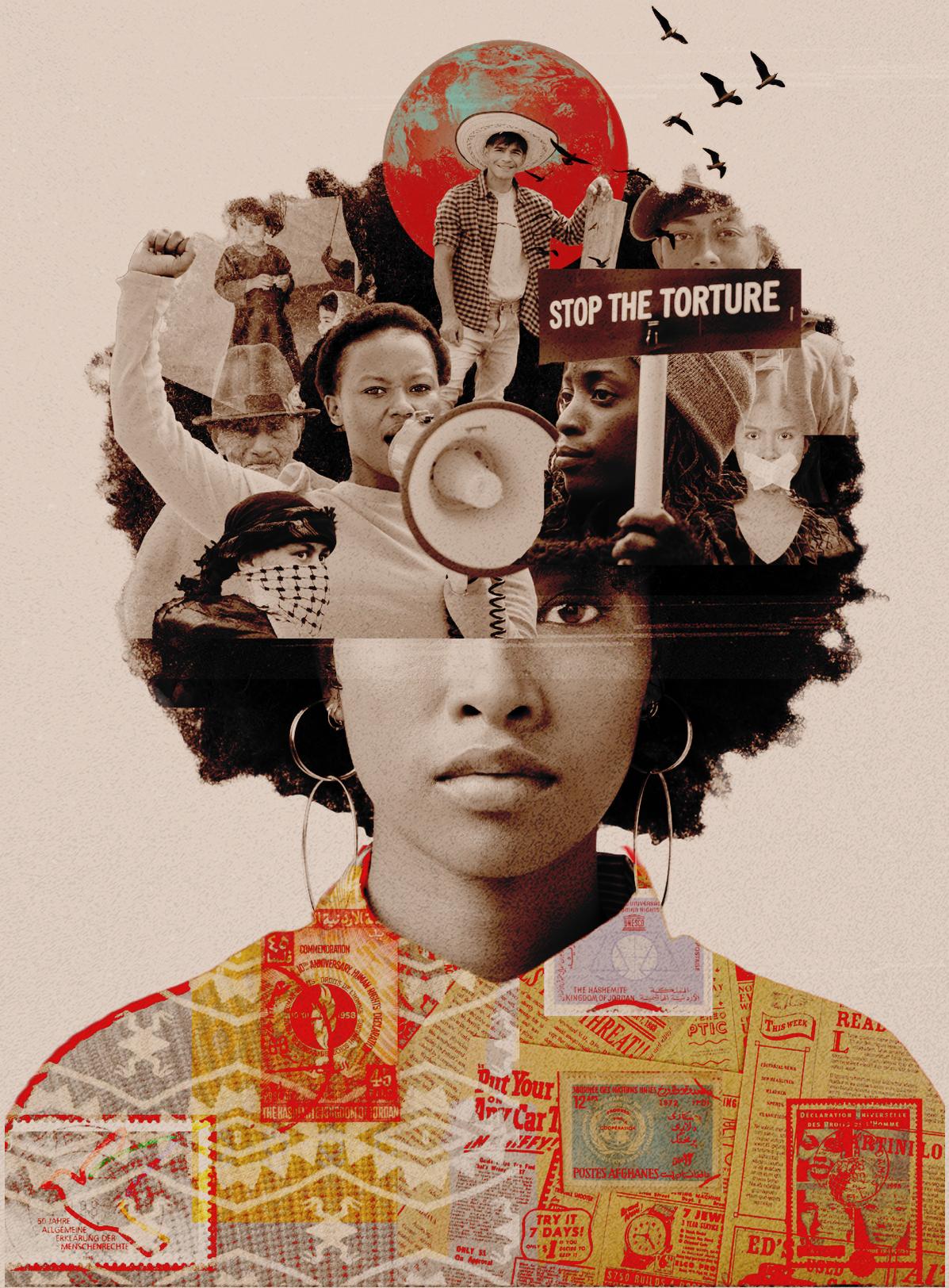


OMCT

SOS-Torture Network



STRATEGY

2025-2029



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**Many voices,
one movement**

'If you want to go fast, go alone, if you want to go far, go together'

WHO WE ARE



Our Vision

A world free from torture and other ill-treatment in which human dignity prevails.



Our Values

Solidarity, universality, non-discrimination and representation, local ownership and agency.



Our Mandate

To contribute jointly with SOS-Torture Network to winning the struggle against torture, summary executions, enforced disappearances, arbitrary detention, and other cruel, inhuman, or degrading treatment or punishment.



