

The background of the entire page is a complex, wavy pattern of yellow lines. These lines are of varying thickness and curvature, creating a sense of movement and depth. The overall effect is reminiscent of a fingerprint or a topographical map, with the lines curving and intersecting across the frame.

STRATEGY

REDRESS

Ending torture, seeking justice for survivors



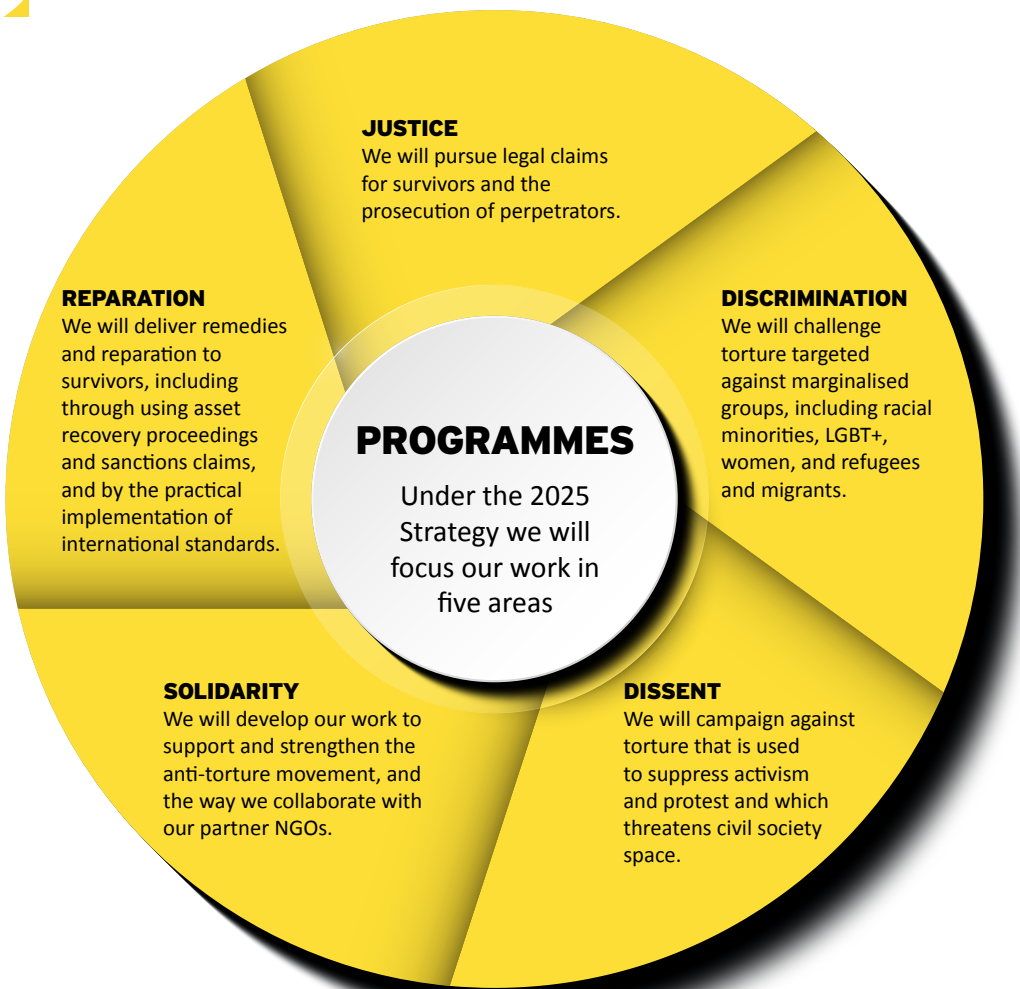
INTRODUCTION

From 2021-2025 **REDRESS** will focus its efforts on the practical measures that are needed to deliver justice and reparation for survivors, and to ensure their wellbeing. We will target situations where we can have the most impact, particularly for torture relating to dissent and discrimination. We will significantly enhance our capacity to combat torture by building our pro bono networks and improving how we work with our global partners, while also developing the management and governance of **REDRESS**, and building our team.

