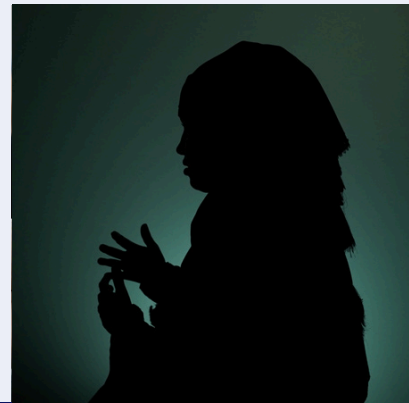


STRATEGY & STRATEGIC PLAN

2026-2030



About LAW

Legal Action Worldwide (LAW) is an independent, non-profit organisation comprised of human rights lawyers and jurists working in conflict and crisis-affected areas in the Middle East, Africa, Europe, and Asia. LAW works to bring justice to individuals and communities that have experienced grave human rights violations and abuses, with a particular focus on gender equality and gender-based violence.



Vision 2030

A world where all victims and survivors have access to justice, and accountability promotes sustainable peace.

Mission

To empower individuals and communities who have suffered from human rights violations and international crimes to obtain justice and strengthen institutions to deliver justice to them.





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A Bold and Practical Path to Transformative Justice

LAW was established in 2013 with a purpose: to stand alongside survivors of crisis and conflict, ensuring that the law serves as a shield for the most vulnerable rather than a weapon of those who abuse it. Over twelve years on, we have grown into one of the leading legal organisations working in conflict and crisis situations – advancing landmark cases in multiple jurisdictions, advocating for change in the lives of those that we represent, and working hand-in-hand with survivors, communities, and national partners to secure truth, justice, and accountability, and support reparations.

The next five years present an unparalleled opportunity for LAW to consolidate these gains and define our contribution to global justice in an era of shifting geopolitics, new technologies, escalating humanitarian crises, and total disregard for international law and gender. Our Vision 2030 sets out a bold and practical plan to position LAW as a global leader in transformative, survivor-centred justice.

LAW is distinctive because it combines survivor-centred legal aid, documentation, and representation with investigations, strategic litigation, policy engagement, and long-term accompaniment across multiple jurisdictions and levels of justice. Its expertise is built through direct work with victims and survivors in crises and conflict-affected settings, in close partnership with local actors, rather than through remote thematic analysis alone. A woman-led organisation, with staff of different genders, sexual orientations, nationalities, races, and religions, provides LAW with unique insights. LAW has a rare ability to connect frontline realities to credible legal strategy, to move between domestic, regional, and international pathways, and to pursue accountability and protection in ways that are both legally sound and grounded in what survivors themselves identify as necessary, meaningful, and just.

Strategic Context

LAW's Vision 2030 is being shaped in a period of profound stress for the international legal and humanitarian order. Armed conflict is more widespread, more prolonged, and more politically fragmented than in previous decades. The ICRC reported in 2024 that around **130 armed conflicts** were being waged globally – **more than double the number 15 years earlier**¹ – while UNHCR recorded over **123 million displaced persons** at the end of 2024.² At the same time, the humanitarian system is under exceptional strain. The UN estimated that **305 million people** would require urgent humanitarian assistance and protection in 2025,³ even as official development assistance fell in 2024⁴ and the OECD projected a further decline in 2025.⁵

For LAW, this means the demand for justice is expanding precisely as the conditions for delivering it are becoming increasingly difficult. In many contexts, violations of International Humanitarian Law (IHL) and International Human Rights Law (IHRL), including protections relating to gender, are no longer exceptional departures from accepted norms. They are repeated, normalised, and often politically rationalised. At the same time, civic space is shrinking, local partners are exposed to greater risk, and accountability processes are increasingly selective, delayed, or contested. This requires LAW to remain agile, independent, and operationally close to the communities it serves, while also strengthening its ability to operate across multiple forums and jurisdictions.

