



REDRESS 2020

Our 2018-2020 Strategy for Impact

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www.redress.org

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INTRODUCTION

Over 25 years, REDRESS has built a strong reputation for expertise in representing torture survivors, advocating for the rights of victims, and ensuring effective reparations. The REDRESS 2020 Strategy builds on this experience, while maintaining the core focus of REDRESS to provide legal assistance for individual victims of torture, whether committed by the police, other officials, non-state actors, or in the context of international crimes.

- *Thematic Approach.* REDRESS has experience in many different situations where torture takes place. This strategy focuses on some of the most urgent issues and identifies specific goals and objectives that we will aim to achieve in the strategy period. These themes include torture and migration, counter-terrorism, discriminatory torture, sexual- and gender-based violence in conflict, and enforced disappearance as a form of torture.
- *International Justice.* As part of that thematic review, we have made a clear commitment to addressing the problem of torture, victims' rights, and reparations in the context of international accountability, through post-conflict justice in domestic systems, universal jurisdiction, and the International Criminal Court, much of which will be led by REDRESS Netherlands in The Hague.
- *Strategic Litigation.* For the first time we describe our litigation as strategic, i.e. where we have specific objectives beyond winning the case, and where we will combine different civil society techniques in a campaign to bring about those objectives. Not all cases will be appropriate for a strategic approach, given the particular vulnerability of many torture survivors.
- *A Holistic Approach.* Strategic litigation can take a long time and is often difficult for those involved. REDRESS must adopt a holistic approach where we accompany the torture survivor, and try to support all of their needs, either by ourselves or through partners.
- *Client Support.* As part of this holistic approach to strategic litigation, we have identified a clear need to develop our capacity to provide effective support to our clients, by ensuring that they have access to the services they need, that effective psycho-social support is available, and that we are able to refer the cases that we do not have the capacity to take on ourselves.
- *Community Engagement and Outreach.* Where our clients form part of a community, such as in a diaspora after conflict, we will seek to engage and support that community in the campaign, share information on our work, and ensure impact beyond the individual claimants.
- *Impact.* Recent research on human rights litigation has looked at the different ways in which litigation and legal advocacy can bring about change. We will explore how best to measure this impact in the context of REDRESS' holistic approach to strategic litigation against torture, and develop specific proposals and tools for the measurement and evaluation of our work.

The strategy is for a period of 30 months, as this is the first change in outlook for some time. It will be transitional, as the new approach is developed.

REDRESS has a small team of expert and dedicated staff. People are often surprised that we can produce so much with limited resources. To deliver our objectives we will need to grow appropriately or reduce our ambitions. The Strategy will be realised progressively, and it identifies projects that will be delivered only if we obtain additional resources. A separate document sets out the internal changes to the operation of REDRESS that will be necessary to deliver this strategy. This includes strengthening our governance, management, staffing, procedures, and fundraising, and ensuring an integrated approach to the work of REDRESS in the United Kingdom and in the Netherlands.

REDRESS is needed now more than ever. The staff and trustees are committed to deliver our 2020 Strategy, and to have a real impact on the long-term goal of ending torture.

Rupert Skilbeck, Director

September 2018

OUR VISION

1. A World Without Torture: Ending Torture, Seeking Justice for Survivors

Our Mission

2. REDRESS uses the law to seek justice and reparation for survivors of torture, to combat impunity for governments and individuals who perpetrate torture, and to develop and promote compliance with international standards.

