



**International
Commission for
Dalit Rights**

ENABLE PEOPLE TO DEFEND DALIT RIGHTS AND PREVENT CASTE DISCRIMINATION



ICDR's Global Strategic Framework: 2025– 2030



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Executive Summary

Over the decades, the International Commission for Dalit Rights (ICDR) has fought to defend Dalit rights and Dalit justice ecosystem. The ICDR continuously build a collaborative global movement on Dalit Justice by providing a global platform for thriving partners, and communities across the Dalit justice ecosystem from both global south and global north and has sparked a caste debate in globally.

A quarter of the global population has been directly impacted by caste discrimination and inequalities, from South Asia to Africa, Japan to Europe, and the Middle East to America. Unfortunately, global actors and policymakers have treated caste as a local or national issue. That is the reason for establishing the ICDR: to establish Dalit rights as human rights and to globalize the fight against caste discrimination and inequalities, bringing together local, cross-national, regional, and global communities to build solidarity and power of social justice. In collaboration with our local, national, regional, and transnational partners, we are globalizing Dalit justice ecosystem against systemic caste discrimination and inequalities and raising awareness of the intersection of socio-economic and political exclusion, the climate crisis, poverty, labor exploitation, and all other forms of discrimination and modern-day slavery.

We and our allies have faced threats, harassment, intimidation, and violence while protesting caste discrimination and demanding equal rights and inclusive representation of Dalits and other marginalized groups in democratic institutions. Despite the challenges, ICDR has become stronger and a global leader fighting against systemic casteism and for Dalit rights movement. We believe that term ‘systemic casteism’ refers to the totality of ways in which caste discrimination is present in society. We use the term ‘systemic casteism’ to refer to the creation and perpetuation of caste disparities through structures, institutions, beliefs, and attitudes. We use the term ‘structural casteism’ to refer to the policies, laws and practices within the society and government that perpetuate caste-based discrimination and inequalities. Therefore, we fight to eliminate both systemic and structural casteism and inequalities to promote social equity, justice, and equality. ICDR will stand strongly against all types of repression and threats. We will join in solidarity with racial and social justice movements fighting caste and racial discrimination, injustice, inequalities, exclusion, and the climate crisis, as we work together for an inclusive, secure, just, and accountable society with dignity and equality for all.

ICDR’s Global Strategic Framework

Our strengths include local, cross-national, regional, and international networks and coalitions, subject matter expertise, and the resilience needed to fight caste and other forms of discrimination



and inequalities. Based on these strengths, ICDR's 2025-2030 strategic framework will build our capacity to promote social mobility, intervene publicly, use evidence-based advocacy, and strengthen resilience, bringing together our local roots with our cross-national, regional, and global reach.

ICDR will further advance non-discriminatory norms, rules, and practices so that people are protected, engaged, and secure and able to confront caste discrimination and inequalities. We will deploy our resources and empower our partners and allies to build strong bridges between diverse communities and movements fighting for equality, inclusion, and justice. We will support innovative partnerships and coalitions that strengthen the voices of Dalits, racial minorities, and other marginalized groups, including women, youth, and children.

ICDR will stand up for criminal, climate, economic, social, and gender justice, seeking to protect lives, reducing inequalities, address caste discrimination, and enhance inclusive representation of Dalits and other marginalized people in democratic institutions. Collaborating with diverse communities from global south to global north, we will design and promote principled, achievable human rights solutions that work for Dalit and underserved people. ICDR will advocate for diversity, equity, inclusion, and accessibility (DEIA) strategies, inclusive development and action by governments and corporations. We also will influence other systems of power and non-state actors. We have made noteworthy progress towards exercising responsible leadership of our social/Dalit justice ecosystem and strengthening the ICDR brand and collaboration.

Finally, we thank *Humanity United* for their grants and partnerships. We also appreciate *Mr. Mahendra Pandey*, Director at Humanity United, for his trust and technical support to develop the ICDR Global Strategic Plan for 2025-2030. Without their efforts, this would not be possible to shape and implement this global strategic plan. Additionally, we are thankful to all our partners, coalitions, and stakeholders, including government and non-government agencies, who have trusted us and shared their resources to achieve our organizational goals over the decade. We also appreciate our board, advisors, technical experts, staff, and volunteers/interns for their valuable leadership, contributions, and efforts.

D.B. Sagar
Founder and President

Rick Gold
Chair, Board of Directors



Vision, Mission, and Values

Vision

ICDR envisions a just and inclusive society with equal rights and dignity for all.

Mission

Our mission is to provide leading data sources and legal tools for social / inclusive development, evidence-based and data-driven advocacy with status and trends to eliminate systemic and structural caste¹/race discrimination, exclusion, and intersectional inequalities in South Asia, the United States and globally.



