

**Justice and Reparation
for Survivors of Torture**

REDRESS
Ending torture, seeking justice for survivors



**2030
STRATEGY**

INTRODUCTION

The goal of REDRESS is to deliver justice and reparation for survivors of torture, strengthening the prohibition of torture and preventing repetition, and ultimately protecting survivors from further human rights violations.

REDRESS brings legal claims on behalf of survivors of torture, combining casework with legal policy advocacy and communications to challenge the underlying reasons for torture in a strategic approach.

From 2026 to 2030, REDRESS will deliver projects in five programmes of work. These include our two core programmes for **Justice** and **Reparation**, two thematic programmes challenging torture related to **Dissent** and to **Discrimination**, and our **Solidarity Programme** with which we support and amplify the movement against torture.





OUR NEW INITIATIVES

REDRESS will develop new initiatives on critical issues relating to torture.

This will include new work to challenge the torture of **climate defenders**, and expose the torture of **journalists**.

We will call out the torture and ill-treatment of **refugees and migrants**, and challenge governments who seek to return them to countries where there is a risk of such violations.

We will pursue our innovative work to promote **financial accountability** to provide reparation, and the creation of **reparation funds** to deliver it.

We will promote the **participation of survivors**, and support and amplify the movement against torture.

A SURVIVOR-CENTRED APPROACH

As one of our core values, we will promote a **survivor-centred approach**,

through more survivor participation, by developing the co-creation of projects with survivors and partner NGOs, and by promoting the inclusion of lived experience at REDRESS.

The 2030 Strategy sets out our priorities for the next five years, which respond to the context faced by the movement against torture, our areas of expertise, and the opportunities that are available.

Some of this work is already underway, and some of the innovations will depend on securing new funding. We will produce annual plans that set out how we are delivering the strategy and which projects we are taking forward. We will enhance our **communications and digital engagement** to share our experience and impact.

By using our **expertise and experience** to collaborate with our partners around the world, we can galvanise the movement against torture to secure justice and reparation for survivors.

THE CONTEXT

40 years after the adoption of the United Nations Convention against Torture, research suggests that torture and ill-treatment still take place in more than three quarters of the countries in the world. Torture is a pernicious and systemic problem which will only be eradicated with the dedicated commitment of the movement against torture.

We are at a critical moment for human rights, where fears of the rise of authoritarian governments have been realised in many nations, producing attacks on the rules-based order, the institutions of international justice, and on the concept of human rights itself.

Despite this, the movement against torture still has strong allies, both within key institutions and amongst the general public, with opinion polls showing that support for the absolute ban on torture still remains high, even if it might waver.

The use of international justice mechanisms, including the International Court of Justice, the International Criminal Court, and universal jurisdiction in national courts, has increased, with hundreds of cases being investigated and prosecuted.



© FEDRA Studio (CC 2.0). Protest in Milan against the high costs of the Milan Expo 2015 amid economic hardship, which escalated into clashes with police.



STRENGTHENING ACCOUNTABILITY FOR TORTURE

There has been a significant rise in efforts to document torture and other crimes to a criminal standard, setting the foundations for future accountability, which is likely to be further enhanced through artificial intelligence.

There are new global standards for accountability, including new restrictions on trade in the tools of torture. There is a lively debate on the value of reparation, with new national and international mechanisms being created in response to conflicts.

The increase in the use of Magnitsky Sanctions has created a new mechanism for survivors of torture to obtain some form of interim reparative measures. At the same time, the Ukraine conflict has galvanised law reform to encourage the repurposing of assets of perpetrators as reparation. There are new routes to hold corporate en-

tities accountable for enabling torture. In many countries, civil society has responded to the situation with renewed vigour and energetic campaigning. New structures have been put in place to support the movement against torture, and there is a greater understanding of the importance of survivor participation. In the last few years, governments and institutions have accepted the need for full participation of survivors, and have started to move beyond words to actions.

Yet the challenges are real.

CHALLENGES TO JUSTICE AND THE RULE OF LAW

We cannot assume that the absolute ban on torture and ill-treatment will remain universally accepted.

States have begun openly declaring that they have used torture, and there is a resurgence in relying on “national security” exceptions. Governments seek to send refugees and migrants to

face torture or ill-treatment, and extraterritorial torture has again become part of US practice. Neither can we assume that the international bodies that oppose torture and support human rights will be protected, including the UN mechanisms and the International Criminal Court (ICC).

Many countries are turning their backs on universal principles of humanitarian and human rights law, with many governments seeking to undermine these normative frameworks. With the growth of authoritarianism in formerly democratic countries, and an economic climate that discourages financial support for these bodies, there is a growing backlash against progressive values.

Across the world there is more conflict than there has been for decades. Despite the widespread use of torture in many of these conflicts and its pervasive use as a general tool in policing and prisons, justice and accountability remain elusive, with relative impunity for perpetrators.

