


















Support to DIHR – A World where everyone is guaranteed full respect of their human rights

<p>Key results:</p> <ul style="list-style-type: none"> 20 DIHR partners have achieved tangible impact on the integration of human rights and rule of law in their organisations and national human rights systems. State actors in 4 countries have become capable of ensuring an integrated implementation of human right and Sustainable Development Goals. State actors in 4 countries (2 in Africa) have developed measures to protect human rights in the context of business activities 4 global or regional business and financial actors/multi-actor initiatives have used tools and analyses to conduct human rights due diligence. Cross-cutting focus on human rights and technology will contribute to improving responsible, rights-based e-governance and use of technologies among authorities and private sector entities in partner countries. <p>Justification for support:</p> <ul style="list-style-type: none"> Implementation of the 2030 Agenda requires sustained defence of human rights, democracy and gender equality. Globally recognized technical expertise and experience makes DIHR a credible partner uniquely positioned to promote human rights in developing countries. <p>Major risks and challenges:</p> <ul style="list-style-type: none"> Contextual: shrinking democratic space, COVID-19 restrictions, political instability Programmatic: limited organisational, administrative and financial ability amongst partners Institutional: loss of funding, cases of financial irregularities and of sexual exploitation, abuse and harassment Mitigation measures are in place to manage risks, however residual risks remain. Risks will be monitored, discussed during Annual Consultations and adaptations will be made as required. 	File No.	2021-2017									
	Countries	Interregional									
	Responsible Unit	HCE									
	Sector	15160									
	Partner	DIHR – Danish Institute for Human Rights									
		<i>DKK mill.</i>	2021	2022	2023	2024	2025	Tot.			
	Commitment		25	40	40	40	20	165			
	Projected ann. disb.		25	40	40	40	20	165			
	Duration	2021-2025									
	Previous grants	2012-2020 annual grant									
Finance Act code	§ 06.32.08.										
Head of unit	Mette Thygesen										
Desk officer	Peter Bøgh Jensen										
Reviewed by CFO	Jonas Lundsgaard Palmstrøm										
Relevant SDGs											
 No Poverty		 No Hunger		 Good Health, Wellbeing		 Quality Education		 Gender Equality		 Clean Water, Sanitation	
 Affordable Clean Energy		 Decent Jobs, Econ. Growth		 Industry, Innovation, Infrastructure		 Reduced Inequalities		 Sustainable Cities, Communities		 Responsible Consumption & Production	
 Protect the Planet		 Life below Water		 Life on Land		 Peace & Justice, strong Inst.		 Partnerships for Goals			

Strategic objectives:

Objective: Establishment of long-term partnerships with duty bearers, business networks, multilateral organisations and rights holders to promote and protect human rights, rule of law, access to justice, good governance and responsible business.

Justification for choice of partner:

DIHR's comparative advantage is based on its experience, its legitimacy as Denmark's National Human Rights Institute (NHRI), as well as its dedicated and competent staff. DIHR has built a reputation for being innovative and pioneering e.g. developing the field of human rights and business and using algorithmic machine learning to illustrate linkages between human rights recommendations and the SDGs, a strength that it seeks to maintain and apply continuously to new agendas.

Summary:

The purpose of this development engagement with DIHR 2021-2025 is to continue to support Denmark's longstanding efforts to promote and protect human rights in developing countries.

Budget:

Support to rule of law by well-functioning national and regional human rights systems	43,280,000 DKK
Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind	26,408,000 DKK
Support responsible business conduct through integration of human rights standards in the governance of global value chains	21,651,000 DKK
Capture change and adapt through learning, context and research knowledge and partnerships	45,890,000 DKK
Innovation Fund	16,416,000 DKK
Indirect costs (administration and audit)	11,355,000 DKK
Total	165.000.000 DKK

Development Engagement Document

Support to the Danish Institute for Human Rights (DIHR) for

‘A world where everyone is guaranteed full respect of their human rights’

2021-2025

04-05-2021

F2 # 2021-2917

1. Introduction

The present development engagement document (DED) details objectives, budget and management arrangements for the development cooperation concerning ‘*A world where everyone is guaranteed full respect of their human rights*’ as agreed between the parties as specified below. The title relates directly to the vision in the Institute’s overall Strategy. This forms the basis of an ambition to reiterate that the Institute’s international work along with its domestic and research activities is carefully integrated in and indeed form part and parcel of the mandate as Denmark’s National Human Rights Institution.

The DED is annexed to the commitment letter(s) for DIHR and constitutes an integrated part hereof together with the documentation specified below.

1.1 Parties of development engagement

Department for Humanitarian Action, Civil Society and Engagement (HCE) of the
Danish Ministry of Foreign Affairs (MFA)
and
Danish Institute for Human Rights (DIHR)
Denmark’s National Human Rights Institution

1.2 Documentation

“The Documentation” refers to the partner documentation for the supported intervention, i.e. the DIHR Strategy 2021-24 and the theory of change for the International Area (cf. annex 6).

1.3 Contributions

Denmark, represented by HCE of the Danish Ministry of Foreign Affairs, supports this engagement with a contribution of

DKK 165.000.000 (One Hundred Sixty Five Million Danish Kroner)

for the period 01-07-2021 to 30-06-2025 (4 years).

This contribution is earmarked to finance the activities set out in detail in the present Development Engagement Document that make up a part of DIHR’s wider portfolio of activities

Nothing in this DED shall compromise the Institute's independence in compliance with the Principles relating to the Status of National Human Rights Institutions. ¹⁾

The present DED supports international focus areas within DIHR's whole-of-institution strategy. The DED runs from 2021 to 2024 with a time lag to allow for preparation of MFA's next grant cycle with a view to alignment with DIHR's own strategy process. The DED is a key platform for strategic dialogue between the MFA and DIHR and is influenced by shared priorities with a particular focus on the core thematic focus areas in DIHR's strategy:

- Human rights, democracy and the rule of law
- Human rights and technology
- A human rights-focus on sustainable development
- A business community with respect for human rights

2. Background

For Denmark, protecting and promoting human rights and democracy are core values of its international engagement. This means that every individual has an immanent dignity and an inalienable right to be a human being free from repression and free to participate in social life and be in charge of their own life. Respecting these rights requires just and fair democratic societies that build on trust between people and government. Such countries are less likely to fall into conflict and more likely to be peaceful, prosperous and stable. Values of human rights and democracy, in a broad sense, permeate initiatives at both policy and programmatic level across MFA units at Asiatisk Plads, missions to UN-headquarters in New York and Geneva as well as embassies in the field.

For the past twenty years, respect for democracy and rights have been subject to increasing pressure and have been challenged globally, even amongst OECD-countries. Governance is increasingly exercised in random and arbitrary ways often within a pretext of national security or fight against terror, drugs, crime and the like. Autocratic governments inspire one another and restrictive laws are often copied from regime to regime. The COVID-19 pandemic has worked as a magnifying glass. According to Freedom House (2020) respect for democracy and rights has deteriorated in 80 countries. According to CIVICUS (2020) 43.4 % of people across the world live in countries with severe limitations to freedoms for civil society and media.

Also, freedom on the Internet is subject to pressure – and declining for the 10th successive year. 26 countries saw a deterioration in standards (Freedom House, 2020). In 2019 the Internet was deliberately closed down 213 times in order to limit freedom of expression and access to information, often in conjunction with demonstrations or other activity critical of the incumbent government (Access Now 2020). This is in particular critical during the COVID-19 pandemic, where a considerable part of human activity is forced on-line. Some governments use the pandemic as a pretext to expand public surveillance and limit access to information and the “digital public sphere”, including closing down news sites and disseminating fake news. (Freedom House 2020). National Human Rights Institutions and civil society organisations are concerned about digital surveillance and harassment during the pandemic. Women and girls are particularly vulnerable to harassment as are minorities like indigenous peoples and LGBTI-persons.

¹⁾ [The Paris Principles](#) - UNGA resolution 48/134 of 20 December 1993.

Government agencies in many developing countries struggle to deliver on common goods like safety and security and public services like education, health as well as physical and virtual connectivity. This is also the case for key public entities within systems of human rights like ministries of justice, courts, police and national human rights institutions. Such entities are crucial to upholding the separation of powers between the branches of government and thereby preventing arbitrary use of executive power. ²⁾ However, these entities are under increasing pressure from political quarters that try to limit their independence and autonomous decision-making.

Another mounting pressure of grave concern, from both a democratic and human rights perspective, relates to the trend of highly advanced digital technology being exported to many countries over the past five years – including in Africa – without any due diligence, legal framework or regulatory institutions in place to ensure protection of citizen's rights.

While the current challenges are many there are also reasons for hope. Democracy based on rights and dignity as a form of government and way of life has been on the rise since World War II. Protest movements flourish in many places. The climate crisis provides inspiration and impetus for redoubling of democratic involvement across the world. Young people in particular express their views both in the street and on the net about a range of issues like climate change, social and economic inequality and corruption. Developments in the Middle East, among other places, show that there is a continued popular aspiration for democracy and human rights, in particular for women. Some business leaders across the world advocate for adherence to democratic norms and human rights and engage actively in transformational change spurred by the digital and green transition. ³⁾

It is important to continue to work with public agencies and entities. Many governments in developing countries have weak capabilities due to lack of resources and absence of a social contract but they are not monoliths. Some government entities have niches with potential and dedicated professionals that can be useful partners for building system-wide approaches to human rights institutions. ⁴⁾ Governments are duty-bearers of human rights and have formal obligations in this respect.

The UN 2030 Agenda provides a universal and broad-based framework for change that mobilises a multitude of agents across governments, the private sector, civil society and academia. This Engagement will use the 2030 Agenda in order to promote interlinkages between human rights implementation and achievement of sustainable development.

3. DIHR as a partner

DIHR is an important, close and long-standing partner for the Ministry of Foreign Affairs with regard to promoting Danish rights-based values internationally and in developing countries in particular. DIHR is Denmark's National Human Rights Institution (NHRI) established as an independent and self-governing public institution. The Institute is overseen by a Board that appoints the Executive Director, who in turn is supported by a Deputy Executive Director for DIHR's international activities and a Head of national activities. DIHR's present legal foundation is an Act that entered into force in 2013. ⁵⁾ In Denmark and Greenland, DIHR functions as a watchdog that monitors and reports on human rights situations. DIHR does not have a monitoring mandate when working internationally, but acts as a knowledge-based institution, often operating through the network of NHRIs.

²⁾ Daron Acemoglu and David Robinson: "The Narrow Corridor: State, Societies and the Fate of Liberty" (2019)

³⁾ Information 30. Oktober 2019

⁴⁾ New study by Erin Metz McDonnell "Patchwork Leviathan", 2020

⁵⁾ Lov nr. 553 af 18/06/2012 om institut for Menneskerettigheder - Danmarks Nationale Menneskerettighedsinstitution.

In line with DIHR's Strategy 2021-24, DIHR will focus its international work under the present engagement on the following four priority areas with synergy opportunities across a number of other MFA engagements:

- Support to rule of law by well-functioning national and regional human rights systems
- Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind
- Support responsible business conduct through integration of human rights standards in the governance of global value chains
- Capture change and adapt through learning, context and research knowledge and partnerships

Also based on the 2021-24 strategy and seeking to address the human rights implications of three critical governance issues, DIHR will integrate into the engagement the following three cross-cutting elements: respect for human rights in relation to digital governance and digital activities; promotion of responsible business conduct to the green transition; and applying a human rights-based approach and integration of a gender perspective. DIHR will furthermore increase its focus on work with NHRIs, local authorities and youth organisations, and strengthen its presence on the African continent.

DIHR's **support to rule of law and access to justice** takes its point of departure in the 'National Human Rights System' (NHRS) concept. The NHRS is comprised of all those actors and processes through which the state ensures human rights protection for all. Among these are the national parliament, together with institutions and agencies established under the executive and judicial branches of government. Independent public institutions such as Ombudsmen and national human rights institutions also form part of the NHRS, as do relevant authorities at provincial and local levels. DIHR's **access to justice** programmes apply a community justice concept, strengthening the capacity of legal service providers to respond effectively to justice needs of local communities, and enabling individuals, particularly members of marginalised or vulnerable groups, to pursue their legitimate rights and interests without discrimination.