Our Values

The Strategic Plan is guided by six foundational values that form the basis of our organization's vision and guide our work:

- **Diversity:** We elevate the voices of all interfaith and inter-racial communities, especially with those working for nondiscrimination and the intersection of justice and caste-, climate- and gender- equality and inclusion. We promote DEIA strategies through our partnerships and community support and services.
- **Equity:** We believe civil society, corporations, donors, and governments should apply equity to promote fair and equitable access for those facing intersecting inequalities due to caste, race, gender or lack of voice and representation.
- **Inclusion:** We believe the inclusion of Dalits, racial minorities, and underrepresented² people in decision-making leads to a more inclusive and accountable society. Inclusion is not only the recognition of the issue, rather it is the proportionate representation of Dalits, racial minorities, and underrepresented people. ICDR believes socio-political

¹ The term “caste” comprises systems of domination, exclusion, exploitation, and discrimination. Caste discrimination is a form of race-, color-, ancestry or national origin-, and work and descent-based discrimination. They are also described as “excluded”, “underrepresented,” “at-risk,” or “vulnerable.”

² They are also described as “excluded”, “underrepresented,” “at-risk,” or “vulnerable.”



- inclusion plays a catalytic role in equal representation and equal access to public services and justice systems.
- **Evidence-based advocacy:** ICDR is committed to providing impartial evidence by generating data and developing/providing legal tools. The Caste Freedom Index (CFI) will advance data-driven decision-making and evidence-based research and advocacy, promote social mobility, and improve public policy interventions from local to global levels.
 - **Gender Equality:** We apply gender equality as a cross-cutting objective across the organization and its programs. Gender equality advances social mobility and improves public policy interventions affecting the intersection of gender and caste.
 - **Innovation, Collaboration and Co-creation:** Our success depends on mutual trust and sharing our resources through innovation, collaboration, and co-creation at all societal levels. We will enhance our capacity to collaborate with diverse coalitions and strengthen partnerships with public organizations at all levels.



ICDR's Evolution

The ICDR mobilizes the global community to fight against systemic and structural caste discrimination and protect Dalit justice ecosystem. We have stayed true to our core goal of promoting the rights of Dalits, racial minorities, and other marginalized communities around the world. With over 300 partners and allies across the globe, ICDR collaborates, networks, and provides technical support for its partners, and relevant stakeholders, such as civil society, government agencies, and communities, as they strive to promote caste freedom, equal opportunities, rights, dignity, and justice. We investigate, expose discrimination, educate, and mobilize the public; provide community services; and campaign to leverage changes bias justice systems and inclusive democratic systems and institutions. ICDR staff consists of professionals,



including lawyers, development practitioners, policymakers, advocates, country experts, journalists, and academics of diverse backgrounds and nationalities from both global south and global north.

ICDR applies Dalit justice ecosystem as a holistic framework to eliminate systemic and structural casteism across the various sectors by providing data/information and legal tools that promote rule



of law, justice, equality, inclusion and accountability with dignity and respect for all.

To implement this framework, ICDR has been implementing Dalit Justice Initiative with a funding support of Humanity United, a US-based philanthropic organization, and in partnership with national, regional, and

international organizations in Asia and the USA/Globally. The Initiative is a cross-portfolio and multiple stakeholders engagement program throughout South Asia (Bangladesh, India, Nepal, Pakistan, and Sri Lanka) that targets 300 million Dalits, tribes, and racial minorities populations. Our long-term outcome is to promote social equity, and caste freedom, the inherent dignity, equality, and rights of underprivileged, racial minorities and Dalit people through collaboration, innovation, inclusion, cross-cutting, and evidence-based approaches by engaging variety of stakeholders, including civil society, progressive allies, policymakers, and international actors.



ICDR provided 37 Media/Journalism Fellowship for Dalit and Pro-Dalit journalists in South Asia (India, Nepal, Bangladesh and Pakistan), America and Africa for a feature reporting from remote areas; speak out on behalf of those in underprivileged and marginalized communities; denounce violence, injustice, and human rights violations against Dalit and disadvantaged people; and provide the proper media coverage to raise awareness and stimulate an in-depth analysis on the ills of caste-discrimination and inequalities. ICDR has been working to strengthen the institutional capacity of its allies and government bodies such as National Dalit Commission of Nepal and Nepal Police to develop

Operational Policy/ guideline for “Dalit Cells” within the Nepal Police across Nepal. Similarly, we provided technical support to Federal Parliament’s Sustainable Development Goals and Good Governance (SDGG) Committee of Nepal to organize a national strategic workshop to draft



