



association pour la prévention de la torture  
asociación para la prevención de la tortura  
association for the prevention of torture



FOR A TORTURE-FREE WORLD

## **Strategic Plan 2013-2015**

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June 2013

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**W**elcome to APT's three year Strategic Plan. This is a product of collective review by the staff and Board on the implementation and lessons learnt on our previous two year plan and a collective planning process with the above and our varied partners around the world. The needs and views of our partners have had a significant influence on the vision, objectives and strategies of the APT.

We hope that this plan provides a clear reflection of where and how the APT will share our contributions to the global prevention of torture. We hope that the plan shows how we intend to remain focused, make choices in priorities and monitor along the way how we and our partners can make the most appropriate impact in preventing torture and other ill-treatment.

We are committed to using this plan as a framework to constantly guide and evaluate our work over the next three years. We hope that our efforts to provide clarity in our ambitions, contained in this plan, will motivate and maybe inspire potential partners to join and support us in our endeavors.



A handwritten signature in blue ink, consisting of a stylized 'M' followed by a horizontal line and a small dot at the end.

**Mark Thomson**  
**Secretary General**

**LIST OF ACRONYMS**

<b>APF</b>	Asia Pacific Forum for National Human Rights Institutions
<b>APT</b>	Association for the Prevention of Torture
<b>CAT</b>	Committee against Torture
<b>CCPR</b>	Human Rights Committee
<b>IDC</b>	International Detention Coalition on Migrants
<b>EU</b>	European Union
<b>FAQ</b>	Frequently asked Questions
<b>HRBA</b>	Human Rights Based Approach
<b>HRDN</b>	Human Rights and Democracy Network
<b>ICC</b>	International Coordinating Committee of NHRIs
<b>LGBTI</b>	Lesbian, Gay, Bisexual, Transgender and Intersexual persons
<b>LPM</b>	Local Preventive Mechanisms
<b>MENA</b>	Middle East – North Africa
<b>NANHRI</b>	Network of African National Human Rights Institutions
<b>NGO</b>	Non-governmental organisation
<b>NHRI</b>	National Human Rights Institutions
<b>NPM</b>	National Preventive Mechanisms
<b>OHCHR</b>	Office of the High Commissioner on Human Rights
<b>OPCAT</b>	Optional Protocol to the Convention against Torture
<b>RIG</b>	Robben Island Guidelines
<b>SPT</b>	Subcommittee on the Prevention of Torture
<b>SRT</b>	Special Rapporteur on Torture
<b>UN</b>	United Nations
<b>UNCAT</b>	United Nations Convention against Torture
<b>UNDP</b>	United Nations Development Program
<b>UPR</b>	Universal Periodic Review

## INTRODUCTION

In 1977 Jean-Jacques Gautier created the Swiss Committee against Torture – which later became the APT – as a platform to advocate for a global system to prevent torture. Today, as a direct result of these efforts, the concept of torture prevention has gained ground all over the world. Some 70 States have already joined the Optional Protocol to the UN Convention against Torture (OPCAT) and agreed to open up their prisons and police stations to outside scrutiny.

However, in spite of some positive developments, torture is still widespread. Violations take place in all parts of the world, such as in the forms of police violence, prison overcrowding and inhuman conditions in detention centres for asylum seekers. No State is immune from torture and ill-treatment.

For more than 35 years the APT has worked for a world free from torture. While our vision stays the same, our strategies and methods have to adapt to a changing world and to new partnerships and challenges for effective torture prevention.

### Four coherent strategies

This document describes the strategic direction for the APT during the next three years, which is based on the following four coherent strategies, that we believe are both necessary and effective in the prevention of torture and ill-treatment.

The strategies are closely linked and sometimes overlapping. Together they form the general framework for our actions and how we will achieve our objectives:

**Promote transparency and monitoring of places of detention** to reduce the risk of torture and ill-treatment on persons deprived of their liberty.

**Advocate for legal and policy framework** so that torture and other forms of ill-treatment are criminalised and prevented in law and in practice.

**Strengthen capacities of torture prevention actors and facilitate interaction** to foster the identification and replication of good practices in detention issues.

**Contribute to informed public policy debates** so that torture can be universally rejected

## **How we achieve change**

This strategic plan describes our Theory of Change. We believe that the four general strategies, outlined in the plan, will contribute to lessening the risk of torture and ill-treatment of persons deprived of their liberty, especially within the countries which we target and for detainees in situations of vulnerability to whom we pay particular attention.

## **Objectives of the strategic plan**

The objective of our strategic plan is to present our objectives, actions, and expected results in a logical and results-oriented way for anybody with an interest in our work, including potential partners and donors.

It is the backbone of our planning, monitoring and evaluation system.

## **Developing the strategic plan**

This new strategic plan is the result of a review of our last two years of work and on-going continuous monitoring exercises, both within the APT but above all with our partners who are engaged in torture prevention work in all parts of the world.

