

## STRATEGIC PLAN

2016-2020

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### Section 1 - INTRODUCTION

The ICJ Executive Committee has agreed the following Strategic Plan for the ICJ for the period of 2016-2020.

This Strategic Plan sets out those areas of work that the ICJ has identified as being most critical over the coming quadrennial to the ICJ's global role in advancing the rule of law and human rights. The strategy is developed with a view to ensuring that there is a tangible impact of the ICJ's work on those in most need of its support. The strategy maintains a clear continuity with its predecessor plan (2012-16). However, it is also tailored to take into account new prevailing realities and new opportunities, which is required to enable the mobilization of resources necessary to ensure a successful future for the organization. It also provides for the establishment of sufficient staff resources, a strong operational foundation and fiscal stability.

This Strategic Plan, supplemented with an Operational Plan and a Fundraising Plan, will be further developed by means of the ICJ's yearly planning cycle. This flexibility will allow management and the Executive Committee to monitor, evaluate, and set forth in greater depth the activities that support the ICJ's mission and strategies, while responding to the fluid environment in which the organization operates.

The ICJ seeks to be transparent in its activities. This Plan has been developed after wide internal consultation and is circulated to the ICJ network of Commissioners, ICJ Sections and ICJ Affiliate Organizations, as well as to donors and partner organizations. The Plan is published on the ICJ's website.

## **Section 2 - MISSION**

It is the mission of the ICJ:

- To promote and expand the rule of law as a dynamic concept indispensable to safeguard and advance civil, cultural, economic, political and social rights;
- To advocate for the independence of judges, lawyers and prosecutors, acting under the highest standards of ethics and professional integrity, and to assist members of the legal profession in carrying out their duties as primary guarantors of the rule of law and human rights;
- To work for the progressive development of international law and standards, particular in the area of international human rights, and to ensure their effective implementation at the national level;
- To work to ensure that the protective function of international human rights law is given full effect, particularly in relation to marginalized and disadvantaged people, through national and international procedures and mechanisms.

## **Section 3 - CONTEXT**

### **3.1 The ICJ**

Established in 1952, the ICJ is an independent, not-for-profit organization. The ICJ's overriding objectives, in accordance with its Statute, are to support and advance the Rule of Law and human rights; to advance the independence of the judiciary and legal profession and the administration of justice in full compliance with international legal standards; and to promote the global adoption and implementation of international law and standards that further human rights and the rule of law. The ICJ network consists of: up to 60 Members (Commissioners), who are distinguished jurists from all regions of the world and a wide range of legal traditions; Honorary Members; National Sections and Affiliated Organizations. The International Secretariat, based in Geneva and in regional and satellite offices, consists of the staff who carry out the objectives and activities of the Commission. The ICJ frequently forms strategic alliances with like-minded organizations to carry out coordinated actions, and brings to those alliances a powerful advocacy platform, capable of mobilizing efforts at the highest policy levels, and offering a vast diversity of legal expertise from all continents and legal systems.

In pursuing the objectives of its mission, the ICJ employs a wide spectrum of working methodologies, including conceptual studies on critical questions of human rights law; research and fact-finding at the national level; trial observations; advocacy with governments for legal and constitutional reform and changes in policy and practice; strategic litigation; capacity building addressed to the judiciary and legal profession, governments and civil society organizations; and advocacy with the UN as well as intergovernmental agencies of the OAS, EU, Council of Europe, ASEAN, African Union, and League of Arab States. The ICJ also uses a communication strategy and media as a tool for advocacy.

### **3.2. ICJ work and achievements**

The ICJ has, throughout its history, played a leading role in the elaboration, development and reinforcement of law and standards aimed at improved human rights protection, and many existing international standards can be traced back directly to initiatives by the ICJ. In its early years, the ICJ, in a series of high level studies and international Congresses, worked to define and clarify the principles of the rule of law. The highly influential 1959 Declaration of Delhi proclaimed the rule of law as “a dynamic concept the expansion of fulfillment of which jurists are primarily responsible and which should be employed...to safeguard and advance [human rights.]” Over the ensuing decades, the ICJ has contributed significantly to international standard setting and human rights institution building. These include treaties and other instruments addressing the independence of the judiciary; torture and cruel, inhuman and degrading treatment and punishment; the rights of the child; economic, social and cultural rights; enforced disappearances; remedy and reparation; and military tribunals in the administration of justice

Operationally, the ICJ’s work is based on two pillars, which complement and reinforce each other: the Legal and Policy Office, and the Regional Programmes.