‘National Dalit Rights Legislative Resolution,’ which was adopted by the Federal Parliament of Nepal in 2023. ICDR has established several regional partnerships and collaborations as part of the Dalit Justice Initiative. ICDR has convened a regional taskforce of South Asian civil society organizations, legal aid groups, and lawyers to review existing and proposed legislation related to protecting and promoting Dalit rights in South Asian countries. This taskforce includes the National Confederation of Dalits and Adivasi Organizations (NACDOR) of India, the Dalit NGO Federation (DNF) of Nepal, Dalit Human Rights Defenders (DHRD), India, Bangladesh Dalit Excluded Rights Movement (BDERM), South Asia Research Institute for Minorities (SARIM) in Pakistan as well as Asia Pacific Social Forum (APSF) and World Social Forum (WSF) 2024. We provide technical and legal support by engaging the global legal community and building equitable partnerships for strategic human rights litigation, advocacy, and policy reforms. Humanity United’s grant has also helped ICDR to advance the ICDR’s organizational growth, excellence, and resilience at all levels.



COVID-19 Emergency Relief Program. COVID-19 pandemic created one of the most dangerous situations in modern history. As a responsive social service organization, we created a *COVID-19 Rapid Response Taskforce Team* that includes state-wise focal team to coordinate, serve, manage, and fundraise for COVID19 impacted residents in the United States and South Asia in response to COVID-19 recovery. The goal of this program is to leverage community-centric solutions with a broader collaboration and engagement of community-based organizations and residents who could share available resources to support emergency relief and their knowledge or information that would allow residents to become aware of, get access to, or further their understanding of how to



navigate programs or processes related to COVID-19 recovery. More importantly, ICDR led its efforts to enforce inclusive and non-discriminatory laws during the relief distribution and management procedures by the government entities and

international development agencies related to the COVID-19 crisis in South Asia. We built awareness for residents about equal access and protection from public services to assure that the COVID-19 pandemic response enforces inclusive and anti-discrimination laws and ensures equal access to the resources needed for recovery, especially for the most vulnerable sections of society, who have historically been exploited and have faced systematic social exclusion, exploitation and discrimination based on caste, race, national origin, ancestry, gender, and descent. In 2021, with Humanity United funding support and ICDR fundraising efforts, we in collaboration with local governments provided food, shelter, financial assistance, and medical supplies that saved the lives of 3500 families, particularly the underprivileged sector of society as well as a large community of Nepali people who suffered from the second wave of the pandemic.



Fighting Against Caste Discrimination in Global North and globally. ICDR established the Coalition against Caste Discrimination in Global North to globalize caste debates in the Global North and globally. We submitted a policy motion and legal arguments to the Equal Employment Opportunity Commission (EEOC), the Civil Rights Division of the U.S. Department Justice, U.S. Department of State and U.S. Department of Labor. The Coalition asked these agencies to recognize and enforce caste-based discrimination, which was already prohibited by Title VII of the Civil Rights Law and the Constitution. We started the litigation side of activities by filing a complaint with the New York State Division of Human Rights against caste-based discrimination in the workplace since 2017. ICDR filed a lawsuit with the New York field office of the EEOC, asking it to investigate caste-based discrimination and unfair treatment in the workplace in New York. Lawmakers in Seattle have already banned caste discrimination, the California legislature passed a law that gave residents legal recourse against caste discrimination, California’s Governor confirmed that state law already prohibited caste discrimination, and many more progressive allies and policymakers have been collaborating to ban caste discrimination in the United States and around the world.

Global Conference Defending Dalit Rights. In 2015, we organized a *Global Conference Defending Dalit Rights*, where we engaged civic organizations, policymakers, and democratic institutions to combat caste discrimination and inequalities at all levels. Several notable activists and thought leaders in the realm of human rights, including U.S. Congresswoman Eleanor Holmes Norton and a progressive American philosopher and a candidate for 47th President of the United States Dr. Cornel West, are declaring solidarity with Dalits, and helping bring greater attention to their plight by participating with the conference and call-to-action. The conference developed the “Dalit Rights Global Declaration 2015,” a global advocacy framework to fight caste discrimination and establish Dalit rights as human rights in the contemporary world. One of the thematic sessions of





the conference was to identify opportunities to strengthen the power of Dalit women by linking organizations dedicated to gender equality and women's empowerment with those dedicated to fighting caste, race, work, and descent-based discrimination.

Global March against Caste Discrimination. ICDR, in coalition with civil rights groups, Ambedkarize organizations, organized the Global March against Caste Discrimination from the White House to Capitol Hill in Washington D.C. and around the world. Our objective was to call the US Congress to pass a “Binding Resolution against Caste-based Discrimination” and the White House to endorse the “UN Principles and Guidelines for the Effective Elimination of Discrimination based on Caste [Work and Descent]” established by the UN Human Rights Council (A/HRC/11/CRP.3).