Our Strategic Partnerships

Central is our partnership within the only international anti-torture consortium, United Against Torture, building common approaches, positions, learning from each other and allowing new synergies within the global fight against torture. Equally crucial to our success over the coming years will be our ability to maintain and scale with others the work to protect human rights defenders and their organisations through a comprehensive structure of support: Protect Defenders, an EU human rights defenders Mechanism that we co-lead.



Our Dual Approach

The OMCT is among the leading anti-torture organisations worldwide with a unique expertise supporting human rights defenders. It is our learning that the dual approach of providing an accessible safety net to defenders while working alongside in their struggle against torture and other violations is among the most critical elements ensuring their ability to improve the lives of their communities.



Our Mission

To lead, strengthen and protect the global movement to eradicate torture.



The SOS-Torture Network

The OMCT's SOS Torture Network includes 200+ organisations working to end torture and other ill-treatment, to fight impunity and to protect human rights defenders worldwide. Together with our participation in international consortia we continue building and strengthening a broadly diverse and globally inter-connected movement actively standing up to torture in more than 100 countries. Our network structure enables vital protection to local actors, connecting them to support and solidarity, while also generating authoritative data and amplifying their legitimacy as key drivers in the global human rights movement.



Our Governance

Our governance is exercised through a General Assembly of 50 leading human rights defenders representing all regions. Our Executive Council is composed of 10 leading anti-torture experts and professionals reflecting diverse backgrounds and regions in the world committed to advancing against torture and protecting human rights defenders.



Our commitment to Human Rights and to the SDGs

All activities of the OMCT are ODA-eligible and our Network's engagement is indispensable for the achievement of the Sustainable Development Goals (SDG). Our work is directly relevant to SDG 16 (Peace, Justice, and Strong Institutions), but is also highly relevant for all other SDGs. Our support to the SDG agenda goes well beyond this and follows the logic of 'achieving a better and more sustainable future for all'. There is simply no sustainable development without a strong, vibrant civil society advancing a rights-based approach, active human rights defenders and a viable human rights movement that can address violations, counter inequalities and act on the goals and indicators set out in the SDGs.

1 INTRODUCTION

In 2025, the world has become increasingly unpredictable. Authoritarianism is on the rise, torture is used as a tactic in conflict, and democracy and the rule of law are in decline amid a surge in nationalist populism. These developments are connected to and grounded in growing inequalities and poverty and distorted by rising intolerance and discrimination.

Across regions, militarised policing, punitive detention policies, gendered patterns of violence, and repressive justice trends – including against children – are eroding safeguards and normalizing abuse. Divisive and criminalising narratives on migration or on ‘criminality’, often rooted in structural racism and deepening inequality, expose women and LGBTIQ+ persons to gender-specific forms of violence, threaten marginalised communities and go hand in hand with a shrinking civic space and attacks on freedoms of assembly and expression.

At the same time, the space to defend the right to be free from torture and other ill-treatment is increasingly being challenged. The universal system developed for our human rights promotion and protection – imperfect as it may be – is increasingly disregarded, sometimes through direct attacks but also through glaring double standards and selectivity. Threats to human rights defenders have intensified, from smear campaigns and judicial harassment to physical attacks and restrictive legal frameworks that seek to silence and obstruct civil society.

Torture lies at the centre of today’s global challenges; it proliferates in contexts where democratic institutions and the rule of law are eroded and is deeply rooted in systemic inequality and injustice. As a non-derogable norm under international law, its absolute prohibition affirms the universality of human rights, applying without exception and without discrimination. We must defend the absolute prohibition of torture and other ill-treatment as a non-negotiable public good across all spectrums of political and ideological divides.

Yet we are not powerless. The OMCT was created in 1985 by the then 48 SOS-Torture Network members with eminent legal and human rights experts in Geneva. Today, we are over 200 organisations and partners working in more than 100 countries. Our movement has grown and is more impactful, and today we can count on many more voices against torture than at the time of our creation.

Our Strategy 2025–2029 builds on decades of experience and learning, drawing on the proven tools and trusted approaches that have demonstrated their impact and strengthened our members on the frontlines of the fight against torture. In a world marked by uncertainty and shifting realities, we remain committed to our core values – the principles that define who we are – while finding the courage to take bold steps forward. This strategy calls on us to innovate, to stand more united than ever, to focus our efforts, and to build stronger bridges with other movements. It is this balance that defines our path: between our enduring foundations and our readiness to act with courage and imagination.