The ICJ International Legal and Policy Office (LPO) focuses on specific areas of international law. The ILP programme of work over the next period includes the following thematic areas: Independence of Judges and Lawyers, Sexual Orientation and Gender Identity, Women’s Human Rights, Business and Human Rights, Economic, Social and Cultural Rights, UN Human Rights bodies and mechanisms, and Global Security and Rule of Law. The LPO also supports ICJ programmes by providing advice and support on substantive legal issues and policy coherence.

The ICJ Regional Programmes (Africa, Asia, Central America, Europe & Middle East and North Africa) focuses on advancing the rule of law and human rights through approaches specific to their domestic and regional contexts. The ICJ has regional offices in Belgium, Thailand, South Africa, and Guatemala, and country offices in Nepal, Tunisia, Zimbabwe and Myanmar, as well presences in a number of other countries. Parts of the ICJ’s Europe Regional Programme and Middle East and North Africa Regional Programme, operate from the ICJ’s Geneva office. The Administration of the ICJ is based in Geneva. More than half of the ICJ staff are currently based outside Geneva.

The establishment of an ICJ presence in the five regions has enabled the organization to gain a better understanding of the human rights situation at the country and regional levels and engage in ground level advocacy. It has also facilitated the development of stronger ties to civil society organizations and partners in these regions, and a deeper engagement with those organizations, as well as judges, lawyers, government officials, and regional INGOs. Such engagement has resulted in a greater impact of the ICJ’s work.

In 2012, the ICJ held its 17<sup>th</sup> World Congress at which it debated and adopted a Declaration on Access to Justice and a Right to a Remedy in International Justice Systems. The ICJ as whole, including its Commissioners, Honorary Members, National Sections and Affiliated Organizations, committed itself to working towards the establishment of new and strengthening of existing justice systems and mechanisms

in the African, Americas, Asia-Pacific, European and Middle-East and North African Regions and at the Universal level.

#### **Section 4 - STRATEGIC GOALS**

The Executive Committee has agreed the following five strategic goals to provide the content for the activities necessary to pursue the vision and mission of the ICJ:

- Strategic Goal 1    The Independence of Judges and Lawyers
- Strategic Goal 2    Access to Justice for All
- Strategic Goal 3    Accountability for Human Rights Violations and Abuses
- Strategic Goal 4    The Rule of Law and International Human Rights Standards and Instruments
- Strategic Goal 5    Domestic Implementation and Compliance

These five goals are cross cutting and reflect core objectives common to most of the thematic and regional programmes of the ICJ.

This section below presents briefly the rationale behind the five strategic goals. The key activities and output planned in support of each of these strategic objectives are contained in the Operational Plan for 2016-2020.

#### ***Strategic Goal 1: Independence of Judges and Lawyers***

4.1 An independent, impartial, competent, and accountable judiciary and legal profession is fundamental to the rule of law. Judges, lawyers and prosecutors help to secure the necessary checks and balances and are responsible for the fair and effective administration of justice indispensable to a democratic society in which human rights can be realized. Judges and lawyers who fulfill their role as protectors of human rights provide the foundation for ensuring access to justice, the right to an effective remedy and the fight against impunity. Their role is also key to ensuring the right to a fair trial. To perform this role judges and lawyers must act with the highest standards of professional competence and integrity, and exercise their duties responsibly and ethically. The judiciary must also be able to effectively and competently administer justice in order to ensure the functional operation of the rule of law. This role is particularly important to ensure that marginalized persons and groups gain access to justice.

The ICJ Centre for the Independence of Judges and Lawyers (CIJL) is the focal point for the ICJ's work in this area, working very closely with all ICJ thematic and regional programme teams. Drawing on global comparative perspective, the ICJ/CIJL will undertake legal and policy analysis for the further elaboration and effective implementation of international standards, in order to provide authoritative guidance to the legal profession, civil society and other stakeholders. The ICJ/CIJL will address a number of particular themes, including human rights and the rule of law in states of emergency and states of exception; military and other special tribunals and their potentially adverse impacts on the right to a fair trial; the responsibilities of the judiciary and the legal profession in times of crisis; the protection needs of legal professionals; the threats posed by executive or legislative interference on the judiciary; national legal training and capacity building; the undermining of fair trial

rights; and the role and responsibility of the judiciary in ensuring access to justice for marginalized groups and individuals.

