



association for
the prevention
of torture

- **APT Strategic Plan
2016-2019**

Agenda for change for torture prevention

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Together, we can prevent torture.

Introduction

This strategic plan is the result of a series of meetings of the APT Board and Secretariat and approved by the Board in April 2016.

The Strategic Plan is guided by lessons learnt from external evaluations and internal reviews of the previous three-year strategic plan. Furthermore, the plan was inspired by the results of an independent external research project, commissioned by the APT, on “Does Torture Prevention Work?”.

Together, we can prevent torture

With this new plan, APT’s theory of change emphasises the need for an “Agenda for Change”, which encourages all our partners to actively contribute to reforms that effectively prevent torture.

Through a visual presentation, the “Agenda for Change” provides a unique problem analysis of the main high risks for torture and ill-treatment, the changes needed to solve these problems and APT’s contributions to achieve these changes.

The five changes needed to reduce the risk of torture require a combination of strategies interlinked with each other. APT’s contributions are presented under 3 strategies that together bring the desired changes.

How to make this plan work

APT’s Strategic Plan is complemented by a 4-year Monitoring Matrix and by annual operational plans.

The successful implementation of this 4-year-plan is subject to the following elements:

1. The APT works in all regions and to be cost effective, we prioritise countries where there is potential for change and where APT can make a difference. On an annual basis, we define our A/B/C priority countries in each region, yet maintain openness for arising opportunities elsewhere.
2. The APT has the required competencies to implement this plan within the current institutional structure, but it needs to be funded over the four-year-period.
3. The APT invites donors to contribute to the successful implementation of this Strategic Plan and thus become strong allies in our “Agenda for Change”. The Strategic Plan, including our principles contained within, also guides our fundraising strategy.
4. The APT will work closely with our broad variety of partners at national, regional and international levels.

PART I – APT Identity Statement

APT Vision

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

APT Mission

To lead and support endeavours to prevent torture and ill-treatment

APT Principles

Solution-orientated innovations: APT has always had a creative approach to solving problems linked to the prevention of torture and ill-treatment. Opening up places of detention to oversight bodies is an example of APT's innovative approach.

Commitment to contribute to a global agenda for change: APT does not want simply to draw attention to the global risks and occurrence of torture and ill-treatment but rather to propose and support measures to reduce the risks and thus change detention practice.

Quality partnerships prioritising prevention: The APT seeks and nurtures partnerships with governments and non-governmental entities who share our commitment to prevention and bringing about real change in detention related law, practices and oversight.

Dialogue and cooperation between governments and relevant stakeholders: The APT promotes contacts between government officials, the judiciary, parliamentarians, national human rights institutions, national preventive mechanisms and non-governmental organisations to make contributions to change practices and policies.