The **2030 Agenda for Sustainable Development** emphasises that "the SDGs seek to realise human rights for all". From a human rights perspective, the realisation of the SDGs should aim at providing equal rights and equal opportunities for all to participate in society, without discrimination. Only then can inequality in society be reduced in line with the Leave No One Behind principle. In its work on data and indicators, DIHR will develop and disseminate approaches to ensure that human rights monitoring is applied to accelerate sustainable development with a focus on the most vulnerable groups. In programme interventions and activities, it will assist partners, including State actors, to anchor their strategies for sustainable development in human rights principles and processes.

DIHR's work to support **responsible business conduct** through the integration of human rights in the governance of global value chains builds on the significant progress in the development of global and regional policy frameworks on business and human rights over the past 10 years, as well as the recent push towards mandatory corporate human rights due diligence requirements. Developing National Action Plans on Business and Human Rights (NAPs) provide a catalyst for establishing multi-stakeholder collaboration at the domestic level to promote respect for human rights in business, and assistance to such processes will be a central element in DIHR's engagement with State actors under this engagement. In parallel to work at the national level with partners, DIHR will encourage the conduct of human rights due diligence throughout global value chains through regulatory approaches as well as dialogue with financial and business actors.

DIHR has been working on **human rights and tech** since it first emerged more formally on the international agenda in 2002 and was amongst the first NHRIs to address the human rights implications of technology use at UN and Council of Europe level. As a result, the institute has deep research-based knowledge of the field, as well as an extensive network both nationally and internationally. The challenges around application of digital technologies in terms of access to information, freedom of expression and good e-governance will be addressed by this Engagement both as a cross-cutting issue and as an element in itself under outputs 1 and 3. Technological aspects of human rights issues and vice-versa are becoming increasingly central to human rights implementation and broader good governance and rule of law agendas. This engagement will thematically focus on regulation of tech giants; good e-governance, including the use of Artificial Intelligence; data-driven discrimination; and human rights impact assessments of digital activities, within three main areas of activity: knowledge and capacity, governance and regulatory environment, and outreach and awareness. The whole area is developing with warp speed and the potential for collaboration with other partners and leverage of funding from other donors will be actively pursued.

Given the high priority of the present Government to **green transition** it should be stressed that the present DED has a work-stream addressing green transition, including access to affordable and clean energy (SDG 7). The Engagement does so through strategic engagements with government agencies, energy companies, indigenous groups and other human rights institutions. DIHR draws on experience working with business and sustainable development with a view to ensuring that human rights principles are integrated in energy transition processes. DIHR also plays an important role in facilitating cooperation between NHRIs around green transition, sustainable development and the business sector.

Application of the human rights-based approach and **integration of a gender perspective** are cross-cutting elements in DIHRs strategy for 2021-24. In DIHRs international work, assessment of the human rights situation, including gender equality, is a central element of the context analyses conducted prior to the development of new country interventions and project documents. DIHR will be revising and expanding its methodological and resource materials on HRBA and gender equality during 2021 and this will underpin all DED-financed programmes and activities.

Young people are a major and rapidly growing demographic in most countries in which DIHR is working. More than 60% of the population across the African continent are 25 years or less. Young people face discrimination and obstacles to the enjoyment of their rights due to their age, limiting their potential. A key area for action is youth participation and representation in institutional political processes and policy-making. DIHR is therefore integrating a youth rights perspective by encouraging partners to actively engage with youth constituencies, to employ young people in their organisations, and to include them in policy development processes and programmes.

Support for **human rights defenders** (HRDs) is a significant element in DIHRs ongoing work with NHRIs. NHRIs themselves constitute HRD. Together with the Global Alliance of NHRIs (GANHRI) and regional NHRI networks, DIHR is developing a global action plan for the protection of HRDs to support the implementation of GANHRI's Marrakesh Declaration on HRDs (2018)⁶. The Declaration has a particular focus on the protection of women HRDs, attempting to overcome the attribution challenges that women sometimes face to be recognised as human rights activists.

⁶ <https://www.asiapacificforum.net/resources/marrakech-declaration/>

The domestic work is financed by a separate Appropriation Act (Finance Act § 06.11.13) with an allocation of DKK 42.3 million (2021). This DED relates to a completely separate development-grant (Finance Act § 06.32.08.90) only supporting selected parts of DIHR's international mandate.

Over and above the grant provided through the present DED, the MFA provides earmarked funds for a number of specially agreed international activities, e.g. in the context of the Danish-Arab Partnership Programme (DAPP) and the Danish membership of the HRC. The total average annual disbursements of development aid to DIHR through 2017-19 was DKK 72 million. Other funding sources include the European Commission and several bilateral donors inside and outside of the EU. In several projects, funding from these sources is combined with funds from the MFA. DIHR also works under service contracts with donor organisations and groups of private companies.

4. Lessons learned

- DIHR should “*continue developing and adapting its partnership approach to the local context*”. So said a recommendation from a regular review from the MFA in 2017. DIHR has followed through on this recommendation and aims to establish four regional hubs, three in Africa, in line with its strategy to prioritise programmes and partners on the African continent. A stronger presence in the field will be a key element of DIHR's efforts during this Engagement, COVID-19 restrictions permitting. (See next section concerning geographical presence for further details).
- An evaluation from 2018 commissioned by the MFA on [“Danish support to promotion and protection of Human Rights 2006 – 2016”](#) found DIHR to be an effective, competent and respected key partner to the MFA. The Evaluation further recommended to enhance linkages between the international policy level and the programme level with a view to obtain a mutual impact of these two processes. DIHR will take several steps to enhance this link during this DED by underpinning the 2030 Agenda with national processes and continuing to work with NHRI's and be more present in the field.
- A recent evaluation from 2019 commissioned by DIHR on its West Africa programme documents that it is possible to build up trust between citizens and police forces in fragile countries struggling with national cohesion. In Niger 86 % of the population trust the police. It is thus possible to work with pockets and niches of effective state institutions in terms of human rights. This is an important finding that informs DIHR's future work in fragile settings like Sahel and elsewhere.
- DIHR's work with sister-organisations in Tunisia and Ethiopia demonstrates that its approach to partnerships based on providing advice and technical expertise, rather than investments and cash transfers, can create positive outcomes in terms of building effective and autonomous human rights institutions. In Tunisia, DIHR commenced providing advice and counsel to the Ministry for Human Rights and the Higher Committee for Human Rights and Fundamental Liberties almost 10 years ago in 2012. In 2018 a law on a NHRI was passed. In December 2020 the Higher Committee for Human Rights and Fundamental Liberties issued a substantial report that has qualified the national human rights dialogue towards more solutions-oriented discussions. In Ethiopia, DIHR has provided advice to the national NHRI with a view to becoming an independent entity. This was achieved with a new mandate passed in 2020 and appointment of a

new director. Ethiopia's NHRI has played a crucial role in documenting human rights violations in the current conflict.

- The 2030 Agenda is an ambitious and broad-based platform that is useful for incentivising promotion of human rights with a view to ensuring that no-one is left behind. In partnership with OHCHR, DIHR has developed an advanced digital tool ⁷⁾ that links UN human rights recommendations to SDG-targets making the recommendations more easily available for governments and civil society organisations when preparing national strategies for implementing the SDGs. This field of work will be further developed and used in the present DED in particular throughout output 2 on Support(-ing) a human rights-based implementation of the 2030 Agenda.
- Since May 2020 the institute has co-hosted and organised several events together with the Danish UN missions on how the COVID-19 response must build on human rights and the SDGs.⁸⁾ The events have had regional focuses (LAC, AFR, Asia) and had input from a broad group of regional stakeholders. DIHR has worked closely with MFA's missions in New York and Geneva to address challenges posed by the COVID-19 pandemic to human rights. The aim is to use guidance from the UN's human rights reporting system. DIHR is currently in dialogue with OHCHR on developing a training package for i.a. UN country teams on how to apply human rights standards and principles and integrate human rights recommendations in sustainable recovery plans and programmes. Again, the 2030 Agenda plays a crucial role as a platform for outreach.

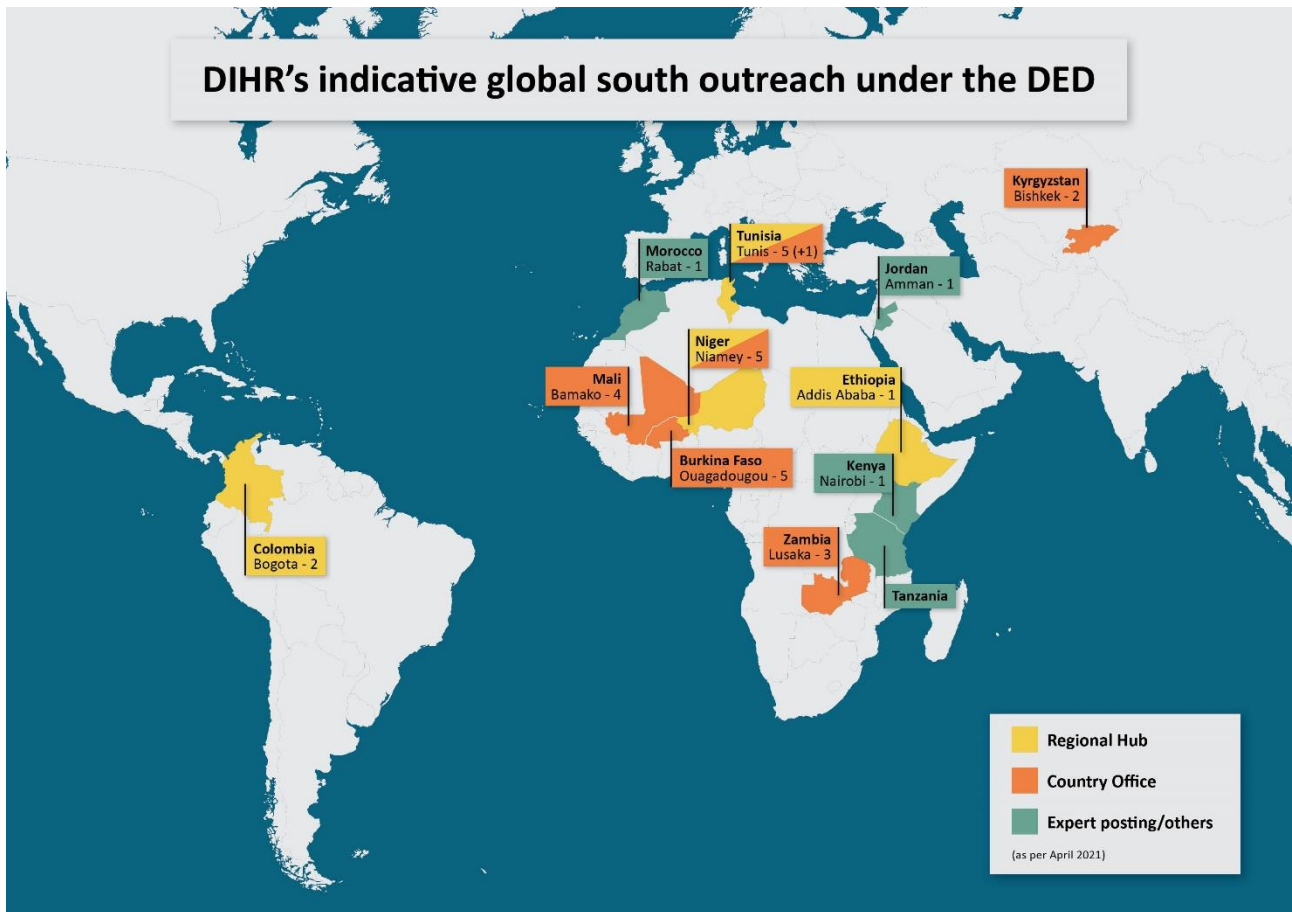
5. Geographical presence

The geographical presence of DIHR is currently undergoing changes of significant importance to its capacity to deliver results in the field. The intention is to strengthen the Institute's geographical footprint in a cohesive and sustainable manner, by pursuing programmes that address several of DIHR's thematic priorities in individual countries. DIHR is also increasingly working in fragile states. A more focused DIHR presence in selected countries will strengthen its capability to achieve change, including through identification of potential synergies between countries and themes. Furthermore, it will potentially facilitate identifying additional country-based financing.