Who We Are

3. REDRESS is an international human rights organisation that represents victims of torture to obtain justice and reparations. We bring legal cases on behalf of individual survivors, and advocate for better laws to provide effective reparations. Our cases respond to torture as an individual crime in domestic and international law, as a civil wrong with individual responsibility, and as a human rights violation with state responsibility. Through our victim-centred approach to strategic litigation we can have an impact beyond the individual case to address the root causes of torture and to challenge impunity. We apply our expertise in the law of torture, reparations, and the rights of victims, to conduct research and advocacy to identify the necessary changes in law, policy, and practice. We work collaboratively with international and national organisations and grassroots victims' groups.
4. REDRESS supports the progressive development of the International Criminal Court (ICC) as an institution that complements national trials to deliver justice for victims of international crimes, with a focus on victims' rights, including participation, protection, legal representation, and reparations. We intervene directly before the ICC and engage with the Registry and the Trust Fund for Victims to progress their policies and implement reparations for victims. We also engage with domestic and hybrid war crimes trials under the principle of complementarity, and coordinate the Victims' Rights Working Group, an informal global network of experts and advocates working to promote justice for victims of international crimes.
5. REDRESS was founded in 1992 by Keith Carmichael, a businessman who was detained in Saudi Arabia without charge from 1981 to 1984 and subjected to gross mistreatment. Keith consulted numerous experts and organisations with extensive experience in human rights who recommended the creation of a specialist NGO that would assist survivors of torture to obtain justice and reparations. In September 2016, Stichting REDRESS Nederlands was established in The Hague to build on REDRESS' extensive experience working with the ICC to promote the rights of victims.

Where We Work

6. Torture is a global phenomenon, and REDRESS has extensive experience in many parts of the world. We support hundreds of torture survivors in more than 40 countries, including:
 - In the **Americas**, we work in the Inter-American human rights system, and have cases and projects in Chile, Colombia, Guatemala, Mexico, Panama, Peru, and the United States.
 - Much of our post-conflict work is located in **Africa**, and we also use the African Human Rights system, with cases and projects in Eastern Africa (Ethiopia, Kenya, Rwanda, Sudan, Uganda), Southern Africa (Zimbabwe), Central Africa (Cameroon, Central African Republic, Chad, Democratic Republic of the Congo), as well as in Northern Africa (Algeria, Libya, Egypt).
 - In **Asia** we use the UN Human Rights systems, and have cases and projects from India, Myanmar, Nepal, the Philippines, Sri Lanka, and Uzbekistan. In the **Middle East** we have cases and projects from Bahrain, Iran, Saudi Arabia, Syria and the UAE.
 - In **Europe** we litigate before the European Court of Human Rights and have cases, projects, and clients in Cyprus, France, Greece, Lithuania, the Netherlands, Spain, Switzerland, Turkey, Ukraine, and the United Kingdom.

OUR VALUES

A Victim-Centred Approach

7. REDRESS prioritises the interests and perspectives of survivors in all aspects of its work. In our decisions and interventions we seek to promote the well-being of survivors, avoid further traumatising, and accompany them through the legal process.
8. In 2018-2020 we will enhance the way in which we provide support to our clients through caseworkers, build our capacity to refer clients to those able to provide support beyond our expertise (in particular psycho-social support, where appropriate), develop our ability to conduct community engagement and outreach, engage with other non-legal professionals involved in anti-torture work, and advance the concept of a holistic approach to the strategic litigation of torture.

Collaborative Partnerships

9. A core value for REDRESS is to work in partnership with other civil society groups. More can be achieved when forces are joined. As an International NGO, these collaborations ensure that we act with the consent of those most directly involved, and that we share our expertise. We seek to work with groups who are able to make a long-term commitment to individual cases and provide the necessary support to victims.
10. Our partners include national civil liberties NGOs with experience in bringing human rights cases domestically, such as Advocacy Forum in Nepal, Promsex in Peru, Independent Medico-Legal Unit in Kenya, African Centre for Justice and Peace Studies in Sudan, and Lawyers for Justice in Libya. We also work with national anti-torture NGOs and groups that focus on the rights of victims, such as the African Centre for the Treatment and Rehabilitation of Torture Victims in Uganda, the Uganda Victims Foundation, the Centre for the Study of Violence and Reconciliation in South Africa, and Impunity Watch. We often partner with specialist international anti-torture NGOs, such as OMCT, APT, IRCT, and CTI, where we complement their techniques or scope.
11. In 2018-2020 we will enhance the way that we facilitate networks through better communications and technology and promote our method of working in partnership.

