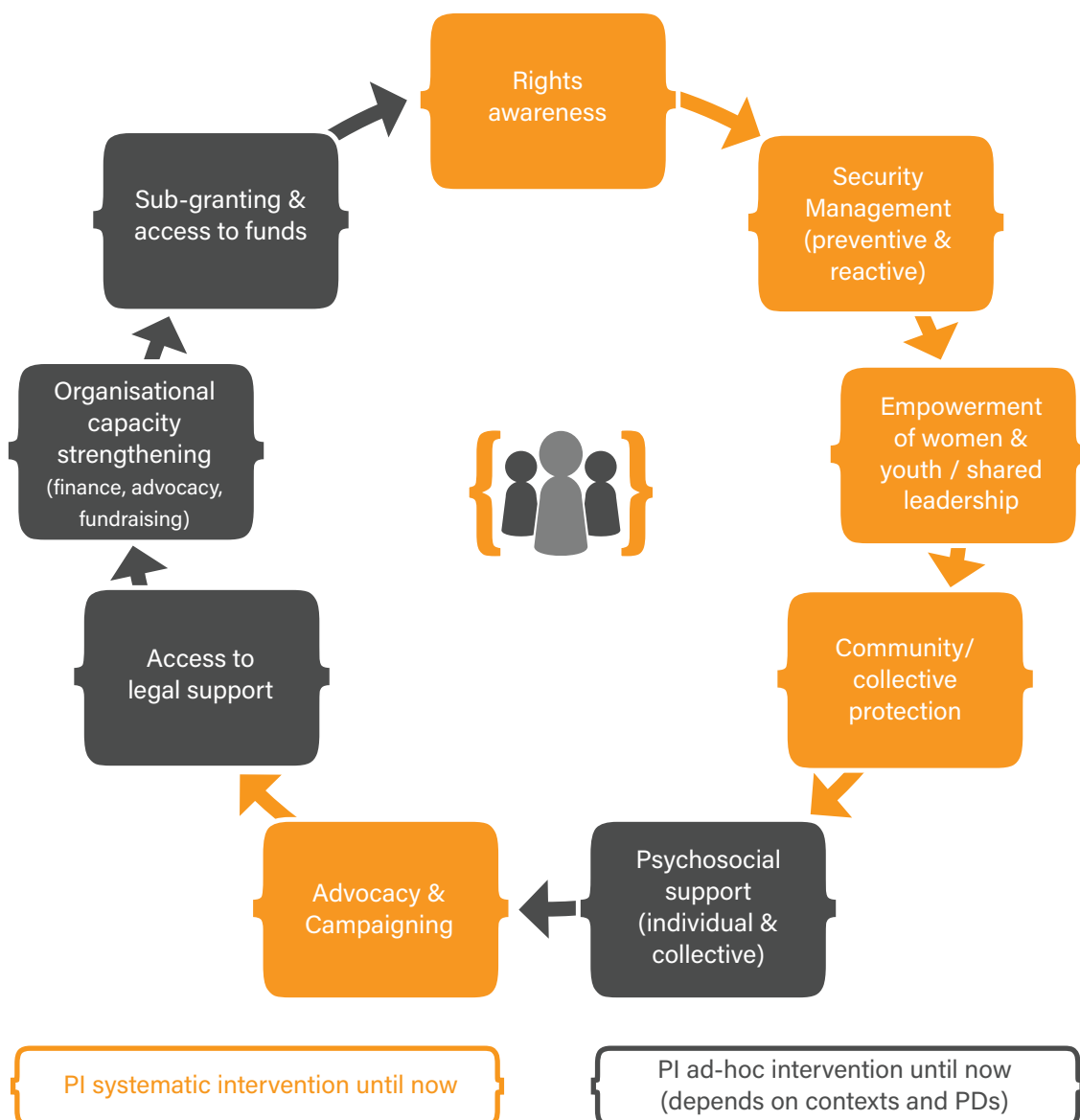To this end, PI's revised Theory of Change (TOC) builds on four key elements:

The first one is that **W/HRDs are always at the centre of all our interventions**. PI's understanding is that the notion of W/HRDs includes not only the individual, inclusive of different identities, but also the organisations or communities they belong to, their territory - be it physical, cultural or economical - and also the rights they defend. PI's notion of W/HRDs is therefore broad and inclusive and does not exclude any of these different levels. By putting W/HRDs and their identities at the centre, PI supports organic change and aims to ensure that their interests are served first and fore-all, ensuring that all interventions are built with and for W/HRDs.