This DED will allow DIHR to significantly strengthen its engagement in Africa, in line with its new strategy. DIHR anticipates using DED funding to carry out programmes and activities in some, not necessarily all, of the 12 countries illustrated below. The numbers in the figure refer to the number of staff members employed by DIHR in each of the countries.

⁷⁾ The digital tool is an algorithm that DIHR has developed in collaboration with the Danish social innovation company Specialisterne. <http://specialisterne.com/>

⁸⁾ <https://www.humanrights.dk/sites/humanrights.dk/files/media/Covid-19%20response%20and%20recovery%20must%20build%20on%20human%20rights%20and%20SDGs%20.pdf>



In the implementation of the agreement, HCE and DIHR will pursue a holistic approach, where other MFA units and Danish missions abroad are regularly engaged in dialogue, exchange and stocktaking.

6. Theory of Change

DIHR creates change through a combination of using its mandate as a comparative advantage, applying its analytical capacity to build and share knowledge, and working with partners and networks. DIHR's mandate as Denmark's NHRI, and the legitimacy that follows, provides access to state institutions often difficult to reach for other actors in this field. The technical expertise and research capacity of DIHR is the backbone for the Institute's ability to foster change. DIHR has built a reputation for being innovative and pioneering e.g. developing the field of human rights, business, digitalisation and the SDGs.

DIHR believes that pathways for change is best led from within, embedded in the local contexts of social, institutional and political factors and actors. Hence, DIHR builds on trust and transparency between partners fostered through longer term collaboration. While partnerships may run out of energy or relevance the DIHR adaptive management aims at fostering lasting coalitions for change, which can be multiple partner platforms (public, private, civil society, academia) and with support and collaboration from multiple development agencies.⁹

⁹ This is fully in line with Danida Guidance Note on Adaptive Management – www.amg.dk

Over time DIHR has built a network with other NHRIs, both with individual NHRIs and the regional structures of GANHRI. DIHR also has extensive collaboration with UN agencies such as OHCHR and the UN High-Level Political Forum for Sustainable Development. The latter has been based on DIHR's recognized expertise on the relationship between human rights and sustainable development. DIHR's network also extends to regional human rights bodies such as the African Commission on Human and People's Rights, regional NHRI bodies such as the Network of African National Human Rights Institutions and individual NHRIs. DIHR's extensive network provides a huge leverage for strengthening its efforts to achieve change.

The DIHR methodology consists fundamentally of establishing **long-term partnerships** with duty bearers, business networks, multilateral organisations and rights holders to promote and protect human rights, rule of law, access to justice, good governance, responsible business and the pursuit of an integrated approach to human rights and SDG fulfilment. DIHR's partnerships are never about achieving change through partners, but always about working with partners to achieve the commonly agreed change the partnership and collaboration is aiming at.

These partnerships are **both knowledge- and network-based**; i.e., DIHR's contributions are a combination of *knowledge transfers* delivered by its internal advisors (on e.g. international human rights law and practice, expertise on human rights implementation models & good practices, human rights research methods) and *network-based cooperation* (linking national programme partners with their professional counterparts in Denmark or elsewhere, facilitating comparative exchange between partners in different countries (e.g. mutual learning between human rights complaints mechanisms), and supporting initiatives in programme countries to establish cross-sector, public-private, and/or State-civil society forums for human rights dialogue and joint action.

DIHR partnerships are based on strong local ownership and commitment to defined objectives, which addresses needs observed and expressed by the partners. The philosophy is that DIHR supports the partner to be successful within the infrastructure relevant for the partner in accordance with the mandate of the partner and the partner is credited for its results. This is a basic precondition for achieving relevant sustainable progress and impact as all DIHR programs are implemented in complicated and complex settings where success depends on the performance of local leadership, local expertise on the context and the mutual realistic trust relation between DIHR and its partners.¹⁰

Learning, methodology transfer and networking (illustrations of which are provided in the text box below) is the primary motivation for human rights duty bearers, e.g. state institutions, NHRIs, justice actors, business networks, international multilateral organisations, to seek partnerships with DIHR. DIHR partners have mandates and financial foundations but need to acquire concepts, methods, tools and knowledge to build up their capacities to improve their performance in fulfilling their mandates. Part of such a partnership may also include support of the partner to advocate for improved funding from the funding authorities.

¹⁰ Dani da Adaptive management principle

Learning and methodology transfer between DIHR and its partners

DIHRs partnership with the Network of African NHRIs (NANHRI):

Since 2017, DIHR has engaged in extensive technical support and advice on SDGs and human rights, including learning and methodology transfers, as part of its ongoing partnership with NANHRI. In February 2020, NANHRI's Working Group on Sustainable Development and Human Rights met on the margins of the African Regional Forum for Sustainable Development in Zimbabwe and drafted its annual workplan independently of DIHR support. In early 2021 NANHRI organised the Africa Regional Forum for Sustainable Development with high-level speakers from various NHRIs, again without direct involvement from DIHR. The work with SDGs and human rights has by now become institutionalised within NANHRI.

DIHRs partnership with the Ethiopian Human Rights Commission (EHRC):

In Ethiopia, the EHRC and other national state actors, including the Ministry of Education, human rights NGOs and academic institutions, agreed in 2020 to work together on a number of measures to further national implementation of the human rights education elements of SDG 4.7 at a workshop entitled "the Status of Human Rights Education in Ethiopian Primary and Secondary Schools". Prior to this, the EHRC had had very little engagement with state actors on jointly reviewing national human rights education frameworks. DIHR carried out a number of online training sessions on human rights education with the EHRC. In addition, DIHR shared with the Commission an online SDG 4.7/Human Rights Education Monitoring tool, to assist in assessing national progress and gaps in human rights education against international human rights standards and SDG 4.7 targets and related indicators.

However, the partnership is a relation of mutual benefit for all involved. While the partner is strengthened to become successful, for DIHR the partnership provides increased hands on expertise and knowledge and best practice concepts / models. This added value provided to DIHR is used for sharing with other partners, and hence again used for the evolution of DIHR expertise for the benefit of additional partners in an ever-ongoing learning cycle.

To ensure the preservation of operational based knowledge development, DIHR is maintaining a "Concepts and Method Toolbox", which is a database that on ongoing basis preserves information of applied concepts and methods experienced with different types of partners pursuing different types of objectives in different contexts. This toolbox is available for all DIHR staff as guidance for designing new programs and for inspiration for partnership developments.

Our partnerships are based on institutional cooperation with a shared goal. This includes joint analysis and joint planning, as well as the development of common strategies for implementation. Hence the concept of partnership is founded on the principle of explicit agreements on common values, commonly set goals and mutual commitments for the long run.

More than three decades of experiences from our international work has demonstrated that the most sustainable human rights changes have taken place where we have strong and lasting partnerships.

DIHRs country-based work, in Denmark and abroad, underpins its work in multilateral forums and vice-versa. Its ambition is to maintain a virtuous learning cycle where human rights development at international level are continually incorporated into activities at national level, and outputs from human rights promotion and protection activities are documented and shared with human rights actors at regional and international level.

Hence, as a precondition for engagement, Institute partners and stakeholders must be committed to, or at least positively interested in contributing to the promotion and protection of human rights. DIHR provides substantial support to partners and stakeholders in their pursuit of making national and international human rights systems work, and to their efforts to ensure that public, independent and private actors function as human rights compliant entities. The added value is practitioner-based human rights expertise, research, methods and tools. Hence in cooperation with DIHR, the promotion and protection of human rights by partners and stakeholders will undergo a continuous incremental process designed to lead to the establishment of well-functioning human rights systems, human rights compliant business and financial actors and a human rights-based implementation of the 2030 agenda. The theory of change for this engagement is illustrated on the following page.

IMPACT

What we want

- DIHR VISION:** A world where everyone is guaranteed full respect for their human rights
- STRATEGIC OUTCOME:** Inclusive societies where states promote and protect human rights and business respects human rights, so no one is left behind
- ENGAGEMENT OBJECTIVE:** Protection and promotion of human rights in a development context

Why we can

Human rights change is sustainable when it is supported by people, anchored in public authorities and strengthened by international systems.

INFLUENCE

What we achieve

STRATEGIC OUTPUTS

- Well-functioning national/regional human rights systems have supported rule of law
- A human rights-based implementation of the 2030 Agenda has ensured that no one is left behind
- Business and financial actors conduct responsible business through integration of human rights standards in the governance of global value chains

We have captured change and adapted through learning, context and research knowledge and partnerships

STRATEGIC OUTPUT INDICATORS

- No. of Duty bearers protect human rights and engage with international mechanisms
- No. of Rights holders have improved ability to seek justice, and duty bearers provide effective justice services
- No. of global actors and national duty bearers integrate implementation of human rights with sustainable development, whereas rights holders ensure accountability
- No. of Business and financial actors implement human rights due diligence and States adopt policy and legal measures to protect human rights

We have influenced partners and contexts through presence, research and analyses

Our partners and collaborative actors are willing to interact dynamically to promote and protect human rights

CONTROL

Who we work with

Our partners

- State institutions including executive authorities, parliaments, justice actors, NHRIs, local government
- International human rights networks and Civil Society Organisations
- Business networks, and development finance actors
- International and regional multilateral organisations
- Public awareness and educational actors

We have optimized expertise, learning, fundraising, administration, and communication.

We have adapted our concepts, methods and tools to the context and to our partners and stakeholders.

We work only with human rights committed partners and collaborative actors that have the political will to promote and protect human rights.

What we do

Our ambitions

- To increase the number of multiannual partnerships with rights holders and duty bearers
- To support our partners to actively engage with youth actors
- To strengthen human rights due diligence in business and financial sector and public procurement bodies
- To strengthen the integration of human rights in sustainable development
- To strengthen our presence in African at regional, national and local level
- To develop capacity to promote human rights-based approaches to the green transition
- To develop capacity to promote human rights in digitalised governance and digital activities

We have country presence and are well embedded on the African continent.

We research emerging issues, contexts and we monitor intervention outcomes.

We have concepts, methods and tools that are available for our work and for our partners and interested stakeholders.

We develop strategies, action plans, priorities and focus areas for our work.

Who we are

We are mandated to work internationally. We engage in partnerships with duty bearers, business and rights holders to promote and protect human rights, rule of law, access to justice, good governance, responsible business conduct and the pursuit of an integrated approach to human rights and SDG fulfilment.

7. Development engagement objective and results framework

The results framework presented below is a summary version of the full results framework for the engagement found in annex 3.

The *Engagement Objective*, ‘Protection and promotion of human rights in a development context’, and *Strategic Outcome*, ‘Inclusive societies where states protect and business respect human rights, so no one is left behind’, establish a clear alignment between the objectives of this engagement and those in the DIHR’s Strategic Plan (2021-24), the vision for which is ‘a world in which everyone is guaranteed full respect for their human rights and equality.’

The *four outputs* in the DED directly correspond to three of the five thematic focus areas in the DIHR strategy (‘human rights, democracy and the rule of law’; ‘human rights focus on sustainable development’; and ‘a business community with respect for human rights’). Of the remaining two strategy areas, ‘human rights and technology’, is also reflected in the DED as an important cross-cutting element and ‘promotion of human rights in Denmark and Greenland’ refers exclusively to the Institute’s national mandate.