Expertise and Innovation

12. REDRESS has been at the forefront of developments in the law relating to victims of torture and reparations for 25 years and has developed considerable expertise through detailed research, innovative litigation, and progressive standard-setting. Expertise must be fostered and shared. It should be multi-disciplinary and collaborative. We maintain an innovative approach by engaging with international experts, academics, and practitioners, and through collaboration with civil society groups dealing with cutting-edge issues.
13. In 2018-2020 we will further develop our methods for ensuring high quality legal work through consultation and collaboration with academics and other experts in the field. We will ensure a holistic approach to strategic litigation through engagement with medical practitioners. We will also enhance our ability to distribute and project our expertise through better communications, including blogs and publications that share this information with partners.

HOW WE WORK

Holistic Strategic Litigation against Torture

14. Strategic litigation seeks to bring about a legal, political, or social impact beyond the case, by combining casework with other civil society techniques such as working with the media, advocacy, and public education, often delivered in partnership with other civil society groups.
15. In 2018-2020 we will further develop our skills at strategic litigation and define a victim-centred approach that treats the torture survivor holistically. We will produce publications on the strategic litigation of torture to share our expertise and build the capacity of partners.

Skills Building and Mentoring

16. Our collaborative partnerships often involve building the capacity of national NGOs to challenge torture and mentoring individual lawyers to represent survivors.
17. In 2018-2020 we will ensure that this work has a lasting impact for those who are involved. We will develop litigation workshops where we can provide advice on a number of cases, improve our mentoring skills to give ongoing support to individual lawyers, and enhance the way that we evaluate our training to identify how lawyers have improved their practice as a result.

Research and Publications

18. We undertake legal and policy research on ground-breaking issues relating to torture, reparations, and the rights of victims. We use this research to draw attention to particular problems, to identify solutions, and to develop international standards.
19. In 2018-2010 we will ensure that our research responds to the issues identified in our strategy, deals with specific problems and proposes reforms, and that we identify clear target audiences and “asks” for each of our publications.

Advocacy

20. We advocate to national, regional, and international bodies to push for reform, and to hold governments to the international standards they have agreed to, both as part of our strategic litigation and when developing new standards.
21. In 2018-2020 we will build our capacity to conduct national, regional, and international advocacy, and identify specific advocacy campaigns related to our litigation and our research.

Communications

22. A critical factor to the success of our work is the ability to effectively communicate it to our key audiences. REDRESS garners public support against torture by presenting persuasive individual stories to illustrate our work through media work and digital communications in support of our campaigns. This leads to greater recognition for the work of REDRESS, more effective advocacy to decision makers, and improved press coverage.
23. In 2018-2020 this will require more support for our Head of Communications through additional capacity in digital communications, including the website, social media, development of AV materials, and marketing. We will also develop promotional collateral that describes our work, including a report on “25 years of impact”.

Communities of Practice

24. REDRESS engages groups of NGOs through networks such as the Victims’ Rights Working Group at the ICC, UJ-Info, and the Pan-African Reparations Initiative.
25. In 2018-2020 we will upgrade and professionalise these networks so that they reflect changes in technology, are easy to use, and are effective. This will mean producing more content such as legal bulletins and practical guidance, and developing systems to share that information.

WHAT CHANGE DOES OUR WORK BRING?

26. In the past 25 years REDRESS has represented individuals and groups of torture survivors around the world to obtain truth, justice, and reparations. Our ground-breaking reports have changed the narrative on Universal Jurisdiction in Europe (1999), Survivors' Perceptions of Torture (2001) and Establishing Reparations for Torture (2003). REDRESS has intervened in critical legal cases to clarify the law of torture and reparations, such as the responsibility of heads of state for torture (Pinochet), amnesties for the international crime of torture (Kallon), and the absolute prohibition of torture (*Gäffgen v. Germany*). REDRESS has used its expertise to develop international standards such as the UN Basic Principles on the Right to a Remedy. We have pushed for changes to national laws to better reflect international law on the retrospective prosecution of international crimes, the effective prosecution of gender-based violence, and victim participation. We have campaigned against specific situations of torture, including for the genocide in Rwanda, for those denied consular assistance, and in conflict.