VISION AND MISSION

Our vision 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.



The focus on our Justice and Reparation programmes demonstrates our firm commitment to continue to **stand with survivors** and accompany them through the sometimes lengthy justice process. Our **strategic** approach enables us bring about **long-term** change while also achieving intermediate **impact**.

We plan to build on this core work with new and innovative initiatives that will enhance opportunities for **accountability**. We have developed novel projects on **asset recovery and sanctions** that will enable us to seize the wealth of perpetrators and have it allocated to their victims, working with financial investigators and investigative journalists. We plan to extend our **survivor-centered approach** by engaging with community networks so that our campaigns are informed by individuals with lived experience. Our new programmes on **dissent and discrimination** will allow us to enhance the impact of our existing cases in those areas, and commit resources to these priority issues. We will also increase our commitment to strengthening the **anti-torture movement** globally.

REDRESS will celebrate its 30th Anniversary in 2022. This new Strategy will ensure that the charity is stronger and more relevant as it enters its fourth decade.

THE WORK OF REDRESS

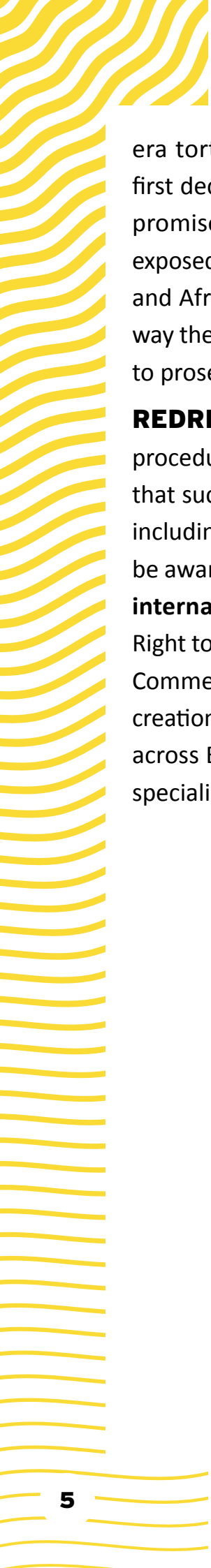
WHO WE ARE

REDRESS is an NGO that pursues legal claims on behalf of survivors of torture in the UK and around the world to obtain **justice and reparation** for the violation of their human rights. We **empower** survivors to access justice through human rights cases against governments, civil cases against individuals, and criminal cases where we advocate for law enforcement bodies to prosecute perpetrators under the principle of **universal jurisdiction**. Our approach is strategic, so that as well as representing an individual we target the policy reasons that enabled the torture to take place, by building a campaign that uses advocacy, community engagement, and communications to influence change.

REDRESS is the only international organisation dedicated to bringing legal cases on behalf of survivors of torture, an essential part of their recovery. We partner with national NGOs to develop the campaign, including medics, lawyers, advocates, and activists. We also **work collaboratively** with other international organisations within the **anti-torture movement**, including NGOs that provide rehabilitation for survivors, work with States to ratify the Convention against Torture, co-ordinate international advocacy, provide training to judges and prosecutors, prevent torture in detention settings, engage with justice mechanisms, and those who mobilise the general public.

OUR IMPACT

Our work brings about **tangible change**. We have supported numerous prosecutions in Europe, Africa and North America under universal jurisdiction, including of Rwandan génocidaires and perpetrators of torture in Sudan, making the promise of international justice a reality. We compelled national governments and the international community to respond to sexual violence in conflict through **strategic litigation** and **policy campaigns** in countries such as the DRC, Nepal, Kenya, and Sudan. We brought attention to LGBT+ torture through the first judgment from a human rights court, instigating a response to discriminatory torture in the Americas; to the right to reparation for torture survivors in exile in the case of a Pinochet-



era torture survivor; and to **SGBV victims** of the conflict in Nepal through the first decision of a UN human rights body on this issue. We challenged **immunities** promised to Pinochet and Gaddafi, and in Sierra Leone, Sudan, and the UK. We exposed democracies for their abuses in the **'war on terror'** in Europe, North America and Africa. Our campaigns on behalf of British citizens and residents changed the way the UK government responds to torture, and **changed the law** to make it easier to prosecute torture and other international crimes in the UK.