Furthermore, all five organisational focus areas in the DIHR strategy will be directly addressed through the engagement. ‘New engagements and partnerships’ is reflected in outputs 1 (‘more bilateral relationships with NHRIs’ & ‘new engagements on youth and at local government level’) and 4 (‘increase our local presence abroad’); ‘a learning organisation’ is incorporated in output 4 (‘further develop our ability to monitor, document and communicate the effect of our work’ & ‘systematically conduct context analyses in our international work with the involvement of our research capacity’), whereas the remaining three focus areas of the DIHR strategy (‘sharp and clear communication with room for debate’, ‘strong and accurate resource management’ & ‘a more sustainable organization with a reduced carbon footprint’) apply to this engagement just as they do to all the Institute’s activities

The results framework has been formulated at a strategic level and does not include information about specific country-level operations. All DIHR programs are – to use the distinction applied in the Danida Guidance Note on Adaptive Management - *complicated* and some are also *complex*. Hence, the results framework is the product of a framework planning process with deliberately less details as would be possible with more *simple* programs. The results framework must leave room for further development through shaping outcomes and outputs through deliberate short-cycled innovation and through gradual specification over time, which is informed by evidence on actual progress. Nevertheless, in order to ensure that adaptive planning does not lose sight of measurable goals, the Institute is continuously developing separate results frameworks with precise targets and budgets for its country-level operations and these will be available to the MFA on request throughout the implementation period.

The Institute incorporates Outcome Harvesting into the existing monitoring framework and this is reflected in the Means of Verification boxes as presented below ¹¹). DIHR applies this approach through "harvests" biannually and follow-up sense-making workshops, as well as through external verification of

¹¹ Annex 3 includes a more elaborated version of the Results Framework.

significant change, also twice per year. This helps to understand how change agents such as both DIHR and its partners are achieving results (“chains of changes”) and the means they use to encourage, support, facilitate, convince or lobby for improvements to a given human rights context. The method is found to be particularly useful in complex programming contexts, where results cannot be easily predicted and where a number of external actors and factors also affect results.

Engagement title	A world where everyone is guaranteed full respect of their human rights
Engagement objective	Protection and promotion of human rights in a development context
Impact indicators	DIHR partners have made tangible progress in 1) human rights coordination in the national human rights system, 2) protection and promotion of human rights, and / or in 3) engagement with the regional and international human rights systems

Strategic outcome	Inclusive societies where states protect and business respect human rights, so no one is left behind
Outcome indicator	<ul style="list-style-type: none"> • 18 DIHR partners have achieved tangible impact on the integration of human rights and rule of law in their organisations and national human rights systems. • State actors in 4 countries have become capable of ensuring an integrated implementation of human rights and Sustainable Development Goals. • 4 global and regional human rights actors have up taken the use of human rights tools and data to accelerate Sustainable Development Goals implementation • 4 state and business actors have engaged in protecting and respecting human rights in the context of digital transition • State actors in 4 countries (at least 2 in Africa) have developed measures to protect human rights in the context of business activities • 4 global or regional business and financial actors/multi-actor initiatives have used tools and analyses to conduct human rights due diligence. • The DIHR Engagement Programme has added value for impacting on totally 38 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors).
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Baseline (2020/21)	<ul style="list-style-type: none"> • The earlier DIHR Framework Agreement has funded partnerships with 8 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors) who pursues human rights agendas. However, DIHR has 38 partnerships that are funded by others.
Target (2021/22)	<ul style="list-style-type: none"> • Outcome Harvesting has shown the initial positive chains of changes in programme implementation. • DIHR has expanded its partnerships • DIHR has coordinated the provision of research-based inputs on concepts and methods, including on emerging issues.

	<ul style="list-style-type: none"> • DIHR has an integrated “gender approach” for its international work
Target (2022/23)	<ul style="list-style-type: none"> • All programmes have positive chains of changes • DIHR has expanded its partnerships • Training impacts positively on the results of DIHR’s implemented programmes. • DIHR has developed a digital strategy for external and internal training • New regional / local offices and new partnerships have been established. • Research based input on emerging issues have been delivered.
Target (2023/24)	<ul style="list-style-type: none"> • All programmes have positive chains of changes with important outcomes • DIHR has communicated achievements in reporting and when relevant to the public • Training material is updated. • Research based input to emerging issues has been delivered. • All International departments contributed to the “Concepts and Methods Toolbox”.
Target (2024/25)	<ul style="list-style-type: none"> • 38 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors) with whom DIHR have partnered have achieved tangible major or important outcomes on their human rights agenda. • DIHR has communicated its main validated achievements in reporting and when relevant to the public. • DIHR has research-based concepts and methods on how to work with human rights on emerging issues. • DIHR has a comprehensive, coherent and accessible digital training for external and internal (included onboarding) training.
Output 1	Support rule of law by well-functioning national and regional human rights systems
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 1.1	In 2024 and by end-reporting medio 2025 DIHR has achieved at least 2 additional state actors catalysing human rights coordination, enhancing respect for human rights, engaging in regional and international human rights systems and/or ensuring a human rights-based framework for digitalization (good e-governance)
Output indicator 1.2	The Engagement has added value to the process of ensuring that 9 law enforcement actors have completed the process of becoming human rights compliant law enforcement services.
Output indicator 1.3	4 state or non-state justice actors in minimum 2 countries in Africa are equipped to provide effective justice services, which are available, accessible, acceptable, and of good quality.
Output indicator 1.4	5 new engagements on youth and / or other rights holders as well as with human rights actors at provincial and local level

Output 2	Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 2.1	State actors in 4 countries have capacity and tools to ensure integrated implementation of human right and Sustainable Development Goals with accountability for rightsholders
Output indicator 2.2	4 global, and regional sustainable development and human rights actors are using human rights tools and data to accelerate Sustainable Development Goals implementation and ensure accountability for groups of rightsholders
Output 3	Support responsible business conduct through integration of human rights standards in the governance of global value chains
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 3.1	State actors in 4 countries (at least 2 in Africa) supported by regional and international policy developments are developing and/or implementing policy and regulatory measures to protect human rights in the context of business activities including in relation to the energy and digital transitions. In one country, state actors have taken specific steps to protect human rights in the context of digital transition. In one additional country, state actors have taken specific steps to protect human rights in the context of the energy transition.
Output indicator 3.2	Four global or regional business/financial actors/multi-actor initiatives are collaborating with DIHR to support the conduct of human rights due diligence including in relation to the digital and energy transitions. At least one business/financial actors/multi-actor initiative with a focus on digital technologies is aligned with and/or promotes business and human rights standards. At least one additional initiative of business and other actors engaged in energy transition projects take steps to further respect for human rights.
Output 4	We have captured change and adapted through learning, context and research knowledge and partnerships.
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, triangulation of key outcome statements, participatory workshops validating outcomes and their relevance for programme Theory of Change, communicated case stories in reports, social media and other media, Methods and

	Concepts Toolbox, context analysis dated 2021 – 2024, research products on emerging issues 2021 – 2024, digital training strategy, DIHR training material, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 4.1	DIHR has established and carried out yearly processes where we have captured and documented change, developed min. 2 additional concepts and methods for our work and communicated and learned from results and research knowledge to adapt programmes to evolving contexts. Two research articles on validation documentation and on change patterns and assumptions, and research-based input to approaches to emerging issues such as human rights and digital transition and e-governance and human rights and energy transition.
Output indicator 4.2	DIHR has at least 4 regional offices that are firmly rooted through context knowledge and functions as coordinating entities between DIHR HQ and partners and stakeholders. All major activities subject to context analysis.

8. Risk management

DIHR operates in a context of human rights promotion and protection under increasing political pressure and in the wake of a pandemic and alongside other residual risks linked to global challenges of which the full extent of risk patterns remains to be fully known. This fact along with the ambitions set out for a DED time span of four years requires monitoring and mitigation of risks at several levels.

DIHR has developed the PAR reporting – Progress, Achievements and Risks - as a standard and integrated format to track both budget and implementation and thereby show progress and achievements in a given project. It is also a way to mitigate risk – both by taking corrective measures and as a way for project management to ensure that risks are communicated upwards to ensure management involvement, and in turn, that management feedback after each PAR is properly communicated and integrated.

DIHR continuously adapts programmes to the ever-changing complex contexts. Political instability and shrinking political space for democracy and human rights are some of the main programmatic risks. These risks are mitigated by the ongoing adaptive implementation management and context analysis, performed before entering a given country. Local partners support continuous updating of these analyses throughout implementation. DIHR monitors the political environment in the countries of operation and applies security policies for staff in high-risk countries.

As DIHR partnerships are quite committing for partners in terms of introduction of new methodologies, additional networking, knowledge-sharing and changed organizational policies and practices there is a risk of overloading partners. However, the core of the DIHR partnership concept is continuous dialogue and trust-building whereby partners are involved in designing the programme and managing their part of implementation. Hence, DIHR is systematically updated by the partner of possible obstacles and overload, which then are mitigated by action plan revisions or modification of activities. As risks of overload sometimes are linked to confused role-distribution, a clear and accepted distribution of the roles and responsibilities of each partner is paramount for mitigating the risk of overload.

In the context of the DED a risk management assessment is developed, and fully elaborated on in Annex 5. It is based on DIHR application of existing policies of operation and will be continuously monitored and adapted through cross reference in the application of the PAR at project implementation and output level throughout the time frame of the Engagement.

PAR applies a colour coding to risks and is designed to be as effective and manageable as possible. To keep PAR manageable and comparable across programmes and departments the template must not be altered.

Furthermore, PAR should – to the extent possible – match the budget structure, but the project management can aggregate budget lines if it provides a better and more meaningful PAR.

Timing of the PAR in the annual wheel is closely linked to budget revisions. An important aspect of PAR is the ability to *mitigate* risk. As a general rule, PAR should be completed before the budget revision in order for any issues to be addressed properly. In some cases, issues will have to be solved by Management.

The sections on Contextual and Institutional Risks are elaborated on and intended for application across the entire DED. The section on Programmatic Risks is structured around the four outputs of the DED Results Framework for ease of reference in PAR.

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The main specific risk facing MFA in its partnership with DIHR is reputational and is likely to be most acute in the case of DIHR's partnership with security forces. In case these commit serious violations of citizens' human rights, this will necessarily reflect on the reputation of both the Institute and its donor(s). Similar risks pertain to the behaviour of private companies collaborating with DIHR, although such partnerships go through the screening, scoping and contracting cycle developed over the last 20 years of such engagements and now applied include the elaboration contractually of DIHR Corporate Engagement Principles. Furthermore, going forward DIHR will not engage in service contracts with individual private companies.

More broadly, reputational risk is also inherent in decisions on whether or not to quit the partnership with duty-bearer institutions in increasingly compromised political environments.

From the point of view of the MFA, the fact that these risks are shared with the Institute itself as an independent entity that is accountable to its own Executive Management and Board undoubtedly reduces them considerably in terms of likelihood and impact. Further mitigation could take the form of consultations between the two parties in particularly difficult cases, however the integrity of the Institute is important to factor in. Finally, as reflected in the DIHR Strategy all such cases identified as particularly difficult sees a level of Executive Management and Board involvement as part of screening processes.

9. Budget

The table below presents a budget summary at output level. The budget reflects inputs from this specific grant. In the event that other grants are added to achieve the same outputs, then the budget and results

matrix should be updated to include all such co-funding. Further specifics are found in annex 4 – budget details.

The budget is based on a new model of accounting for direct and indirect project costs and is based on principles of accounting where indirect costs are clearly linked to a specific output. The budget model will be phased in during 2021.

The grant is intended for funding for the implementation of the selected parts of DIHR’s Strategy 2021-24. Spending of the grant shall comply with OECD’s DAC Criteria for overseas development assistance (ODA). Hence the purpose of all underlying activities shall be economic development and social welfare in developing countries, as justified in the ToC and results framework of this DED.