The second element is PI's repositioning of perspective, moving from one of ensuring W/HRDs protection towards one of **supporting W/HRD in gaining agency to exercise their Right to Defend Human Rights**. Indeed, PI strongly believes that strengthening the ability of W/HRDs at risk to work safely and without fear is necessary, but it is not sufficient on its own. Rather, to exercise their Right to Defend Human Rights W/HRDs need freedom, autonomy and ability to make informed choices. PI supports W/HRDs through a staged process, starting with developing awareness of their rights and recognising their capabilities at individual and organisational level, followed by strengthening their protection networks and ability to engage autonomously with State authorities and ultimately deter attacks.

The third element is a **comprehensive and expanded definition of protection** which implies a broader scope and more structured approach to activities implemented or induced by PI in the past. Besides PI's traditional interventions around rights awareness, capacity development on security management, collective protection and advocacy, empowerment of women and youth towards a shared leadership and support to their own protection initiatives, PI will increase support to organisations/communities in building their own sustainability through a systemic approach. PI will invest in fostering cooperation with specialised organisations working in the fields of psychosocial support

(at individual and collective level) and legal aid; strengthening processes promoted and built by women themselves in collaboration with local, national and international feminist organisations; and mobilising new allies for their advocacy across different sectors and ensuring that W/HRDs historically excluded and discriminated can have greater recognition and support.

Finally, PI will rely on established and new partners to ensure W/HRDs have access to financial support in case of emergency, as well as providing human rights defenders' organisations/communities with seed funding through small scale, one-off sub-grants to implement follow-up measures stemming from their needs assessment or newly established security plan. This comprehensive support should not be broken down into a piecemeal approach, but be truly integrated into a mid to long-term accompaniment process.

Rights awareness

Security Management (preventive & reactive)

Empowerment of women & youth / shared leadership

Community/ collective protection

Psychosocial support (individual & collective)

Advocacy & Campaigning

Access to legal support

Organisational capacity strengthening (finance, advocacy, fundraising)

Sub-granting & access to funds

PI systematic intervention until now

PI ad-hoc intervention until now (depends on contexts and PDs)