REDRESS has also played a leading role to strengthen international standards and procedures **on reparation and on victims' rights**. We co-led a civil society campaign that successfully secured crucial victims' rights at the International Criminal Court, including their right to participate in proceedings, to be legally represented, and to be awarded reparations. We contributed to the drafting and adoption of influential **international standards**, such as the UN Basic Principles and Guidelines on the Right to a Remedy and Reparation, and the UN Committee against Torture's General Comment on the right to rehabilitation and compensation. We campaigned for the creation of a secretariat for the EU Genocide Network, allowing for the co-ordination across Europe of universal jurisdiction prosecutions, and for the establishment of specialised **war crimes units** in Germany, France and Norway.



TORTURE IN THE WORLD

Nearly 30 years after **REDRESS** was founded, **torture** remains a constant problem around the world, but commands less attention than other global challenges. Populist governments now appear entrenched, a situation which may allow previous threats to the **absolute prohibition against torture** to be realised. The international framework for human rights protection is no longer universally accepted, and is threatened by exceptionalism and suffocated by financial restrictions. There has been an increase in the use of torture against those who **dissent**, whether they are human rights defenders, activists, journalists, or protesters. Torture is regularly used against **marginalised minorities**, including refugees, migrants, women, and the LGBT+ community. At the same time, police in many countries continue to use torture as an ineffective alternative to proper investigations.

WHERE WE WORK

Our core method of working in collaboration with other parts of the **anti-torture movement** allows us to prioritise where we work, and not to focus on issues and regions that are effectively covered by other civil society groups, and where there is less need for our assistance. Before starting any new case or project we consider criteria including the scale of the problem, the impact we can achieve, the strengths and needs of national partners, the willingness of national authorities to reform, and the sustainability of the work.



- **The United Kingdom.** Based on our location in London and our clients based in the UK, we have strong civil society connections and experience advocating to the government, as well as bringing individual cases and engaging communities.
- **The Netherlands.** Through our second office we engage with civil society, donors, and institutions in the Hague, and will develop our Justice work there.
- **Africa.** We have a long history working primarily in Eastern Africa and North Africa, and to some extent in Southern Africa, with some projects in West Africa. We bring cases on torture to the African Commission on Human and Peoples' Rights.
- **The Americas.** We have cases and projects across Latin America, and have brought leading cases to the Inter-American Court of Human Rights.
- **Asia.** We have worked with partners across the continent, including in Nepal, Bangladesh, Cambodia, Myanmar, Sri Lanka, India, and China.
- **Europe.** Our work is primarily in Western Europe, with some cases in Central Europe, and by supporting strong anti-torture NGOs in Eastern Europe.

HOW WE WORK

REDRESS has developed specific skills that can be used to **challenge torture** and **deliver impact**. Our focus on these techniques is based on our experience working in collaboration with national partners and the **anti-torture movement** who have strengths in other civil society techniques.

- **Holistic Strategic Litigation against Torture.** With this method we represent individual clients but also use the case to challenge the underlying problem. We adopt a holistic approach, ensuring referrals for psycho-social support and accompanying survivors through the process. We provide training and mentoring to partner NGOs on this technique.
- **Policy Advocacy.** We work with partners to deliver campaigns at national, regional, and international level to advocate for policy reform for reparation and for the introduction of anti-torture laws and safeguards. This work includes detailed research to inform our conclusions and recommendations and engaging with survivor communities to involve them in the campaign.
- **Communications and Media.** We support our litigation and policy advocacy through the press and social media, to influence stakeholders, draw attention to the issues, ensure that survivors have a voice, and to raise our profile to enhance our influence.

IMPACT FRAMEWORK

REDRESS has developed a **theory of change** that sets out the most effective ways that we can have an impact through our work.