It is also to a large extent informed by the Global Forum on the OPCAT, organised by APT in November 2011. At the Forum we gathered international experts, government representatives, national torture prevention mechanism and non-governmental actors to take stock after ten years of the OPCAT. The Forum identified concrete ways in which this novel system for preventing torture can be strengthened (see OPCAT Forum Outcome report). APT's new strategic plan is in many ways a direct response to the recommendations and ways forward suggested by the Forum participants.

The actual drafting process took place during a series of workshops involving all APT staff members and at one point an external facilitator from InProgress.

The strategic plan was discussed and approved by APT's international Board in April 2013.

## **Operational plan**

The strategic plan is complemented by annual operational plans. The operational plan details activities, countries of engagement, priorities, funding and partners by programmes. It also includes key performance indicators for each specific objective. Our activities, priorities and countries of engagement are reviewed every year. So the Annual Operational plan enables us to have some flexibility in our fixed three year strategic framework.

## IDENTITY STATEMENT

**Our vision is**

A world free from torture where the rights and dignity of all persons deprived of liberty are respected

**Our mission is**

To enable actors worldwide to effectively prevent torture and ill-treatment

**Through four combined preventive strategies**

Promote transparency and monitoring of places of detention

Advocate for legal and policy frameworks

Strengthen capacities and facilitate interaction

Contribute to informed public policy debates

**Guided by our core principles**

Quality partnerships

Dialogue between government and other actors

Sustainability and ownership in prevention

Empowerment, non-discrimination and accountability

Team work and continuous learning

## Core principles

As a human rights organisation we are guided by strong values – those enshrined in the Universal Declaration on Human Rights. In addition to these values we also base our strategic decision making and day-to-day work on certain core principles:

### Quality partnerships

The APT works with an array of partners, including government actors, civil society members and representatives of international and regional organisations, to support and strengthen prevention initiatives on the ground.

We have learnt that partnerships work best when there is mutual interest, complementarity and a shared desire to achieve more together. Therefore, quality partnerships start at the design of a project and continue throughout its implementation and follow-up.

### Dialogue between government and other actors

Preventing torture requires the active involvement of many actors, including law enforcement, the judiciary and monitoring bodies. Other important actors are parliamentarians and the media.

We encourage active dialogue between governmental and non-governmental actors including civil society and NHRIs– sometimes also without our own direct involvement – by bringing them together. Experience has showed that the sharing of good practices and exchanges between peers are particularly relevant to preventing torture, notably among monitoring institutions.

### Sustainability and ownership in prevention

Torture prevention actions can never be one-offs, but rather a combination of sustained initiatives. In the words of Jean-Jacques Gautier: *“There is no one cure for the cancer of torture, only a series of small remedies.”*

APT’s support is only sustainable – in terms of legal frameworks, safeguards, torture prevention bodies etc. – if the activities we support are “owned” or taken on by national actors themselves. It is therefore encouraging to see that the worldwide movement for torture prevention consists of a growing number of individuals and organisations who believe that change is possible, thanks to the creation of a global system proposed by the OPCAT. Committed people, have taken on torture prevention as their own responsibility in their regions and countries, in particular due to the potential offered by National Preventives Mechanisms (NPMs), under the OPCAT, to make a difference.

### Empowerment, non-discrimination and accountability

The APT is guided by a Human Rights Based Approach (HRBA), within the organisation as well as in our programmes and activities. The HRBA aims to ensure that our policies



and operations systematically contribute to enhancing all human rights. For example we are dedicating increasing attention to the particular needs of groups in situation of vulnerability in detention, including Children, Women and Lesbian, Gay, Bisexual, Transgender and Intersexual (LGBTI) persons. Our policy on the application of a human rights based approach enshrines notably the following principles:

- Empowerment: to ensure that the beneficiaries of our work have the possibility and capacity to take full ownership over the processes of change.
- Non-discrimination and gender mainstreaming: to ensure that the particular needs and risks for groups in situation of vulnerability are taken into account
- Accountability: a core principle of our work is to make detention authorities accountable for the way they treat individuals deprived of their liberty. We also aim to be accountable to our partners, beneficiaries, and donors.

### **Teamwork and continuous learning**

The APT intends to provide global leadership in torture prevention. To keep at the forefront of thinking and analysis in this area we want to be open to the views of our partners and experts, as well as question our own assumptions. We intend to continuously reflect and learn from our own work and from our partners. To do so, staff will receive relevant training and briefings and we will continue to regularly commission external reviews of our programmes and activities.

Above all, we work as a team, resolving challenges together and reinforcing each other with complementary expertise and experience.