Despite more UN inquiries and enhanced civil society documentation efforts, the number of convictions is still relatively small.

Governments still claim immunity for senior officials and visiting dignitaries involved in violations, and to prevent civil claims for reparation. Many countries claim to support justice but refuse to hold themselves to account. These double standards erode trust in the global institutions responsible for rights protection, weaken arguments for the universality of human rights, and limit the diplomatic influence that States can deploy to prevent torture.

REPARATION AND ACCOUNTABILITY

For many years there has been a gap between the promise of reparation in international law and its delivery in practice. This reparation deficit is mainly caused by a lack of political will, but also a lack of funds for compensation. At the same time, there is

renewed interest in repurposing the profits of torture for the benefit of victims, including through an EU Directive, and also in the creation of reparation funds, such as the International Claims Commission for Ukraine.

Restrictions on civil society space around the world are making it difficult for those who dissent to be heard, and governments use torture and ill-treatment to suppress protest and activism, often using counter-terrorism frameworks. Journalists and human rights defenders are targeted for their work, particularly in the field of climate and environmental justice, further chilling non-governmental responses.

Many survivors are subjected to discriminatory torture, including sexual and gender-based torture in conflict and in non-conflict situations, primarily against women. The police in many countries target LGBTIQ+ individuals for torture and ill-treatment.

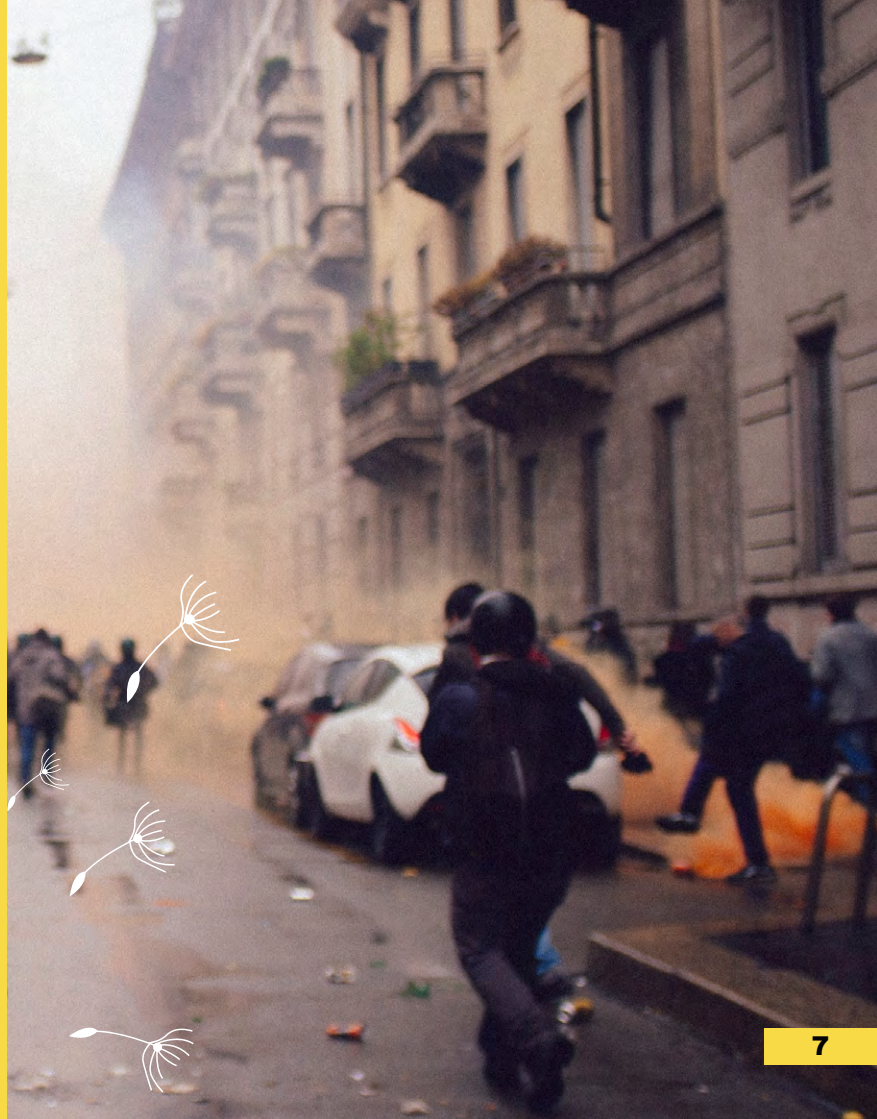
Governments single out refugees and migrants in an attempt to deter

them, including through brutality on migration routes, and forced returns despite the risk of ill-treatment, or off-shore detention in prisons that fall far below international standards and are beyond the reach of the law.

RESPONDING TO EMERGING CHALLENGES

The movement against torture struggles to be heard in a crowded space, despite the huge impact that individual NGOs around the world are able to achieve. Funding has also become difficult, and groups may not have the necessary skills to operate in a challenging environment. Survivors often can't participate meaningfully in processes for justice and reparation.

