

Strategy 2018–2020

Uniqueness of the IRCT

IRCT is the leading global association on torture rehabilitation with over 160 members in more than 70 countries. The association is governed by its members and aspires to be the **global unified voice of the torture rehabilitation movement**.

The IRCT is uniquely positioned to take the lead in the identification of global standards and evidence-based approaches to rehabilitation, in sharing knowledge on rehabilitation and promoting the sustainability of the movement.

Torture is still practiced in more than 100 countries around the world. Torture rehabilitation centres play a key role in ensuring reparation for victims and promoting democracy, co-existence and respect for human rights. Providing reparation to survivors of torture helps reconstruct lives and heal broken societies.

IRCT members focus on holistic **rehabilitation of torture victims** including access to **justice, healing, social support, social reintegration and public awareness**. The IRCT uses its health-based knowledge about the impact of torture on victims to promote accountability and prevention.

The rehabilitation process allows victims to fully take control of their lives, be self-supporting and contribute to society.

Global context of torture

In the 2016 Mexico Consensus, the global IRCT membership declared:

"That it is deeply concerned that torture and other grave human rights violations, including extrajudicial killings and enforced disappearances, continue to be widespread and often systemic in countries worldwide; and that rhetoric instigating or condoning torture and stigmatising victims is growing in all regions of the world; (paragraph 5)

That it is deeply concerned by the growing number of human rights violations and victims of torture due to increasing conflicts, the growth of authoritarianism, persecution and discrimination, among other reasons, which have caused an increase in populations on the move;" (paragraph 6).

Working together to promote change

In response to the continued prevalence of torture, the membership resolved:

"To work together in solidarity and mutual support to further the common mission, combat ongoing oppression and human rights violations in accordance with international human rights standards, and implement the principles and recommendations set forth in this resolution to ensure that torture victims can access independent and accountable holistic rehabilitation services tailored to their specific and diverse needs; (paragraph 15)

To work jointly to enhance accountability towards victims, including in relation to relevant international, regional, national and local stakeholders;" (paragraph 23)

Adoption of IRCT Strategy 2018-2020

Achieving these goals requires collective and coordinated action by all members at the national, regional and global levels. Actions should be grounded in the unique knowledge and contextual experience held by each individual member, and work towards clearly defined outcomes. Consequently on 1 December 2017, the IRCT Council adopted the following Theory of Change.

Theory of Change

VISION

A world without torture

OVERALL OBJECTIVE

Life after torture: Improved quality of life for torture victims worldwide

ASSUMPTIONS

There is national and international political will and financing

OUTCOMES

Global Standards & Evidence

Standards on rehabilitation effectively implemented, monitored and evaluated

Global Resources

Financial sustainable sector applying quality knowledge and tools on rehabilitation

Global Movement

Unified well-governed rehabilitation movement

There is political will and financing. Members are willing to identify standards and tools, apply them and advocate for their implementation.

OUTPUTS

<p>1. Global Standards Identified & Promoted</p>  <p>Priorities:</p> <ul style="list-style-type: none"> • Standard Setting • Standard Implementation 	<p>2. Global Monitoring & Evaluation System (M&E)</p>  <p>Priorities:</p> <ul style="list-style-type: none"> • Global Database • Global Indicators • Forensic Evidence
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<p>3. Global Rehabilitation Knowledge Platform</p>  <p>Priorities:</p> <ul style="list-style-type: none"> • Member Platform • Rehabilitation Toolbox • Torture Journal • Symposium 2020 	<p>4. Global Financial Sustainability Platform</p>  <p>Priorities:</p> <ul style="list-style-type: none"> • Sector Finance Project • IRCT Finance Project
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<p>5. A Well-run & Well-structured Organisation</p>  <p>Priorities:</p> <ul style="list-style-type: none"> • Governance Review • Solidarity Expressions • Communication & Branding • M&E Focal Point
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Members are committed to sharing expertise and capacities and live up to professional management standards. There is clarity between the roles of the secretariat and individual members. Rules of governance are respected.