Technology is further reshaping this environment in two directions at once. On one side, digital documentation, open-source material, and data-driven analysis create important new pathways for truth, accountability, and survivor participation. On the other, the same technological landscape has intensified surveillance, disinformation, privacy violations, evidence manipulation, and reprisals against victims, defenders, and civil society actors. The OHCHR has warned that generative AI can amplify human rights harms, including through falsified content, privacy intrusions, and the targeting of journalists, political actors, and human rights defenders.⁶

A further defining shift is the global backlash against gender equality. UN Women reported in 2025 that nearly one-quarter of countries identified backlash on gender equality as an obstacle to the implementation of the Beijing Platform for Action.⁷ For LAW, as a feminist and survivor-centred organisation, this sharpens the case for its model. Gender competent, trauma-informed, survivor-led justice work is becoming more necessary at the very moment it is being so widely challenged.⁸

Against this backdrop, LAW's strategic positioning is clear, as we occupy a distinctive space between frontline work and system-level change. Our value lies in converting survivor trust, field presence, strategic litigation, technical assistance, and evidence-based advocacy into concrete outcomes across national, regional, and international arenas. LAW's Vision 2030 should therefore position LAW not only as a litigation actor, but as a global justice organisation able to work across crisis settings, defend legal norms under pressure, and help shape the future blueprint of transformative justice.



Summary of Theory of Change

LAW's Theory of Change starts from the proposition that transformative justice is more likely when victims and survivors are treated as agents in justice processes, when legal action is grounded in frontline presence, and when litigation, legal aid, capacity strengthening, and advocacy are pursued together rather than in isolation. LAW's model combines survivor-centred practice, feminist analysis, creative lawyering, and local partnership to produce legal protection, stronger justice actors, strategic cases and investigations, and evidence-based advocacy. These interventions are intended to increase meaningful survivor participation, strengthen the capacity of justice systems, build support for justice reforms, and widen equitable access to justice. Over time, the intended impact is to disrupt cycles of impunity, strengthen respect for the rule of law, reduce inequality and violence, and contribute to sustainable and inclusive peace.

Our 2030 Ambition: Organisation Objectives

By 2030, LAW will be recognised as one of the world's foremost organisations advancing survivor-centred justice in crises and conflicts and upholding international law.

We will have:

i Improved our survivor-led justice in conflict and other crisis regions, empowering survivors to regain agency by providing legal information, assistance and representation, enabling communities to claim their rights, document violations, and influence national, regional and international decision-making.

ii Advanced landmark cases in multiple jurisdictions, setting precedent and closing impunity gaps for a wide range of violations and crimes, in particular gendered harms, forced displacement, violations against children, starvation, and attacks on humanitarian aid workers/healthcare, using both formal and quasi-judicial, soft law, advocacy-driven mechanisms.

iii Forged powerful alliances and improved networks with national movements, international institutions, and thought leaders to amplify survivor voices in peacebuilding, humanitarian response, and global advocacy.

iv Strengthened national, regional, and international legal frameworks, influencing the development of norms on gendered crimes and core international crimes (war crimes, crimes against humanity, and genocide).



Capabilities to build

To sustain thematic leadership and connect field-grounded survivor engagement with high-quality legal strategy and external influence, LAW will strengthen a core set of institutional capabilities: robust systems for documentation, digital evidence, open-source investigations, and secure case-building; enhanced capacity for rigorous legal analysis, jurisprudence tracking, and the production of authoritative legal products; internal mechanisms to transfer knowledge across offices and teams; and stronger skills to translate complex legal insights into credible public positioning, policy engagement, and protection-oriented advocacy – supported, where appropriate, by the responsible use of technology, including AI-assisted legal and factual analysis.



Partnerships Approach

LAW will continue to prioritise women partners and build partnerships that reinforce its survivor-centred model while expanding its reach, credibility, and pathways to impact across different levels of influence. This includes deeper collaboration with survivor-led and community-based groups, frontline civil society organisations, and trusted local partners who provide access, context, and sustained engagement with affected communities; stronger links with specialist documentation, technology (such as OSINT experts), media, and protection actors whose expertise supports complex thematic work; and more deliberate engagement with litigation partners, bar associations, investigative bodies, regional and international accountability mechanisms, and policy institutions that translate evidence and analysis into concrete legal and institutional outcomes. LAW will also invest in alliance building within relevant UN agencies and the UN Secretariat, EU institutions, and with key Member States to shape debate, exchange expertise, and build recognised authority in its selected areas of focus through 2030.

High Level Strategy and Strategic Pillars of the Vision



Thematic Leadership

Strategic intent

LAW will deepen its position as a leading survivor-centred legal organisation working in conflict or other crisis situations by focussing its thematic leadership on a limited set of areas where it has the credibility, field access, and legal expertise to shape the law, policy, and practice.