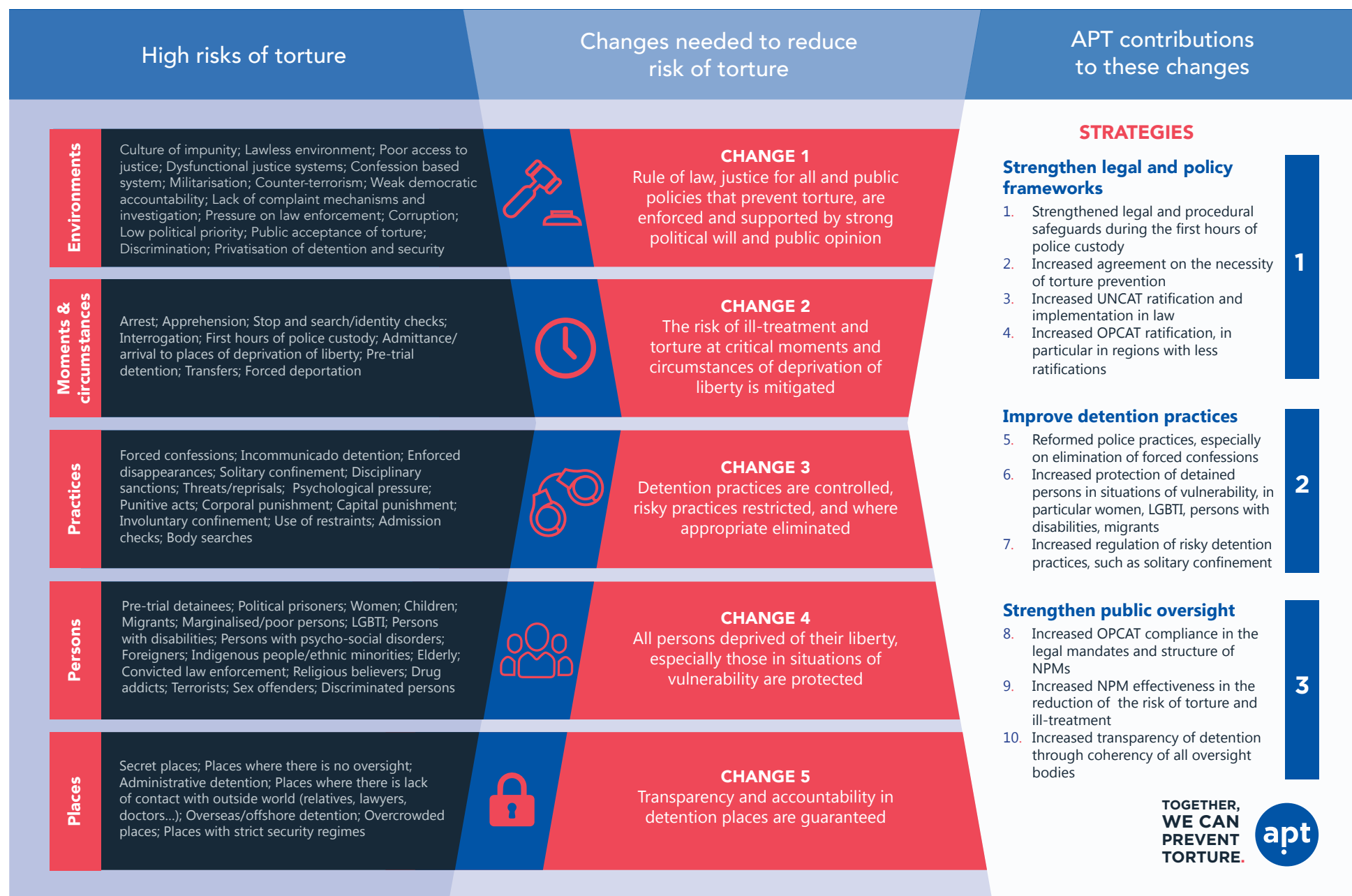
Sustainability and ownership of prevention strategies: The APT is careful to avoid dependence on its advice and support and instead promotes systems and strategies of prevention that are sustainable, from both a human and financial perspective, where implementation of measures is the responsibility and property of local and national stakeholders.

Non-discrimination: Following a human rights based approach to our work, the APT insists on non-discriminatory practices and policies in detention, especially towards persons who may be particularly vulnerable to abuse, for example migrants, women, LGBTI and disabled persons.

Accountability: As much as we insist on detaining authorities being accountable for the way in which they treat persons deprived of liberty, we are also accountable to our partners, supporters and beneficiaries for what we do and how we do it.

Team work, sharing of knowledge and evaluating impact: The APT staff and Board work as a team, sharing skills and knowledge in the best interests of our global quest to prevent torture and ill-treatment. We learn from our partners with whom we facilitate the sharing of experiences and good practices. We continually explore ways of evaluating the impact of our work.