There are examples of public opinion, particularly amongst younger people, shifting towards tolerance for torture. At the same time, traditional news media is no longer able to exert much influence, and artificial intelligence is likely to be much more relevant in shaping the public debate.



HOW WE WILL RESPOND

OUR FOCUS AREAS

REDRESS will seek to respond to these challenges in five areas of focus: Justice, Reparation, Dissent, Discrimination, and Solidarity.



JUSTICE

Obtain justice for survivors, and hold perpetrators accountable.



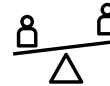
REPARATION

Deliver remedies and reparation for survivors.



DISSENT

Challenge torture used to suppress protest and dissent.



DISCRIMINATION

Obtain accountability for torture against marginalised and excluded groups.



SOLIDARITY

Promote survivor participation and galvanise the movement against torture.



OUR VISION AND MISSION

The vision of REDRESS is a world without torture.

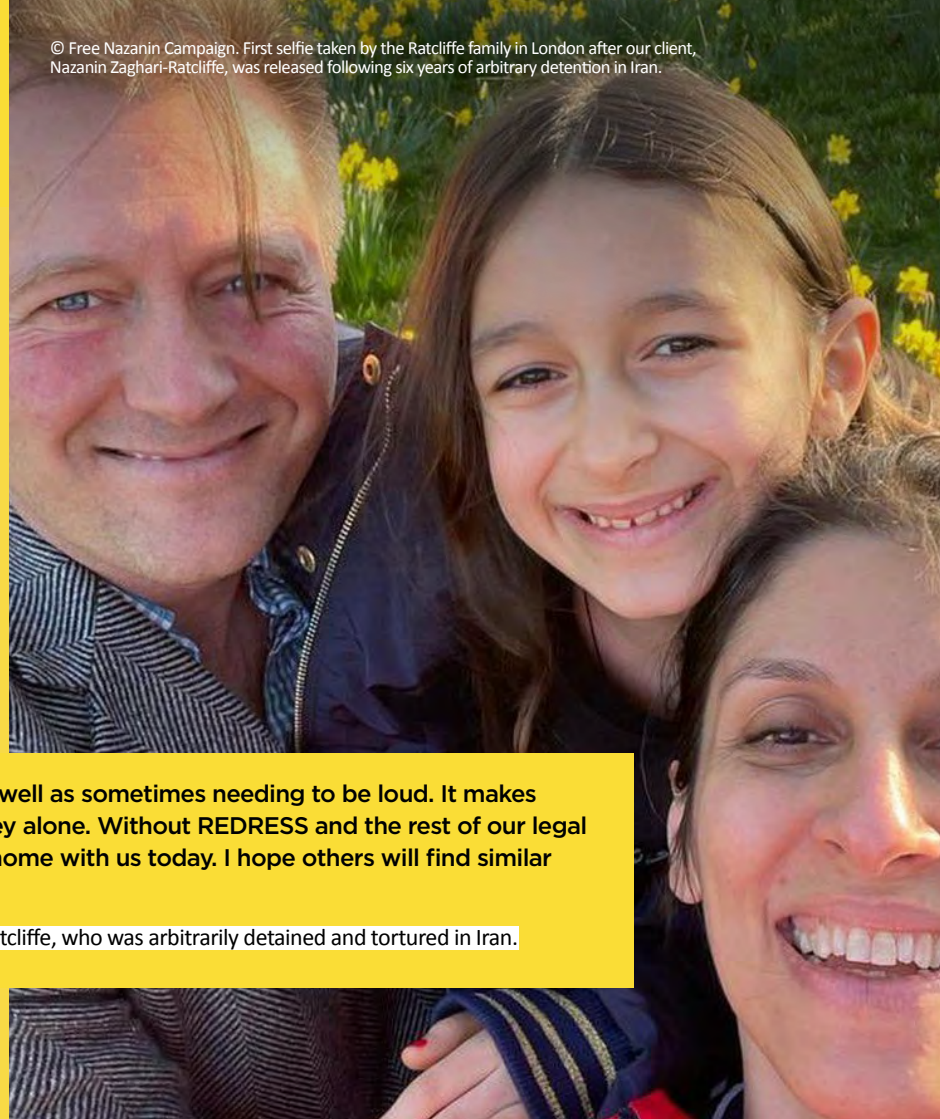


Our mission is to deliver justice and reparation for survivors of torture, challenge impunity for perpetrators and advocate for legal and policy reforms to combat torture.

JUSTICE

The central work of REDRESS is to bring legal claims on behalf of survivors of torture, with their effective participation. The overall objective of this work is to obtain justice and reparation for survivors, hold perpetrators accountable, and ultimately deter and prevent torture.

Through this work we will also support some of the justice and human rights structures of the international rules-based order, and promote the reasons why torture and ill-treatment are wrong in all circumstances.