Strategic choices

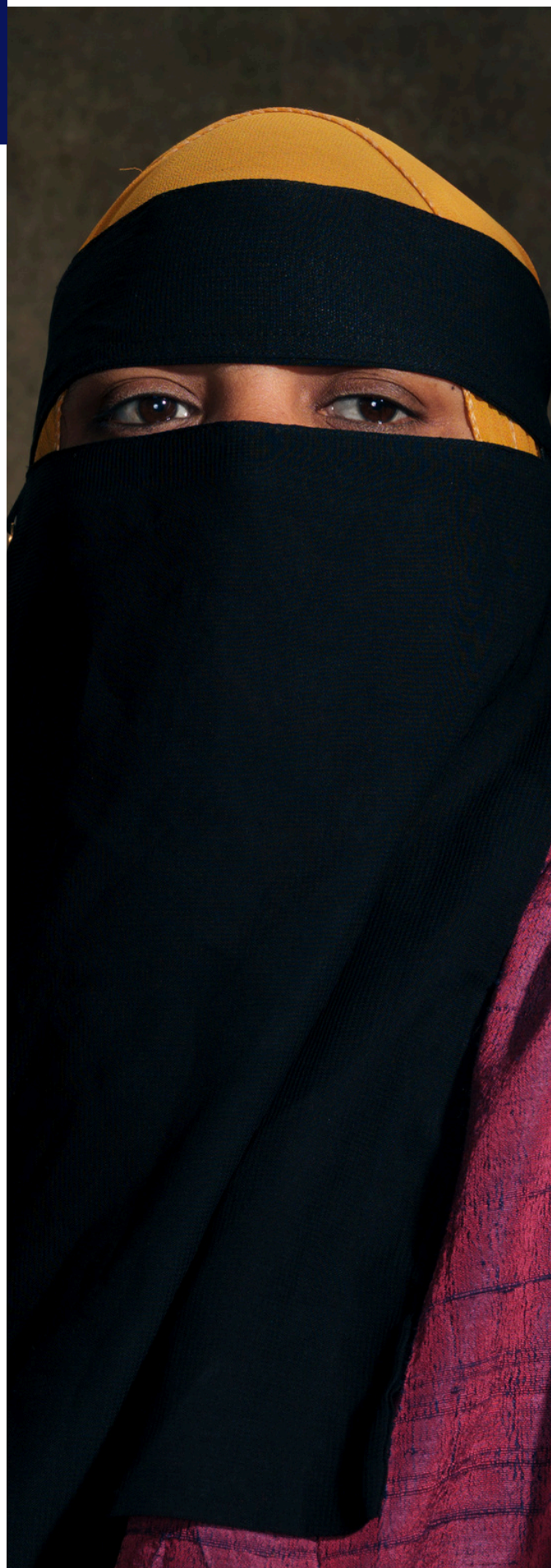
- Keep survivor-centred legal information, assistance, and representation as the foundation of thematic leadership, so that expertise is built from direct engagement with victims and survivors rather than in the abstract.
- Focus thematic leadership on four core areas:

Conflict-related sexual violence (CRSV) and other gendered harms (thematic)

Serious violations of international law amounting to international crimes, and human rights violations (overarching)

Violations against children (victim/ survivor group specific)

Attacks on aid workers, healthcare workers and journalists





Innovation and Education

Strategic intent

LAW will ensure that it remains at the forefront of impactful international legal practice by responsibly leveraging new technologies and strengthening the ecosystem of practitioners working in conflict contexts, for the benefit of victims and survivors of human rights violations and international crimes.

Strategic choices

- LAW will adopt and implement an organisational Responsible Technology Framework (including guidance on AI and digital evidence) to guide how emerging technologies are used in our investigations, litigation and advocacy.
- LAW will prioritise integration of relevant technologies (and resulting processes) into investigation, documentation and case building to deliver better productivity and outcomes. Examples include OSINT, Corporate/financial investigation/asset tracing capacity, Artificial Intelligence models which enhance LAW's work across support to survivors, documentation, investigations and development of litigation tools.
- For each country programme, a partnership with a relevant university will be established through which LAW and that university can demonstrate leadership in the practical application of international law/ international legal practice. This should be beneficial both to LAW and the university. In practice, this could look like:
 - Establishing a fellowship programme, wherein a law student shadows a member of LAW staff for up to three months, undertakes a research project for three months or supports LAW's work in some other way.
 - Participating in legal clinics to allow groups of students to contribute to LAW's work.
 - Deliver lectures/ courses based on LAW's work and the experiences of LAW staff.
 - Support research projects that meaningfully contribute to innovation in legal practice and support for survivors (note, for this example, research must have a concrete output/product that benefits survivors. It cannot be the case that research is undertaken just for the sake of doing so).
- LAW will continue to sharing initiatives that strengthen partners' skills relevant to international law practice (e.g., documentation, use of technology/ digital evidence, litigation strategy). Particular emphasis will be placed on capacity sharing with partners in LAW countries of focus – and on ensuring capacity sharing takes place in the working language of partners.