## STRATEGIES

Overview of APT’s four integrated strategies for 2013-2015:

<b>Our vision is</b>	<b>A world free from torture where the rights and dignity of all persons deprived of liberty are respected</b>			
<b>Our mission is</b>	To enable actors worldwide to effectively prevent torture and ill-treatment			
<b>Through four combined preventive strategies</b>	1. Promote transparency and monitoring of places of detention	2. Advocate for legal and policy frameworks	3. Strengthen capacities and facilitate interaction	4. Contribute to informed public policy debates
<b>In 2013-2015, we aim to contribute to</b>	<p>1.1 A variety of places of detention is monitored</p> <p>1.2 Stronger implementation of the OPCAT system</p> <p>1.3 More NPMs, in different regions, are independent and work effectively</p>	<p>2.1 Universal UNCAT ratification</p> <p>2.2 International standards on torture prohibition and prevention are developed and implemented</p> <p>2.3 More institutions and countries adopt torture prevention policies</p>	<p>3.1 More NPMs, NHRIs, NGOs, judiciary and government officials implement torture prevention actions</p> <p>3.2 Analysis and knowledge of prevention has increased</p> <p>3.3 Practical advice is available for prevention actors</p>	<p>4.1. Increased public support against torture</p> <p>4.2. Influential actors are engaged in promoting prevention</p>

## **Strategy 1. Promote transparency and monitoring of places of detention**

The risk of torture and ill-treatment exists in all situations where people are deprived of liberty – in prison, police stations, psychiatric hospitals, migrant detention centres etc.

Independent scrutiny, through unannounced visits to places of detention, contributes to open up the closed world of custody and deters abuse of detainees. Recommendations by monitoring bodies can reduce the risk of torture and other ill-treatment and contribute to increasing public confidence in the institutions.

### **Our contribution:**

#### **1.1 A variety of places of detention is monitored**

In the period 2013-15 we will be developing the capacity of detention monitoring bodies to monitor a variety of types of places of detention and better protect people in situations of vulnerability, including children, migrants, women and lesbian, gay, bi-, trans- and intersexual (LGBTI) persons. We will target not only NPMs but also other bodies which conduct detention monitoring, such as National Human Rights Institutions (NHRIs), NGOs, judicial authorities etc. We will continue to train NHRIs in Asia-Pacific and Africa on detention monitoring and we will follow up on the publication in several different languages of our guide on monitoring of police custody. We will especially promote detention visits by judicial actors and by parliamentarians, in particular to places where migrants are held.

#### **1.2 Stronger implementation of the OPCAT system**

Most European countries and many in Latin America and Africa have already ratified the OPCAT. During the next three years we will therefore focus our advocacy efforts for OPCAT ratification in the Middle East and North Africa and Asia-Pacific and in a lesser extent Africa.

We want to contribute to an increased cooperation between the SPT at the international level and the Governments and NPMs at the national level. We will facilitate such cooperation by promoting the implementation of SPT recommendations in the countries it has visited and continue to provide background and analysis for SPT, NPMs and State parties. Last but not least: in 2014 we will organise a regional conference on the OPCAT in Latin America, bringing together leading torture prevention actors (many of whom participated in the 2011 OPCAT Global Forum) to identify the main challenges and ways forward in the region.

#### **1.3 More NPMs are independent and effective**

A quarter of OPCAT State Parties have not yet designated their National Preventive Mechanism. The APT will continue to support participatory and transparent designation processes, where all key actors – including civil society – are consulted. We will also support designated NPMs with training, coaching and tools so that they can effectively carry out their preventive work to monitor all types of places of detention,

analyse the broader prevention context and formulate pertinent recommendations. The need for exchanges and learning between NPMs, expressed at the OPCAT Global Forum, will be addressed through, for example, peer-to-peer exchanges and support to regional NPM networks.

**Strategy 1 – Promote transparency and monitoring of places of detention**

General objectives (what we will contribute to)	Specific objectives	Key actions	Expected results
<p><b>1.1 A variety of places of detention is monitored</b></p>	<p>1.1.1 Develop capacity among NPM, NHRIs, NGOs, international bodies to undertake concrete actions that protect vulnerable groups from torture and ill-treatment</p>	<ul style="list-style-type: none"> <li>• Publish a joint guide and conduct training on monitoring immigration detention</li> <li>• Produce and disseminate specific briefing papers on groups in situations of vulnerability (e.g. migrants, children, LGBTI, women)</li> <li>• Integrate sessions on vulnerabilities in detention into detention monitoring trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring bodies visit places where vulnerable groups are detained such as psychiatric institutions, centre for juveniles and migrants</li> <li>• Monitoring bodies address issues of protection of vulnerable groups in detention</li> </ul>
	<p>1.1.2 Develop capacity of a variety of actors to conduct effective detention monitoring</p>	<ul style="list-style-type: none"> <li>• Detention monitoring trainings for NHRIs members of APF and NANHRI networks</li> <li>• Promote visits by judicial actors</li> <li>• Promote visits by parliamentarians, in particular in places for migrants</li> <li>• Disseminate the guide on monitoring police custody and conduct trainings</li> <li>• Advice and tools on mitigating the risks of sanctions following monitoring</li> <li>• Monitor and cooperate with regional monitoring bodies</li> </ul>	<ul style="list-style-type: none"> <li>• 50 NHRIs in Asia-Pacific and Africa have improved their capacity to conduct detention monitoring</li> <li>• Guidelines for Parliamentarians on monitoring immigration detention are adopted and disseminated</li> </ul>
<p><b>1.2 Stronger implementation of the OPCAT system</b></p>	<p>1.2.1 Increased regional balance among OPCAT State parties</p>	<ul style="list-style-type: none"> <li>• Advocate for OPCAT ratification in priority countries through in-country missions and lobby at the UN (CAT, UPR, CCPR, torture resolution) and with EU</li> <li>• Provide relevant FAQ, papers, advocacy in a variety of languages and facilitate sharing of experience</li> </ul>	<ul style="list-style-type: none"> <li>• At least 3 additional countries in MENA, 5 in Asia-Pacific and 2 in Africa have ratified OPCAT.</li> </ul>
	<p>1.2.2 Facilitate increased cooperation between SPT,</p>	<ul style="list-style-type: none"> <li>• Regional Conference on OPCAT in Latin America</li> <li>• Promote implementation of SPT recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Key recommendations from the OPCAT Forum are implemented</li> </ul>