The law needs to work in quiet ways as well as sometimes needing to be loud. It makes such a difference not to walk this journey alone. Without REDRESS and the rest of our legal team, I do not think Nazanin would be home with us today. I hope others will find similar support in the injustices to come.”

Richard Ratcliffe, husband of Nazanin Zaghari-Ratcliffe, who was arbitrarily detained and tortured in Iran.

Justice for Survivors of Torture

We will use strategic litigation to deliver justice and reparation for survivors in the UK, the Netherlands, and around the world, including in response to crisis and conflict situations, against governments, individual perpetrators, and corporate actors. We will:

- pursue civil and human rights claims,
- instigate and support prosecutions, and
- facilitate Magnitsky Sanctions designations.

International Accountability

We will deploy our legal expertise and work with national and global partners to promote accountability for international crimes. We will:

- support the effective documentation of torture, including through the use of new digital tools,
- develop specific accountability projects in priority country situations, including those in conflict, and
- build our ability to respond to crisis situations with urgent legal work and policy advocacy.

Promoting Reform

We will use policy advocacy to reform structures, laws, and procedures to promote justice. We will:

- develop international standards that support justice and reparation, including for universal jurisdiction, and to restrict amnesties and immunities,
- defend and strengthen courts and other justice mechanisms, including the regional systems, UN mechanisms, and the ICC, and
- encourage leadership against torture, including by challenging laws and policies that undermine the absolute ban.

REPARATION

REDRESS works to develop international standards for reparation, including compensation and measures of non-repetition, and to ensure survivors of torture can secure it. We aim to provide reparation for both communities and individual survivors. The overall objective of this work is to deliver remedies and reparation for survivors.

© REDRESS. The late Leopoldo García and his wife, Elena, with Juan Pablo Delgado of the REDRESS legal team at the Inter-American Court of Human Rights, where the Court decided, for the first time, a case involving a living survivor of torture under Pinochet's dictatorship.



To the Government of Chile, with full and humble hearts, we wish to express our deepest gratitude for the recognition and apology given in honour of Leopoldo and our family's suffering during Chile's long and painful years of dictatorship...

To REDRESS, we are profoundly thankful for your tireless dedication, compassion, and perseverance in pursuing justice when it felt impossible. You stood with us in truth, and because of that, Leopoldo's story—and the stories of so many others—will not be forgotten."

Extracts from a letter of gratitude from the **García family** following an apology ceremony by the Chilean State on 10 October 2025.





Realising Reparation

We will work with national partners to realise the right to reparation in practice. We will support:

- the development of international standards for reparation,
- the implementation of decisions awarding reparation, including safeguards against torture as measures of non-repetition, and
- the practical measures needed to deliver reparation.

Financial Accountability

We will pursue our ground-breaking work to promote financial accountability and repurpose assets as reparation. We will:

- identify perpetrator assets that can be repurposed as reparation,
- encourage governments to repurpose fines, forfeitures, and seized assets to provide reparation for survivors, including through the effective transposition of the EU Directive on asset recovery and repurposing, and
- expose the role of enablers and their responsibility for torture and other human rights violations.

Reparation Funds

We will support the creation and effective operation of survivor-centred judicial and administrative reparation funds, including:

- international and regional funds, such as the ICC Trust Fund for Victims, and the International Claims Commission for Ukraine;
- national funds, including for Ukraine, Chad, and Syria, and
- explore the creation of novel reparation funds, such as a free-standing litigation reparation fund, and a torture survivors' fund in the United Kingdom.

DISSENT

“ I’m so proud to have played a part in setting a legal precedent for women and human rights defenders. It’s a huge relief to have received this type of recognition of the injustices I suffered.”

Libyan women’s rights activist **Magdulein Abaida**, after winning an unprecedented UN decision in 2022 in a case brought by REDRESS.

“ I want to obtain justice in my case to set a precedent, so that many other victims can also seek justice. There are too many human rights abuses in Mexico, and we need to shed light on all of them. I also want to draw international attention to the threats to freedom of speech in Mexico.”

Oliver Acuña, a Mexican journalist and client of REDRESS. He was tortured and imprisoned for a crime he did not commit, to silence his investigative reporting on corruption.





REDRESS represents those who are tortured because they dissent, including protesters, human rights defenders, and journalists. We do this through strategic litigation and policy advocacy, including in crisis and emergency situations. The overall objective of this work is to obtain accountability for torture used to suppress dissent and to restrict civil society space, with a focus on three areas:

Protest

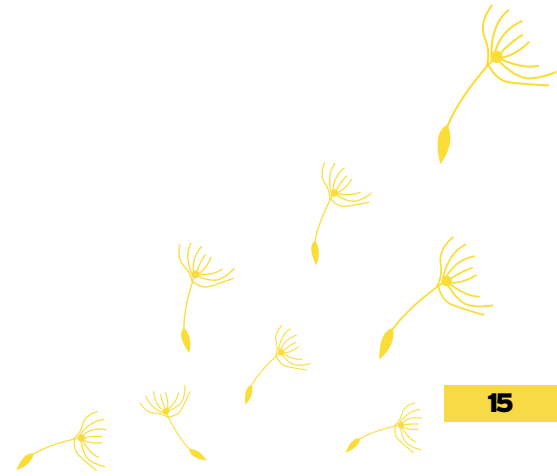
We will challenge torture used against activism and protest, through strategic litigation and policy advocacy in key jurisdictions.