Budget line	Total Budget (1000 DKK)	2021 (1000 DKK)	2022 (1000 DKK)	2023 (1000 DKK)	2024 (1000 DKK)	2025 (1000 DKK)	Fixed ceilings
OUTPUT 1 - Total direct activity cost	15.245	2.837	3.923	3.851	2.808	1.826	
OUTPUT 1 - Total direct activities via transfers to country offices or implementing partners	3.043	550	717	722	704	350	
OUTPUT 1 - Total direct allocated programme-supporting (activity-specific) cost	24.992	4.454	7.350	5.775	5.475	1.940	
OUTPUT 1 - Total direct cost (Support rule of law)	43.280	7.840	11.990	10.347	8.987	4.116	
OUTPUT 2 - Total direct activity cost	20.032	3.037	4.815	4.837	4.434	2.910	
OUTPUT 2 - Total direct activities via transfers to country offices or implementing partners	-	-	-	-	-	-	
OUTPUT 2 - Total direct allocated programme-supporting (activity-specific) cost	6.375	998	1.519	1.541	1.546	773	
OUTPUT 2 - Total direct cost (Support a human rights-based implementation of the 2030 Agenda)	26.407	4.035	6.333	6.377	5.980	3.683	
OUTPUT 3 - Total direct activity cost	15.424	1.920	3.600	3.886	3.887	2.131	
OUTPUT 3 - Total direct activities via transfers to country offices or implementing partners	990	-	330	330	330	-	
OUTPUT 3 - Total direct allocated programme-supporting (activity-specific) cost	5.237	631	1.241	1.258	1.470	637	
OUTPUT 3 - Total direct costs (Support responsible business conduct)	21.651	2.551	5.171	5.475	5.686	2.768	
OUTPUT 4 - Total direct activity cost	29.705	3.918	7.222	7.420	7.589	3.557	
OUTPUT 4 - Total direct activities via transfers to country offices or implementing partners	5.090	675	1.300	1.285	1.220	610	
OUTPUT 4 - Total direct allocated programme-supporting (activity-specific) cost	11.095	1.509	2.631	2.649	3.071	1.236	
OUTPUT 4 - Total direct costs (Captured change and adapt by learning)	45.890	6.101	11.153	11.354	11.879	5.402	
Innovation fund - Total direct activity cost	12.500	1.250	2.468	2.508	3.868	2.406	
Innovation fund - Total direct activities via transfers to country offices or implementing	-	-	-	-	-	-	
Innovation fund - Total direct allocated programme-supporting (activity-specific) cost	3.916	411	1.164	1.181	843	317	
Total direct costs (Innovation fund)	16.416	1.661	3.632	3.690	4.711	2.723	
Unallocated funds	-	-	-	-	-	-	
A - Total direct cost: Programme specific activities supporting main outcome of 'Effective and self-sustaining national human rights systems and institutions in developing countries'	153.645	22.188	38.279	37.243	37.243	18.692	
-----of which is	-	-	-	-	-	-	
----spent through direct transfers to country offices and development partners	9.123	1.225	2.347	2.337	2.254	960	
----spent on allocated programme supporting cost (activity-specific rent, communication, tools development, innovation, research)	51.615	8.002	13.904	12.404	12.404	4.902	
Administration fee (non-activity specific)	10.755	1.553	2.680	2.607	2.607	1.308	Max 7% of direct cost
Audit	600	150	150	150	150	-	
B - Total indirect cost	11.355	1.703	2.830	2.757	2.757	1.308	
C - Contingency	-	-	-	-	-	-	Max 3% of budget
Total budget (A+B+C)	165.000	23.891	41.109	40.000	40.000	20.000	
GRANT	165.000	25.000	40.000	40.000	40.000	20.000	

The contribution cannot be used to subsidise commercial service contract won by the Institute expected to be financially self-sustaining. The Institute has a formulated guideline on externally financed activities (GEFA) in order to secure such compliance with applicable competition law and good governance as well as grant compliance. To this end commercial service contracts remain under close financial management scrutiny, i.e. to safeguard against non-subsidizing practises through grants on self-sustaining activities.

10. Monitoring – key tool for adaptive management.

DIHR has integrated principles for adaptive management throughout all its international programs to meet its needs for responding in a rapid and agile way to the complexity, uncertainty, politics and risk associated with the implementation of programs in complex and complicated environments. Adaptive

management includes frequent reflection and learning, and accountability for this learning. The learning is based on systematic monitoring that harvests broad output, outcome and context evidence.

Therefore, DIHR has embarked on a major upgrade of its ability to report on outcomes using Outcome Harvesting techniques in combination with the introduction of theories of change for all international programmes¹²). Outcome Harvesting is designed for situations where development partners want to learn more about achievements rather than activities and focuses more on effects rather than processes. More importantly, Outcome Harvesting functions as a key tool for adaptive management as the analysis and reflections on collected outcome data lead to adjustments of programme theories of change and to the adaptation of the programmes to evolving environments. Hence, the result frames are reviewed at least once a year, which also impacts on programme budgets. Such revisions are available to the MFA upon request. DIHR applies this approach through biannual outcome data collection and follow-up sense-making workshops.

DIHR monitors at two levels: *activity/output level* and *outcome level*.

At *activity/output level*, each programme and project reports on a trimester basis on outputs, milestones and resource consumption as part of the DIHR tailor-made PAR reporting as introduced above. The PAR follows closely the realisation of activities and outputs of the engagement and measures the degree of implementation against budgetary consumption. In this way, each PAR reporting will assess the level of risk in relation to completing the various elements of the engagement. The output frameworks on which PAR reporting is based are produced annually. The PAR monitoring methodology varies across projects in accordance with the modalities agreed with each donor.

At *outcome level*, the Institute in 2018 introduced the Outcome Harvesting methodology as its across-the-board method to monitor emerging outcomes during the implementation of the programmes. The methodology is strongly participatory and thus engages the entire implementation team as well as external partners in identifying outcomes brought about because of the implementation. The identification of outcomes should ideally be done on an ongoing basis, however, DIHR has established a system of Outcome Harvesting sessions every six months to ensure a systematic data collection. The collected data undergoes a process of validation, where the reliability of key outcomes and outcome-based case stories are triangulated by third parties that are not involved in the implementation of the engagement. All reported outcomes are tagged in relation to various parameters of categorization and classification in accordance with the requested monitoring questions, which mainly relate to establishing how well the implementation of a programme achieves expected results in terms of e.g. gender equality / contribution towards achievement of SDG 5, digital governance, and the indicators / targets of the Result Framework.

The system ensures a high degree of continuous learning during the implementation as the collected outcomes are systematically analysed in relation to the Theory of Change and are thus used as vital source of information for adjusting and adapting the theory of change to the context by revising the theory itself and / or revising implementation modalities. Hence, the system works by identifying achieved outcomes ex-post and associating them as far as possible with the results foreseen in the ToCs, both at programme

¹²) **Outcome harvesting** collects (“harvests”) evidence of what has changed (“outcomes”) and then, working backwards, determines whether and how an intervention has contributed to these changes. It is especially useful in complex situations to investigate whether an intervention has led to unintended effects, positive as well as negative (Vocabulary, Guidelines for Country Strategic Frameworks, Programmes & Projects. MFA 2020)

level and at the level of the international strategy, to ensure effective adaptation of the programme to the context and assess the validity of the international strategy. Beside the process of analysis of the outcomes in relation to the results envisaged in the Theory of Change, the analysis also focuses on the assumptions underlying the Theory of Change and the differentiated contexts related to program implementation. An aim is to monitor the continued plausibility of the Theory of Change in relation to changing and evolving contextual settings.

While PAR and Outcome Harvesting provide data for regular reporting, DIHR furthermore monitors the implementation of its international engagements through partner and other stakeholders visiting missions and through the commission of reviews (often mid-term reviews) conducted either by internal or external consultants as agreed with each donor. A midterm review is important tool for assessing the relevance and the effectiveness of programme implementation according to its theory of change. Such a review in the beginning of 2023 will constitute an excellent opportunity for a more thorough assessment of the new support model applied to the DIHR-MFA grant agreement.

The close activity and output monitoring combined with the systematic collection of outcome data, the analysis and reflective interpretation of them in relation to both the context and the rationale of the program, thus constitute a very strong and very agile process of “double loop learning”¹³, where results are systematically analysed in relation to both strategies and techniques of what we do and to our assumptions about why we do what we do.

This agile monitoring enables DIHR to rapidly minimize losses, identify alternatives and adjust the program rationale to changing contexts.

11. Management arrangements

For the current grant covering 2021-25 the management arrangement shall be as follows:

a. Applicable Guidelines

For eligibility of expenses, the grant is administered according to the MFA’s Guidelines on Country Strategic Frameworks, Programmes and Projects¹⁴ and the General Guidelines for financial management – unless exemptions or other more specific details are made in this document.

Exemptions to the General Guidelines and additions to the General Guidelines

- While partner choice can be part of the strategic dialogue between MFA and DIHR on implementation modalities, this DED does not subject DIHR to the limitations on number of partners stipulated by AMG Guidelines for Programmes and Projects. The entering into partnerships and termination of partnerships under applicable contractual obligations and as agreed between the parties is solely at the discretion of DIHR.
- In addition to the specified outputs in the result framework, the DIHR can allocate up to 10 % of the budget to an innovation fund, not be required to match outputs. The aim of the innovation fund is to ensure that DIHR remains at the forefront of cutting-edge trends by providing agile

¹³ Dani da Guidance Note on Adaptive Management

¹⁴ [Guidelines for Country Strategic Frameworks Programmes and Projects \(um.dk\)](#)

funds for promoting and protecting human rights. The results of these allocations will be accounted for in regular reporting and discussed as part of annual consultations with MFA.

b. Reporting procedures

The following reporting schedule must be respected:

Date	Deliverable
By December 31 2021 DIHR shall submit to the MFA:	<ul style="list-style-type: none"> • Budget monitoring report covering progress until month of August of existing year. • Updated plan, results framework and updated budget for the grant period.
By June 2022, DIHR shall submit to the MFA:	<ul style="list-style-type: none"> • Annual results report regarding the Institute's international work, covering the previous calendar year; • Specific note on the results of the engagement and status of the indicators listed in the results framework of this DED; • Certified accounts annotated by management (<i>regnskab for bevillingen med ledelsespåtegning</i>) for the previous financial year.
By December 31 2022 DIHR shall submit to the MFA:	<ul style="list-style-type: none"> • Budget monitoring report covering progress until month of August of existing year. • Updated plan, results framework and updated budget for the grant period.
By June 2022, DIHR shall submit to the MFA:	<ul style="list-style-type: none"> • Annual results report regarding the Institute's international work, covering the previous calendar year; • Specific note on the results of the engagement and status of the indicators listed in the results framework of this DED; • Certified accounts annotated by management (<i>regnskab for bevillingen med ledelsespåtegning</i>) for the previous financial year.
By December 31 2022 DIHR shall submit to the MFA:	<ul style="list-style-type: none"> • Budget monitoring report covering progress until month of August of existing year. • Updated plan, results framework and updated budget for the grant period.
By June 2024, DIHR shall submit to the MFA:	<ul style="list-style-type: none"> • Annual results report regarding the Institute's international work, covering the previous calendar year • Specific final completion report on the results of the engagement and final status of the indicators listed in the results framework of this DED; • Certified accounts annotated by management (<i>regnskab for bevillingen med ledelsespåtegning</i>) for the previous financial year.

c. Annual Consultations

When relevant and tentatively in the second or third quarter of each year during the engagement period, the MFA and DIHR shall meet to approve budget monitoring report, annual reporting from the previous year submitted by DIHR as well as discussing general developments, evolution of the partnership and future perspectives. Moreover, updated plans and budgets for the coming year, including a comprehensive list of country engagements will be subject for discussion to underpin MFA's continuous dialogue with DIHR on the effectiveness and geographical localisation of the engagement and its coherence with other Danish initiatives.

12. Financial management

The following financial management arrangement applies to this development engagement:

a. Applicable Guidelines

For eligibility of expenses, the grant is administered according to the General Guidelines for Financial Management – unless exemptions or other more specific details/condition are outlined in this document (or separate email exchange), c.f. section 12.b. below.