REGIONAL & NATIONAL PRIORITIES WITHIN: STANDARDS, M&E, KNOWLEDGE, FINANCIAL SUSTAINABILITY & ORGANISATION

ACTIVITIES

Input (Members)

 Expertise	 Context	 Data
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Methods (Secretariat Facilitation)

 Alliances	 Advocacy	 Research	 Capacity
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Theory of Change Narrative

Explanation of the model presented in page 2.

Vision, Overall Objective and Outcomes

The vision of the IRCT is a world without torture. However, as long as the practice of torture continues, our overall objective is to support life after torture and ensure that torture victims are able to access appropriate health-based rehabilitation services. Therefore, the overall objective of the IRCT is the **improved quality of life of torture victims worldwide**. **IF** states comply with their international human rights obligations and torture rehabilitation centres effectively implement, monitor and evaluate standards on rehabilitation, and **IF** the rehabilitation sector is financially sustainable, shares and applies the necessary quality knowledge and tools to provide holistic services, and finally, **IF** the rehabilitation movement is unified and well-governed to deliver these outcomes **THEN** this contributes to the improved quality of life for torture victims worldwide.

Outputs

In order to achieve these outcomes the IRCT will deliver the following five outputs:

- 1) Global Standards on Rehabilitation Identified & Promoted among state and non-state actors through standards setting and implementation of standards;
- 2) Global Monitoring & Evaluation System for the Sector in the form of a global database, indicators, anecdotal and forensic evidence;
- 3) Global Rehabilitation Knowledge Platform to share knowledge and tools;
- 4) Global Financial Sustainability Platform focusing on mapping, developing and sharing viable models of financing for the rehabilitation sector and the IRCT movement, and;
- 5) A Well-run & Well-structured Organisation focusing on reviewing its governance structure, improving communication and branding of results including solidarity expressions and establishing a monitoring and evaluation focal point within the Secretariat.

Activities

The activities necessary to deliver the five outputs and strategic priorities 2018 – 2020 are developed by combining: 1) Input from members in the form of **expertise** for example on clinical rehabilitation, social integration etc., **context knowledge** and relevant **data** and 2) Methods facilitated by the Secretariat such as building strategic alliances within the movement, among the members and with strategic partners outside the movement such as the United Nations and especially the UN Voluntary Fund for Victims of Torture, **advocacy** in relation to standards, rehabilitation, other support to victims and to financing, **research development** in relation to the five individual outputs and, finally, **capacity development** in the form of facilitating and consolidating member capacities in relation to all five outputs. In the activity equation, the secretariat acts as an enabler, while the members are the most important drivers of the changes necessary to attain the outcomes. The activities will be formulated as part of programming the five outputs and their priorities 2018 – 2020.

Assumptions

National and international political will and sufficient financing are necessary assumptions for a successful implementation of the theory of change. Key assumptions include the commitment from members to engage in contributing to the identified outcomes. Clarity of roles between individual members and the Secretariat is essential for a successful delivery.

“Survivors are at the heart of this strategy. Everything we do must be to support life after torture. This movement comes together to take collective action to ensure the victim’s right to rehabilitation. The enhanced strategy recognises this and further ensures that our work is effective and implemented in a way that is consistent with human rights values and the highest ethical standards.”

Jorge Aroche, President of the IRCT.

Risks

The main risks are both contextual and programmatic. There is a risk that governments may resist implementing the right to rehabilitation and collaborating with rehabilitation centres. Another risk, especially in countries where the rehabilitation of torture victims is needed the most, is that political or armed conflict could hinder the provision of services. On a programmatic level, there is the risk of competition for funds among members within the network. Finally, insufficient organisational capacities to administer project funding and provide the necessary **standardised** information for a monitoring and evaluation system are risks that require thorough analysis in relation to members' interests, capacities, resources and commitment. This type of risk analysis will be carried out on a regular basis.