Journalists

We will challenge the torture of journalists, and work with the media to draw attention to the problem.

Human rights defenders

We will challenge the torture of human rights defenders, with a focus on climate and environmental defenders.



DISCRIMINATION

“I’m very grateful to everyone who made this possible. I have no words to describe how I feel... After everything I’ve been through, at last a court believes my testimony.”

Azul Rojas Marín, a client of REDRESS, Promsex, and CNDDHH, who was raped, beaten, and verbally abused by Peruvian police because of her sexual orientation, reacting to the judgment of the Inter-American Court of Human Rights in her favour.



© Promsex. On 3 November 2022, the Peruvian State apologised to Azul Rojas Marín, a client of REDRESS, for the violation of her human rights; the first time it had apologised to a member of the LGBTQI+ community.



REDRESS works to call out discriminatory torture, when vulnerable groups are targeted, and to expose false narratives presented against them. The overall objective of this work is to obtain accountability for torture used against marginalised and excluded groups, who in many cases will face intersectional discrimination. Our three focus areas are:

Sexual and Gender-Based Torture

We will challenge sexual and gender-based torture, including in conflict, and promote mechanisms for reparation and accountability.

LGBTIQ+ Torture

We will challenge torture based on sexual orientation or gender identity, and promote law reform to prevent repetition.

Migration

We will challenge the torture of refugees and migrants on key routes and in detention centres, protect the absolute ban against return to torture or ill-treatment, and seek accountability for those who are returned and subsequently tortured.

SOLIDARITY

We will prioritise survivor participation to facilitate direct access to decision-makers to influence laws and policies, and to the global movement against torture, nurturing an ecosystem of collaboration and mutual support.

We want to amplify the combined impact of our Solidarity Partners to demonstrate that torturers will face justice, and that survivors can obtain justice and reparation.

We want to work with survivors, communities, and partners to develop our projects. The overall objective of this work is to promote the participation of survivors, and to galvanise the movement against torture within the ecosystem of human rights protection.



“We’ve seen protesters get arrested, and they’ve reported cases of torture. We’ve seen citizens taken from their homes and tortured... The grant we received supported our programmes to raise awareness of these issues, and specifically strategic litigation, which is one of the avenues that can be used by survivors of torture.”

Kavutha Mutua, Director of the Legal Caravan in Kenya and recipient of a United Against Torture Consortium grant awarded by REDRESS.

Survivor Participation

We will promote the participation of survivors and work with partners to:

- ensure holistic support and accompaniment (psychological, social, medical, and financial) for the survivors that we work with, where needed;
- facilitate participation in policy advocacy through coordination and skills sharing, and
- develop a robust methodology for the co-creation of our initiatives with survivors and NGO partners.

Support the Movement

We will measurably strengthen and amplify the voice and impact of the global movement against torture, including through our Solidarity Partners, the United Against Torture Consortium, and the Global Initiative Against Impunity. Our priorities are to:

- develop collaborative communication initiatives to promote key messages against torture, and the successes of our partners to obtain judgments, convictions, and reparation for survivors;
- deliver organisational strengthening to key partners on finance, communications, and operations, and
- provide financial partnerships for NGO partners in the movement against torture.

REDRESS in Practice

We will support a global community of practice for justice and reparation for torture, to share experiences and promote the practice of strategic litigation against torture. We will:

- provide knowledge management and information sharing (blogs, Just Reparation, podcast, practice notes, casebooks), including basic explainers on why torture is wrong;
- deliver litigation workshops and follow-up accompaniment, and
- nurture the next generation of movement lawyers and activists through a summer school and other initiatives.

WHERE WE WORK

REDRESS is an organisation based in London and The Hague which works with more than 100 national partners around the world to challenge torture. We also work with the [United Against Torture Consortium](#) and the [Global Initiative Against Impunity](#), which between them provide almost universal coverage.

Torture is a global problem, and to enable us to focus our work and ensure impact, we identify specific priority countries under our Justice Programme, and strategic objectives for each region. Under the 2030 Strategy we want to enhance the way that we can respond to crisis situations.