Frontline Presence in Conflict and Crisis Situations

Strategic intent

LAW will maintain a frontline and diverse presence in conflict and crisis situations so that victims, survivors, their families and communities can access trusted legal support, shape justice strategies, and participate actively and meaningfully in justice processes.

LAW will engage regularly and when appropriate with national justice institutions and governments as well as with the UN and EU institutions in order to support the justice needs of victims and survivors.

Strategic choices

- Credible 'on the ground presence' aligned with strong local partnerships are essential ingredients.
- Keep victims and survivor-centred legal information, assistance, and representation at the heart of LAW's field model, recognising they are central actors in justice processes rather than passive recipients of services.
- Support local partners through technical and financial strengthening, mentoring, and co-developed programmes tailored to context, with particular attention to survivor-centred, gender-responsive, and trauma-informed practice.
- Equip national justice actors with practical skills and survivor-centred approaches so that justice systems become more capable of addressing violations effectively and sustainably.
- Build strategic relationships with the UN, EU, and other international actors that can open pathways to justice so that investigations and litigation are supported by influential institutions.





Organisational Growth and Sustainability

Strategic intent

LAW will invest in its people, resources, and support platforms to ensure that the organisation grows, is properly resourced with relevant expertise and tools, and is able to respond rapidly to crises and programme priorities.

Strategic choices

- EU and Governmental donors will remain the key source of funding, but we will seek to increase private funding over the five-year period.
- Increase our annual budget by an average of 8% each year, prioritising multi-year and core funding to secure the organisation's future.
- Secure the organisation's future by targeting a reserve of USD 1.5 million by 2030 and obtain expert advice on investing the reserve in low-risks products to ensure growth.
- Ensure that the organisation is able to pivot quickly to respond to new crises where donor funding is not immediately available by (a) prioritising the securing of flexible funding (such as core funding), (b) including flexible budget lines in regional grants (where possible) and (c) once the organisation's reserve has exceeded 1 million USD, to dedicate up to 10% of annual reserve each year to support unfunded strategic programme activities, field operational costs (staff, travel, investigations, experts etc) or expert advice. This percentage will be reviewed on an ongoing basis by LAW's Board.
- Enable rapid response in the field and address changing needs for technical diversity in the workplace, by:
 - Actively fundraise for the recruitment of staff from relevant technical backgrounds such as open-source investigations, AI experts, analysts, and researchers.
 - Develop a roster of experts that can be deployed to the field to support new programme priorities.
- Engage in proactive news positioning, increasing media coverage and participating in high-level forums and panel discussions which have an impact (targeting high-value audiences). LAW will position itself as a 'go-to' organisation for international media, decisionmakers, experts and donors who require legal analysis and will always integrate the voices of survivors and victims into media coverage and communications products.
- Support fundraising and advocacy efforts by recruiting a representative in Brussels.
- Support management by reviewing the composition and roles of both the Senior Management Team and the Boards with a view to expanding relevant skillsets and diversity.

Endnotes

¹<https://www.icrc.org/en/report/icrc-annual-report-2024>.

²<https://www.unhcr.org/sites/default/files/2025-06/global-trends-report-2024.pdf>.

³<https://humanitarianaction.info/document/global-humanitarian-overview-2025/article/trends-crises-world-fire>.

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⁶<https://www.ohchr.org/en/documents/tools-and-resources/taxonomy-generative-ai-human-rights-harms-b-tech-gen-ai-project>; <https://www.ohchr.org/en/statements-and-speeches/2024/02/human-rights-must-be-core-generative-ai-technologies-says-turk>.

⁷<https://www.unwomen.org/en/news-stories/press-release/2025/03/one-in-four-countries-report-backlash-on-womens-rights-in-2024>.

⁸<https://www.unwomen.org/en/news-stories/feature-story/2025/02/womens-rights-in-2025-hope-resilience-and-the-fight-against-backlash>.



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