A further area of concern for the ICJ/CIJL is the accountability of the judges and the legal profession for contributing to human rights violations, corruption and other misconduct. Where judges and lawyers improperly act to undermine human rights and the rule of law or in a manner that violates core ethical tenets of the legal profession, they must be held to account. In pursuing accountability, judicial independence must be zealously safeguarded, meaning that judges and lawyers must only be subject to sanction for misconduct or offences proscribed by law and must enjoy due process and fair trial protections, including judicial review. In this connection, the ICJ/CIJL will act to follow up on the 2015 annual Geneva Forum, devoted to reflection and action on issues relevant to judicial and legal independence and accountability.

### ***Strategic Goal 2: Access to Justice for All***

4.2 The realization of human rights, including their legal protection, requires that all persons are able to seek and receive the protection of the law. To this end, they must be able to access lawyers, courts and legal process. Persons seeking to ensure that States fulfill their human rights obligations or redress a violation must have access to an effective remedy and reparation for a violation. Similarly, effective remedies must be made available to those seeking to redress abuses arising from the conduct of businesses. Access to justice requires more than just courts. It also demands effective legal representation and assistance and practical means to make sure that the administration of justice can work for those who use the justice system. Persons, especially from socially or politically marginalized groups, face particularly steep challenges to accessing justice. Access to justice is likely to be pursued through distinct modalities in different regional, national and local contexts.

The ICJ, in particular, seeks to promote access to justice for the most marginalized and socially excluded: an emphasis on access to justice for all will necessarily address issues of poverty and discrimination. The ICJ will work with local and national advocates on assessing and overcoming obstacles that limit or impede access to justice, pursuing strategic legal interventions, capacity building and advocacy in the justice sector. The ICJ will also work to ensure that justice is pursued within the parameters and principles of the rule of law.

The ICJ will address human rights violations, such as systematic or prolonged arbitrary detention; torture or other ill-treatment; the lack of adequate provision of legal aid; the denial of equal protection or exclusion of minorities, indigenous peoples and marginalized groups; the denial of justice to migrants and asylum seekers; and, in general, human rights deprivation arising from extreme poverty, from a legal perspective. The ICJ will also focus on the protection of human rights defenders, in particular lawyers. It will challenge laws, policies and practices that sustain gender inequality and deny women, LGBTI and marginalized people equal access to justice. It will work to give practical effect to the justiciability of economic and social rights and access to justice in the context of business and human rights. The ICJ will also work to ensure the effective administration of justice through both the executive and judicial branches of government.

### ***Strategic Goal 3: Accountability for Human Rights Violations and Abuses***

4.3 Justice requires not only direct redress for victims of abuses, but also accountability for those responsible for abusing rights or failing to properly discharge their human rights obligations. Accountability is more than an abstract principle; it is necessary, among other reasons, to ensure that injustices are not repeated. The frequent failure to bring accountability for many of the most serious crimes and violations around the world has been a signal shortfall of international human rights efforts to date. The ICJ has historically worked to combat impunity, make the truth known, and ensure that persons responsible for human rights violations and crimes under international law are brought to justice and that remedy and reparations are provided to victims. The organization will continue to do so.

Accountability of State officials for human rights and international humanitarian law violations and other serious misconduct, such as corruption, is essential for the proper functioning of the rule of law. In a time of increased globalization and capacity for severe impacts on human rights by business enterprises, ensuring corporate accountability is similarly critical. Accountability requires not only the proper administration of justice, but also disclosing the truth and provision of reparation. In many States the lack of adequate provision in the law or weakness of justice systems and, in some instances, the lack of institutional or political will have resulted in widespread or systematic impunity. The absence of accountability necessarily deprives victims of full reparation and the right to the truth.

The ICJ will address the need to bring to justice the perpetrators of gross human rights violations and crimes under international law and enforce national and international court judgments on impunity and reparation. The ICJ will need to address and repair the serious strains on the rule of law, transparent democratic governance and human rights by the security-dominated public policies. The ICJ will continue to address the particular challenges posed to the rule of law and international human rights by the upsurge in counter-terrorism laws and measures, within and outside of armed conflict, many of which do not accord with international standards.