We continue advancing. But we must now build and scale new partnerships across and beyond our movement: torture eradication and realisation of rights can only be achieved if we work together across all sectors, borders, and new frontiers.



2 HOW WE BRING CHANGE

We believe that, in order to realize our vision of a world free from torture and other ill-treatment, in which human dignity prevails, we need to see a world where laws and institutions comply with anti-torture standards, and torture is not tolerated.

Our Theory of Change is built on the understanding that meaningful impact rarely comes from a single actor, it arises when many people and organisations work together, and that torture can only be eradicated when actors work together as a connected, resilient movement.

This change happens through four connected pathways that reinforce one another.

- ✦ If torture and the risk of torture are made visible through credible data and evidence, and the SOS-Torture Network and civil society organisations and human rights defenders working together are supported to monitor, report and advocate for compliance with anti-torture safeguards and standards,
 - Then relevant stakeholders will recognise torture as a widespread, measurable problem requiring action, and the laws, policies and standards that enable torture will be challenged and reformed;
- ✦ If those who have experienced torture have access to justice, reparation, and rehabilitation, and perpetrators face consequences,
 - Then impunity will decrease, victim dignity will be restored and deterrence against torture will strengthen;
- ✦ If coordinated movement solidarity strengthens the conditions that allow human rights defenders to act freely and safely,
 - Then they will be able to continue their vital work protecting the civic space and defending rights and fundamental freedoms;

- ✦ If the global anti-torture movement is strengthened, connected, resourced and resilient, and speaks to other causes and struggles,
 - Then it will be able to maintain pressure on states and institutions and respond rapidly to crisis and authoritarian backlash.

And if all four conditions are sustained over time, through collective action and movement solidarity,

- **Then safeguards against torture will be upheld, and torture will not be tolerated by societies or institutions, leading to a world free from torture in which human dignity prevails.**

OMCT's Movement Approach is grounded in a conviction and decades of experience working as a Network: that no single organisation or strategy, acting alone, can achieve sustainable change and maintain it. It is not simply Strategic Goal IV ("Building the Movement-Together"); it is the overarching approach that makes the four goals effective. It is both a means (the way we implement our four goals through networks, partnerships and solidarity) and an end in itself (a strategic objective to create a strong, connected anti-torture movement).

In our Theory of Change, the Movement approach functions as the enabling condition for achieving impact. The four pathways ("visibility and advocacy", "justice and accountability", "support and protection of HRDs", and "movement building") only lead to a world free from torture when they operate within and are sustained through movement solidarity.

To bring about this change, and in response to the current conditions and challenges, we will implement the following strategic goals to make our vision a reality.

Theory of Change

Vision

A world free from torture and other ill-treatment where human dignity prevails

Mission

To lead, strengthen and protect the global movement to eradicate torture

Values

Solidarity, Universality, Non-Discrimination, Representation, Local Ownership and Agency

Safeguards against torture are upheld, and torture is not tolerated by societies or institutions, leading to a world free from torture in which human dignity prevails

Visibility and advocacy drive legal reform and compliance with anti-torture safeguards



Strategic Goal I
Advancing Against
Torture - Together



Strategic Goal II
Protecting Against
torture - Together

Repressive laws and practices enabling torture are reformed, perpetrators face accountability, and survivors access justice and reparation

Movement Approach



Strategic Goal III
Defending the Right
to Defend - Together



Strategic Goal IV
Building the
Movement - Together

Human rights defenders can work safely, with increased collective resilience and effectiveness, defending rights and fundamental freedoms

The anti-torture movement is strengthened, connected, resourced and resilient

Cross-cutting themes

Children Women People on the move

Sustainability Targets

- Communicating together to achieve greater impact
- Staff well-being, effective management and strengthened governance systems
- Sustainable resource generation and funding model adaptation
- Stepping up impact, monitoring, learning and efficient cost management
- Regional strengthening to meet local needs

How we contribute to SDG 16

The strategic actions linked to each Strategic Goal



- Target 16.1 / Indicator 16.1.3
- Target 16.2 / Indicator 16.2.1
- Target 16.3 / Indicator 16.3.1
- Target 16.10 / Indicator 16.10.1
- Target 16.A / Indicator 16.A.1

Strategic Goal I

Advancing against Torture - Together

Torture and the risk of torture are made visible and civil society is mobilised to advocate for compliance, thereby informing decisions of relevant stakeholders and driving reforms in laws and standards, which increase compliance with anti-torture safeguards.