ICDR came into existence on March 21, 2006 – the International Day of the Elimination of Racial Discrimination. On that day, a meeting of leaders and activists in London, UK, announced the formation of ICDR as a global organization that would lead, defend, and promote the dignity and rights of Dalit people and other racial underprivileged and marginalized communities worldwide. At this meeting, the attendees endorsed ICDR's General Charter. The General Charter expresses ICDR's vision to provide leadership to promote the rights of diverse, underprivileged populations and to collaborate with efforts to establish, protect, and strengthen Dalit rights around the world. The General Charter was meant to support and accompany other international human rights conventions, such as the Universal Declaration of Human Rights (1948), the International



Covenant on Civil and Political Rights (1966), and the International Convention on the Elimination of All Forms of Racial Discrimination (1969). ICDR's ability to bring together the foremost Dalit rights leaders, experts and the organizational capacity of the global leadership will

be central to our efforts to drive inclusive solutions, prioritize evidence-based evaluation and data driven approaches to empower people, and reduce the risks and impacts of caste-based



discrimination, inequality, injustice and conflict or instability for communities affected by caste and climate crisis and labor exploitation.

Theory of Change

IF

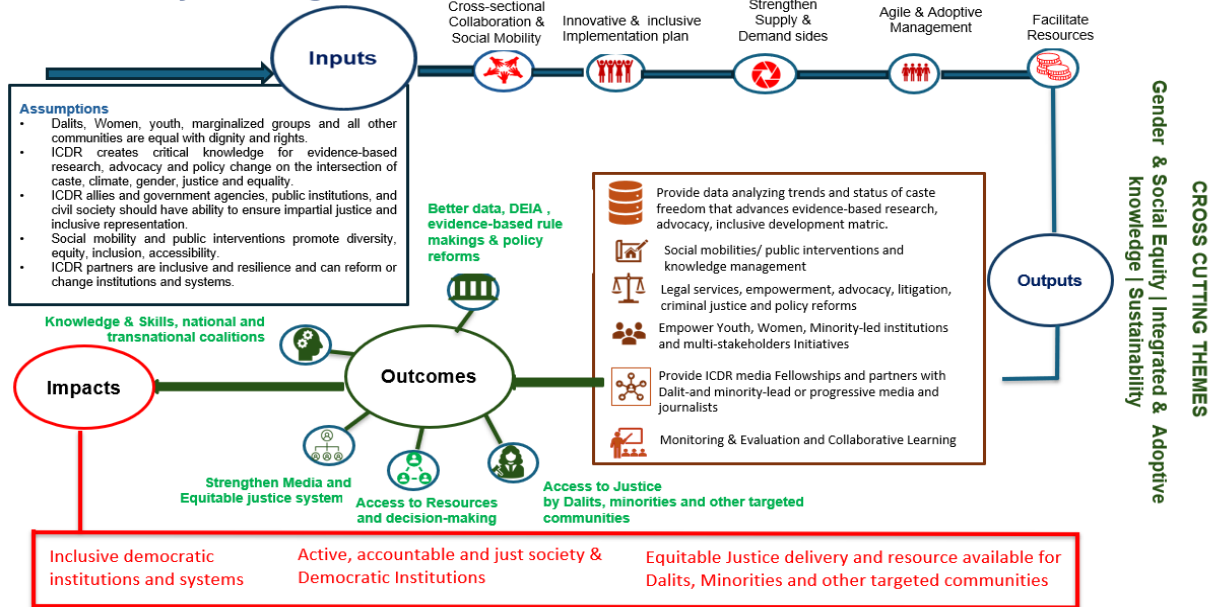
- ICDR applies transformative strategies and evidence- and human rights-based approaches to advance caste freedom, social equity, DEIA, and the rule of law, and to promote inclusive development, institutions, and systems.
- ICDR provide data and legal tools for formal or informal justice delivery actors and advocates, empowers civic organizations, and provides affordable legal services and independent data sources to combat caste discrimination.
- ICDR examines socio-political barriers, public policies, accountability mechanisms, and governmental protection for Dalits and other marginalized.
- ICDR identifies key goals and priority program activities, levels of effort, and social and human capital required to effectively conduct programs and initiatives.

THEN

- Democratic institutions and systems will become more inclusive and accountable.
- Society will become more active and just.
- Justice services will be delivered more equitably to justice to Dalits, minorities, and other marginalized communities.