PART II – Problem analysis and Agenda for change



PART III - APT Strategic Plan

Strategy 1: Strengthen legal and policy frameworks

Strategic assumptions

- States are open to considering ratification and implementation of the UNCAT and OPCAT
- Government authorities and legislative bodies are committed to bring about legal reforms

Operational assumptions

- APT has the capacity to make available relevant legal advice in English, French and Spanish

APT Contributions to the achievement of overall changes Expected Outcome	What the APT expects to achieve Expected Results	What APT will do Actions <i>(as detailed in annual operational plans)</i>
1. Strengthened legal and procedural safeguards during the first hours of police custody, such as judicial control, access to a lawyer and a medical doctor, notification of third party	1.1. Relevant stakeholders work towards a better understanding of safeguards 1.2. Strategic litigation on safeguards has taken place	1.1. Advocate for more specific and clear safeguards with international and regional mechanisms 1.2. Contribute to strategic litigation with civil society, NHRIs, lawyers to advocate for adoption and implementation of safeguards

APT Contributions to the achievement of overall changes Expected Outcome	What the APT expects to achieve Expected Results	What APT will do Actions <i>(as detailed in annual operational plans)</i>
2. Increased agreement on the necessity of torture prevention	2.1. Influential actors have clear understanding of the added value of prevention and of OPCAT 2.2. UN and regional mechanisms include torture prevention in their priorities and policies	2.1. Persuade influential actors, such as parliamentarians, political and religious leaders of the added value of prevention of torture, including OPCAT 2.2. Advocate for UN and regional organisations to adopt policies to prevent torture
3. Increased UNCAT ratification and implementation in law	3.1. Relevant stakeholders understand the importance of UNCAT ratification 3.2. National actors engage in the drafting of anti-torture law that comply with UNCAT requirements	3.1. Advocate for UNCAT ratification, at the international level (with MFA and diplomats of other States, regional and UN bodies) and at the national level in targeted countries (with government authorities, NHRIs, CSO) 3.2. Support national actors, (governments, parliamentarians, NHRIs and civil society), with the drafting of anti-torture legislation
4. Increased OPCAT ratification, in particular in regions with fewer ratifications	4.1. Relevant stakeholders understand the importance of OPCAT ratification	4.1. Advocate with governments, parliamentarians, civil society, NHRI, for ratification in targeted countries based on analysis of political will and feasibility, in particular in MENA and Asia-Pacific

Strategy 2: Improve practices

Strategic assumptions

- Relevant government and judicial authorities are committed to review detention practices
- Stakeholders are sensitive to the risks faced by detained persons in situations of vulnerability

Operational assumptions

- APT has developed relevant expertise on particular groups in situations of vulnerability
- APT can show that changes contribute to reduce risks

APT Contributions to the achievement of overall changes	What the APT expects to achieve	What APT will do
Expected Outcome	Expected Results	Actions (as detailed in annual operational plans)
5. Reviewed and reformed police rules and practices, especially on interrogation, to eliminate illegal practices such as forced confessions/evidence	5.1. Relevant stakeholders are sensitised to the needs to include human rights perspective in police rules and practices, in particular to eliminate forced confessions 5.2. Law enforcement training curricula include specific modules on torture prohibition and prevention, including during interrogation 5.3. Relevant national stakeholders take steps to ensure the prohibition of forced confessions in practice 5.4. Monitoring bodies monitor the existence and implementation of police rules and practices on interrogation, including forced confessions and evidence	5.1. Raise awareness on human rights perspective on interrogation with international and regional bodies and national actors (Ministry of Justice, law enforcement agencies, parliamentarians, NHRIs, NPMs and NGOs), including through advocacy for guidelines 5.2. Contribute to police training curricula in targeted States to respect torture prohibition, including during interrogation 5.3. Advocate for and support the police, judges, prosecutors in targeted States to adopt steps to ensure that confessions are not obtained through torture and not used in judicial proceedings 5.4. Support NPM and NHRIs to monitor the existence and implementation of police rules and practices regarding interrogation