Through this strategic goal, OMCT contributes to the achievement of SDG 16.1.3 (Proportion of population subjected to physical, psychological, or sexual violence) and SDG 16.A.1 (Existence of independent national human rights institutions in compliance with the Paris Principles).

Forty years after the UN Convention against Torture came into force, and despite progress made, we are far from the eradication of torture. In an environment of increasing disinformation, when populism is questioning human rights and states resort to policies that increase insecurity, torture and other forms of violence, our movement must generate clear information and evidence-based authoritative data to defend the universal prohibition of torture.

STRATEGIC ACTION 1.1

Producing an authoritative Global Torture Index

The risks and consequences of torture are made visible and are better understood, which strengthens the case for the eradication of torture.

Core to our strategy is our investment in the Global Torture Index, a global and credible risk index to counter the relativisation of torture, give a probability to its real dimensions globally and locally, and power our advocacy with accessible, robust and reliable data. It provides evidence and authoritative data that can be used by multiple actors to advance local anti-torture struggles and reforms, reduce the existing information gap on torture and ill-treatment, legitimise our member organisations as authoritative sources of information, and ensure that the issue of torture receives global visibility and attention.



STRATEGIC ACTION 1.2

Mobilising and supporting civil society to monitor, report and advocate against torture

States demonstrate increased compliance with the Convention Against Torture through the implementation of recommendations of the Committee against Torture (CAT).

175 States have ratified the Convention Against Torture, but there is no enforcement mechanism, which is why CSOs play a vital role as local advocates, monitoring and pushing for compliance and prevention against torture in their countries.

We work alongside local anti-torture organisations, supporting them in: monitoring, reporting and advocacy efforts; sharing the CAT’s recommendations and decisions; fostering coalition building; and encouraging States to implement the adopted Concluding Observations.

We also work with the CAT to adopt progressive protection norms and standards and defend it from attacks seeking to reduce its protective reach.



STRATEGIC ACTION 1.3

Engaging diverse audiences and framing narratives using evidence-based data

Awareness of the risks and consequences of torture and other ill-treatment increases among broader audiences, informing debates on security and long-term sustainable development

Our engagement with diverse audiences is based on robust data and collective research on torture and the risk of torture where it occurs, including in authoritarian contexts, migratory processes, and as a result of deepening social inequality and discriminatory practices.

Central to our broader outreach is the role of communications to provide proactive media engagement, storytelling through digital platforms, and amplification for voices of frontline defenders and of those who have experienced torture and advocate for change.



Strategic Goal II

Protecting against Torture - Together

Repressive laws, policies and practices that enable torture are challenged and reformed, and those who have experienced torture have access to protection, justice, reparation and rehabilitation, thereby restoring victim dignity, reducing impunity and strengthening deterrence against torture.

Through this strategic goal, OMCT contributes to the achievement of SDG 16.1.3, SDG 16.2.1 (Proportion of children aged 1–17 years who experienced any physical punishment and/or psychological aggression by caregivers) and 16.3.1 (Proportion of victims of (a) physical, (b) psychological and/or (c) sexual violence who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms).

The global anti-torture movement continues to advance by contributing to legal and policy reforms, but discussions on torture often remain abstract and neglect support to those who have experienced it. This undermines the real impact of policy change, allowing systems of impunity to thrive.

STRATEGIC ACTION 2.1

Supporting persons who have experienced torture and pursuing impactful litigation challenging torture and strengthening legal protections

Those who have experienced torture benefit from justice, recognition and reparation from the State and/or other actors through successful litigation at domestic, regional, and international levels, and survivor-led advocacy influences the development of laws and policies.



Building on our work with SOS-Torture Network members and its regional litigators' groups – platforms where experienced litigators and advocates share strategies, engage in peer exchanges, and collectively address systemic obstacles in defending victims of torture and other ill-treatment – we initiate, support, and co-develop litigation strategies against torture in domestic, regional, and international instances, including with the Committee Against Torture and other UN treaty monitoring bodies.

Recognising the experiences of those who have suffered torture is essential for their recovery and for strengthening anti-torture advocacy. In line with this, we provide direct assistance to victims and survivors of torture and lifeline support to Network members and local groups assisting victims in authoritarian environments. Our SANAD Centres in Tunisia deliver integrated support services that enable those who have experienced torture to rebuild their lives, seek legal redress, and access medical and psychological assistance.

We also promote survivors' leadership in shaping protection agendas and demanding accountability, and we help create spaces for engagement, collective support, and survivor-led advocacy.