	NPMs and States parties	<ul style="list-style-type: none"> <li>• Advocate for and support qualified and diverse SPT</li> <li>• Provide background briefings and papers for SPT, NPMs and State parties</li> </ul>	<ul style="list-style-type: none"> <li>• Qualified SPT candidates are presented by State parties</li> <li>• Qualified and diverse members are elected by State parties to the SPT</li> </ul>
<b>1.3. More NPMs, in different regions, are independent and work effectively</b>	1.3.1 Support participatory and transparent NPM/LPM designation and establishment processes	<ul style="list-style-type: none"> <li>• Advocate and facilitate consultative NPM/LPM designation processes</li> <li>• Comment on draft NPM legislation</li> <li>• Advice on NPM design</li> <li>• Support NPM/LPM establishment</li> </ul>	<ul style="list-style-type: none"> <li>• 10 additional NPM/LPM designated through a participatory and transparent process</li> </ul>
	1.3.2 Support NPM/LPMs effective functioning	<ul style="list-style-type: none"> <li>• Support NPM/LPM functioning in priority countries through trainings, coaching and tools including on NPM self-assessment</li> <li>• Enable NPM exchanges through joint activities, networks and online forums</li> <li>• Monitor the impact of NPMs, in particular after 5 years of operation</li> </ul>	<ul style="list-style-type: none"> <li>• 20 NPMs and/or LPMs have the functional independence, capacity and resources to effectively monitor all types of places of detention, analyse the broader prevention context and formulate pertinent recommendations.</li> </ul>

## Strategy 2. Advocate for legal and policy frameworks

Torture is absolutely prohibited. This has to be enshrined in strong national laws and practices. The APT supports States to set up effective anti-torture frameworks and to implement them in practice. In addition, legal and procedural safeguards that effectively contribute to torture prevention need to be in place. We also promote the development and implementation of treaties and standards at the regional and international level.

### Our contribution:

#### 2.1 Universal ratification of the Convention against Torture

The UN Convention against Torture (UNCAT) is the only treaty at the international level which is exclusively concerned with the eradication and prevention of torture around the world. Although it is one of the most widely accepted international human rights conventions there are still more than 40 countries which have not yet joined the treaty, mostly in Asia Pacific and in the Caribbean. During the next three years we will continue our advocacy for the UNCAT, at the UN and the EU, and give advice to Governments on the benefits and implications of ratification, especially in the above mentioned regions.

## 2.2 International standards on prohibition and prevention of torture

We will continue our work for the development of legal standards to prevent torture and to ensure that national, regional and international actors understand and apply them. Among our key projects for 2013-15 is for example an online practical tool on detention issues.

This work includes also to comment and provide input on relevant standards, such as the UN torture resolution, treaty bodies' general comments and EU directives, and to follow up on recommendations from the Committee against Torture and the Special Rapporteur on Torture or the UPR. We would like to see that more international standards include a language that endorses torture prevention.

At the national level we advocate for the adoption and implementation of comprehensive anti-torture laws and we will develop an anti-torture law toolbox. Our efforts to stop the use of torture-tainted information ("the exclusionary rule") will continue, through expert seminars, regular advocacy and through public awareness raising on the issue.

## 2.3 More institutions and countries adopt torture prevention policies

Regional bodies, as well as national Governments, can greatly contribute to elevating the importance of torture prevention by mentioning and promoting it in policies, dialogues and strategies. We will advocate for increased visibility of torture prevention in the EU, the OSCE, the African Commission and other regional bodies, and brief targeted States on how they can move torture prevention forward in their multilateral relations.