APT Contributions to the achievement of overall changes Expected Outcome	What the APT expects to achieve Expected Results	What APT will do Actions <i>(as detailed in annual operational plans)</i>
6. Increased protection of detained persons in situations of vulnerability, in particular women, LGBTI, persons with disabilities, migrants	6.1. Relevant authorities and other stakeholders acknowledge the situations of vulnerability in detention 6.2. NPM understand and address situations of vulnerabilities in detention 6.3. Standard setting bodies are sensitised to the need to develop standards on specific vulnerabilities in detention	6.1. Raise awareness of the situations of vulnerability in detention with actors engaged in detention issues and vulnerable groups issues (authorities, parliamentarians, NHRIs and civil society) 6.2. Support NPMs to address the needs of women, LGBTI, persons with mental health problems and migrants in detention 6.3. Encourage and contribute to the development of standards on vulnerabilities in detention, through advocacy with treaty bodies and regional bodies
7. Increased regulation of risky detention practices, in particular solitary confinement, means of restraints, body searches and disciplinary measures	7.1. NPMs address risky detention practices, including issuing recommendations based on standards 7.2. Relevant stakeholders understand the higher risk of certain detention practices	7.1. Encourage NPMs to monitor the implementation of relevant detention standards including revised Standard Minimum Rules (SMR), in particular on solitary confinement, use of restraints, body searches, disciplinary measures 7.2. Raise awareness with UN and regional bodies and national actors (authorities, parliamentarians, NHRIs) about high risk of certain detention practices

Strategy 3: Strengthen public oversight

Strategic assumptions

- State authorities agree to have oversight of places of detention
- States see NPMs as key actors to bring about change
- NPMs have the will and ability to propose change

Operational assumptions

- NPMs are receptive to APT's efforts to share and learn from NPM best practices
- APT is able to respond to evolving and different needs of NPMs

APT Contributions to the achievement of overall changes	What the APT expects to achieve	What APT will do
Expected Outcome	Expected Results	Actions <i>(as detailed in annual operational plans)</i>
8. Increased OPCAT compliance in the legal mandates and structure of NPMs	8.1. A variety of national actors are engaged in national designation processes 8.2. Relevant stakeholder take into account APT advice on draft NPM legislation 8.3. Relevant stakeholders engaged in NPM establishment follow APT's advice	8.1. Advice and support government authorities, parliamentarians, CSO with NPM designation processes 8.2. Contribute to the drafting and adoption of OPCAT compliant NPM legal basis through advocacy with government authorities, parliamentarians, civil society 8.3. Advice government authorities, parliamentarians and civil society on NPM establishment, including on institutional setup and adequate resources

APT Contributions to the achievement of overall changes	What the APT expects to achieve	What APT will do
Expected Outcome	Expected Results	Actions <i>(as detailed in annual operational plans)</i>
9. Increased NPM effectiveness in the reduction of the risk of torture and ill-treatment	9.1. NPMs monitor a broader variety of places of detention 9.2. NPMs issue reports and SMART recommendations and have adopted a strategic approach on follow-up to recommendations 9.3. NPMs and CSOs have mechanisms in place to cooperate and interact 9.4. NPMs are enabled to implement their full mandate, including on legislative reform	9.1. Support NPMs to effectively monitor a diversity of places of deprivation of liberty such as psychiatric institutions and centres for migrants 9.2. Support NPMs to have a strategy to follow up on the implementation of recommendations, including a communication strategy 9.3. Encourage cooperation between NPM and CSO 9.4. Encourage NPMs to engage in legislative reform
10. Increased transparency of places of detention through coherent contributions from all external oversight bodies	10.1. Relevant stakeholders take steps to ensure coherent external oversight to prevent torture 10.2. Oversight bodies regularly cooperate 10.3. Parliamentarians and judicial bodies make effective use their oversight mandate	10.1. Advocate with government authorities, parliamentarians, NHRIs, Ombuds-institution, NPMs, CSOs for transparency and coherence of external oversight 10.2. Encourage cooperation, for coherent contributions amongst oversight bodies, including NPMs, NHRIs and CSOs 10.3. Encourage parliamentarians and judicial bodies to make effective use of their monitoring mandates



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