STRATEGIC ACTION 2.2

Documenting torture and impunity and advocating against it in contexts of crises

In contexts of crises, including closing civic space, conflict and growing authoritarianism, torture documentation and advocacy lead to a reduced ability of perpetrators to operate with impunity and to decreased systematic violations.



We confront torture where it is systematic, blatant, and unchecked, building on knowledge accumulated over decades intervening in situations in which torture and impunity have emerged on a wide scale. In these situations, torture often reaches systematic levels, and impunity is rampant, as policies drift towards more militarised policing and detention, including for children.

We maintain sustained engagement with our members and partners in their efforts to combat torture, supporting and accompanying them in torture documentation, identifying and promoting best practices, sharing our experience and expertise and building joint advocacy and litigation.

STRATEGIC ACTION 2.3

Countering repressive policies undermining the absolute prohibition of torture

Torture and ill-treatment decrease in policing, detention and migration contexts through strengthened safeguards, monitoring, and reformed practices.



We work on conditions that typically enable torture, impede accountability and restrict the freedom to defend rights.

Situations of extra-custodial and near-custodial torture in the context of policing protests and other assemblies are frequently a tipping point towards closing space and policies resulting in torture. Through our sustained and targeted actions, we actively respond to these situations: we support members in documenting cases; we strengthen the role of monitors, including human rights defenders; we promote legislation on the use of force and the prohibition of torture instruments; we enhance the recognition that police violence can constitute torture or other ill-treatment; and we support advocacy for stronger safeguards. We also apply an intersectional lens to racial or gender-based violence and other forms of discrimination.

We monitor and expose the frequent use of torture and arbitrary detention along migratory routes, the externalisation of detention and asylum policies, and the widespread violence and rights violations committed against people on the move. We also challenge attempts to weaken protections against torture, such as the undermining of the principle of non-refoulement.

Lastly, we respond to torture and other ill-treatment in diverse contexts of deprivation of liberty, especially where punitive policies, emergency frameworks, and weak oversight undermine the protection of detainees' rights. We strengthen and amplify the protection of children deprived of liberty through our dedicated child protection programme, mobilising anti-torture groups around the world to engage in protecting children deprived of liberty in their countries.

Strategic Goal 3

Defending the Right to Defend - Together

Human rights defenders can pursue without fear and reprisals their vital work defending rights and fundamental freedoms in open civic society spaces, which is essential for promoting democracy and the rule of law.

Through this strategic goal, OMCT contributes to the achievement of SDG 16.10.1 (Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates).

The eradication of torture and the protection of rights can only be achieved through open and vibrant civic spaces where individuals who stand up for human rights can work freely.

Human rights are interconnected, indivisible, and interdependent, and so is the civic space in which human rights defenders and social movements advance rights. We support and work alongside marginalised defenders, including women human rights defenders, LGBTIQ+ defenders, migrants' rights defenders, disability rights defenders and defenders who have disabilities themselves, environmental defenders, Indigenous Peoples' rights defenders, and defenders from racialised and ethnic minority communities and those in remote or isolated areas. All too often, attacks against these defenders amount to acts of torture or other cruel, inhuman, or degrading treatment.

Through holistic engagement, we provide crucial emergency assistance to human rights defenders and strengthen their capacity to drive systemic change and uphold the right to defend human rights universally.

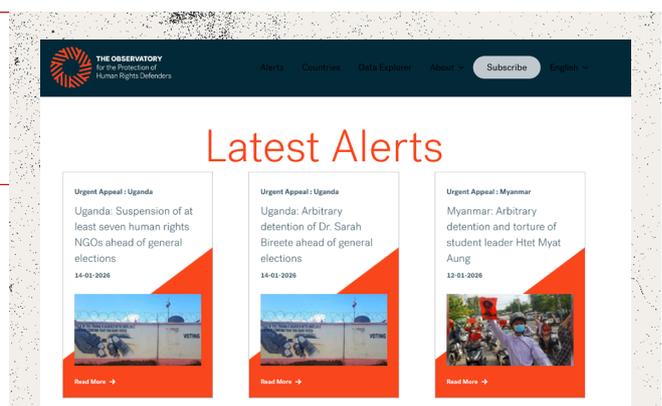
STRATEGIC ACTION 3.1

(Short-term support) Providing rapid protection and emergency response to human rights defenders

Human rights defenders at immediate risk are able to conduct their work safely and can access an emergency, holistic system (financial, legal, medical, psychosocial).