COUNTRY PROJECTS

REDRESS has cases and projects relating to torture and other human rights violations in more than 40 countries around the world, and works with national partners in each of them. We also identify situations where torture and impunity are a particular problem, and develop specific country projects to promote justice and reparation for torture, using criteria such as:

- Whether there is a need for our work, whether the issue fits one of our thematic priorities, and whether we can use our main techniques.
- What particular opportunities exist, including legal avenues and what impact we can have, based on our assessment of the situation.
- The practicality of delivering such a project, including whether there are strong national partners, and whether funding is likely to be sustained.
- Whether the situation has the opportunity to galvanise the global movement against torture.

We will maintain a geographical balance within country projects, and will identify confirmed countries and target countries in each two-year delivery plan.

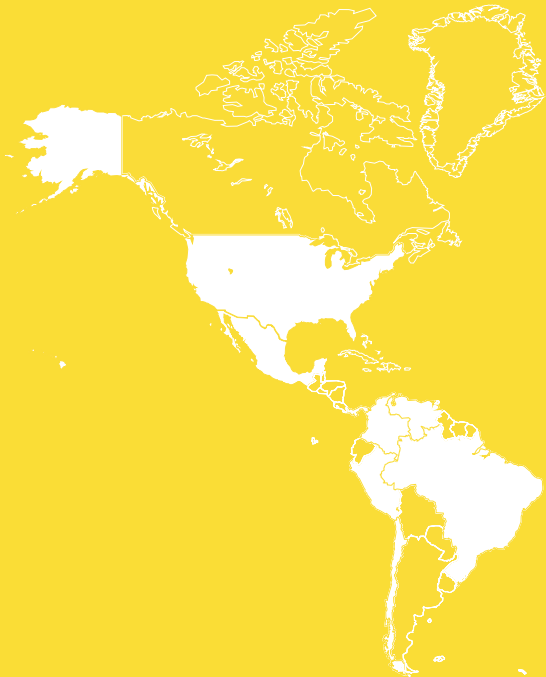
CRISIS RESPONSE

REDRESS is often asked to respond to urgent situations where individuals are facing an imminent threat of torture, or where conflict suddenly creates a real threat of widespread torture. This work can be highly effective but is difficult to support given other priorities.

We will respond to this by building our capacity to react in such situations.

- We have created a designated 'new initiatives fund' which allows us to allocate funding when needed. We will allocate further core funding to support this work, and source project funding to ensure it is sustainable.

- We will develop our legal skills and our advocacy resources to respond effectively to such a situation, including through **urgent legal claims** at national, regional, and international levels, and the ability to rapidly engage international mechanisms.
- We will allocate human resource capacity for **crisis response**, holding back some of the time of lawyers and others to be able to deploy them quickly when needed.
- Our communications team will build their ability to engage with key journalists at short notice to promote crisis cases promptly.



OUR TECHNIQUES

REDRESS deploys three primary civil society techniques to achieve our aims: strategic litigation, legal policy advocacy, and media and communications. We also facilitate survivor participation and movement building under the [Solidarity Programme](#).







HOLISTIC STRATEGIC LITIGATION AGAINST TORTURE

REDRESS has built a reputation for expertise in legal claims against torture. Our cases are strategic, as we seek to address the underlying causes that allowed torture to take place, and we use a variety of civil society techniques to bring about reform. Our work is holistic, as we aim to provide full mental health, psychological, and social support for survivors involved in the process.

We deploy strategic litigation in different ways, including:

- **Civil and human rights claims:** We develop cases that raise civil, constitutional, or human rights claims for torture. We support our national partners with their cases before the domestic courts, providing guidance on international legal standards and the necessary factual and expert evidence. We take cases to the regional human rights systems, the UN Treaty Bodies, and the UN Special Procedures, as well

as other innovative opportunities that arise.

- **Instigating Prosecutions:** We work with the police in specific countries including the United Kingdom and the Netherlands to encourage the prosecution of individuals for international crimes under the principle of universal jurisdiction.
- **Magnitsky Sanctions:** REDRESS has significant experience making submissions supported by open-source evidence to bodies in the UK and elsewhere to encourage them to impose targeted sanctions against individuals involved in human rights violations.

By 2030 we also want to develop our capacity to deploy strategic litigation in other ways:

- We will enhance our ability to deploy **legal responses in crisis situations**, including by supporting urgent actions at the national and international level, and combining the cases with policy work and communications.
- We will review, track, and enhance the way that we provide

legal, strategic, and technical advice on cases relating to torture all around the world.



LEGAL POLICY ADVOCACY

REDRESS supports strategic litigation with policy advocacy, to seek to change laws, structures, and procedures that either facilitate torture or prevent accountability. This includes work in the United Kingdom, in regional structures and bodies, at the United Nations, and supporting NGO partners to deliver national advocacy.

- **National advocacy:** We will further develop our policy advocacy in the United Kingdom, and support our national partners to deliver advocacy to national governments, including on specific projects.
- **Regional advocacy:** We will develop stronger policy relationships with the European Union and the Council of Europe on issues relating to accountability and reparation, including on Ukraine and universal jurisdiction across Europe.