Finally, the fourth key element of PI's Theory of Change is to reinforce our collective abilities to **influence with, for and behind W/HRDs** and strengthen W/HRDs ability to influence systemic changes at multiple levels. The aim is to level power imbalances and ensure W/HRDs gain agency through evidence-based interventions targeting State authorities, ultimately playing their role as duty-bearers and holding perpetrators to account.
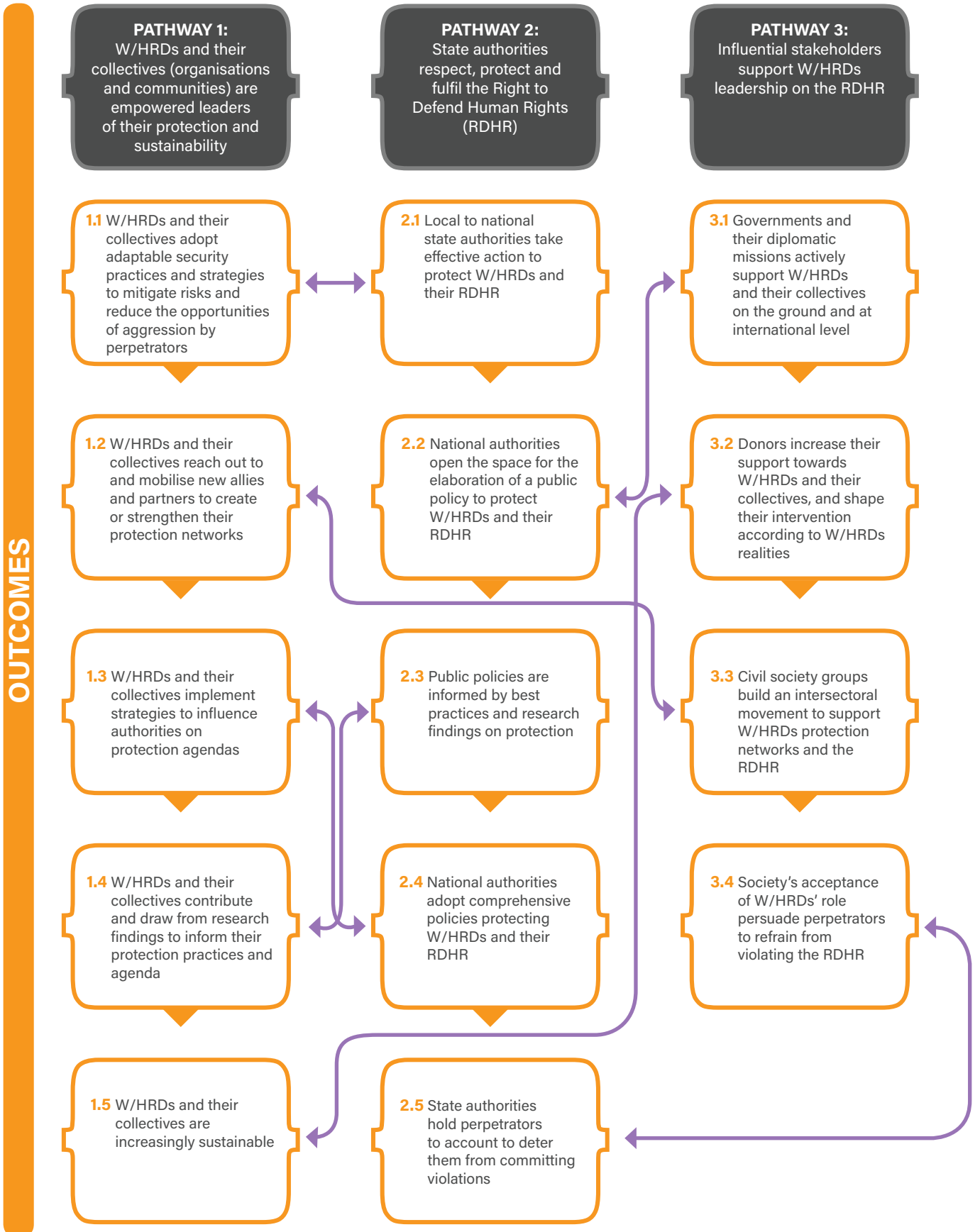
While strengthening the advocacy capacities of W/HRDs plays a part in PI's strategy, the direct and potentially dire consequences on W/HRDs at the local level requires strict risk assessments and the reinforcement of protection strategies to avoid potential retaliation by local perpetrators. In this process, it is essential to foster the creation of protection networks and **an inter-sectoral movement through alliance building** with an array of actors, including indigenous and youth networks, feminist groups, climate movements, anti-corruption advocates, businesses, and sustainable development agencies. This broad network enhances resilience, breaking the common isolation of W/HRDs and facilitates the coordination of capacities to respond to their specific needs, such as legal advice, psychosocial support, international advocacy, economic support, among others. Moreover, network and alliance building enhance outreach and impact on the Right to Defend Human Rights.

Through the combination of these elements, PI has identified three key actors (W/HRDs, State authorities and other influential actors) and three main pathways of change to achieve long-term and sustainable change. The three pathways are to be considered through a perspective of progress along the different outcomes in each pathway, be it linear or not, depending on the context and situation, as some of the outcomes may be more easily achievable than others. Moreover, direct links can be drawn between different outcomes of the three pathways.

Ultimately, PI's Theory of Change pays close attention to the dynamic interaction between W/HRDs, the context in which they operate and our intervention based on the logic of complexity and systems thinking. By considering those elements as a tight web, PI strives to foster innovation, learning and adaptability of its intervention across different pathways.

THEORY OF CHANGE

GOAL: By 2023, the agency of W/HRDs to enjoy the Right to Defend Human Rights (RDHR) will have increased in countries where PI operates

OUTCOMES

PATHWAY 1:
W/HRDs and their collectives (organisations and communities) are empowered leaders of their protection and sustainability

PATHWAY 2:
State authorities respect, protect and fulfil the Right to Defend Human Rights (RDHR)

PATHWAY 3:
Influential stakeholders support W/HRDs leadership on the RDHR

1.1 W/HRDs and their collectives adopt adaptable security practices and strategies to mitigate risks and reduce the opportunities of aggression by perpetrators

2.1 Local to national state authorities take effective action to protect W/HRDs and their RDHR

3.1 Governments and their diplomatic missions actively support W/HRDs and their collectives on the ground and at international level

1.2 W/HRDs and their collectives reach out to and mobilise new allies and partners to create or strengthen their protection networks