To achieve this, we engage in protective and reactive advocacy through the [Observatory for the Protection of human rights defenders](#), a joint initiative with the International Federation for Human Rights (FIDH): we issue targeted urgent interventions that include urgent alerts, joint statements, open and closed letters, mobilisation of political support, fact-finding and trial observation visits, and provision of direct accompaniment to defenders facing immediate risks.

Via [ProtectDefenders.eu](#), we offer emergency financial assistance for urgent relocation and critical emergency medical, legal, or psychosocial support to HRDs facing imminent threats; and through our SANAD centres in Tunisia, we facilitate individualised legal and psychosocial assistance support.



STRATEGIC ACTION 3.2

(Medium-Term Support) Strengthening the collective resilience of human rights defenders

Human rights defenders can draw on solidarity and practical support to continue their human rights work.

We offer institutional support to strengthen HRDs' capacities through ProtectDefenders.eu, along with strategic financial assistance to ensure their anti-torture and human rights defence efforts can continue, whether inside or outside of their home countries. Through our institutional support, we contribute to their safety and resilience by promoting collective well-being and digital security assistance. We also work alongside our partners and Network Members to deepen their skills and resources, and our work is guided by a gender perspective that recognises the gendered nature of risks and reprisals. To inform our advocacy and movement-building efforts, we undertake country-focused investigations and we produce research reports including on the heightened risks for marginalised human rights defenders.



Finally, we contribute to re-framing narratives on human rights defenders and civic space, countering their stigmatisation and opposing repressive legal frameworks, by making their valuable work and legitimacy visible through coordinated campaigns and network actions.

STRATEGIC ACTION 3.3

(Long-Term Support) Advocating for the release of human rights defenders from arbitrary detention, building global awareness and advancing protection policies

Arbitrarily detained human rights defenders receive support for their release, and documented patterns of detention of human rights defenders strengthen the case for systemic protection reforms.

Censorship by detention of HRDs damages societies by depriving them of those who promote and protect human rights. We work to free detained human rights defenders and challenge the systems that criminalise them.



Our long-term commitment begins with the new Network-based **SOS-Defenders Platform**, the first global platform that compiles and highlights cases of HRDs in places of deprivation of liberty worldwide to mobilise global advocacy for their protection and liberty. We gather and publish global data on arbitrary detention of HRDs, identify patterns and contribute to international advocacy efforts for their release, including advocacy campaigns such as #FacesOfHope.

In addition, we are committed to influencing policies that prioritise the recognition of the work of HRDs. This includes advancing humanitarian or specialised visa frameworks, alongside national, regional, and international policies to reflect and respond to the realities and demands of those on the frontlines.

Strategic Goal IV

Building the Movement - Together

The anti-torture movement locally and globally is strengthened, connected, resourced and resilient, and can maintain sustained pressure, respond to crises and backlash, and build alliances with broader human rights and social justice movements.

No single organisation or institution can achieve sustainable social change and maintain it alone. Dismantling the repressive systems that enable torture requires stronger and better-connected global, regional, and national networks building and winning public awareness and support. Maintaining and defending these advances demands the formation of broad-based alliances and the sharing of interests across social sectors. It is therefore crucial to build movements together with the voices and leadership of those most affected and at the forefront of defending the right to live free from torture.

STRATEGIC ACTION 4.1

Strengthening the SOS-Torture Network and its collective DNA

SOS-Torture Network members have increased capacity, stronger connections, and enhanced collective identity, which enables them to conduct more effective anti-torture work, and sustain coordinated advocacy.

Over the coming four years, we will continue to support and accompany the SOS-Torture Network to act as a universal voice against torture and other ill-treatment, strengthening its shared identity and building its collective resilience in the face of multiple challenges. We will continue organising the **Global Week Against Torture** to build new lines of cooperation and collaboration, and to deepen and expand our network further so that anti-torture efforts can reach new countries.

We will provide spaces and platforms for sustained collaboration with and among Network members, including in difficult environments, and we will promote joint and multi-organisation reporting, advocacy, communications, documentation, research, and participation in policy setting.

In our programming, the OMCT integrates Network building into its methodology, including through the creation of steering groups and thematic working groups. As we have learned over the years, our greatest strength lies in connecting members within and across regions to share lived experiences, learn new tactics and practices, and act together as a solidarity movement.



STRATEGIC ACTION 4.2

Uniting globally, building synergies and setting progressive positioning

Cooperation, synergies, and unity among global anti-torture organisations lead to advancing progressive policy-setting and coordinated international advocacy.