- Our activities are primarily focused on the three techniques of **strategic litigation, policy advocacy, and communications.**
- From these activities our staff and partners produce outputs including **legal claims, policy campaigns, community initiatives, and publications.**
- These outputs deliver specific and achievable **objectives** for each of our cases and projects, that are also **realistic and time-bound**, and can be measured against **tailored indicators** that are identified in our evaluation framework.
- We have identified **ten outcomes** that can be achieved as a result of our work: justice, truth, material impact, impact on the community, impact on the anti-torture movement, changes to stakeholder attitudes (politicians, judges, media), changes to policy, changes to law (through caselaw and legislation), changes to governance, and social impact.
- The ultimate goal of our cases and campaigns is to **deliver justice and reparation** for survivors and their communities, **challenge impunity**, and **combat further torture.**

OUR PRIORITIES

Our five programmes are: **Justice, Reparation, Dissent, Discrimination, and Solidarity.**

JUSTICE



We pursue legal claims for survivors and the prosecution of perpetrators

REDRESS is dedicated to promoting access to justice for survivors of torture, an essential part of their **recovery**. We bring human rights cases against governments, civil cases against individuals, and criminal cases where we advocate for law enforcement bodies to prosecute perpetrators under the principle of universal jurisdiction. Through this work we promote the right of access to justice under the **UN Sustainable Development Goals** and the absolute prohibition of torture.

- **Justice – UK.** There are many torture survivors in the UK, both citizens and refugees. We bring legal claims on behalf of survivors based in the UK, ensure referrals for their psycho-social support, engage with their communities, and conduct advocacy to push for policy changes to improve their situation and address the underlying causes of torture. We encourage the police and the Crown Prosecution Service to prosecute perpetrators.
- **Justice – International.** Our project-based justice work is focused on specific jurisdictions in Africa, the Americas, and Asia where there is impunity for torture and opportunities for justice. We bring cases to domestic and regional courts, the UN Treaty Bodies, and the International Criminal Court on behalf of survivors of torture around the world. We also work with prosecutors in Europe to encourage universal jurisdiction cases.

Outcomes. By 2025 we will have obtained accountability from courts and tribunals; enhanced the resilience, well-being, and mental health of survivors; promoted access to justice and the absolute prohibition against torture; ensured victim participation in legal processes; engaged survivor communities; and delivered policy campaigns.

REPARATION



We deliver remedies and reparation for survivors

REDRESS works to secure the delivery of **effective reparation** for survivors of torture, including through **compensation** and the introduction of **practical measures** to implement international standards for satisfaction, rehabilitation, non-repetition, and restitution. Through litigation and policy advocacy we develop and implement national legal frameworks that deliver reparations for **individuals and communities**. This work includes developing **asset recovery and sanctions** as a way to deliver reparations, promoting reparations in specific tribunals including the International Criminal Court, and implementing the UN Basic Principles on the Right to Reparation.

Outcomes. By 2025 we will have obtained satisfaction, compensation, and rehabilitation for survivors, including through asset recovery and sanctions; implemented anti-torture laws and safeguards to prevent repetition of torture; and facilitated the effective operation of reparation structures.

DISSENT



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We challenge torture used to suppress activism and protest

Torture is used with **impunity** against human rights defenders, journalists, lawyers, protesters and activists, particularly climate and environmental defenders, often taking the form of police brutality. With more **authoritarianism**, such torture has increased, including through the inappropriate use of **emergency powers**. Activists are often **disappeared**, which makes it easier for torture to take place. The use and threat of torture against those who dissent closes down civil society space, making it even more difficult to hold governments to account. We will respond to this problem in specific jurisdictions with projects that use strategic litigation to highlight the issue, determine responsibility, and push for policy reform.

Outcomes. By 2025 we will have delivered campaigns against torture related to dissent; empowered activists and civil society by challenging the threat and use of torture; obtained justice for victims of such torture; and improved relevant policy and legal frameworks.