ICDR Theory of Change



Strategic Goals

Our 2025–2030 global strategic framework represents a path for meeting the immediate needs of people experiencing caste-based discrimination and inequalities while promoting their inclusion in democratic institutions and societies. We will also address the unfolding climate crisis, implementing DEIA strategies, supporting journalists, and providing legal education and social services. ICDR will collaborate and coordinate with other organizations to lead the global Dalit rights movement and help it uphold the rule of law, human rights norms, and nondiscriminatory laws and practices at local, national, regional, and global levels. We will provide data by demonstrating the trends and





status of caste freedom on a country-by-country basis. This data will offer impartial and credible information to benefit rights-holders, advocates, and policymakers, promoting data-driven decision-making practices and evidence-based advocacy and evaluation. ICDR 's program activities will strengthen social mobility and facilitate public policy interventions in the following global priority areas:

Goal 1: Generate critical data source to promote caste freedom, intersectional caste-racial justice, social equity, and accountability.

Goal 2: Drive innovative legal solutions to defend caste/race biased justice systems and promote access to justice and Dalit justice ecosystem.

Goal 3. Strengthen our ability to deliver Dalit (civil/human) rights challenges.

Goal 4: Promote charitable social enterprise/ services to sustain and advance organizational excellency.

Goal 1: Generate critical data sources to promote caste freedom, intersectional justice, social equity, and accountability.

By 2030, governments and civil society organizations will adopt data-driven and evidence-based policy reform frameworks, non-discriminatory laws and implement DEIA strategies that address the intersection³ of inequalities and discrimination based on caste, race, color, ancestry or national



origin, or gender, and provide humanitarian support to those affected by the social exploitation and climate crisis. For the next five years, ICDR will continue to generate critical data sources and knowledge that will help advance intersectional justice, social equity and human

³ Intersectionality refers more than one terms or conditions of systematic discrimination, inequality and exclusion based on caste, race, nationality of origin, ancestry, work and descent or gender, sex and belief.



rights reforms, inclusive development, and government and corporate accountability around the world.

Output 1.1. Caste Freedom Index (CFI):

ICDR's CFI will be a leading data source for social and/or inclusive development metrics, evidence-based advocacy, and data-driven policy reform to eliminate caste discrimination and intersectional inequalities. We will gather and analyze data and information of caste discrimination and provide data and evidence with status and trends to government and non-government actors so that they can reform bias justice systems and legal instruments. The index consists of six human rights factors that are further disaggregated into 40 sub-factors, relying on several data sources. It provides key information on how caste discrimination and inequalities are experienced and perceived by the public, particularly Dalits and other caste-oppressed communities globally. The Index will help policymakers, justice sectors, business leaders, government officials, media, and civil society activists by providing evidence and data to reform bias laws and prevent caste discrimination and inequality. We have already started developing the Caste Freedom Index in South Asian countries and will roll out it globally.

Goal 2: Drive innovative legal solutions to defend biased justice systems and promote access to justice in Asia.

ICDR aims to provide legal service capacity building training and litigation tools to 1050 lawyers and legal associates from South Asia by 2030. As a result, access to affordable, high-quality legal services will be increased significantly; and legal service providers across South Asia will be better equipped to meet the legal needs of complex and caste-biased justice delivery systems, from defending caste and all other forms of discrimination, ensuring more people receive the legal representation they deserve. This initiative overall





objective is to provide innovative legal solutions to strengthen and expand the ability of legal service providers to defend biased justice delivery systems, increase access to justice and promote overall Dalit Justice ecosystem in collaboration and co-creation with communities, civil societies, and a range of stakeholders at all levels.

South Asia is home to the largest, approximately 300 million Dalit population in Asia, including other underprivileged populations who have been facing wide range of systematic discriminations, and they need affordable or pro-bono legal assistance to defending themselves. ICDR knows that access to justice and affordable legal services remain limited. ICDR along with other local, national, and international delivery agencies, Universities, private law firms, will address the urgent need for legal service capacity of lawyers and justice delivery agencies, especially representing Dalits and other underprivileged populations in South Asia. We will explore innovative legal solutions ICDR will strengthen/expand the legal ability of lawyers and legal service providers to meet the complex and growing demand for affordable legal assistance by providing capacity building training and support for legal actors from targeted populations in South Asia.

ICDR understands that this initiative is a critical opportunity to expand access to legal services and representation nation and cross-nationwide, and at affordable cost, as well as to empower legal representation from Dalit and other underprivileged populations to be able to represent their own community members in justice delivery proceedings.

Output 2.1. Dalit Justice Initiative:

A key objective of the Dalit Justice Initiative is to create lasting legal capacity for Lawyers and legal actors from Dalits and other underprivileged populations within South Asia. Beyond legal capacity building, the initiative sought to strengthen institutional infrastructure and embedding criminal litigation expertise within selected individuals and organizations. This initiative is designed as an investment in human capacity and network building across the region. By prioritizing the recruitment, training, and retention of lawyers, the initiative recognizes that sustainable access to justice requires strong, well-professional knowledge in case processing. This



evidence-based and people-centered approach will equip organizations with the skills, infrastructure, and resilience needed to continue service communities long after the initiative conclusion.