Reference is made to Danida's General Guidelines for Financial Management – for development cooperation¹⁵

b. Special conditions and exemptions and additions

The following special conditions and exemptions and additions apply to this DED only.

- The output-based budget specified according to the outputs appearing in the results framework, shall for each output be allowed to include direct allocated programme-supporting costs (which are linked to the specific outputs). DIHR shall be able to explain the link between a direct allocated programme-supporting cost and the given output under which it is budgeted. Furthermore, DIHR shall be able to present and justify budget breakdown and allocation of all the direct allocated budgeted programme-supporting costs. Non-activity-specific costs must be covered by the administrative fee/overhead (7%).
- The Budget shall include a specification of transfers to country offices /regional hubs and implementing partners.
- Salary levels shall be kept in accordance with (not exceeding) the recognized salary scale for government staff, i.e. the standard for salary level for salaries paid with public funds as presented by Ministry of Finance.¹⁶
- In order to leverage other external funds (e.g. EU projects) co-financing of projects is possible under the DED, provided that the projects correspond with the outputs of the DED and are in compliance with OECDs requirements for ODA (OECD/DAC criteria), DIHR shall be able to separate co-financing in financial reports as indicated under Article 5.
- When co-financing such projects from the DED grant such funding will be allocated pro-rata as direct allocated programme-supporting costs in financial reporting, hence ensuring that this allocation is not already calculated once as part of the pro-rata proportion of the overall DED grant.
- Un-allocated funds can only be used after prior consultation with the Ministry of Foreign Affairs.

c. The grant and its disbursement

The grant to DIHR is approved in DKK. Any loss due to variations of exchange rates between the grant in DKK and the currency/currencies of the organisation's cooperating partners in developing countries must be covered within the grant.

Funds will be transferred in Danish Kroner from MFA to:

¹⁵) [www.amg.um.dk](https://amg.um.dk) and more specifically <https://amg.um.dk/en/tools/financial-management/accounting-and-auditing>

¹⁶) 'Den fællesakademisk lønsekala' via Moderniseringsstyrelsen, www.modst.dk

- Account name: Danish Institute for Human Rights
- Bank name: Danske Bank
- Bank Address: Girostrøget 1, 0800 Høje Taastrup
- Registration no.: 0216
- Account no. 4069173454

The Parties foresee the following disbursement schedule:

Date	Amount
01.08.2021	25.000.000 ¹⁷⁾
01.02.2022	20.000.000
01.08.2022	20.000.000
01.02.2023	20.000.000
01.08.2023	20.000.000
01.02.2024	20.000.000
01.08.2024	20.000.000
01.02.2025	20.000.000
Total	165.000.000

DIHR must within 14 days after receiving the funds return a letter or e-mail with acknowledgement of receipt of funds.

d. Accounting requirements

DIHR must follow the basic four-eye principles for all payments and secure proper and solid segregation of duties. The accounts shall be drawn up to the same level of detail as is done in the budget. The total grant cannot be exceeded and shall be used for the agreed purposes only.

The grant shall be kept and accounted for separately from other funds for DIHR's international or domestic activities and separate from earmarked funds from the MFA as well as from other sources.

However, in case multiple funding sources contribute to the exact same project objective as this engagement, all such funds shall be accounted for jointly and included in updated budgets (and results framework).

e. Budget and expense ceilings

For eligibility, the following budget and expense ceilings must be respected:

¹⁷⁾ The amount for the second half-year period of 2021 is slightly higher compared to the successive periods due to a transfer of an exceeding amount from the previous commitment as the COVID-19 pandemic slowed activities down during that grant cycle.

Administrative fee (non-activity specific cost)	Maximum 7% of the direct (activity-specific) costs of the activities
Contingency (unforeseen expenses, exchange rate loss etc.)	Maximum 3 % of total budget amount

f. Budget reallocations

DIHR has the discretion to re-allocate between outputs in the budget. Changes exceeding 30% must be presented to and approved by the MFA.

DIHR has the discretion to re-allocate between years covered by the project period, with attention to the budget constraint provided by the funds committed at a given time.

DIHR holds the discretion to re-allocate funding towards same outputs as co-funding with other sources in accordance with Article 12 b.

g. Procurement of goods and services

DIHR will manage the grant with care, consideration and due diligence. Pursuant to Danida's and DIHR's existing guidelines, only economy class tickets are purchased for travel.

h. Transparent recruitment

When recruiting permanent staff, DIHR shall announce positions openly and publicly and use transparent selection procedures with a view to ensuring that candidates are not subject to discrimination in terms of race, colour, political views, sexual orientation or gender identity, disability, sex, age or national origin. Rotation of staff is not subject to open and public recruitment.

i. Audit requirements

In principle the Auditor General of Denmark audits the accounts of DIHR. However, DIHR also has a §9-agreement with the Auditor General allowing for auditing by an external auditor.

The financial statement may be prepared as an 'Appendix statement' i.e. the Financial statements cover the financial situation of the entire organisation, but a detailed income and expenditure information pertaining to particular grants/engagements is specified in a separate section or notes or appendices to the general financial statement.

j. Interest and unspent funds

Interests accrued from bank holdings should be recorded as income and may be used for activities supporting the objective of this development engagement or returned to the MFA at the end of the engagement. Negative interests are to be accounted for as expenditures and may be covered by the grant.

Unused funds shall be returned to the MFA after approval of final accounts for the engagement. However, if a succeeding engagement (with a similar objective) follows this contribution, then MFA may decide to allow for transfer of unspent funds from this engagement to the next.

13. Monitoring and Evaluation by MFA

Progress in implementing the DED will be monitored through reporting, regular dialogue as well as the annual consultations. Reviews on performance and capacity as well as financial inspection will be carried out according to the regular rules and assessment by MFA.

The MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the engagement and to request access to specific result frameworks and progress reporting for country operations supported by this DED. To facilitate the work of the person(s) instructed to carry out such mission, DIHR shall provide these with all relevant assistance, information, and documentation. The MFA reserves the right to carry out an evaluation after the termination of the grant period.

14. Anti-corruption

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought, or accepted – neither directly nor indirectly – as an inducement or reward in relation to activities funded under this agreement, including tendering, award or execution of contracts. Any such practice shall be ground for the immediate cancellation of this grant and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the MFA, a further consequence of any such action can be the definitive exclusion from any projects funded by the MFA.

15. Child labour

DIHR shall abide by the local laws and by applicable international instruments, including the UN Convention of the Rights of the Child and International Labour Organisation conventions.

16. Prevention of sexual exploitation, abuse and harassment

The recipient agrees to ensure that the work of the organisation is implemented in an environment free from all forms of harassment, exploitation, abuse and harassment, sexual or otherwise, especially in case of vulnerable groups.

Sexual abuse is defined as actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual exploitation is defined as any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual harassment is defined as any form of unwanted verbal, non-verbal or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

The above definitions are referred to as Sexual Exploitation, Abuse and Harassment (SEAH).

DIHR confirms

1. that it has adequate policies/standards or frameworks in place to prevent SEAH¹⁸;
2. that all employees have been informed about these policies/standards/frameworks; and
3. that there are appropriate SEAH reporting procedures and complain mechanisms in the organisation including the protection of victims of SEAH and that prompt and adequate action is taken if SEAH is observed, reported or suspected.

In case the development engagement includes subgrantees, the recipient is responsible for ensuring the prevention of SEAH also at the level of subgrantee.

¹⁸) In line/adherence with the Inter Agency Standing Committee's Minimum Operating Standard on prevention of SEA and/or the elements on prevention of SEA of the Core Humanitarian Standard on Quality and Accountability.

MFA has zero-tolerance towards SEAH and will consider non-adherence to point 1, 2 and 3 as grounds for immediate termination of grant.

17. Transfer of ownership

The DIHR responsible for the implementation of the DED shall maintain updated inventories of all equipment financed by MFA, according to the existing DIHR rules.

18. Suspension

In case of non-compliance with the provisions of this DED or violation of the essential elements mentioned in this DED MFA reserves the right to suspend with immediate effect further disbursements to the grantee under this contribution.

19. Entry into force, duration and termination

The contribution will be announced in annual letter(s) of commitment referring to this DED.

The grant will have the duration of 48 months in accordance with the project period stated above. The duration of the grant may be extended by mutual arrangement and within the agreed budget.

Notwithstanding the previous clause MFA may terminate the grant upon 6e months written notice.

This DED will replace the former frame-agreement of 2015.

20. Prerequisites

The cooperation with the implementing partner as specified by this DED will become effective when

- *The finance act is approved by the Danish parliament.*
- *The Grant is approved by the Minister for Development Cooperation.
This DED is signed by both parties.*
- *The signed commitment letter(s) is sent from MFA to DIHR (this DED is an annex to the commitment letter(s)).*

21. Signatures

For the Danish Institute for Human Rights

Date: _____

Name: _____

Signature: _____

For the Ministry of Foreign Affairs

Date: _____

Name: _____

Signature: _____

ANNEXES

DIHR Strategy 2021-24 included under Annex 6. List of supplementary materials.

Standard Annexes

- [Annex 1 - Context Analysis](#)
- [Annex 2 - Partners](#)
- [Annex 3 - Results Framework](#)
- [Annex 4 - Budget Details](#)
- [Annex 5 - Risk Management Matrix](#)
- [Annex 6 - List of Supplementary Materials](#)
- [Annex 7 - Plan for Communication of Results](#)
- [Annex 8 - Process Action Plan](#)
- [Annex 9 - Quality Assurance Checklist](#)

Made with reference to the version 2018 Guidelines in agreement between the parties, as this DED was already work in progress upon the introduction of new guidelines in November 2020:

<https://amg.um.dk/en/programmes-and-projects/january-2018-guidelines-for-programmes-and-projects>

Annex 1: Context Analysis

1. Overall development challenges, opportunities and risks

DIHR has worked internationally on human rights, democratic governance and rule of law programmes for almost 30 years. Our international work began in the early 1990s, at the end of the Cold War, where many countries in Africa, Europe and Asia underwent constitutional, legal and institutional reforms that created an opportunity that had not previously existed for development cooperation around domestic implementation of international human rights norms. Also at the multilateral level, international human rights law was reaffirmed and strengthened during the 1990s and early 2000s, through, among others, the adoption by consensus of the Vienna Declaration and Programme of Action (1993)¹, the adoption of important new human rights treaties and other instruments by the UN and regional multilateral organisations, and the establishment in many countries of new institutions and mechanisms, in particular National Human Rights Institutions (NHRIs), to further the promotion and protection of human rights at home.

In his Nobel prize acceptance speech in 2001, former Secretary-General of the United Nations Kofi Annan described three ‘key priorities’ for the new Millennium: eradicating poverty, preventing conflict, and promoting democracy: ‘Only in a world that is rid of poverty can all men and women make the most of their abilities. Only where individual rights are respected can differences be channelled politically and resolved peacefully. Only in a democratic environment, based on respect for diversity and dialogue, can individual self-expression and self-government be secured, and freedom of association be upheld.’

Fast forward to 2021 and there is, to a degree that could not have been foreseen even 10 years ago, pressure on the values and structures on which societies are based and which have been central for liberal democracies since the end of the second world war. This is true not only for international institutions, but also for national development processes in an increasing number of countries, where nationalism, intolerance and authoritarian approaches are gaining ground. The rise of national populism, illiberal regimes and conspiracy theories as (emerging) political narratives pose challenges for international cooperation on human rights implementation, which is predicated on the universality of human rights principles and on the existence of identifiable facts about the status of human rights implementation in a given country.

