25 YEARS WORKING TO END TORTURE AND SEEK JUSTICE FOR SURVIVORS
Strategic Plan for the Period 1 April 2017 – 31 March 2020

REDRESS
REDRESS is an international human rights organization which works to combat torture and to support survivors in their quest for justice.

REDRESS prioritises the interests and perspectives of survivors in all aspects of its work. The highest priority in decisions and interventions is given to promoting survivors’ well-being and the avoidance of further traumatisation.

Collaborating with like-minded organisations is at the centre of REDRESS’ ethos. More can be achieved when forces are joined. Sharing of expertise within and between cultures and continents is a value that REDRESS seeks to promote as a goal in and of itself and as a means to maximise impact.

Vision: A world without torture
Mission: To seek justice for survivors of torture; to combat impunity for governments and individuals who perpetrate it; and to develop and promote compliance with international standards

THE CONTEXT IN WHICH WE OPERATE
There is a resurgence of xenophobic and insular nationalist agendas, a retreat from multilateral institutions and the international rule of law, the pandering of power and autonomy to major corporate interests and a backlash against human rights defenders in many countries. Global challenges linked to protracted conflict, poverty and inequality have spurred the mass movement of people seeking safety and security but obtaining very little of either. Continued terrorist threats fuel securitised responses which target disproportionately minorities and non-citizens. Torture is seen by some as a legitimate tool of the security apparatus.

There are many courts considering torture cases and more grassroots awareness of rights, which has led to slow incremental progress against impunity, including through the establishment of mixed specialised courts and tribunals. However, there remain some untouchable areas. There are certain countries where there are simply no justice avenues. Survivors still struggle to have their voices heard; their needs are often drowned out by other political demands, or because to meet needs is seen as too monumental a task. There are also certain issues which are too sensitive to address in some countries with otherwise functioning legal systems. These gaps underscore the need for international justice and mutual cooperation between states to address impunity, in addition to crucial local efforts.
WHAT ARE REDRESS’ STRENGTHS?

REDRESS has 25 years’ experience of working directly with survivors and grassroots communities as well as with senior policy and decision-makers within governments and regional and international organisations. It is well known and respected for its survivor-centred, quality outputs and collaborative partnerships with civil society groups in all parts of the world.¹

In 2016, REDRESS opened a new stichting in The Hague to extend our reach in Europe and our work with international justice institutions.

REDRESS brings:

- **Expertise** – Achieving justice for survivors is difficult politically, procedurally and legally. It is a long-term, resource-intensive exercise that requires commitment, attention to detail and clarity of thought. Expertise must be fostered and shared; it should be multi-disciplinary and collaborative.

- **Creativity/Vision** – The answers to the challenges to prohibit torture are not obvious; there is a need to seize opportunities and to think and act creatively and strategically.

- **Compassion** – There is a tendency to skirt over survivors’ needs or minimise them to smaller, ‘achievable’ bits; sometimes it is simply important to recognise that the task is hard. REDRESS seeks to meet expectations (which are also about respect for survivors’ dignity and empowerment), and not simply manage or limit them. Many different inputs are needed to help the entire person who has suffered torture and recognising the different facets is recognising the complexity of the human person. Too narrow an approach can be re-traumatising, ineffective and disempowering.

- **Collaborative advocacy** – advocacy should help amplify local voices not replace them. The causes of torture are not simply local however. The goal is therefore to help bridge the local and the international and recognising the need to foster the agency of local groups at the international and transnational level (in addition to the local).

OUR THEORY OF CHANGE: WHERE REDRESS CAN HAVE GREATEST IMPACT

**Our Key Messages**

- **No one should be tortured** [Our work is to end the targeted of marginalised groups on the basis of gender, religion or belief, sexual orientation, ethnicity, poverty, citizenship status]

- **No one should be exempt from accountability** [All torture practices must be sanctioned, including torture carried out in the name of security and placing persons at a real risk that they will be tortured by others. Immunities and other procedural bars should not prevent accountability for torture]

¹ Countries in which we have engaged on individual cases, training and/or collaboration include: Afghanistan; Algeria; Argentina; Bahrain; Bangladesh; Belgium; Burma; Cambodia; Cameroon; Canada; Central African Republic; Chad; Chile; Colombia; Congo, Democratic Republic of the; Cote d'Ivoire; Croatia; Cyprus; Ecuador; Egypt; Eritrea; Ethiopia; France; Gambia, The; Germany; Greece; Haiti; India; Iran; Iraq; Israel; Jordan; Kenya; Libya; Lithuania; Maldives; Mali; Mexico; Moldova; Morocco; Namibia; Nepal; Netherlands; Nigeria; Pakistan; Palestinian Territories; Panama; Peru; Philippines; Poland; Romania; Russia; Rwanda; Saudi Arabia; Senegal; Sierra Leone; South Africa; South Sudan; Spain; Sri Lanka; Sudan; Sweden; Switzerland; Tanzania; Thailand; Tunisia; Turkey; Uganda; Ukraine; United Arab Emirates; United Kingdom; Uzbekistan; Venezuela; Yemen; Zimbabwe.
- All survivors deserve justice – whoever they are, however many there are [We counter the narratives of ‘bad’ or ‘undeserving’ survivors. We must address the particular justice needs for survivors in the context of wide-scale or mass victimisation whether through conflict or state-sanctioned torture]