This initiative represents a significant step towards closing the gap between the demand for legal services and the capacity of providers to meet that demand. By investing in legal capacity, South Asia will strengthen its infrastructure for justice delivery systems in a way that will have lasting effects.

Accordingly, ICDR will provide legal litigation tools, knowledge, skills, and support for 1050 both formal and informal justice delivery actors, particularly lawyers from Dalit, racial minority, and marginalized populations to ensure equitable justice delivery, by providing a range of professional capacity building trainings, exposures, and platforms at cross-national, regional, and global levels. In the next five years, ICDR will focus on the following program activities under the Dalit Justice Initiative:

- **Provide** case investigation and litigation tools, frameworks, and strategic support to the legal community to defend discrimination and injustice against survivors and targeted communities.
- **Enhance** professional development support for Dalit Lawyers, justice defenders and justice delivery agencies and representatives at national, cross-national, and international levels.
- **Offer** technical assistance to national entities such as National Dalit Commission on trial monitoring, observation of cases, litigation, and government accountability.
- **Deliver** support to on-the-ground programs addressing discrimination, corruption, violence, inequalities, and exclusion as well as intersectional injustice.
- **Collaborate** with partner organizations to advocate for social, racial, economic and climate justice.
- **Engage** to enhance inclusive development and to implement DEIA strategies and promote equal participation of Dalits, racial minorities, and other marginalized groups in democratic institutions.

Sub-output 2.1.1. Prevent caste-based insecurity and labor exploitation:



As caste impacts globally, so too has knowledge of caste-based exploitation and social insecurity around the world, especially in South Asia. ICDR will scale up its work with businesses, governments, and communities to prevent caste-based labor exploitation, discrimination, inequalities, and insecurity as well as to promote equal opportunities and social equity for all. We will use our resources to provide skills, strengthen outreach, education, research, and advocacy for including caste under civil rights protections in the workplace. Governments, corporations, and other public entities have nondiscriminatory laws and DEIA programs in place that uphold and protect caste-based discrimination, equal employment, and corporate accountability to prevent labor exploitation and human trafficking. We will provide legal, policy and thematic expertise and research – at the global, regional, and national levels – to address the intersection of caste and labor exploitation, including child labor, forced/ bonded labor, insecurity, and human trafficking, and to address power imbalances in the changing global labor market.

Output 2.1.2. Caste and Climate Justice:

Caste and climate crisis are intricately linked, forming a complex interplay that significantly impacts communities, especially Dalits, ethnic and racial minorities, and nations globally. ICDR will invest in advocacy for caste-aware environmental and climate-focused policies, given that Dalits, ethnic minorities (such as the Adivasis, the Indigenous peoples of the Indian subcontinent) and marginalized groups are particularly vulnerable to the effects of the climate crisis in South Asia. Climate change, disasters, and the Covid pandemic have significantly increased risks for Dalits, minorities, and underprivileged Populations. States and corporations' exclusion of Dalits and marginalized groups have negatively impacted on their rights to access clean and renewal energy and to participate in decision-making processes to achieve climate justice.

Goal 3. Strengthen our ability to deliver Dalit (civil/human) Rights challenges.

We will strengthen our ability to deliver Dalit rights challenges as a collaborative solution to bring together diverse groups and issues into cross-national, regional, and global reach. We will support the efforts of activists and social movements to build more inclusive and equitable societies, where Dalits, women, tribals and racial marginalized people have dignity and equal rights.



ICDR's overall theory of change is that by publicizing the findings of systematic and impartial research into the facts of individual cases and broader patterns of Dalit rights abuse, we are able to equip our partners, associates, supporters, staff, volunteers and activists to exert public pressure on governments, corporate actors and others to take the human rights action needed to prevent abuses and advance enjoyment of all human rights for all.

We believe that impartial data and adequate legal litigation tools are driving solutions to changing the imbalance of socio-political power and revitalizing collaboration among the Global South, Global North, including national, cross-national, interfaith, interracial, and intersectional movements. Such collaboration has evolved into wider transnational and global protests of systemic caste discrimination and inequalities. These interventions will force policy actors to address caste discrimination and integrate Dalit rights into policies and programs.

By 2030, Dalits and racial minorities will directly benefit from social equity focusing on socio-economic justice and fairness regardless of their caste, race, gender, sexual orientation, religion, or other conditions. So that targeted communities shall be able to combat effectively against caste-based discrimination, inequalities and promote inclusive representation into democratic institutions through collective social mobilities and public interventions at all levels.