Our Theory of Change

27. REDRESS staff together with partners **input** their time, expertise, and experience, to contribute to our key **activities** of strategic litigation, skills building and mentoring, research, advocacy, communications, and networking. Through the production of legal cases, arguments, and persuasive advocacy and communications materials (**intermediate outputs**) we bring about court judgments, policy statements, press coverage, law and policy reform, and trained lawyers. As a result of these outputs, our work produces better laws and regulations, an improved legal framework to punish and deter torture, stakeholders with a better understanding of the problem of torture and how to prevent it, reparations for victims, and an energized anti-torture movement (**outcomes**). This contributes to our **overall objective** of better prevention, more accountability, and ultimately a reduction of torture (**impact**).
28. Our work can also contribute to a **transitional justice** framework, where anti-torture reforms to the criminal justice system are a necessary part of post-conflict reform. Through our strategic litigation we aim to restore the dignity of the torture survivor by obtaining different forms of reparations including fact finding, criminal prosecutions, and guarantees of non-repetition. Through well-developed remedies claims and advocacy for the same objectives, we are able to ensure accountability, build national institutions, and address underlying problems. By empowering the survivor, we ensure that the voices of marginalised groups are heard.
29. Where judgments are implemented this contributes to the rule of law and promotes reconciliation, ultimately contributing to peace and security, and the UN Sustainable Development Goals (SDGs). Our work addresses specific targets of **SDG 16 on peace, justice, and strong institutions**, such as reducing violence (16.1), ending the torture of children (16.2), and strengthening national institutions (16A). A better justice system where officials are trusted rather than feared can ultimately help alleviate poverty.

Monitoring and Evaluation

30. REDRESS relies on a number of methods to evaluate its work. Our core work is subjectively evaluated through reporting to the Board of Trustees and to key donors, which sets out our achievements and our estimation of the impact of the work. Each of our projects has a specific evaluation methodology, which might be quantitative (for example, when we are delivering training) or might be qualitative, through an internal or external evaluation.
31. In 2018-2020 we will (1) improve our monitoring and evaluation of holistic **strategic litigation** against torture by developing a new method to measure the impact of litigation and related advocacy; (2) enhance the influence of our **research and publications** by ensuring that they have a higher profile, targeted recipients, and specific asks connected to our strategy; and (3) improve the effectiveness of our **capacity building and mentoring** work by working on our methods of delivery together with a better method of evaluation that assesses the changes in practice that result from the project as well as the quality of the training delivered.

WHAT WE DO

Torture Today

32. Torture remains a constant problem in today's world. Individuals – whether men, women, or children – are tortured and ill-treated because of who they are or what they believe. Torture can occur in the criminal justice system, as a result of corruption, or because of discrimination, based on gender, sexual orientation, race, or religion. Individuals are also victimized during conflict, instability, or oppression, where torture can be used as a weapon of war.
33. The **absolute prohibition** of torture remains under constant threat as nations claim exceptionalism in the name of security. Despite universal acceptance of the crime of torture, it is still difficult for survivors of torture to **access justice**, as there may be no way to bring a legal case, or few lawyers willing or able to act. Mass violations including torture continue to take place, and despite some advances, **impunity** remains the norm. The **voices of victims** are rarely taken into account, to provide for their protection, participation, and reparation.

Civil Society Groups against Torture

34. Torture is a discrete area of human rights, as reflected by the various UN and regional mechanisms that are dedicated to preventing it, including the UN Committee against Torture, the UN Special Rapporteur on Torture, and the Sub-Committee for the Prevention of Torture.
35. Civil society reflects this special status for torture with a number of international groups that specialize in anti-torture work and complement the legal work of REDRESS. Many regional NGOs and national civil liberties NGOs take on cases of torture, and we often provide them with specialist expertise. In the field of international criminal law, REDRESS has continued to take a lead in promoting the rights of victims at the International Criminal Court, as part of a wide coalition of international and national civil society groups.

Priorities for REDRESS

36. The work of REDRESS is focused on our concepts and our areas of thematic focus. The two **concepts** (in red) reflect the focus of our work – torture, reparations, and the rights of victims – as well as the ways that we work: through bringing cases on behalf of individual torture survivors, and by advocating for changes to the international legal framework. The six **themes** (in yellow) identify our current priorities in the field of anti-torture work.