### Strategy 2 – Advocate for legal and policy frameworks

General objectives (what we will contribute to)	Specific objectives	Key actions	Expected results
<b>2.1 Universal ratification of UNCAT</b>	2.1.1 Advocate for UNCAT ratification in Asia Pacific, MENA and Caribbean	<ul style="list-style-type: none"> <li>• Advocate for UNCAT ratification including through lobby at the UN and EU</li> <li>• Provide advice to Governments on implications of UNCAT ratification</li> </ul>	<ul style="list-style-type: none"> <li>• At least 8 countries have ratified UNCAT in Asia-Pacific, 2 in the Caribbean and 1 in MENA</li> </ul>
<b>2.2 International standards on torture prohibition and prevention are developed and implemented</b>	2.2.1 Contribute to the development and understanding of global and regional legal standards to prevent torture	<ul style="list-style-type: none"> <li>• Contribute and comment on developments of international and regional standards (torture resolution, treaty bodies general comments, EU directives, etc.)</li> <li>• Develop an online tool on detention issues</li> <li>• Follow up on UN recommendations (SRT,</li> </ul>	<ul style="list-style-type: none"> <li>• International standards include language that endorses torture prevention</li> <li>• Increased use of APT tools on legal standards</li> </ul>

		<p>CAT, UPR etc.)</p> <ul style="list-style-type: none"> <li>• Monitor SMR revision process</li> <li>• Advocate for the implementation of RIG, including 2012 Johannesburg Declaration</li> <li>• Analyse risks in pre-trial detention</li> <li>• Contribute to the Istanbul Protocol Plan of Action</li> <li>• Develop tools to assist the effective prevention of torture-tainted information</li> </ul>	
	<p>2.2.2 Support the processes of adoption and implementation of domestic laws, standards and practices which prevent torture</p>	<ul style="list-style-type: none"> <li>• Advocate for adoption of domestic legal standards and legal reform in priority countries, incl. through lobby at the UN and EU</li> <li>• Engage with Parliaments, including through hearings</li> <li>• Provide legal commentaries on draft laws</li> <li>• Provide advice on implementing UNCAT obligations, including anti-torture laws and other legal standards</li> <li>• Conduct capacity strengthening of police, judges, prosecutors and lawyers</li> <li>• Conduct research to assess application of legal standards</li> <li>• Develop a Torture law toolbox and database, and pilot it in 2 regional seminars in MENA and South East Asia</li> <li>• Develop tools on legal and procedural safeguards</li> <li>• Promote measures to improve access to justice for victims and relatives</li> </ul>	<ul style="list-style-type: none"> <li>• 5 countries have adopted or are in the process towards adopting domestic comprehensive anti-torture law</li> <li>• 5 countries have taken measures to implement laws and standards which prevent torture</li> </ul>
<p><b>2.3 More institutions and countries adopt torture prevention policies</b></p>	<p>2.3.1 Contribute to raising the importance of torture prevention in human rights policies of regional bodies</p>	<ul style="list-style-type: none"> <li>• Advocate for torture prevention in EU (HR dialogues, EP, HR strategy and delegation's policies)</li> <li>• Advocate for torture prevention in OSCE</li> <li>• Provide briefings for regional bodies, incl. Africa, Inter-American, Arab, ASEAN HR Commissions and SICA and MERCOSUR</li> </ul>	<ul style="list-style-type: none"> <li>• EU policies mention torture prevention</li> <li>• OSCE takes action on torture prevention at the filed delegation and institutional levels</li> <li>• The Inter-American and African Commissions on HR systematically promote torture prevention and OPCAT</li> </ul>

			<ul style="list-style-type: none"> <li>implementation</li> <li>Arab HR system promotes torture prevention</li> </ul>
	2.3.2 Encourage Governments in all regions to promote torture prevention in their foreign policies	<ul style="list-style-type: none"> <li>Brief targeted States to proactively advocate for torture prevention in multilateral relations</li> </ul>	<ul style="list-style-type: none"> <li>5 countries in different regions promote prevention in multilateral relations</li> </ul>

### Strategy 3. Strengthen capacities and facilitate interaction

Implementation of torture prevention strategies requires knowledge, skills and commitment. To make sure that national actors have these capacities, the APT dedicates a lot of its work to training, development of practical tools, continuous learning and sharing of experiences.

#### Our contribution:

#### 3.1 More NPMs, NHRIs and other actors implement torture prevention actions

Our training activities will focus on strengthening the capacity of NPMs, NHRIs and NGOs to effectively undertake torture prevention activities. We are for example engaged in long term projects with NHRIs' networks in Africa and in Asia-Pacific and with NGO actors in the Middle East-North Africa region. We will also do a number of activities targeted at lawyers, judges and prosecutors, who are key actors in the prevention of torture, and Government officials, particularly within law enforcement.

#### 3.2 Analysis and knowledge of prevention

The APT will facilitate networking and exchanges among international, regional and national torture prevention bodies – to make sure that their work is complementary and mutually reinforcing. An important activity in this area will be a regional conference on OPCAT in Latin America in 2014.