We seek to maintain a global alliance against torture, providing a comprehensive system of collective support to the anti-torture movement. Since 2023, the OMCT has contributed to building the first global anti-torture consortium of its kind – the ‘United Against Torture Consortium’ – which brings together the collective expertise and workstreams of six anti-torture organisations and their networks under one, uniting umbrella to foster political support to the anti-torture struggle.

The OMCT is committed to strengthening this new level of collaboration to gather more voices and power reaching out beyond typically global north countries for advancing progressive policy setting, including on survivor engagement, police brutality, and movement building and strengthening.

STRATEGIC ACTION 4.3

Alliance building and providing value to other sectors

Universal protection mechanisms are defended collectively and the struggle against torture supports broader human rights and democracy movements.

We will build and participate in alliances and partnerships with other sectors where torture expertise provides added value and protection, including struggles against gender-based violence, child rights protection, disability movements or underserved communities, as well as broader social justice causes that uphold human rights values. This involves developing best practices and learning through our Network how to connect with social justice movements, provide protection for their human rights work, and protect them from torture.

We stand collectively in solidarity with institutions such as the International Criminal Court (ICC) and the UN human rights system to protect and defend the gains of human rights law against the attack of states and non-state actors. Together we advocate for political support for human rights and work with donors to maintain funding for anti-torture, human rights, and social justice movements, ensuring that universal mechanisms remain accessible to defenders and those who have experienced abuse.



3 HOW WE WORK

Our ability to achieve impact depends not only on what we do but also on how we work. This section outlines the key dimensions that enable the OMCT to deliver lasting, effective, and sustainable results — through our methodologies, institutional enablers, and cross-cutting themes that guide every aspect of our actions.

a. Methodology and expertise

The OMCT implements a holistic, intersectional approach to countering torture and other ill-treatment by supporting prevention, protection, justice-seeking, victims' assistance and reparations. We also draw on over 30 years of experience supporting human rights defenders, particularly in challenging and repressive environments, providing protection, strengthening capacities and reinforcing resilience.

We offer specialised expertise in protecting those most at risk of torture due to structural violence, systemic discrimination, and entrenched inequalities — including children, women, LGBTIQ+ persons, racialised and ethnic minorities, Indigenous Peoples, people with disabilities, and people on the move. Our work is shaped by Network members and partners who engage closely with those who have experienced torture and ill-treatment, ensuring that our approach reflects lived realities, particularly where the torture or other ill-treatment is rooted in multiple forms of marginalisation.



b. Cross-cutting themes

In addition to our strategic goals, we integrate a set of cross-cutting themes – children, gender, and people on the move – which shape and strengthen all aspects of our work. Through systematic data disaggregation, tailored approaches, and specific objectives and desired results within each strategic goal, we embed these dimensions throughout our programmes and advocacy.



Children

In addition to integrating our child's right perspective in our work, our longstanding programme on children enables us to use in-depth knowledge and unique expertise on the specific challenges faced by children subjected to torture and other ill-treatment, including in detention settings. Children are particularly vulnerable to torture and other forms of ill-treatment. Children in detention are at higher risk of being subjected to torture, despite its absolute prohibition.

We aim to contribute to a better protection of children from torture and to the prevention of torture of children by increasing the visibility and understanding of the realities of child torture, promoting legislative and policy reforms, strengthening accountability, providing direct assistance and addressing the distinct needs of children affected by torture in our actions.



Women

Gender influences not only the forms and circumstances of violence but also its consequences and women's access to justice, reparation, rehabilitation and civic space. We aim to ensure that women have access to justice and are better protected from violence, including through the UN Convention against Torture.

Drawing on disaggregated data and evidence-based analysis, we examine and raise awareness about gender-related forms of torture, women in detention and women human rights defenders, ensuring that our interventions, advocacy, and programming are informed by concrete evidence and respond effectively to the distinct challenges faced by women.



People on the move

We aim to contribute to the protection of people on the move from torture and other ill-treatment, ensuring that migration policies and practices uphold human rights and dignity. Through strategic litigation, direct assistance, and evidence-based advocacy, we seek to strengthen accountability and ensure that victims of violations can access justice and reparation. We will continue to document abuses, oppose the criminalisation of migrants, raise awareness and engage with States, regional mechanisms, and civil society to promote migration policies and practices that comply with human rights standards. In addition, we will unite with others to defend threats to the universal anti-torture framework, including the principle of non-refoulement.

c. Sustainability

Strategy 2025-2029 would be incomplete if it were to ignore the challenging global political and financial environments that human rights organisations are facing, and the importance of reinforcing the areas and capacities that underpin the implementation of this strategy. Our objective is to build a healthy and sustainable organisational structure that delivers change, retains staff, generates necessary resources, addresses the local needs of our network, and engages stakeholders through compelling communications.