JUSTICE FOR TORTURE SURVIVORS

For 25 years, REDRESS has represented individual victims of torture to obtain justice and reparation. Many of these clients live in the United Kingdom, and have been tortured abroad, or remain in detention where they continue to be ill-treated. They contact us directly for help, through our website, on the phone, or by walking through our door. Many are members of groups who have been ill-treated because of who they are, and now live within those communities. We aim to accompany the torture survivor through the legal process. These cases can occur anywhere in the world: in Latin America, Africa, Europe, Asia, and the Middle East. REDRESS also works with local human rights partners in cases before domestic, regional and international courts.

37. *Outcomes.* Through this work REDRESS is able to obtain truth, justice, and reparations for both individuals and groups. By including the cases in a strategic litigation campaign, they have a broader impact, bringing about systemic changes that increase accountability and reduce incidents of torture. We are able to obtain different forms of reparations, such as **restitution**, to put victims in the position they would have been in, but for the torture; **satisfaction**, which includes justice, fact-finding, and a proper investigation, to establish the truth; **rehabilitation**, to ensure the needs of the survivor are met; **compensation**, to provide for medical costs, lost income, and moral damages; and **non-repetition**, to try to ensure that others do not suffer in the same way.
38. *Objectives.* In 2018-2020 we will develop our capacity to (1) provide client support through caseworkers, including referral to appropriate agencies for support beyond our expertise in areas such as housing, employment, health, and psycho-social support, (2) ensure our work has a broader effect through community engagement and outreach, so as to effectively explain our work to the communities that our clients are part of, and (3) improve our ability to refer cases where we do not have the capacity to assist. We will seek additional funding to develop this work in The Netherlands.
39. We will ensure Justice for Torture Survivors through projects including:
 - Adequate Compensation. We will enhance the ability of civil society groups to demand appropriate compensation as an element of reparations for individual victims of torture by using litigation and advocacy to develop standards, and through training materials and seminars to promote best practice for reparations claims (with pro bono partner).
 - Asset Recovery. Torture often involves corruption or some other financial incentive, and those responsible for international crimes may have significant assets. Through this proposed project REDRESS will develop the skills necessary to enhance the ability of civil society to identify assets that can be frozen or recovered in support of an order for reparations (with pro bono partner).
 - Consular Assistance and Diplomatic Protection. More than 100 UK nationals are arbitrarily detained and ill-treated abroad each year. Through litigation and advocacy to the UK government and the United Nations, we will support those individuals to insist on effective consular assistance and diplomatic protection to resolve their situation, and to improve policy in this area.
 - Challenging Immunities. We will continue our research and casework to challenge immunity for torture, including litigation dealing with special mission status and the use of amnesties and pardons for torture, and research on the liability of peacekeepers.

EFFECTIVE REPARATIONS FOR VICTIMS

40. International standards on the rights of victims of torture, to provide them with reparations, and on the absolute prohibition of torture are often ignored, and some governments seek to water down hard-won protections. State immunity is still a significant bar to redress for torture. Civil society must push for the development of new rules, the effective implementation of existing legal protections, and guard against any diminution of the standards of protection.
41. Through litigation and advocacy aimed at international standard-setting, REDRESS ensures the effective application of international standards on the prohibition of torture, the rights of victims, and the right to reparations (including restitution, satisfaction, compensation, rehabilitation, and non-repetition). We help develop and uphold legal standards against torture to provide for the most effective protection against torture, such as General Comments on the Convention against Torture and the Supplement to the Istanbul Protocol, and through regional standard setting, particularly at the African Commission.
42. *Outcomes.* As a result of this work we will help bring about changes in the national, regional, and international legal and institutional framework that makes it easier for victims to access justice for torture and obtain reparations. This includes filling gaps in the torture framework (e.g. encouraging ratifications and domestication of international standards), clarifying the law where it is uncertain (e.g. regional or international guidelines and general comments), addressing gaps in practice (e.g. through capacity building of lawyers, law enforcement, or prosecutors) and by encouraging a practical and effective approach that works on the ground (e.g. through best practice, peer exchanges, and comparative research). These outcomes will primarily relate to changes in the policy and practice of national authorities, brought about by international pressure as well as capacity building.
43. In 2018-2020 we will ensure effective reparations for victims through projects including:
 - Anti-Torture Legislation in Africa. REDRESS with work with law-makers in Francophone Africa to develop model legislation against torture (with the Convention against Torture Initiative).
 - Istanbul Protocol Supplement. We will work with other anti-torture NGOs to produce an update to the Istanbul Protocol for the effective investigation and prosecution of torture.
 - Effective Implementation. Following judgment, REDRESS advocates and litigates to ensure that the authorities effectively implement the decision on behalf of the victims. We will examine the implementation of decisions of the African Commission and the UN Human Rights Committee in our cases.
 - Evidence Obtained by Torture. While international human rights law prohibits the use of evidence obtained through torture, the rule is often poorly applied in practice. Following the publication of a research report in May 2018, we will seek to improve the applicable legal standards in some problematic jurisdictions identified in the report (with Fair Trials).
 - Safeguards. Effective safeguards are critical to prevent and ensure the non-repetition of torture in criminal justice systems, including the right to a lawyer, to see an independent doctor, to registration of detention, and to the exclusion of evidence obtained by oppression. Through this proposed project, REDRESS will use strategic litigation to introduce such standards and reduce incidents of torture.