Furthermore, we have commissioned a major multi-year research project into the impact of torture prevention initiatives. We will make sure that the case studies and results of this external research are widely published and contribute to increased knowledge about what does and doesn't work and thus how torture prevention can be more effective. Apart from this, we will continue to contribute to expert meetings, publications, exchanges etc., with an aim to develop and share this relatively rare analysis and knowledge.

#### 3.3 Practical advice is available for prevention actors

APT's publications and prevention tools, translated into a variety of languages, are widely used and appreciated by our partners. For example, our guides are translated by our partners into dozens of languages and the OPCAT Database is the only



comprehensive source of information on the global status and the implementation of the Optional Protocol to the Convention against Torture. During the next three years we will maintain and further develop our website, e-newsletter and social media platforms. New projects include the development of a torture law database/toolbox and an online tool on detention issues.

### Strategy 3 – Strengthen capacities and facilitate interaction

<b>General objectives</b> (what we will contribute to)	<b>Specific objectives</b>	<b>Key actions</b>	<b>Expected results</b>
<b>3.1 More NPMs, NHRIs, NGOs, judiciary and government officials implement torture prevention actions</b>	3.1.1 Facilitate and support NPMs, NHRIs and their networks to actively engage on torture prevention	<ul style="list-style-type: none"> <li>• Key actions for NPMs see 1.1.1, 1.2.2 and 1.3.2</li> <li>• NANHRI and APF capacity strengthening projects</li> <li>• Engage with NHRIs ICC and OHCHR Unit</li> <li>• Engage with other NHRI networks</li> </ul>	<ul style="list-style-type: none"> <li>• 50 NHRIs have improved their capacity and determination to take preventive measures</li> <li>• Torture prevention is included in the agenda of NHRIs' networks</li> <li>• 10 NHRIs become "champions of torture prevention"</li> </ul>
	3.1.2 Support NGOs to actively engage in torture prevention	<ul style="list-style-type: none"> <li>• Participate in Dignity MENA project</li> <li>• Participate in NGO coalitions, such as HRDN, IDC</li> </ul>	<ul style="list-style-type: none"> <li>• 20 NGOs have increased their capacity and will to advocate for torture prevention</li> </ul>
	3.1.3 Contribute to increased capacity and determination of lawyers, judges and prosecutors in priority countries to advocate for torture prevention	<ul style="list-style-type: none"> <li>• Publish advice on application of international standards, such as the exclusionary rule of information obtained by torture and related safeguards</li> <li>• Advocate training schools for judges, lawyers, prosecutors to include torture prevention in the curricula</li> </ul>	<ul style="list-style-type: none"> <li>• Training schools for judges, lawyers and prosecutors in 5 countries include torture prevention in their curricula</li> <li>• Lawyers, judges and prosecutors in 5 countries have increased their capacity and knowledge to prevent torture</li> </ul>
	3.1.4 Contribute to increased capacity and determination of Government officials, in particular law enforcement, to prevent torture	<ul style="list-style-type: none"> <li>• Contribute to guidelines for policy makers on the use of torture-tainted information</li> <li>• Raise awareness of law enforcement officials on prevention, including through the Guide on Monitoring Police Custody</li> <li>• Advocate and support to police and penitentiary schools to include torture prevention in the curricula</li> </ul>	<ul style="list-style-type: none"> <li>• Police and penitentiary schools in 5 countries include torture prevention in their curricula</li> <li>• Police and other law enforcement officials in 5 countries have increased capacity to prevent torture</li> </ul>

		<ul style="list-style-type: none"> <li>• Advocate the enhanced professionalisation of police</li> </ul>	
<b>3.2 Analysis and knowledge of prevention has increased among monitoring bodies, authorities and broader human rights community</b>	3.2.1 Develop and share analysis and knowledge of prevention, with recommendations	<ul style="list-style-type: none"> <li>• Enable and disseminate the Global Research on torture prevention</li> <li>• Develop a policy paper on OPCAT with UNDP</li> <li>• Contribute to online exchanges on relevant themes</li> <li>• Organise and participate in expert meetings and exchanges</li> <li>• Contribute to publications, journals</li> <li>• Develop contacts with Universities</li> <li>• Develop and implement internal trainings</li> </ul>	<ul style="list-style-type: none"> <li>• The research project, including country analysis, is published in journals and reviews and accessible online</li> <li>• The research results create interest and are widely disseminated</li> </ul>
	3.2.2 Facilitate networking and exchanges among international/regional bodies and NPMs	<ul style="list-style-type: none"> <li>• Regional conference on OPCAT in Latin America</li> <li>• Cooperate with relevant UN and regional experts (Rapporteurs and Committees)</li> <li>• Facilitate cooperation between prevention actors through thematic and regional activities and online networking</li> </ul>	<ul style="list-style-type: none"> <li>• 10 activities involve international, regional and national monitoring bodies</li> </ul>
<b>3.3 Practical advice is available for prevention actors</b>	3.3.1 Develop practical tools and advice to respond to needs of actors	<ul style="list-style-type: none"> <li>• Produce new tools and publications</li> <li>• Make prevention tools and publications available in a variety of languages</li> <li>• Maintain and further develop website and e-bulletin, MENA and AmLat Newsletters</li> <li>• Maintain OPCAT Database and online OPCAT news updates</li> <li>• Develop Torture Law Toolbox, including the Torture Law Compilation</li> <li>• Develop online tool on Detention Issues</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention tools are developed and accessible online</li> <li>• Tools are used and appreciated; publications are downloaded from our website.</li> </ul>