DISCRIMINATION

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We challenge torture used against marginalised and excluded minorities

Torture is often used against minority groups, knowing that they may be **powerless** to respond, further marginalising them. **REDRESS** uses strategic litigation to challenge **discriminatory torture** used against such **minorities** including women, LGBT+, refugees, migrants, and those facing multiple forms of discrimination. This includes torture directed by state agents, and also situations where the state tolerates or acquiesces in torture by others.

Outcomes. By 2025 we will have delivered campaigns against particular situations of discriminatory torture, obtained justice for victims of such torture, and improved relevant policy and legal frameworks.

SOLIDARITY



We support and strengthen the anti-torture movement

For nearly 30 years **REDRESS** has worked with anti-torture **NGOs across the world**, many of which operate in extremely difficult circumstances. These are mutually beneficial relationships. Our partners bring knowledge of the issues, expertise in national law and policy, experience working with survivors, and cultural awareness. **REDRESS** matches this with **expertise in the law of torture**, global connections, and the capacity to deliver international campaigns. We will ensure that these relationships are effective and **collaborative partnerships**, and that both REDRESS and our partners are strengthened by the process. This work also includes engaging the **anti-torture movement** through networks, building its **resilience**, promoting the use of **holistic** strategic litigation as an effective technique against torture through training and mentoring, encouraging our volunteers, and working with academic experts.

Outcomes. By 2025 we will have measurably strengthened the anti-torture movement, enhanced expertise on strategic litigation against torture, and built the resilience and operational capacity of partner NGOs around the world.

OUR VALUES

REDRESS has developed specific values through which we project an organisational culture that **respects** survivors, **values** partnerships, and **ensures** expertise.

A SURVIVOR-CENTRED APPROACH

REDRESS prioritises the interests and perspectives of survivors in our cases and campaigns. We seek to promote the **well-being of survivors**, avoid further traumatising, include survivors in campaigns where possible, and **accompany them** through the legal process.

- **Medical care.** We work closely with NGOs who provide rehabilitation for survivors, and allocate resources for medical and psychological support.
- **Holistic Litigation.** We promote a holistic approach to accompany the survivor and ensure their needs are provided for, through referral where necessary.
- **Community engagement.** We engage with survivor community networks so that they can inform and participate in our legal policy campaigns.
- **Inter-Disciplinary dialogue.** We actively engage with medical experts working against torture to ensure our programmes are informed by different disciplines.

COLLABORATIVE PARTNERSHIPS

REDRESS works in partnership with other civil society groups in the countries where we operate rather than open offices. Our **culture of collaboration** ensures that we work with partners rather than displace them. Our partners include national civil liberties NGOs with experience in bringing human rights cases domestically, national anti-torture NGOs, and groups that focus on the **rights of victims**. We also work with specialist international anti-torture NGOs where we complement their techniques or scope.

- **Solidarity.** Through our new Solidarity programme we will develop capacity sharing activities and build the operational resilience of our partners for sustainable relationships, including finance, communications, and fundraising.
- **Projects.** We will enhance national leadership of projects through early consultation, equal decision making, and a common approach to project delivery.

EXPERTISE AND INNOVATION

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

- **Strategic Litigation.** We will project our expertise in this technique through the publication of practice notes and share our experience through training and mentoring.
- **Research.** We will continue to produce succinct and high-quality reports based on careful research as part of our legal policy campaigns.
- **Engagement.** We will build our connections with the legal and academic community through specific project activities and the **REDRESS** Advisory Panel.
- **Expertise.** We will build our capacity to support staff development.

HOW WE ARE RUN

REDRESS will deliver this strategy through effective management and appropriate oversight by the Board of Trustees, following a process of modernisation.

GOVERNANCE

The Board of Trustees approved new Articles of Association in 2020 to provide a more efficient basis for governing the charity. This will be delivered through the more effective use of specialist committees, inclusive recruitment to the Board, and enhanced engagement with Stichting **REDRESS Netherlands** and **REDRESS USA**.