2.2 National authorities open the space for the elaboration of a public policy to protect W/HRDs and their RDHR

3.2 Donors increase their support towards W/HRDs and their collectives, and shape their intervention according to W/HRDs realities

1.3 W/HRDs and their collectives implement strategies to influence authorities on protection agendas

2.3 Public policies are informed by best practices and research findings on protection

3.3 Civil society groups build an intersectoral movement to support W/HRDs protection networks and the RDHR

1.4 W/HRDs and their collectives contribute and draw from research findings to inform their protection practices and agenda

2.4 National authorities adopt comprehensive policies protecting W/HRDs and their RDHR

3.4 Society's acceptance of W/HRDs' role persuade perpetrators to refrain from violating the RDHR

1.5 W/HRDs and their collectives are increasingly sustainable

2.5 State authorities hold perpetrators to account to deter them from committing violations

Main strategies of intervention

Action-Research

A collaborative and reflective process of progressive problem solving implemented by PI and W/HRDs, their organisations and communities to improve the way we collectively address protection challenges.

Advocacy

To support W/HRDs when they speak out and exercise their RDHR, taking action to engage key stakeholders and duty-bearing authorities to address the sources of threats and aggressions and improve their situation.

Awareness raising

To foster communication and information exchange in order to improve understanding of W/HRDs rights as well as mobilising key stakeholders, social actors, the public and ultimately duty-bearing authorities to bring about the necessary change in attitudes and behaviour toward the RDHR.

Capabilities strengthening

To support W/HRDs, their communities and CSOs to develop their capacities, abilities and competencies so they can exercise their RDHR without fear of attacks or reprisals. PI embarks on processes of strengthening the capabilities of W/HRDs, their CSOs and communities on non-violent self-protection through interventions that combine the facilitation of workshops and direct support on context and stakeholder analyses, risk assessment and security incident analysis techniques, PI facilitators aim at building trust and creating a safe non-discriminatory space that allows all participants to be heard.

Funding
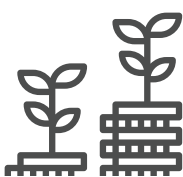
To support not only W/HRDs protection but also their organisational strengthening and sustainability, PI provides seed financial support through sub-granting to its local partners as part of its comprehensive accompaniment. The aim is to allow the immediate remediation to security vulnerabilities but also the medium to long term strengthening of organisational capacities in terms of financial management, fundraising or governance in particular, according to our local partners' needs and priorities.

Network and Alliance Building

Based on PI's "protection networks" methodology it is the process, embedded into their own social networks and existing practices, of strengthening the capacities on non-violent self-protection of collective subjects. It involves the establishment of new connections with supportive organisations and institutions, whether local, national or international, from all fields of operation in order to foster innovative solutions.

Risk Management

To support a process in which W/HRDs analyse and understand the realities and context in which they carry out their activities. PI's participative approach ensures W/HRDs buy-in in the process, their active role in sharing and assessing ongoing ad hoc security practices, as well as in developing and ensuring the implementation of security measures that aim to reduce the vulnerabilities and increase the capacities of their CSOs and communities.