Within the period of the Strategic Framework 2025-2030, in support of its Dalit rights priorities, ICDR will strengthen and evolve the capabilities on which implementation of its theory of change depends, as follows:

Output 3.1. Advance Our Core Capabilities

Output 3.1.1: Enhancing Evidence-based Research and Advocacy

ICDR will work on range of civil / human / Dalit Rights and caste-based discrimination and inequalities issues, and/or in response to local and national human rights concerns that align with



ICDR's policies. We will adopt diverse research methods, techniques, tools, and quality assurance processes to ensure that we are fully meeting our commitment to improving the lives of those at the intersection of gender, caste and race and assuring their full inclusion in society.

- We will conduct impartial research and advocacy on caste-based employment and housing discrimination in the USA and Asia.
- We will produce high-quality and evidence-based research finding that are accessible to and engaging impacted communities, including women and youth.
- We will advance organizational capacity, tools, methods, networks, and collaboration with corporates, governments, and civil society.
- We will use innovative technologies, artificial intelligence and data-driven research methods, tools and techniques that are fully meeting our commitments, including climate and criminal justice, gender equality, and social equity.

Output 3.1.2: Strengthening Social Mobility Across South Asia

ICDR knows that social mobility and caste/racial/social equity have the power to transform the lives of Dalits, racial minorities, and societies. We will explore innovative and inclusive solutions in collaboration and co-creation with communities, civil societies, and a range of stakeholders at all levels. ICDR will go beyond simply responding to discrimination by anticipating and mitigating risks and enhancing social mobility and caste equity.

- We will use strengthening social mobility as a collaborative solution to bring together diverse groups and issues into cross-national, regional, and global reach.
- We will support the efforts of activists and social movements to build more inclusive and equitable societies, where Dalits, women, tribals and racial marginalized people have dignity and equal rights.
- We believe that public policy interventions are driving solutions to changing the imbalance of socio-political power and revitalizing collaboration among the Global South, Global North, including national, cross-national, interfaith, interracial, and intersectional movements. Such collaboration has evolved into wider transnational and global protests of



systemic caste discrimination and inequalities. These interventions will force policy actors to address caste discrimination and integrate Dalit rights into policies and programs.

By 2030, Dalits and racial minorities will directly benefit from social/racial/caste equity focusing on socio-economic justice and fairness regardless of their caste, race, gender, sexual orientation, religion, or other conditions. So that targeted communities shall be able to combat effectively against caste -based discrimination, inequalities and promote inclusive representation into democratic institutions through collective social mobilities and public interventions at all levels. ICDR continue to promote and collaborate with partner organizations on the following initiatives and solutions in the next five years.

Output 3.1.3: Delivering Convincing Media Advocacy

We will continue work alongside media and journalists, particularly those from Dalit and marginalized groups.

- We will provide ICDR Journalism Fellowship for 500 Dalit and pro-Dalit journalists and media to enhance evidence-based journalism and explore caste discrimination and inequalities.
- We believe this will help challenge power, make governments and corporations accountable, and ensure equal opportunity, fair justice, and inclusive democratic institutions.
- ICDR's Journalism Fellowship Program supports Dalit-led journalists who pursue in-depth stories that highlight urgent human rights and social justice issues in South Asia and share across the global community.



Output 3.2: Optimize our Organizational growth, partnerships, and Excellence.

Since ICDR's founding in 2006, we have been operating through the efforts of resolute part-time staff, consultants, interns, and volunteers. However, given ICDR's ambition and ongoing



programming, it is critical for ICDR to transform into a sustainable and well-resourced advocacy organization. We have received program funding from Humanity United for the years of 2023 and 2024. With Humanity United support, ICDR has developed its global strategic framework for 2024-2030 and has taken steps to improve organizational infrastructure, communications, and other systems. The ICDR team will also secure additional funding to support our programs and general operating budget and develop a revenue-generating social enterprise model.

Our priority focus will be on:

- Improving communications by expanding our online presence and producing regular and up-to-date content through newsletters and social media.
- Developing a robust fundraising and communications plan and other activities. We will secure additional funding to support field activities, direct services, research, and advocacy.
- Updating and optimizing ICDR's customer relationship management system, as well as increasing the effectiveness of financial and technological resource management.
- Developing and implementing robust individual fundraising and small business partnerships to grow our resources, maintain our independence, and ensure our funding is sustainable.
- Building strong relationships with small and individual donors. We will work to increase the monetary amount and encourage a greater proportion of donors to give bequests, thereby increasing legacy income.
- Diversifying our business/partnership strategies and the fundraising channels and markets in which we obtain considerable resources. However, simply doing what we have done in the past will not be enough.
- Significantly developing the movement's ability to access restricted income by developing a more nuanced and sophisticated approach to cultivating long-term relationships with restricted funders, including trusts, foundations, major donors, and multi-lateral sources. There is significant growth potential in restricted income, but this will involve a shift in ICDR's culture and ways of working, including the need to strengthen impact reporting to access these funds.