THEMATIC PRIORITIES

44. REDRESS has identified six thematic priorities for 2018-2020 which we will develop into specific program areas incrementally, subject to funding and human capacity.

1. International Accountability

45. International conflicts and civil wars often involve large-scale or widespread incidents of torture, sometimes amounting to war crimes and crimes against humanity, with groups of survivors who need to be effectively represented so that they can obtain justice.
46. REDRESS acts on behalf of victims of international crimes to ensure that they are properly represented in the criminal justice process and that they can obtain reparations. This includes setting standards for the representation and effective participation of victims in such courts and tribunals, and for effective reparations in transitional justice systems. We represent individuals or groups, make interventions, and conduct advocacy before the International Criminal Court (ICC), other internationalized hybrid courts, and national courts.
47. The **outcome** of this work is to bring about accountability and other forms of reparations for groups of victims, and to promote a victim-centred approach to international justice, with effective reparations, nationally, regionally, and internationally. By demonstrating what can be done, we build credibility and legitimacy for international criminal law.
48. In 2018-2020 we will promote international accountability through three projects:
- Post-Conflict Justice. We will work in Uganda, Kenya, Chad, CAR, and elsewhere, to advocate for victim participation in domestic mechanisms and transitional justice processes, build the capacity of national level stakeholders on victims' rights, and support and train national NGOs to document offences to prove legal responsibility.
 - Universal Jurisdiction. We will continue to push for the effective prosecution of individuals for torture, war crimes, and Crimes against Humanity, particularly in the UK and the Netherlands, and for effective victim participation and other victims' rights in such proceedings elsewhere. We will work with Syrian groups in The Netherlands to facilitate their engagement with the prosecution authorities on investigations and individual cases.
 - International Criminal Court. We will continue to advocate for the rights of victims before the ICC, including through our co-ordination of the Victims' Rights Working Group, interventions in individual cases, and by working with partners on requests to investigate under Article 15, including with respect to Iraq.

2. Sexual and Gender Based Violence in Conflict

49. Sexual and gender-based violence (SGBV) as a form of torture is used as a weapon of war in conflicts around the world, frequently leaving women and girls, men and boys, without access to a remedy, while perpetrators benefit from impunity.
50. REDRESS has partnered with national NGOs in countries including Sudan, Kenya, Uganda, DRC, Myanmar, Sri Lanka, Nepal, and Peru to ensure the effective documentation of SGBV for the purpose of bringing legal claims against perpetrators and is litigating on behalf of victims of conflict related SGBV before national, regional, and international venues.
51. The **outcome** of this work is to obtain specific reparations for our clients, to bring about consequential changes in the law to encourage accountability and deterrence, and to ensure that prosecutors and courts pay proper attention to a problem that in the past has been ignored, by demonstrating to the authorities that these prosecutions are possible.
52. In 2018-2020 we will challenge SGBV in conflict through these projects:
- Litigating conflict related SGBV. We will continue to advocate for accountability by advancing our existing cases before national, regional and international mechanisms, and

support and mentor partner organisations to file cases on behalf of victims of conflict related SGBV, in order to obtain judicial findings of fact that can lead to prosecutions.