## **Strategy 4. Contribute to informed public policy debates**

This fourth strategy marks a new development for the APT. It is based on the insight that our work for a torture-free world will only be truly effective in societies where torture is rejected by the general public, political actors, the media, social movements and faith groups. We need strong public support for the conviction that torture is unacceptable in all circumstances, with no exception. A society with negative attitudes towards people in detention contributes to a wider acceptance of brutal treatment and even torture. Worse, every political attempt to justify torture as a means to fight terrorism or the political opposition draws people further away from our vision of a torture free world.

### **Our contribution:**

#### **4.1 Public support against torture**

In the coming three years the APT will improve its communication for non-specialists and more actively engage in public debates against torture. We will use our own communication platforms and develop more video and visual tools to promote our messages. We will also reach out to the mass media and publish articles, statements and opinion pieces on topics of relevance to our mandate.

#### **4.2 Influential actors engaged in promoting prevention**

We will especially focus on engaging actors who can have a greater influence on others in the promotion of torture prevention. Political leaders and Parliamentarians are such actors with leverage and we will advocate for them to take public positions against torture in their political parties, Parliaments and in the media. We will also target the media to support increased coverage of torture prevention news and debates by, for example, providing guidance on how to report on torture and through media outreach via our in-country work.

### Strategy 4 – Contribute to informed public policy debates

<b>General objectives</b> (what we will contribute to)	<b>Specific objectives</b>	<b>Key actions</b>	<b>Expected results</b>
<b>4.1 Increased support against torture</b>	4.1.1 Contribute to awareness that torture prohibition is absolute and the benefits of prevention	<ul style="list-style-type: none"> <li>• Take public position when relevant</li> <li>• Develop communication for non-specialists</li> <li>• Engage through social media</li> <li>• Develop video-clips and visual tools</li> <li>• E-bulletin and other e-newsletter</li> <li>• Publish articles, statements and op-eds</li> <li>• Disseminate results of the Research on torture prevention</li> <li>• Advice to NPMs and NHRIs in priority countries on communication and media engagement strategies</li> <li>• International and regional HR system are used to support against torture</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement of NPMs and NHRIs in public debates against torture</li> <li>• Public position, articles, op-eds are published and circulated</li> <li>• Governments publicly condemn acts of torture and ill-treatment</li> <li>• Increased number of States sponsoring the UN torture resolutions</li> <li>• Increased number of States making recommendations on torture at UPR</li> </ul>
<b>4.2 Influential actors are engaged in promoting torture prevention</b>	4.2.1 Advocate for parliamentarians and other political leaders to publicly engage against torture	<ul style="list-style-type: none"> <li>• Advocacy with Parliamentarians and other political leaders to take public position against torture and for prevention, in the Parliament, in their parties and the media</li> <li>• Advocate for holding of Parliamentary public debates and hearings</li> <li>• Collaborate with Inter-parliamentary Union on prevention initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• At least 20 parliamentarians become “Champions against torture” and publicly engage to promote torture prevention</li> </ul>
	4.2.2 Contribute to increased mass media coverage of torture prevention news and debates	<ul style="list-style-type: none"> <li>• Publish articles on prevention and defending the absolute prohibition</li> <li>• Provide media-friendly information</li> <li>• Provide guidance to media on prevention and reporting on torture</li> <li>• Engage more with media, including through local partners during in-country visits</li> </ul>	<ul style="list-style-type: none"> <li>• More and better media coverage of torture prevention news and debate in target countries.</li> <li>• More requests for information from journalists.</li> </ul>

## OUR CURRENT WORK – WORLDWIDE



The APT works to prevent torture and ill-treatment in all regions of the world. Our global headquarters, Centre Jean-Jacques Gautier, is in Geneva, Switzerland. We have a regional office for Latin America in Panama and delegates in countries of particular strategic importance. Our ambition is to increase this country level presence over the coming three years.

This map shows countries where we are engaged in 2013 and where we work long term to support our local partners. APT's country priorities are reviewed on an annual basis, in our operational planning.