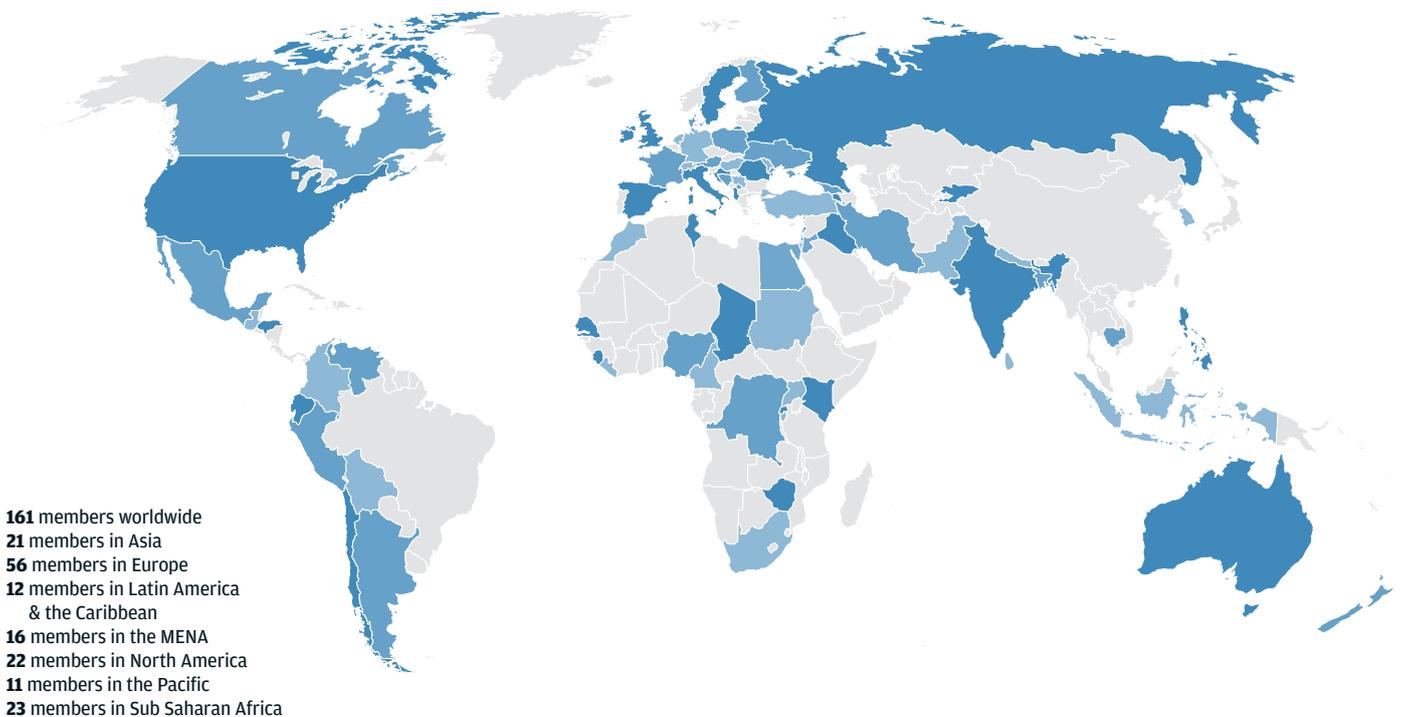
The IRCT operates in a challenging context. It works in the area of rehabilitation of torture victims with health professionals who

are human rights defenders. Working with torture rehabilitation can potentially incur a high risk of pressure from governments and repercussions from authorities. In many cases, the state authorities being held to their obligation to provide for rehabilitation may themselves be responsible for the infliction of torture. These situations may from time to time affect the ability of members to contribute to the outcomes. The IRCT must play a key role in ensuring that members can support each other and be effective in situations of state repression and threat of reprisals.

Theory of Change Revisited

The theory of change and especially its assumptions and risks will regularly be revisited in order to adjust the implementation of the strategy and ensure that the IRCT is able to incorporate learning and reach the desired results.

IRCT member centres across the globe:



International Rehabilitation
Council for Torture Victims

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