- Peacekeepers. We will follow up our 2017 report on the responsibility of peacekeepers for SGBV with research on legal accountability and proposals for specific claims.
- Documentation of conflict related SGBV. We will support national NGOs to collect admissible evidence of SGBV for use in legal claims, following a 2017-2018 project on the effective documentation of SGBV in Sri Lanka and Myanmar (subject to funding).

3. Torture and Migration

53. The UN Special Rapporteur against Torture identified in a 2018 report that an average of 27% of refugees and migrants are torture survivors. Many are also ill-treated as they make their way to Europe, or on other migration routes.
54. REDRESS has brought cases on behalf of victims of torture claiming refuge and we advocate to set standards in this context. We are working to implement a 2012 judgment of the European Court to strengthen the legal protections in Greece against ill-treatment of refugees and migrants. We have collaborated with Lawyers for Justice in Libya to draw attention to the treatment of those sent back to detention camps. We have made submissions to the UN Special Rapporteur on Torture on migration and the UNCAT on their Revised General Comment on non-refoulement.
55. The **outcome** of this work is to force a European response to torture in the Europe migration corridors while demonstrating that proper implementation of human rights cases can engender a structural response, and potentially resolve numerous pending cases. By connecting the question of “offshore” detention with the same practice outside Europe, our work demonstrates the immense global risk to this approach.
56. In 2018-2020 we will challenge torture in the context of migration through projects such as:
 - Effective Prosecutions for Torture. We will continue to advocate for changes in the legal framework in Greece and Libya so that the authorities are required to undertake effective investigations, victims are adequately represented, and reparations ordered.
 - Victims of Violent Crime in Detention. This joint project with Fair Trials will conduct research into the abuse of pre-trial and immigration detainees The Netherlands, France, Sweden, Italy, Hungary and Croatia, and will focus on the victims' rights to access support and justice (funded by the European Union).
 - Information sharing. REDRESS has developed online materials for non-lawyers working in the field of asylum to provide expertise on the representation of survivors of torture. We will also seek to digitize our handbooks so as to make the information more accessible.

4. Counter-Terrorism

57. Since 2001 there has been an increase in the use of Counter-Terrorism laws that challenge the absolute prohibition of torture.
58. REDRESS works with other NGOs to maintain the international standards that apply in counter-terrorism situations, including extraordinary rendition, administrative detention without trial, accountability of intelligence services, and government crack-downs through emergency laws. We have highlighted the impact of counter-terrorism legislation on the prohibition of torture and advocated for the compliance of such laws with the absolute prohibition of torture.
59. The **outcome** of this work is to maintain pressure for accountability of the abuses of the “war on terror”, and to deter governments from any future attempts to encroach on the absolute prohibition of torture in the name of counter-terrorism.
60. In 2018-2020 we will challenge torture justified through counter-terrorism with projects including:

- Extraordinary Rendition. REDRESS has challenged rendition to torture in Europe, Africa, and in Iraq. We will continue to establish accountability for such operations and to draw attention to attempts to replicate the CIA extraordinary rendition program elsewhere.
- Non-Coercive interviewing. REDRESS will support the work of the Anti-Torture Initiative to develop best practice for non-coercive interviews, including in a counter-terrorism context. We will seek to engage on the application of international standards for interrogations to the UK security services.

5. Discrimination

61. In many cases, people are tortured because of who they are – because they are a human rights defender, a woman, because of their ethnicity, or because they are gay. International law is clear that when people are ill-treated for a discriminatory purpose, it amounts to torture.
62. REDRESS represents and advocates on behalf of victims of discriminatory torture at national, regional and international levels. This includes litigating on behalf of Sudanese human rights defenders, building the capacity of partners to litigate sexual violence against women, and collaborating with human rights defenders to document and litigate such torture.
63. The **outcome** of this work is to raise awareness of this discrete area of torture (to lawmakers, governments, diplomats, judges, and journalists), improve standards of protection for these especially vulnerable groups, and identify the specific reparations that are needed (e.g. in the field of non-repetition). The work will also engage particular affinity groups in the problem, developing anti-torture constituencies, and encouraging new responses and approaches.
64. In 2018-2020 we will challenge discriminatory torture through projects including:
 - Gender. Where women are targeted for ill-treatment by police or other authorities, we litigate the case to specialized tribunals such as CEDAW to highlight the problem and identify specific reforms that will contribute to measures of non-repetition.
 - LGBTI. We will advance our existing cases in this area and progressively build partnerships with organisations advocating for LGBTI rights at national level to litigate on behalf of individuals subjected to torture and ill-treatment because of their sexual orientation.
 - Human Rights Defenders. Following a series of training events for human rights defenders in 2016 and 2017 on the documentation and litigation of human rights abuses we will seek to expand our partnership with African and international human rights defenders' networks to establish a referral mechanism for human rights defenders who suffered torture or ill-treatment and who are seeking redress (with Defend Defenders, Kampala).