The phenomenon of ‘shrinking space’ for human rights and civic engagement in numerous countries over the past decade has been well-documented. But just as challenging for human rights and development work in many countries are the political pressures facing institutions that form part of the ‘national human rights system’ (parliaments, the executive, the judiciary, law enforcement agencies and others), whose effective operation is necessary if the State is to fulfil its duty bearer obligations. In other words there is a need to engage ‘the shrinkers’. Furthermore, from both a democratic and human rights perspective, it is of great concern to observe how highly advanced digital technology has been introduced by States in many countries over the past five years – including in Africa – without any legal framework or regulatory institutions to ensure protection of citizen’s rights.

¹ Adopted by the World Conference on Human Rights, 25 June 1993
<https://www.ohchr.org/EN/ProfessionalInterest/Pages/Vienna.aspx>

There is also no doubt that the current pandemic has been used by some national governments as a justification for tightening control over e.g. the rights to freedom of assembly, movement and expression, and that temporary restrictions adopted to prevent the spread of COVID-19 are likely to be retained post-pandemic unless pressure can be exerted by civil society or the international community.

While the current challenges are many, the opportunity nevertheless exists to present human rights principles as effective ‘problem-solvers’ to fundamental challenges in national development processes. Human rights are much more than just a raised index finger. In the battle of ideas between hope and fear, human rights principles provide a framework for nurturing stability and trust. Trust between and within States, public trust in institutions, in democratic processes and for the future in the country where one is living. Kofi Annan’s three priorities for the new Millennium, which position human rights principles as central to the achievement of sustainable development, peaceful coexistence and democracy, are just as relevant now as they were in 2001. The 2030 Agenda confirms this and the intrinsic links between the sustainable development goals and human rights, which the Institute has illustrated,² are yet another testament to this. Development cooperation programmes on human rights protection and promotion are needed now more than ever.

In response to the above-named challenges and opportunities, DIHR has decided to pursue four workstreams in this engagement, as follows:

Workstreams:

- Supporting rule of law by well-functioning national and regional human rights systems (Output 1);
- A human rights-based implementation of the 2030 Agenda that ensures no one is left behind (Output 2);
- Supporting responsible business conduct through integration of human rights standards in the governance of global value chains (Output 3);
- Capturing change and adapting through learning, context and research knowledge and partnerships (Output 4)

Output 1:

Support Rule of Law by well-functioning national and regional human rights systems

DIHR’s work with State actors takes its point of departure in the ‘National Human Rights System’ (NHRS) concept. The NHRS is comprised of all those actors and processes through which the state ensures human rights protection for all. Among these are the national parliament, together with institutions and agencies established under the executive and judicial branches of government. Independent public institutions such as Ombudsmen and national human rights institutions also form part of the NHRS, as do relevant authorities at provincial and local levels. There is a full presentation of NHRS partners and other programme stakeholders at Annex 2. In Annex 6 there is an illustration of the NHRS.

The following paragraphs present *youth* and *local governance*, two themes that will be prioritised in the implementation of this engagement across all four outputs, but particularly in connection with Output 1.

Youth

² <https://sdg.humanrights.dk/>

Unlike other forms of identity, such as gender, ethnicity, caste or race, youth is a transitory phase of life. The transition occurs at different times in different contexts and in relation to different rights. The human rights of youth refer to the full enjoyment of fundamental rights and freedoms by young people. All human rights instruments apply to young people. Working to advance the enjoyment of rights by young people involves addressing the specific challenges and barriers they face in their lives.

Many young people face discrimination and obstacles to the enjoyment of their rights by virtue of their age, limiting their potential. A key area for action is youth participation and representation in institutional political processes and policy-making. Young people are heavily underrepresented in parliaments, political parties, and government institutions, which can lead to a sense of disenfranchisement and distrust of public structures and processes, which is both a waste of social capital and potentially damaging for cohesion and democratic stability.

Less than two percent of parliamentarians worldwide are under the age of 30, due partly to arbitrary restrictions in many countries on eligibility to hold public office, but also to discrimination faced by young people in participating in political life or in being pre-selected as parliamentary candidates. Young people are similarly underrepresented in labour organisations, despite the fact that unemployment in most countries is highest in the age group 15-25 and that those who are employed are more likely to be working in the informal sector or in industries without satisfactory labour protection, often earn considerably less than their older colleagues for the same work, and are at greater risk of (sexual) violence or harassment in the workplace than any other age group.

Local governance

Local governments have an important role to play in the national human rights system in respecting, protection and contributing to the realisation of rights. In many developing countries, processes are under way to decentralise government administration and service delivery functions with a view to bringing government 'closer to the people'. Devolution of powers and responsibilities can lead to increased opportunities for local people to interact directly with government officials on matters that affect them and to participate in discussions about allocation of public resources, planning and infrastructure, and economic, social and cultural life.

Where powers and responsibilities are devolved, human rights obligations follow. Local government officials and justice and law enforcement personnel should be aware of their obligations as duty bearers and be equipped with the means by which to effectively fulfil those obligations. Local communities are heterogeneous and duty bearers should also be aware of this when carrying out their duties. It is not sufficient to provide a 'one size fits all' service for local residents. Human rights law requires that special measures be taken to ensure that vulnerable or marginalised groups can access services and / or claim their rights on equal footing with other groups in the community.

By 2050, 5 out of 20 megacities will be in Africa (currently only Lagos) and 1.2 billion people, an estimated 20% of the world's population, will live in the largest 100 cities (24 of them in Africa against 11 at present)³. Strong local institutions, equipped to implement their mandates in accordance with human rights principles, will be needed to cope with this increased urbanization. City councils in megacities face many of the same challenges as local governments in rural districts: lack of resources to address the needs of the local population, particularly poor and marginalized groups. Public

³ In Global Cities Institute Working Paper No. 4, 'Socioeconomic Pathways and Regional Distribution of the World's 101 Largest Cities', Daniel Hoornweg & Kevin Pope, 2014 (http://media.wix.com/ugd/672989_62cfa13cc4ba47788f78ad660489a2fa.pdf)

services should be equally accessible to all city residents, not least those in poorer neighbourhoods and slum districts.

The quality of local government service delivery and the extent to which the institutions of local government meet their human rights obligations does not depend solely on the institutions themselves. There are also other actors that have roles to play and responsibilities in human rights law. Private companies and NGOs operating in the cities, district or province are required to respect human rights and exercise due diligence to prevent unintentional violations of rights.

Conclusion

In view of the critical role of duty bearer institutions in ensuring protection and promotion of human rights, particularly in a time where the democratic and accountability mechanisms that are essential to the good health of nation states are under pressure, *DIHR will* continue its work with strengthening selected actors in the national human rights system – in particular government human rights focal points, NHRIs, and justice and law enforcement institutions. In our work with public institutions we will have a special focus on human rights of youth, on the importance of local government in effective protection of human rights, and on human rights-based digital governance.

Output 2:

Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind

In 2015, world leaders adopted the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). The Agenda explicitly states that the SDGs ‘seek to realise human rights of all.’ Moreover, it pledges to ‘leave no one behind’, implying that discrimination and marginalisation of groups of rights-holders, such as women, migrants, children, persons with disabilities, minorities and indigenous peoples, should be overcome. This universal multi-stakeholder development agenda with strong political commitment and a strong focus on human rights provides an unprecedented opportunity for furthering human rights and addressing the main challenges of our time: climate change, poor governance, inequality, poverty, migration, health crises, decent work deficits, gender discrimination, among others.

The design of the 2030 Agenda itself entails some inherent risks and opportunities: while the Agenda can serve as a platform for coherence and the SDGs set measurable targets that can be catalysts for multi-stakeholder efforts, the width and diversity of the goals and targets can lead to “cherry-picking”, with States focusing only on the areas where they can show progress and ignoring the more challenging areas where change is needed. Likewise, the review mechanisms associated with the Agenda (the Regional Forums for Sustainable Development and the Voluntary National Reviews under the High-Level Political Forum (HLPF)) are weak and lack the accountability of more prescriptive and binding monitoring mechanisms (such as those pertaining to the international human rights system).

By promoting a human rights-based approach to sustainable development, the weaknesses of the 2030 Agenda can be turned into opportunities for making human rights standards the cornerstone, guideline and benchmark for achieving the SDGs, and for using the outcomes of international, regional and national human rights monitoring mechanisms (recommendations of treaty bodies, special procedures, UPR, regional human rights courts and NHRIs) to monitor progress. Human rights standards and recommendations need to reach a much broader and diverse audience, and

become reference points in public budgeting, programming and planning processes across the public sector.

Conclusion

In view of the above, *DIHR will* pursue a two-pronged approach to its work on human rights and sustainable development. Engaging in programme partnerships at *both national and global/regional level* around the use of human rights tools and data to accelerate implementation of Sustainable Development Goals. And establishing/strengthening accountability mechanisms for rights-holders, to ensure that no one is left behind.

Output 3:

Support responsible business conduct through integration of human rights standards in the governance of global value chains

In the 10 years since the adoption of the UN Guiding Principles for Business and Human Rights (UNGPs) they have been endorsed by a wide range of actors - intergovernmental organisations, states, NHRIs, businesses, financial institutions and civil society organisations - as the authoritative framework on business and human rights. *National Action Plans on Business and Human Rights* (NAPs) are considered an important vehicle for national implementation of the UNGPs. As at November 2020, 41 states have either already adopted or are in the process of developing a NAP⁴. An increasing number of businesses have also formally committed to human rights and the UNGPs. While fewer are currently working with the framework in practice, there has been a steady increase over the past 10 years in the number of business actors acknowledging their human rights responsibilities and referencing the UNGPs as the industry standard on this topic.

The responsibility of businesses – and of financial institutions - under the UNGPs is also increasingly being made clear by authoritative bodies (OHCHR, OECD and EU), as well as through recognition of the UNGPs by the financial sector itself. There has been also significant progress in the development of regional policy and regulatory frameworks over the past 10 years, including adoption of legislation and guidance on non-financial reporting, measures focusing specifically on modern slavery, forced labour and human trafficking, together with a general push towards mandatory human rights due diligence requirements. During 2021, the EU will be considering options to strengthen corporate human rights due diligence throughout global supply chains, which presents a new opportunity for dialogue between stakeholders about regulatory measures to ensure respect for human rights in global business operations.

Despite the global consensus on the need for responsible business conduct (RBC) to realise sustainable development as articulated in the UNGPs, in many instances unsustainable business practices continue to prevail. Land grabs, environmental degradation and depletion of natural resources threaten the livelihoods, health and lives of millions of the world's most marginalised. A fast **green transition** driven by business including investments in access to clean energy is critical to tackle climate change and support the right to an adequate standard of living. But such investments also need to address potential adverse impacts on human rights. Because of structural discrimination and exclusion, women and girls often suffer disproportionate adverse impacts of business activities and are less likely to share in the benefits generated by business activities. The COVID-19 pandemic has shed further light on critical weaknesses in the protection of human rights in a globalised economy and exposed the

⁴ <https://globalnaps.org/>

vulnerabilities of millions of workers, including migrant workers, down supply chains and in informal labour relationships.

Another global transformation currently taking place is the **digital transition**. More than 60% of the world's population have access to and use the internet frequently. Wider and better internet access in developing countries is expected to be realised with this decade⁵. While this transition has potential to facilitate greater enjoyment of human rights in developing countries, it also comes with great risks. The negative impacts of technology on freedom of expression and the right to privacy have been widely documented and debated, but technology is also affecting the enjoyment of a range of other human rights. States are required to ensure the protection of human rights in the digital space, but no country can solve the problem unilaterally; international cooperation around the establishment and implementation of regulatory systems are also essential as well as strong national institutions.

Conclusion

In view of the above, *DIHR will work with both State and global/regional business/financial actors and through multi-actor initiatives to develop and implement policy and regulatory measures to protect human rights in the context of business activities, including in relation to the green (see analysis at Section 4 below) and digital transitions.*

Output 4:

Capture change and adapt through learning, context and research knowledge and partnerships

Monitoring, evaluation, learning and training

Documentation of changes and impacts of human rights work is a major challenge for most organisations working internationally. Changes in the human rights situation take time, are challenging and complex to attribute to a particular project or initiative. Nevertheless, despite human rights being under increased pressure, it is possible to achieve positive change that will benefit society at large, and we therefore need to be able to effectively document the impact of our work.