### ***Strategic Goal 4: Rule of Law and International Human Rights Standards and Instruments***

4.4 The ICJ, in its early years, pioneered the dynamic concept of the rule of law and ascribed a primary role for the legal profession in its fulfillment. The ICJ has always recognized international human rights law is ever evolving to respond to contemporary needs and realities. Following on these precepts, the ICJ has worked to identify gaps in human rights standards and has engaged with international systems and mechanisms to further their effectiveness. Among the most consequential of the present protection gaps lies in the area of business and human rights. Business enterprises constitute an enormous expression of organized power, capable of facilitating the fulfillment of human rights, but all too often bringing a negative impact to rights. At the international level it is now well accepted that much more is needed by States collectively to entrench a normative and operative framework to prevent human rights abuses by businesses and ensure remedies to victims. The adoption by the UN Human Rights Council of the Guiding Principles on Business and Human Rights was a step in the right direction, but an international treaty with legally binding provisions is necessary to ensure truly effective legal protection. The ICJ will engage

fully with the process underway at the UN Human Rights Council to elaborate such a binding treaty through sustained research and advocacy.

The ICJ will continue to intervene to enhance the effectiveness of the UN and regional human rights systems, applying lessons learned, undertaking analysis of the improvements needed for effective domestic, regional and international enforcement, and conducting international advocacy founded on this assessment. The ICJ will work to defend and strengthen the institutions of the UN Treaty Bodies, including the individual complaint procedures, and the UN Human Rights Council, and its special procedures. The ICJ will also look to continue to pursue its long-standing objective to establish a World Court of Human Rights, which would allow victims of human rights violations to seek justice through an international judicial body. The ICJ will work to ensure that emerging regional systems of protections, such as the League of Arab States Arab Charter and Arab Court of Human Rights and the mechanisms of ASEAN, are transformed into robust and effective systems of protection. Similarly, it will work to ensure that longer existing systems, in Europe, Africa and the Americas, are defended from politically motivated attacks aimed at undermining their effectiveness. The ICJ will continue to promote the objective that standards and procedures of regional courts and mechanisms, including in the European and African regions, serve to enhance, not undermine, human rights protections for concerned individuals.

### **Strategic Goal 5: Domestic implementation and compliance**

4.5 While generally seeking domestic implementation of the full range of human rights, there are nonetheless certain rights areas and contemporary challenges, on which the ICJ places particular emphasis. While working for the progressive development of international human rights law and standards, the ICJ understands well that many existing standards are not adequately or appropriately implemented and enforced in many countries around the world. In some States, the protections of international human rights law are available only to relatively privileged sectors of society, leaving marginalized or disfavoured groups exposed. In certain places, political and civil rights may be well incorporated in national law, but the protections of economic, social and cultural rights are neglected. The ICJ will look to identify and address gaps in national implementation of international human rights obligations in selected target countries. The ICJ will work, as appropriate, for implementation of human rights through constitutions, primary legislation, administrative rules, national policies, and the practice of duty bearers most directly connected with human rights protection. The ICJ emphasizes that judges have an essential role in ensuring compliance with human rights standards, even where the political branches of government have failed to perform their part in fully implementing human rights obligations in national law.

While continuing to advocate generally for the implementation of the entirety of international human rights treaties to which the targeted States are party, the ICJ will give particular strategic priority to certain rights areas in accordance with identified needs and opportunities. These will include, for example, the areas of detention, including the bases for deprivation of liberty and conditions of treatment; enforced disappearance; the right to life, particularly in the context of targeted killing in armed conflict and counter-terrorism operations; the right to privacy, particularly in the context of electronic surveillance in the digital age; freedoms of expression, assembly and association; the rights of migrants, including migrant children; and economic, social and cultural rights. The ICJ will give special focus on the respect, protection,

and fulfilment of these rights as they concern human rights defenders, indigenous people, women, children, migrants and marginalized and other socially excluded groups and persons.

## **Section 5 - INSTITUTIONAL DIRECTIONS**

### **5.1 Overview**

To carry out this strategic plan, the ICJ will need to ensure that it is institutionally fit for purpose. To that end, the overarching priority themes for ICJ institution building are:

- Human and Financial Resources management
- Media and Communications
- Governance and Network
- Programming

### **5.2 Organizational Integration and Human and Financial Resources Management**

The ICJ offices in Geneva and the regions will continue their efforts to become a fully integrated Secretariat.

The Finance and Administration programme will continue to play a critical role in supporting the effective implementation of the ICJ's objectives by fully aligning its strategies on Financial and Human Resources management with the ICJ's strategic goals and overall strategic plan.