MANAGEMENT

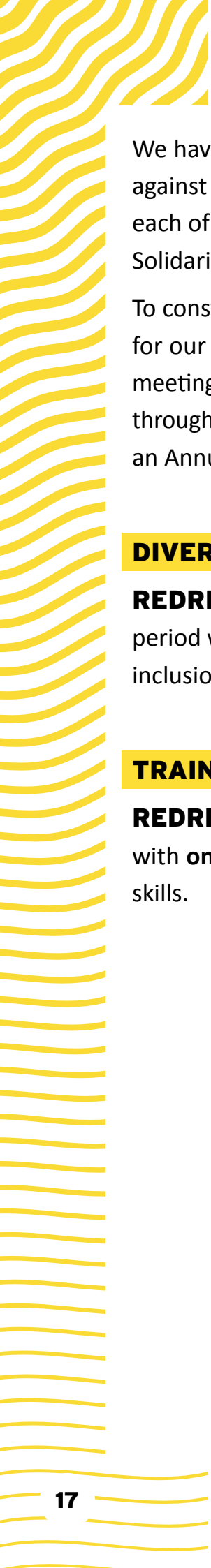
REDRESS has an experienced management team to direct the work of the charity and deliver the plans to further develop it. As part of this process the organisation has adopted a **suite of new policies** that set out how the organisation is run, and which can be shared with partner NGOs to facilitate collaborative partnerships.

STRATEGY DELIVERY

The 2025 Strategy will be executed through **annual deliverables** to focus our priorities with progress reported against **specific indicators** to the Trustees. There is also an annual fundraising plan which identifies **priorities** for each of the programme areas.

EVALUATION OF IMPACT

Many of our larger projects require specific reports on the impact that has been achieved, together with an **evaluation of the effectiveness of the work**, often using a specific methodology or outside consultants. Rather than a quantitative approach we will usually deploy a qualitative analysis to provide an evaluation of what has changed as a result of our interventions after analysis against a baseline study.



We have developed a specific **evaluation framework** for holistic strategic litigation against torture, which identifies the most usual impacts and suggests indicators for each of them. This will be further developed and shared with partners through the Solidarity programme.

To constantly improve our practice we conduct regular lessons **learnt assessments** for our casework, communications, and advocacy through monthly or bi-monthly meetings, and bi-annual staff meetings. We report on impact to our Board of Trustees through a quarterly **impact report**, and an annual analysis of impact. We also produce an Annual Review that focuses on the impact that has been achieved.

DIVERSITY AND INCLUSION

REDRESS must reflect the different people that it works with. During the strategy period we will develop a specific programme of activities for ensuring diversity and inclusion, and **enhancing the involvement of survivors in the organisation.**

TRAINING AND DEVELOPMENT

REDRESS supports staff and legal fellows with an induction programme combined with **ongoing training** to ensure that we maintain our expertise and develop staff skills.



REALISING OUR AMBITIONS

To deliver the 2025 Strategy, ensure our **long-term sustainability**, and enhance our impact, we will enhance our systems and build our team through modest growth, developing our **operational capacity** in step with our legal staff.

- **Projects.** We will develop new projects in each of our five programme areas, and recruit new staff to deliver them.
- **Governance.** We will continue to modernise our structures for oversight for **REDRESS UK, REDRESS Netherlands, and REDRESS USA.**
- **Management.** We will improve our litigation procedures and our methods for measurement, evaluation, and learning to maintain the highest professional standards.
- **Partnerships.** We will build our pro bono relationships to give us greater capacity, and enhance our national partnerships through the new Solidarity programme.
- **Staffing.** We will promote staff well-being through dedicated support, and strengthen our policy advocacy through the recruitment of UK and International advocacy staff.
- **Finance.** We will build our finance team to provide for effective management of larger projects and support for our NGO partners.
- **Fundraising.** We will strengthen our fundraising team to ensure the long-term health of the organisation, and also to provide support for our national partners.
- **Communications.** We will enhance our capacity to deliver strategic digital communications in support of our litigation, our advocacy, and our fundraising.

Full details of our planned growth is set out in a **Development Plan**.

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