We will enhance our engagement with the African Commission on Human and Peoples' Rights, in particular, to promote the implementation of reparation. We will continue to engage with the human rights structures of the Organisation of American States.

- **United Nations:** REDRESS works closely with key NGO partners with a strong UN presence. We maintain relationships with key individuals such as the UN Special Rapporteur on Torture, and other UN Special Procedures.

Under the 2030 Strategy we will enhance the way that we deliver policy advocacy, including through a commitment to promote survivor participation in this work.



MEDIA AND COMMUNICATIONS

REDRESS has significantly improved the quality and impact of its communications, including how we produce and promote our work, build our on-line presence, enhance our press cov-

erage, and how we connect with our supporters. We have strengthened our evidence-based communications, combining authoritative legal reports with punchier policy briefing papers and effective social media.

We will continue to build trust and credibility with media products that add value, improve our capacity to counteract misinformation in real time, and foster narrative shifts through community engagement and partner amplification. We will enhance our media and communication work in three areas:

- **Hope-based communications:** Traditionally, civil society has made the case for human rights by exposing abuses and invoking fear of a return to a darker past, which can create fatigue and desensitisation. Hope-based communications aim to change the narrative by telling the stories of the change we want to see. By focusing on the solutions, we make it easier to inspire people, change mindsets, and make it harder to justify inaction.

- **Effective messaging:** We will use hyper-targeted communications, including our REDRESS and Just Reparation newsletters, and a new REDRESS podcast, to sustain and grow our highly engaged audiences. We will use focus groups to refine our messaging and to evaluate public opinion on torture. We will also produce searchable explainers against torture to counter disinformation and provide reliable source material for AI engines.
- **Movement-led content:** Trust is increasingly built within communities. We want to amplify the voices of our Solidarity Partners, to promote their work and impact. We will collate and publish data on strategic litigation victories, prosecutions for torture, and reparations awarded, feeding into a global report on torture. We will engage survivors in co-creation. We will also amplify narratives and messaging through networks—including partners, coalitions, and communities—to sustain long-term narrative change.

OUR CULTURE AND VALUES

REDRESS has delivered concrete projects and activities to make sure we live our values. We will commit to further innovations for the next five years.

Our values are critical to support the culture of REDRESS, which is known for its expertise, for being collaborative with partners, and for being supportive towards survivors.





SURVIVOR-CENTRED APPROACH

REDRESS has developed the way that we work with survivors, encouraging survivor participation in our policy advocacy, creating a Survivor Advisory Group in the UK, and ensuring medical, psychological, and social support for survivors we work with, including through a remuneration policy. By 2030 we will:

- develop **survivor participation** as a specific objective under our Solidarity Programme,
- enhance the role of the Survivor Advisory Group to provide guidance to REDRESS as an organisation, and
- build our capacity to **co-create our projects with survivors**.



COLLABORATIVE PARTNERSHIPS

REDRESS works with more than 100 **Solidarity Partners** in more than 40 countries around the world, who are our key long-term and project partners. We work with the United Against Torture Consortium, and the Global Initiative Against Impunity. Our culture of collaboration enables us to have a much greater impact. By 2030 we will:

- further enhance our **project partnerships** through specific activities under the Solidarity Programme,
- enhance our **financial partnerships** with Solidarity Partners, to drive the movement against torture, and
- improve the way that we co-create and co-deliver projects with national partners.



EXPERTISE AND INNOVATION

REDRESS has a strong reputation built on expertise and innovation. This is maintained through **high standards in research and litigation**, and by the constant engagement of staff with national and international experts, academics, and practitioners. By 2030 we will:

- enhance internal training for staff, and build external training through new initiatives under the **REDRESS in Practice project** within the Solidarity Programme,
- use the **REDRESS Advisory Panel** to enhance our engagement with new ideas in the academic community, and
- ensure we can quickly respond to a situation with the delivery of innovative projects by making funds available through an updated reserves policy.

OUR THEORY OF CHANGE

Our theory of change is that we can use legal claims combined with advocacy, communications, and survivor participation to obtain legal judgments and leverage changes to law and policy that will produce justice and reparation for survivors.