The ICJ will continue to strengthen and further develop policies and systems to attract and retain highly qualified individuals in support of the Strategic and Operational Plans. Growth in staffing will be gradual and conditioned on appropriate and sustainable funding. Most new staffing arrangements, taking into account both strategic goals and cost-effectiveness, are expected to be situated geographically outside of Geneva. Expansion in geographical scope will focus on establishing presences without necessarily opening additional offices. The thematic programmes established within the Legal and Policy Office will evolve to allow for greater flexibility and mobility, with a view to effectively exploiting commonalities and creating synergies across and within projects.

Among others area of work, the following specific objectives will be addressed as priority:

- Transparent and equitable open recruitment through the established Recruitment Process;
- Harmonization of policies throughout the entire organization, with a level of flexibility to include regional and local specificities;
- Adaptation to local labour legal requirements;
- Revision of the compensation system to ensure equity and transparency; and
- Conflict management to build team spirit and collaborative approach to ensure sound working environment and minimize risks of workplace stress.

Moreover, staff competences will be assessed periodically and developed to ensure that they are appropriate to meet operational challenges. The ICJ will implement a training policy and establish a training budget to ensure appropriate staff development.

During the past strategic cycle, the ICJ improved its financial accountability by introducing accounting standards to provide for transparent financial information. The organization also developed a manual with financial guidelines and procedures to ensure better internal control and accuracy in financial information.

The ICJ will work to provide systematic and accurate financial information to enhance the decision making process in implementing its Strategic and Operational Plans. New methodologies will be implemented to facilitate planning in advance of the allocation of funds, and to manage the cash flow.

Specific area of works will include:

- Elaboration of accounting processes to ensure updated and accurate accounting data;
- Setting up reporting methodologies, including templates and covering reporting frequency, to ensure access to financial information to all concerned;
- Enhancing the information flow between Finance, Development and Programme teams, to elaborate budgets based on pre-established work plans; and
- Putting a system in place to ensure an efficient management of financial documentation; reduction of costs of storage; providing easy access to and control of documents; enable the sharing of information and facilitating and safeguarding its traceability.

A detailed Finance and Administration Plan has been prepared in conjunction with this Strategic Plan and the Operational Plan, with general and specific objectives for the department.

### **5.3 Media and Communications**

It is only since 2012 that that the ICJ again developed, strategically organized and monitored its media and communications activities. Therefore, the need remains to ensure the ICJ's expertise, authority and large collection of reference documents – books, guides, reports, legal interventions and position papers – are better known outside a specialized circle of human rights officials, diplomats, jurists, and activists.

The ICJ does not seek to develop media and communications activities similar to those of large international human rights NGO campaigning organizations. However, the ICJ will aim to enhance its profile, identity and visibility and broaden the scope of its communications activities. This will not only increase the reach of the organization in respect of its main usual target audiences, but will also assist fundraising and ultimately reinforce the overall impact of ICJ's interventions. It will also prompt media outlets to more frequently approach the ICJ, especially on issues where the ICJ has an authoritative voice.

The communications strategy aims to capitalize on the fact that human rights and rule of law concerns are perennial, regularly covered in the news and benefit from the sympathy and support of a majority of the general public. In addition, the ICJ is a

highly competent, solutions-oriented organization, which offers good opportunities to develop positive and constructive communications messages and approaches.

The ICJ's communications efforts also will address challenges such as providing precise and clear messages and focusing in greater depth on fewer priorities; making more accessible the often very technical language inherent to the organization's field of expertise, while retaining accuracy and promoting rule of law principles; and ensuring that internal processes are swift enough to meet media deadlines.

A series of principles inform and guide the ICJ's communications strategy. They include:

- Highlighting solutions to human rights problems (positive communications);
- Understanding and using contemporary trends in communications, such as the importance of visuals; testimonials; multimedia; direct, jargon-free language; and a regular flow of updated information;
- Using modern, interactive tools, such as social media (Twitter, Facebook, Vimeo, YouTube) and a performing, user-friendly website;
- Strengthening the ICJ brand, including clarifying the ICJ's objectives and values and promoting them through modern communications;
- Positioning the ICJ to achieve optimal impact;
- Ensuring that all the ICJ's messages are coherent within the ICJ network to ensure consistency of message;
- Building capacity in communications – improving communications skills of staff and developing a general understanding of the functioning of media;
- Sharpening the knowledge and understanding of the ICJ's main target audiences, especially their habits, channels of information, expectations and needs;
- Ensuring that all ICJ publications are strategically elaborated and developed, within a clear timeframe and following the ICJ branding, visual and communications guidelines and principles;
- Developing and maintaining close contacts with media outlets, and especially those journalists who have an interest in issues directly or closely related to ICJ themes; and
- In addition to proactive communications, enhancing and improving the ICJ's reactive communications to decisions, events, crises or other urgent human rights situation and to profile the organization's expertise, ideas, solutions and/or recommendations.