6. Enforced Disappearance in Africa

65. Enforced disappearance usually involves the torture of the victim and the ill-treatment of the family left behind with no information on the whereabouts or fate of their loved one. It is a particular feature of conflicts in Africa, from the Algerian civil war in the 1990s, Libya under Gaddafi, Sudan during the civil war, and Zimbabwe under Mugabe.
66. REDRESS has expertise in the issues surrounding disappearance, and also at litigation before the UN Treaty Bodies, which is relevant for taking advantage of the UN Committee against Enforced Disappearances. The **outcome** of this work will be to develop much clearer standards for a field of torture that is not sufficiently understood, and to put it on the agenda of the African Union.
67. In 2018-2020 we will work on a specific project to highlight enforced disappearance as a form of torture:
 - Enforced Disappearance in Africa. REDRESS will work with national partners in Algeria, Sudan, Zimbabwe, and Libya to develop cases challenging enforced disappearance and to support lawyers bringing those cases. We will also advocate at the African Union for better legal protections against disappearance (supported by the European Union).

HOW WE ARE RUN

68. REDRESS is an efficient and effective NGO. We have experienced and dedicated staff, with expertise in our issues. Despite being relatively small, we produce high quality research reports on a number of issues each year, operate in many countries concurrently through effective collaboration and *pro bono* assistance, and we are able to litigate large numbers of cases by focusing our expertise and replicating our efforts.

Governance

69. REDRESS has always had the benefit of an impressive board of trustees, who are able to oversee the work of the organization, promote its achievements, and provide specific guidance where necessary.
70. In 2018-2020 we plan to modernize our governing documents, introduce new trustees who will internationalise and diversify the board, introduce specific skill sets, and engage trustees more directly in our work so that they can act as effective ambassadors for REDRESS.

Strategy and Planning

71. This new strategy provides an opportunity to really interrogate the impact of our work, and to examine what we could do better.
72. We will review our staff structure to better reflect the new strategy and revise our budget and reporting methods to the same end. We will conduct an annual planning process to identify the specific objectives that will be achieved for each strategic goal, and review successes and challenges to improve how we operate.

Management

73. *Management.* The management structures of REDRESS are relatively lean which allows staff to focus on getting the work done. But some new structures and procedures are necessary to enable the organisation to grow.
74. In 2018-2020 we will introduce light management structures to enable us to operate more effectively, including annual work planning, staff meetings, effective supervision, project management, and structures for project management, finance oversight, and management decisions. We will also streamline our operations to move away from a paper-based process, and update our HR systems, IT, and financial procedures.

REDRESS Netherlands

75. The office in The Hague will be the focus of our ICC and post-conflict project work, with support from London. This will give us a strong perspective on complementarity, as we will be engaged in both international and domestic jurisdictions.
76. In 2018-2020 we will seek to build a core staff in the Netherlands, increase unrestricted funding, and build stronger networks with the legal community.

Fundraising

77. REDRESS has grown from a small NGO to develop significant streams of funding. The average funding for the past three years has been 40% unrestricted and 60% restricted.
78. In 2018-2020 we will increase our unrestricted funding to build our capacity to conduct long-term litigation, while allowing us to apply more effectively for project funding. We will diversify our core funding by building our other sources of income incrementally, to become less reliant on large international foundations. Our applications for project funding will build from our strategy. We will increase our funding base in the Netherlands.