Goal 4: Promote charitable social enterprise/ services to sustain and advance organizational excellency.

We believe that ICDR as a nonprofit is a social enterprise, and it must have a revenue generating charitable social service model to be self-sustainable and advance organizational growth. We have developed a robust social enterprise model to generate revenue by providing affordable or low and pro-bono immigration legal and civil rights-related supports for racial minorities, low-income and indigent communities in an affordable or low-and pro-bono costs in the United States. We have built visibility and credibility through networking, collaboration, outreach, and community engagement activities to sustain and expand our services.

Output 4.1. Immigration Legal Services (“Service”) :

Immigration Legal Services, as a part of ICDR, provides direct immigration legal services to low-income, indigent and immigrant communities. The International Commission for Dalit Rights (ICDR) is a a leading civil rights and public service 501(c)(3) nonprofit organization with a strong history of advocating for the civil and human rights of marginalized populations in Asia and globally. We are now expanding our mission to serve immigrant communities in the United States, especially in the DMV area with high-quality, culturally competent, and affordable immigration legal services.

Our Mission is to provide affordable immigration legal services and civil rights-related educational services to diverse immigrant and low-income communities in the United States, especially the most vulnerable and underserved people that protect and unite families and their dignity.

Our Services

The U.S. Department of Justice (DOJ) recognizes us / the Executive Office for Immigration Review (EOIR) and Office of Legal Access Programs (OLAP) to provide direct affordable or low and pro-bono immigration legal representation through accredited representatives.

We assist with:

- Citizenship & Naturalization Applications - Family Petitions & Adjustment of Status



- Asylum & Withholding of Removal
- Employment Authorization
- Travel Documents / Advance Parole
- Temporary Protected Status (TPS)
- DACA, VAWA, and U Visas (victims of crime)
- Translations: gov't and judicial proceedings
- DEI (diversity, equity, and Inclusion) and education, civil rights advocacy, and immigration benefits.
- Referrals for complex matters, domestic violence, and social benefits

Social Enterprise Model

ICDR offers a fee-based service model with a clear Fee Waiver/Reduction Policy to ensure that no one is turned away due to an inability to pay, in accordance with federal poverty guidelines.

Why Partner With ICDR?

With decades of experience addressing systemic discrimination internationally, we understand the structural challenges immigrants face here in the U.S. Our trauma-informed, rights-based approach ensures compassionate and competent delivery service.

Operational Planning

ICDR must be ready to make tough decisions to prioritize implementation within this framework, depending on available resources. These decisions may require repurposing existing resources or delaying implementation until additional resources become available. Operational planning will play a key role in this.

- To help achieve Global Strategic Framework goals, ICDR headquarters (HQ) and offices at regional and global levels will develop separate Operational Plans that include measurable targets and sound costs.
- We will follow a bottom-up approach to operational planning, applying national and regional lens first as we operationalize the Strategic Framework globally.
- We will adopt a co-planning, collaborative approach, with partners, field offices, experts, and HQ teams working together.



- We will also adopt a participatory approach that enables involvement of civil society partners in these internal processes.
- We will take a capacity-building approach to strengthen our project management methodologies and evidence-based decision making in the planning and implementation process.

Monitoring and Evaluation

ICDR is committed to continual learning and improvement, including measurement of outcomes. We are working to further develop our systems for tracking and reflecting on our impact and refining our approaches. Enhancing our monitoring and evaluation system will only strengthen our strategic framework for delivering on our vision of a just and inclusive society with equal rights, and dignity for all. We will use this system to continually assess and adjust our strategic priorities.

We will refine and develop indicators that enable learning from the implementation of our 2024-2030 Strategy, focusing on activities that deliver the most meaningful outcomes and impact. We are committed to continually improving processes to collect, understand, share, and manage data that underpins this approach.

We will review the implementation of the Global Strategic Framework 2024 – 2030 in 2026 and 2029. These reviews will be based on annual implementation review reports provided by HQ.

The implementation review reports will include:

- An assessment of progress on the outcomes under the Priority Goals in the strategic framework.
- An evaluation of progress that is evidence-based across the organization and partners as mentioned in the strategic framework.
- Major emerging external and internal trends and developments that result in new opportunities or threats for further implementation.
- Reprioritizations and adjustments of our Goals and program activities, and their budgetary consequences and operationalization.



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