A comprehensive Communications Strategy has been developed in 2012 and exists as a living, regularly updated, document.

#### **5.4 Governance and Network**

One of the ICJ's specific contributions to the international efforts to uphold human rights is its ability to call on a range of Commissioners, Honorary Members and high level jurists from National Sections to provide substantive expertise and serve to enhance the authority of its interventions. These engagements will be developed further in the planning period and they will be more effectively integrated into the planning and implementation of projects and activities. In refreshing the composition of the Commission itself, the ICJ will continue to take into account a number of factors with a view to achieving an appropriate and equitable balance among the

Commissioner profiles. These factors will include geographic representation; gender, thematic expertise; and diversity of legal traditions. In addition, the ICJ aims to achieve an increased number of judges in the composition of the Commission.

The ICJ will continue and finalize its process of reviewing and revising the nature of its relationship with its National Sections and Affiliate Organizations. Relationship agreements will be adopted and implemented, with a view to ensuring better communications; more strategic coordination and cooperation; greater collective impact of mutual supporting work; and a strengthening of the ICJ profile and effectiveness. Outside of the Network, the ICJ will continue to work strategically with a number of other partners, including international and local civil society organizations, legal professional associations (bar and judiciary), National Human Rights Institutions; UN and other intergovernmental experts; and legal academics. The ICJ will seek to complement and not duplicate the work of these other actors.

## **5.5 Programming**

The ICJ acknowledges and affirms the need to improve its programming systems and processes. During this strategic period, the ICJ intends to have in place adequate systems toward this end, taking into account the requirements of major donors, their grants and accountability for un-earmarked funding.

A culture of grant and project management will be instilled within the regional and thematic programmes to ensure that projects are adequately planned, implemented, monitored and evaluated. Quality should be enhanced through a continuous learning process in order to achieve the planned and desired objectives and to inform future programmatic strategies. The conventional Project Cycle Management (PCM) tool will therefore be adapted to include Theory of Change elements to ensure that the process is not constrained by a purely prescriptive and linear approach. Capacity development assessments will be undertaken in all legal programmes to ensure that teams implementing projects have the preparation needed to reach the desired outcomes according to context and objectives. Adequate and uniform programming tools will be developed to facilitate field staff to follow the PCM and develop a general attitude of growth and expansion in programming. This should be flexible enough to cater for contextual adjustments and project specific requirements.

Knowledge management systems and procedures will develop across programs, regional and thematic, which will enable the ICJ to capitalize on success and learn from challenges faced. Continuous monitoring and evaluation of the effectiveness of the strategic goals, programmatic strategies and activities will be coupled with research on methodologies and the impact these have had on human rights and the rule of law. The rich history of the ICJ provides numerous examples by which to demonstrate the effectiveness of its methodologies and work.

## **Section 6 - FUNDING**

Diversification of funding sources remains a priority for the ICJ during this strategic cycle. The donor base servicing the 2012-16 cycles has not been adequate to provide the needed stability to secure progressive change. A healthy balance among sources - private foundations, government grants and international organization partnerships - will be sought. Securing longer-term and more substantial grants will enable the ICJ

to optimally fulfill the objectives set out in this strategy. To this effect, the ICJ will actively pursue regional and global grants.

The fundraising team will develop its capacity to map funding opportunities, identify pertinent and appropriate calls for proposals and respond to these through a more structured Programming process. Targeting calls will enable the ICJ to respond to specific thematic requests as per the five strategic goals outlined in this strategy.

The ICJ will develop a better capacity to understand and address donor priorities and needs, this will be done through mapping exercises and consultations. Donors will in turn be kept up to date on the evolution and implementation of this strategy. This process will be achieved through traditional tools such as donor meetings and publications, including annual reports, specific reports, factsheets. The ICJ will also pursue tailor-made interventions of donor interest, involving workshops or meetings, as well as reporting. Donors will be proactively approached with joint thematic and regional projects supporting the implementation of this strategy.

Strategic alliances with other organizations will be cultivated in order to open new sources of funding of greater significance and highlight the added value of the ICJ's approach and activities. These would include Memoranda of Understanding (MOUs) or consortia for specific proposal calls.

Specific regional and thematic fundraising plans will be developed to support the implementation of this strategic plan according to the needs and priorities agreed in the forthcoming operational plan.