6 ORGANISATIONAL DEVELOPMENT
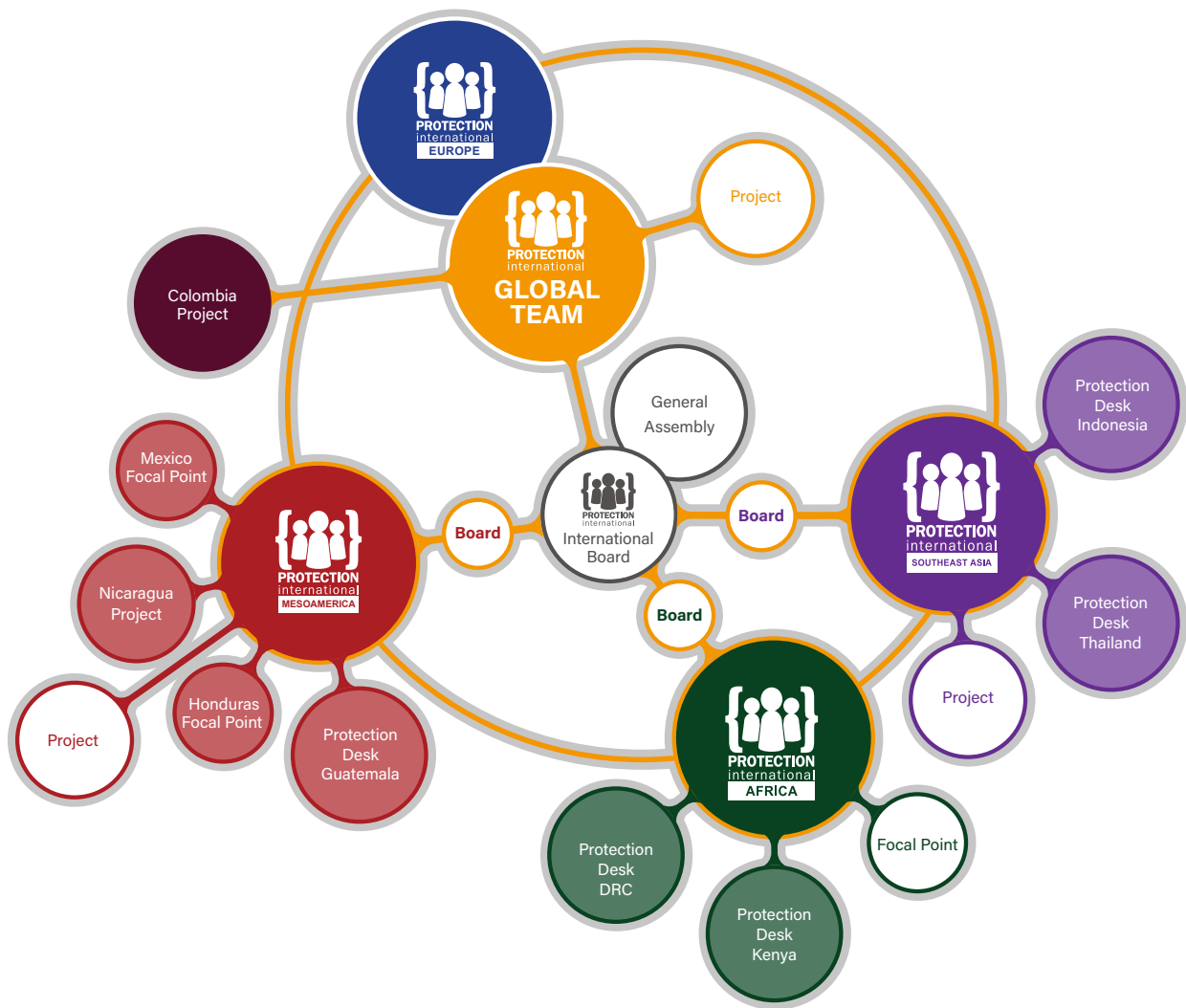
Under this Global Strategy, PI will seek more agility and expansion of its reach to support a higher number of defenders worldwide through a staged decentralisation process that will strengthen accountability of its internal processes, while reinvigorating PI's grass-roots ethos. PI will adjust its internal decision-making processes to harness PI's exposure and knowledge of the unique contexts surrounding defenders but also to be able to take decisions where they matter the most - close to defenders.

Thus, PI will gradually transform itself in a network of *Hubs* - regional presences with greater autonomy than the existing Protection Desks - which will work in a flexible manner

across several countries. PI's Regional Protection *Hubs* will have their own locally-based management and governance structures that will enable them to autonomously establish links with existing initiatives and promoting new initiatives in countries where needs arise in their region. The Regional Protection *Hubs* will remain part of PI as one organisation that works horizontally, actively contributing to shaping PI's intervention. PI's leadership will stay with its International Board, enlarged to accommodate a new governance structure that will ensure Regional Protection *Hubs* input into PI's strategic decision-making. A Global Team led by the Executive Director, will oversee the development of and coordination between the Regional Protection *Hubs* while ensuring that all are adhering to the Global Strategy.

A regional and decentralised structure will give PI the ability to react in real time, build more and stronger alliances in each region, and reinforce the capacity of its local teams. Expanding from its field presences - rather than from Head Office – seems a natural next step because of PI's identity and will allow PI to grow in the mid-term using its existing infrastructure, entering new countries and regions, without leaving others. In keeping with the philosophy behind the Protection Desk model, scrutiny of existing interventions will also be conducted to assess local capacities as well as the evolving political contexts. PI's exit strategy will be based on 2 principles: PI exits a partnership once capacities are in place and the partners' work is sustainable; and/or PI's exit does not have a detrimental effect on the W/HRDs and communities where we work.