🕒 Target 1

Communicating together to achieve greater impact

Transversal to the success of all our strategic goals is our investment in communications. Over the next four years, we will seek to reinforce our communications to bolster our advocacy, shape public debate and drive policy change.

- Through storytelling and media engagement, we will amplify the voices and struggles of defenders, and of those who have suffered torture, giving them agency to advocate for change.
- In close collaboration with our Network and drawing on the strong data and evidence from the Global Torture Index and the SOS-Defenders Platform, we will speak as a collective voice and increase our global reach.
- We will follow a digital-first approach to reduce our environmental impact and will tailor our messaging to engage younger audiences through accessible and inspiring content.

🕒 Target 2

Staff well-being, effective management and strengthened governance systems

We recognise the importance of enabling an efficient and supportive workplace and of providing comprehensive mental health support, acknowledging the profound impact that our work can have on our teams and leadership. We commit to:

- Ensuring effective, responsible, and accountable management, and building cultural and structural change rooted in Collective Care principles – encompassing digital, physical, community and psychosocial aspects – especially for staff and their families who may be at risk due to their work with OMCT.
- Investing in coherent organisation-wide planning ensuring prioritisation, effectiveness and efficiency.
- Promoting diversity and representativeness.
- Enhancing our governance – notably the Executive Council and General Assembly – to be representative of our movement and of the struggle we serve.

🕒 Target 3

Sustainable resource generation and funding model adaptation

Financial and organisational stability and growth in a shifting and rapidly changing global context has in 2025 become a fundamental – and possibly existential – challenge for civil society human rights organisations around the world. To safeguard our long-term sustainability and credibility, and to strengthen accountability to our Network, our beneficiaries, and their communities, we will focus on:

- Launching a new resource mobilisation strategy designed to meet our annual budget targets; to diversify our donor base and increase unrestricted support; and to innovate for new revenue generation methods and partnerships.
- Reaching out to new audiences to diversify our support and revenue streams, encouraging donors traditionally supporting human rights and social justice causes to stay the course, and rallying the private sector to support rights and democracy movements.
- Fundraising jointly with and on behalf of our Network members and partners, and continuing to work through joint and collective programmes with broader coalitions.
- Leveraging an increasingly active Executive Council with diverse expertise, and the “Comité d’ action”, a Swiss committee actively engaged in actions on behalf of the OMCT, toward building new support mechanisms, partnerships, and alliances to deepen our foundations and build for resilience in an uncertain future.

© Target 4

Stepping up impact, monitoring, learning and efficient cost management

Building on our commitment to results and responsible stewardship, we will enhance how we monitor, learn from, and optimise our operations.

- We will continue to invest in our planning, monitoring, evaluation and learning system to ensure both effective and efficient implementation of our projects and activities.
- Strategy 2025-2029 is accompanied by a results framework that has been built alongside the Strategy, and which will enable a structured, results-oriented approach to yearly operational plans and benchmarks for assessing effectiveness and implementation. This framework will be annually reviewed to learn lessons and to adjust our planning and actions as the geopolitical environment may change.
- We are committed to better documenting, learning from, and improving our impact orientation approach to demonstrate the return on investment and value we are able to generate for donors, partners, and beneficiaries.
- We will rely on upgraded operations capacities and financial compliance systems to satisfy the highest standards and scrutiny.
- We will evaluate our cost model and cost sharing options to mutualize costs.

© Target 5

Regional strengthening to meet local needs

To increase the relevance and impact of our work, we will tailor our programmes to address the specific needs and dynamics of each region, while strengthening our global network.

- In our programmatic annual plans, targeted engagement strategies for each region will be guided by the newly established regional desks.
- We will strengthen network relations and foster new connections, while continuing cross-regional approaches.
- To address historical imbalances, we will mobilise resources to expand programming in the 'global north', including Europe, to counter narratives that risk undermining the global consensus on torture.
- We will advocate consistently for human rights defenders and anti-torture policies with the EU, upholding credibility and avoiding double standards.

**Many voices,
one movement.**



OMCT 2025-2029 **STRATEGY**