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| Goal | The goal of REDRESS is to deliver justice and reparation for survivors of torture, strengthening the prohibition of torture by preventing repetition and ultimately protecting survivors. | | | |
| Objectives | Justice Obtain justice and reparation for survivors and hold perpetrators accountable. | Reparation Deliver remedies and reparation for survivors. | Dissent and Discrimination Obtain accountability for torture used to suppress activism and protest, and used against marginalised and excluded groups. | Solidarity Promote the participation of survivors, and amplify the movement. |
| Outcomes | Courts and States issue judgments, sanctions designations, and prosecutions for torture, to hold accountable governments, individual perpetrators, and corporate actors. | Courts and States realise the right to reparation in practice, through better international standards, the implementation of judgments, and practical reparation measures. | Torture relating to protest, human rights defenders, and journalists is exposed, survivors access accountability mechanisms, and States introduce measures of non-repetition. | Survivors participate effectively in justice processes and policy advocacy, which reflect survivors' priorities and lived experience. |
| | Survivors access accountability mechanisms for international crimes, including in conflict and crisis situations. | States promote financial accountability and the repurposing of assets as reparation. | There is greater exposure for sexual and gender-based torture, LGBTIQ+ torture, and the torture of migrants and refugees, survivors access accountability mechanisms, and States introduce measures of non-repetition. | The movement against torture is stronger and justice is seen and heard. |
| | States reform structures, laws, and procedures to promote justice. | States and international bodies support the creation and operation of judicial and administrative reparation funds. | | There is a vibrant community of practice for justice and reparation, through sharing knowledge and nurturing the next generation. |

ORGANISATIONAL OBJECTIVES

Our ambition is to be a well-run organisation with a positive culture built on our values, so that we can effectively pursue our mission. To deliver this strategy we will need to consistently maintain appropriate staffing levels and a corresponding budget.



Strategy Delivery

REDRESS will deliver this strategy through specific delivery plans, with the oversight of the Board of Trustees:

- A **financial and fundraising delivery plan**, including a multi-year budget, and specific proposals for the recruitment of additional staff.
- A two-year project delivery plan, updated each year, with priorities and objectives for each project, and for the charity, with a **fully-worked theory of change**.

Finance and Fundraising

The key elements of the finance plan to deliver the strategy include:

- A multi-year budget, setting out the financial trajectory of REDRESS, the staff needed to deliver the strategy, and an appropriate balance of core and project funding.
- An **enhanced reserves policy**, ensuring that REDRESS is in a strong financial position for the next five

years, with appropriate free reserves, and a designated fund for human resources costs and new initiatives.

- Developing our capacity to compete for and manage complex projects, allowing us to deliver the proposed work in the Strategy.

The fundraising plan will look to develop **new revenue streams** to ensure the long-term sustainability of REDRESS. The key elements of the plan include:

- A proposal to build our skills and capacity to develop major donor fundraising as a core element of our fundraising strategy.
- Producing specific proposal documents for each of our five programmes, to facilitate strategic fundraising, together with budget templates.

Promoting Lived Experience

REDRESS was founded by a survivor of torture, and we want to maintain

that legacy by promoting the value of lived experience throughout the organisation.

- Organisational culture: We will ensure that the organisation is an **inclusive environment for survivors**, including how we recruit staff, provide support to our staff, including for trauma, and manage high productivity with work-life balance.
- **Inclusion of lived experience**: We will promote lived experience across the organisation, for staff and management, and within our trustees and patrons.
- **Survivor Advisory Group**: We will develop an advisory role for the Survivor Advisory Group on the priorities, governance, and culture of REDRESS.

Equality, Diversity, and Inclusion

As an organisation working globally, the staff of REDRESS need to reflect the people we work with. Specific commitments are set out in our EDI Policy,

which is updated every three years. Our main objectives are:

- Culture: Define and promote **inclusive behaviours**, aligned with our values, including cross-cultural understanding.
- Training: Identify gaps in knowledge, agree priorities, and deliver staff training.
- Monitoring and evaluation: Deliver a **diversity audit** to identify key demographics that are under-represented, and monitor data from staff surveys on EDI.

People and Culture

REDRESS will continue to invest in its staff to ensure that we maintain a **positive work culture**, build our expertise, and develop staff skills.

- Satisfaction: Our staff want to be able to work on projects that are important to them. We will enhance the allocation of core funding to staff to allow flexibility.
- In-person and global: We will maintain our culture as an in-per-

son organisation through global recruitment, while also developing a cadre of REDRESS consultants who can support us worldwide on a long-term basis.

- Investment: We want to retain talented staff to fulfil our strategic goals. This means a competitive remuneration and benefits package, and investing in staff development to improve skills, including for people management skills.

Monitoring, Evaluation & Learning

To deliver our commitment to expertise and innovation, REDRESS will work to enhance how we continuously monitor and evaluate the impact of our work, and how we learn from our experience to improve what we do. We will:

- Develop a **full theory of change** including activities and indicators that applies coherently to all of our work, simplifying the development of new projects and outcomes-based reporting.

- **Enhance our quantitative evaluation**, with standard indicators, and better reporting of indirect and situational beneficiaries, and our **qualitative evaluation**, through a better understanding of impact and more case studies and narratives.
- Strengthen our evaluation of the impact of strategic litigation against torture, and the quality of our reporting.

Governance and Management

To **reinforce our governance** we will:

- Enhance the relationship between the entities in the United Kingdom, the Netherlands, and the USA.
- Enhance the involvement and participation of board members outside their governance role, and their diversity.
- Strengthen our processes to manage risk and regulation, and to manage crisis situations.

REDRESS

Ending torture, seeking justice for survivors



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