PI's new country interventions will be based on Regional Protection *Hubs*' assessment of needs and opportunities at the local level and balanced with their capacity to deliver meaningful interventions which are consistent with PI's core values and methodology. Expansion to new regions will be initiated according to the same criteria and with flexible modalities. In this perspective PI will also consider new operationally-driven partnerships with other protection actors as well as intersectoral alliances.

In the next five years PI will set up between two to four Regional Protection *Hubs* – at a different pace and with some flexibility following a streamlined process which has been consulted internally and that will be further adjusted based on learning. PI Regional *Hubs* will stem from its current field presences and share their infrastructures – at least at the early stage. Meanwhile, PI will invest in strengthening greater internal human and technical capacities, while creating a tight network of peer-support and learning.

Taking forward this vision requires changes in systems, culture and ways of working in order to ensure that PI will transform in the organisation that it aspires to be, without losing focus on defenders at risk. In recognition of this, PI will:

▪ Strengthen its ability to analyse, learn and innovate through new knowledge management systems, promoting exchange across regions and cross-fertilisation of

ideas and experiences;

- Foster resilience of its committed staff and maintain a diverse and inclusive working environment across the organisation;

- PI will advance its understanding on gender equality and respect for diversity, institutionalising existing good practices and improved policies, while strengthening an organisational culture that promotes equality and respects diversity;

- Continue its efforts to sustain and further increase levels of funding, especially flexible funding, which will allow PI to allocate resources to support structural changes and the implementation of this strategy;

- Ensure that its use of resources is as efficient and effective as possible, by striving for sound financial management, robust accountability and transparency, while maintaining a zero tolerance policy on corruption.

7 PROTECTION INTERNATIONAL'S STRATEGIC FRAMEWORK 2019 - 2023

Specific Objective 1
W/HRDs and their collectives (organisations and communities) accompanied by PI are empowered leaders of their protection and sustainability

Strategies of intervention

EXPECTED RESULTS

1.1 80% of W/HRDs and their collectives have adopted situated security practices and strategies to mitigate and reduce the risks of aggression by perpetrators/vulnerability based on discriminatory practices;

1.2 70% of W/HRDs and their collectives have reached out and mobilised at least 5 new partners or allies to create or strengthen their protection networks;

1.3 50% of W/HRDs and their collectives have successfully implemented a strategy to influence authorities on protection agendas;

1.4 80% of W/HRDs and their collectives have adapted at least once their protection practices as a consequence from research findings;

1.5 50% of W/HRDs and their collectives have increased their ability to organise themselves sustainably.

Risk Management

Network and alliance building

Capabilities strengthening

Action-Research

Awareness raising

Funding

Advocacy

Specific Objective 2
State authorities respect, protect and fulfill the Right to Defend Human Rights (RDHR)[6]

Strategies of intervention

EXPECTED RESULTS

2.1 At least 15 positive actions to protect W/HRDs and their RDHR have been taken by local to national state authorities;

2.2 At least 5 spaces (direct dialogue) for discussions on a public policy to protect the RDHR have been opened by national authorities;

2.3 5 PI's best practices and/or research findings on protection are taken into account by national authorities in their processes to develop their protection agenda and public policies;

2.4 PI has advocated at regional and international level for comprehensive public policies protecting the RDHR to be adopted by national authorities in at least 6 countries;

2.5 PI has advocated for at least 20 perpetrators to be held accountable for their actions.

Network and alliance building

Action-Research

Awareness raising

Advocacy

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6   In countries where PI operates.

Specific Objective 3
Influential stakeholders support W/HRDs leadership on the RDHR

Strategies of intervention

EXPECTED RESULTS

3.1 70% of PI's advocacy on the ground and/or at international level towards governments and their diplomatic missions lead to positive action in favour of W/HRDs and their collective**;**

3.2 At least 5 donors have adapted their funding processes and practices to the realities and needs of W/HRDs and their collectives;

3.3 PI will have contributed to the creation and/or animation of an intersectoral movement from at least 3 different domains (sustainable development, climate movement, businesses, the arts, etc.) which is framing positively and supporting the work and role of W/HRDs;

3.4 The public discourse and media narrative on W/HRDs protection include reference to the Right to Protect Human Rights.

Network and alliance building

Funding

Awareness raising

Advocacy

PROTECTION
international

GLOBAL STRATEGY 2019-2023