## FINANCIAL REQUIREMENTS

### ANNUAL FINANCIAL REQUIREMENTS 2013-15 in CHF

	2013	2014	2015		2013	2014	2015
<b>1. Operations</b>				<b>2. Publications &amp; outreach</b>			
<b>1.a Advocacy &amp; capacity strengthening</b>				<b>2.a Production &amp; dissemination</b>			
External consultants	37'500	38'438	39'398	Editing	11'000	11'275	11'557
Research consultants	65'000	66'625	68'291	Printing	35'000	35'875	36'772
Technical experts	3'800	3'895	3'992	Translation	35'000	35'875	36'772
Research project workshops	25'000	25'625	26'266	Mailing publications	3'000	3'075	3'152
Interpretation	18'000	18'450	18'911	Photocopies publications	5'000	5'125	5'253
Accommodations participants	23'000	23'575	24'164	Research project translations	25'000	25'625	26'266
Meals for workshops	36'000	36'900	37'823	Website translation into Spanish	15'000	15'375	15'759
Local partner costs	19'000	19'475	19'962	<b>Sub-Total Publications</b>	<b>129'000</b>	<b>132'225</b>	<b>135'531</b>
Workshop material	2'500	2'563	2'627	<b>2.b Personnel &amp; office costs</b>			
Receptions	3'500	3'588	3'677	Gross salaries	400'500	410'513	420'775
transport for participants	9'000	9'225	9'456	Social charges	73'258	75'089	76'967
Per diem participants	4'000	4'100	4'203	Related office costs* (19% of total)	67'526	69'214	70'945
Invitations to partners	1'500	1'538	1'576	<b>Sub-Total personnel &amp; office costs</b>	<b>541'284</b>	<b>554'816</b>	<b>568'687</b>
Interns	20'000	20'500	21'013	<b>3. Secretariat</b>			
<b>Sub-Total Advocacy &amp; capacity strengthening</b>	<b>267'800</b>	<b>274'495</b>	<b>281'357</b>	<b>3.a Audit &amp; legal fees</b>			
<b>1.b Mission travel costs</b>				<b>3.a Audit &amp; legal fees</b>			
APT staff travel	115'000	117'875	120'822	Financial audit	27'000	27'675	28'367
Non APT staff travel	50'000	51'250	52'531	Legal fees	4'000	4'100	4'203
Research project travel	24'000	24'600	25'215	External evaluations	17'500	17'938	18'386
Meals APT staff	13'500	13'838	14'183	<b>Sub-Total audit &amp; legal fees</b>	<b>48'500</b>	<b>49'713</b>	<b>50'955</b>
Local travel costs	5'000	5'125	5'253	<b>3.b Financial fees</b>			
Visas, vaccines	2'800	2'870	2'942	Bank fees	4'000	4'100	4'203
Field communications	1'450	1'486	1'523	Depreciation	81'000	83'025	85'101
Per diem experts Latin America	4'000	4'100	4'203	Losses on exchange rates	2'000	2'050	2'101
Local travel Geneva/Panama	1'500	1'538	1'576	<b>Sub-Total financial fees</b>	<b>87'000</b>	<b>89'175</b>	<b>91'404</b>
Interns	700	718	735	<b>3.c Personnel &amp; office costs</b>			
Travel insurance	2'000	2'050	2'101	Gross salaries	221'400	226'935	232'608
<b>Sub-Total Mission travel costs</b>	<b>219'950</b>	<b>225'449</b>	<b>231'085</b>	Social charges	42'860	43'932	45'030
<b>1.c Mission accommodation costs</b>				Related office costs* (12% of total)	42'648	43'714	44'807
Accommodation APT staff	28'000	28'700	29'418	<b>Sub-Total personnel &amp; office costs</b>	<b>306'908</b>	<b>314'581</b>	<b>322'445</b>
Accommodation consultants	5'500	5'638	5'778	<b>4. Policy &amp; strategy</b>			
Moving allowances for staff	6'000	6'150	6'304	Meetings	5'500	5'638	5'778
<b>Sub-Total mission accommodation costs</b>	<b>39'500</b>	<b>40'488</b>	<b>41'500</b>	Receptions	3'500	3'588	3'677
<b>1.d Personnel &amp; office costs</b>				Bureau, Board & GA meetings	18'000	18'450	18'911
Gross salaries	1'128'102	1'156'305	1'185'212				
Research partners	200'000	205'000	210'125				
Social charges	175'227	179'608	184'098				

Work permits	2'000	2'050	2'101
Related office costs* (63% of total)	223'902	229'500	235'237
<b>Sub-Total personnel &amp; office costs</b>	<b>1'729'231</b>	<b>1'772'462</b>	<b>1'816'773</b>

\* Based on the proportion of budget sections

1 - Operations	63%	2'256'481
2 - Publications & outreach	19%	670'284
3 - Secretariat	12%	442'408
4 - Policy & strategy	6%	210'449

Travel Board members	15'000	15'375	15'759
Accommodation Board members	4'500	4'613	4'728
Room rental	500	513	525
Gross salaries	118'890	121'862	124'909
Social charges	23'235	23'816	24'411
Related office costs* (6% of total)	21'324	21'857	22'404
<b>Sub-Total policy &amp; strategy meetings</b>	<b>210'449</b>	<b>215'710</b>	<b>221'103</b>

<b>TOTAL CHARGES</b>	<b>3'579'622</b>	<b>3'669'113</b>	<b>3'760'840</b>
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