Our external strategies and priorities

1. Help survivors obtain reparation [We achieve this by litigation, practical support and advocacy. We empower survivors to develop their own narratives of harm, to participate in reparation processes and to take the lead in their own reparation initiatives]
   - REDRESS is refining its case selection strategy to ensure that it can reach those survivors with greatest need and those where it can make the greatest difference.
   - REDRESS will strengthen its in-house multi-lingual legal capacity and increase the advocacy capacity within its casework programme.
   - REDRESS will support its legal team by continued in-house training on interview techniques, case management and handling procedures, results-based thinking; dealing with trauma.
   - REDRESS will pursue models for multi-disciplinary partnering with the medical and social service professions and increase collaboration with victims’ associations, diaspora and advocacy groups.

2. Address systemic barriers to justice [Through advocacy, policy work and strategic litigation]
   - Within its case selection strategy, REDRESS will develop the modalities and improve its capacity to pro-actively support those cases which address systemic barriers to justice and have the capacity to set precedents or serve as catalysts for wider changes for the benefit of survivors.
   - REDRESS will ensure thematic linkages between its strategic casework and other modes of intervention, such as research, policy work, advocacy and capacity building.
   - REDRESS will support regional and international organizations working to support human rights and international justice institutions to contribute to standard-setting and in taking up systemic barriers to justice that are incapable of being adequately addressed at the domestic level.

3. Counter threats to the absolute prohibition of torture
   - REDRESS will engage journalist networks and produce advocacy materials to inform public debate and respond to exceptionalist arguments about the resort to torture.
   - Responding to torture threats posed by increased securitisation will be incorporated into strategic priorities for casework, focusing on the remedial framework for those most affected by such policies.

Our internal goals

1. Work with partners globally
   - Working in partnership within and across countries and disciplines achieves more and the results are more sustainable.
   - REDRESS will strengthen its own capacity to support partners in need, particularly human rights defenders facing reprisals for their work.
   - REDRESS will establish a Global Advisory Panel to help give advice and support to REDRESS’ work in different country contexts and in navigating national partnership dynamics.
   - REDRESS will continue to expand regional diversification of its partnerships and diversify the nature of organizations and entities with whom it works.
2. **REDRESS as a centre of excellence**
   - REDRESS will extend internal capacity building and promote excellence, creativity and dynamism.
   - REDRESS will promote a diverse and inclusive work force and Board of Trustees, multi-lingual and representative of the different regions in which we work.
   - REDRESS will continue to produce and disseminate thought-provoking, analytical policy reports.
   - REDRESS will expand collaborations with universities (through collaborative and multi-disciplinary policy-focused research; engagement with student clinics and in-house fellowship programmes; participation in seminar series and producing academic quality writing).
   - REDRESS will intensify monitoring and performance evaluation.

3. **Heightening visibility, making REDRESS’ work more accessible**
   - Embed communications and advocacy into all programme work to maximise visibility and impact.
   - Globalise communications work to communicate REDRESS’ worldwide work.
   - Maximise opportunities presented by REDRESS’ new website to be launched in end 2017.
   - Use REDRESS’ 25 year Anniversary Year – commencing 10 December 2017 to underscore key messages, extend networks of support and improve funding.

4. **REDRESS in the city of international peace and justice - maximise the potential of new Dutch stichting**
   - REDRESS Nederland will be progressively supported to rival the UK organisation in size and activity.
   - We will build upon REDRESS’ already strong reputation, profile and unique value-added in The Hague, focusing on international courts, civil society, academia, the legal and diplomatic community.

**RESOURCES NEEDED TO IMPLEMENT OUR PLANS**

**Human resources**
- REDRESS will modestly increase its core staff to ensure effective thematic and regional coverage and adequate substantive oversight and leadership.
- REDRESS will invigorate its Boards of Trustees in the United Kingdom and The Netherlands.
- A new Global Advisory Panel will help REDRESS to deepen its global engagement and ensure that expertise from the countries and regions where we work better informs our policies and strategies.

**Funding our work**
There are ongoing challenges to secure adequate and reliable resources to carry out our mission, undertake long-term planning and react quickly to new situations in which REDRESS’ knowledge and expertise can add value. These challenges also impact many of REDRESS’ partners, some of whom face restrictions to receive foreign funding or are victim to the quickly changing priorities of large foundations and other donors. REDRESS’ overall goal in fundraising is to increase independence and long-term security. This will be done by:
- Actively seeking to diversify funding sources including by building economies of scale through partnerships in funding bids with like-minded groups.
- Developing a community of active individual supporters.
- Generating income through events, campaigns and appeals, provision of consulting services to agencies in need of REDRESS’ expertise and selling promotional materials.