Lack of documentation of the outcome and results frustrate partners, donors and staff, as they experience uncertainty about the value-for-money perspective as well as the legitimacy and meaningfulness of the work. Mobilisation of partners in complex long-term national political and legal processes is even more challenging if there is limited documentation or evidence of progress and results.

In 2017, DIHR underwent a thematic review commissioned by the MFA, which identified some specific challenges in this regard. The final report concluded, among other things, that there was a need to 'better document how approaches and interventions contribute to changes (outcomes) beyond the institutional level including changes at macro, meso and micro levels (e.g. changed legislation/practice and changes that are felt by citizens through e.g. decrease in human rights violations and enhanced access to justice)'.⁵

Based on the MFA recommendations, DIHR has embarked on a process to become a learning organisation and a unit has been established in the international area to promote and facilitate continuous learning. The unit, called 'monitoring, evaluation, learning and training' (MELT), has three work tracks:

⁵ <https://www.gsmaintelligence.com/> and https://issuu.com/icpublications4/docs/ab1120_lr

(i) Monitoring of results of DIHR's international work: A systematic monitoring and evaluation system based on the outcome harvesting approach has been put in place and implemented across all programmes in the international area. The approach documents change at institutional level (social actors), validate the reported outcomes which are then feedback into a process of substantiation of the programme or project theory of change.

(ii) Learning and evaluation as a human rights knowledge centre: DIHR has developed an extensive range of concepts and methods and learning approaches. During 2021 the documentation of concepts and methods will be expanded to cover the whole international area.

(iii) Digital tools and content development to leverage capacity development: This third work track includes the establishment and maintenance of virtual learning hubs, together with further digitalisation of programme partnership capacity development activities, where it makes sense to do so. This process has been accelerated during 2020 considering the need for DIHR and its partners to adapt to the COVID-19 pandemic.

Context analysis and Research expertise

The key driver through which DIHR seeks to impact change is our operational, policy-, and research-based human rights expertise. The Institute's mandate includes research as well as applied human rights work, meaning that our working methods combine academic research with practical experience gained in the implementation of human rights projects in Denmark and internationally. We combine this human rights expertise with knowledge of the geographic, political, and economic contexts in which we work.

An important element of many DIHR's programme partnerships is collaboration with national research and teaching institutions. DIHR's own in-house researchers are also actively involved in our international programmes, sometimes carrying out joint research or teaching activities with colleagues in programme countries. DIHR researchers are also active in several regional and thematic human rights research networks, which we can draw upon to further enrich this programme, across all four Outputs. Included at Annex 6 are examples of current and recent DIHR research activities that are closely linked to our international projects and partnerships, and which we will be drawing upon in the implementation of this agreement.

Local presence

To ensure that our concepts and tools address national priorities, a thorough context knowledge is a prerequisite and best achieved through local presence. We have significant and longstanding programme engagements in the MENA region, Burkina Faso, Mali, Niger, Zambia, Myanmar, Kyrgyzstan and China. During the strategy period DIHR will take concrete steps to increase its presence on the African continent: e.g. establishing regional hubs and engaging in additional partnerships in Africa.

Conclusion

In view of the above, *DIHR will* continue to strengthen its monitoring, learning and evaluation methods and tools, including digital platforms and activities. We will also prioritise research collaboration in development and implementation of programme partnerships and provide support for the strengthening of research and teaching institutions as important actors in the national human rights system. Finally, we will increase our local presence.

List the key documentation and sources used for the analysis:

https://www.un.org/sites/un2.un.org/files/un_policy_brief_on_human_rights_and_covid_23_april_2020.pdf

<https://www.humanrights.dk/sites/humanrights.dk/files/media/Covid-19%20response%20and%20recovery%20must%20build%20on%20human%20rights%20and%20SDGs%20.pdf>

<https://www.ohchr.org/layouts/15/WopiFrame.aspx?sourcedoc=/Documents/Press/HCCOVID19lettertoNHRI.pdf&action=default&DefaultItemOpen=1>

<https://www.humanrights.dk/publications/doing-well-doing-right>

<https://globalnaps.org/> and https://globalnaps.org/wp-content/uploads/2020/11/summary-of-bhr-naps-november-2020-dihr_final.pdf: in-depth case study about the Kenyan NAP

Youth and Human Rights. Report of the UN High Commissioner for Human Rights, A/HRC/39/33, 28 June 2018

<https://documents-dds-ny.un.org/doc/UNDOC/GEN/G18/193/07/PDF/G1819307.pdf?OpenElement>

Are additional studies / analytic work needed? How and when will it be done?

More work is needed to document the effect of human rights-based approaches in countering the effects of the COVID-19 pandemic and the value of NHRIs and other human rights institutions/mechanisms in that context.

2. Fragility, conflict, migration and resilience

Key conclusions and implications for the programme of the analysis of the below points:

Conflicts and/or states of emergency often negatively impact on the ability of state actors to provide essential services to the population. Law enforcement agencies can be required to undertake policing during civil disorder and states of emergency; however, they must continue to ensure respect for and protection of human rights. In times of exceptional circumstances, it is a challenge to ensure that the justice and law enforcement actors continue to provide services to the whole population without distinction.

The COVID-19 pandemic has demonstrated very clearly the extent to which individuals and groups are reliant on the state for protection and realisation of the rights to, among others, life, health, and human and social security. Human rights principles should be front and centre in state responses to the pandemic, just as they should be in state responses to climate change, migration flows and social conflict.

List the key documentation and sources used for the analysis:

<https://www.humanrights.dk/publications/securing-enabling-environment-human-rights-defenders>

<https://www.humanrights.dk/our-work/covid-19-human-rights>

3. Assessment of human rights situation (HRBA) and gender⁶

HRBA

The human rights based approach to development is the UN-developed and widely endorsed method for ensuring integration of human rights principles into all international development programmes and projects. Application of the human rights-based approach and integration of a gender perspective are cross-cutting elements in DIHRs strategy for 2021-24.

In DIHRs international work, assessment of the human rights situation, including gender equality, is a central element of the situation analyses conducted prior to the development of new country

⁶ The purpose of the analysis is to facilitate and strengthen the application of the Human Rights Based Approach and integrate gender in Danish development cooperation. The analysis should identify the main human rights issues in respect of social and economic rights, cultural rights, and civil and political rights. Gender is an integral part of all three categories.

interventions and project documents. DIHR research has examined the importance of HRBA in influencing poverty reduction in Sub-Saharan Africa. The research demonstrates how human rights contributes to frame the measurement of poverty and the discourse on poverty and deprivation by importance actors such as the World Bank. The direct impact of HRBA on the policies of individual states in Africa is negligible.

Gender

Even though 189 countries have ratified the UN Convention on the Elimination of Discrimination against Women (CEDAW), over 2.5 billion women and girls around the world continue to be affected by discriminatory laws and lack of legal protections necessary to address, at least formally, the rights and freedoms protected under CEDAW and relevant ILO Conventions. A sizeable number of States have made reservations to CEDAW with respect to articles 2, the obligation to eliminate all forms of discrimination against women, and article 16, on the equality of men and women in marriage and family relations.

Gender-based discrimination, at law or in practice, is an ongoing challenge in all regions of the world, but particularly so in Middle East and North Africa (MENA) and Sub-Saharan Africa regions. More than a third of women in Sub-Saharan Africa are married before they turn 18 years of age, which in practice limits their potential to gain the formal or vocational learning skills that are key to realisation of many economic and social rights. 18 countries in Sub-Saharan Africa have not yet adopted laws on domestic violence. Profound gender inequalities persist in many MENA countries. Women in this region face significantly more legal and practical obstacles relative to men in realisation of their rights than in other parts of the world. Although some reforms have taken place over the past 10 years, the region remains characterised by strong cultural norms – formal and religious – that constrain women’s participation in public life.

List the key documentation and sources used for the analysis:

<https://www.humanrights.dk/publications/women-business-human-rights>

Hans-Otto Sano: Human Rights and Poverty Reduction. What are the Linkages? Research Handbook on Human Rights and Poverty (eds. Martha Davis, Morten Kjærum and Amanda Lyons). Forthcoming 2021 (Edward Elgar)

<https://www.humanrights.dk/learning-hub/content-topic/human-rights-based-approach>

Are additional studies / analytic work needed? How and when will it be done?

DIHR will be revising and expanding its methodological and resource materials on HRBA, gender equality and social inclusion during 2021.

4. Inclusive sustainable growth, climate change and environment

Sustainable growth

Starting from 2016, DIHR research department has undertaken a substantial quantitative studies on the economic growth impact of selected civil and political and economic and social rights. The studies demonstrate a positive long-term impact of respect for rights on economic growth. The impact is significant, with a time lag of between 4 to 10 years depending on the particular rights analysed. Major studies by the IMF and OECD⁷ have likewise demonstrated that persisting inequality

⁷ See for example IMF Staff Discussion Note ‘Finance and Inequality’, Martin Čihák and Ratna Sahay, January 2020: <https://www.elibrary.imf.org/doc/IMF006/24497-9781513526546/24497->

hampers economic growth. In other words, a focus on human rights implementation can contribute to sustainable economic growth, through guaranteeing access to and quality of rights and public goods, hereunder e.g. education, health services, property rights, social and financial services, which put people in a position to contribute themselves to the economy.

Human rights can also contribute to strengthening public institutions that are necessary in order to further and administer economic growth. The rights to public participation and access to information play a central role in building and maintaining effective institutions and authorities. Ineffective institutions or e.g. corruption are extremely costly for society and hinder possibilities for growth. Where there is respect for human rights and rule of law there is also stability, predictability, public trust and means for prevention and speedy resolution of conflicts. All of which are decisive factors for national/regional investment and growth potential.

Climate change

In general climate change will increase poverty and inequality, as the most affected vulnerable population groups – who paradoxically contribute least to global warming – will be the most directly affected and have the greatest difficulty in adapting to the changes. According to the UN High Commissioner for Human Rights, the global climate situation is the greatest human rights challenge since the Second World War. Climate change does not entail any new human rights obligations for states, but their existing obligations to protect, respect and realise human rights continue in force, climate change notwithstanding.

Climate change impacts, directly or indirectly, a whole range of civil, political, economic, social and cultural rights; e.g. the rights to life, property, food, water, health, participation in decision-making processes, access to judicial and other complaints mechanisms, protection of human rights defenders, and so on. Furthermore, climate change affects different groups of rights-holders in different ways; e.g. the livelihoods of indigenous peoples, small farmers and coastal fishermen are especially at risk, while children and young people risk that their prospects for enjoyment of social and economic rights will be undermined.

The green transition has a tremendous potential to contribute positively to realisation of human rights; ditto achievement of the Sustainable Development Goals. But at present we can also see that very many green initiatives in developing countries (particularly in the energy sector) are producing the opposite effect in local communities, leading to conflict, killings kidnappings and to vulnerable groups losing their land and/or livelihoods. All of which contributes to opposition to the green transition and to costly delay. For this reason, it is important – not least for successful achievement of the green transition – to ensure that human rights principles are fully integrated into major green initiatives and projects. In this way we can ensure that there is both support for these processes and that resources are used to address both climate and inequality problems at the same time – instead of creating new problems.

At present climate change is most directly addressed in the Institute's work with ***the green transition, including access to affordable and clean energy*** (SDG 7). To achieve the Paris Agreement's goal of limiting global warming it is essential to phase out fossil fuels and to massively increase capacity for use of clean energy sources. Current efforts to this end are often taking place through public-private partnerships, which unfortunately also, in many cases, entail negative human rights consequences. The construction of hydropower plants has often led to conflict with affected

9781513526546/Other_formats/Source_PDF/24497-9781513526591.pdf and OECD, 'Focus on Inequality and Growth', December 2014: <http://www.oecd.org/els/soc/Focus-Inequality-and-Growth-2014.pdf>

indigenous groups and local communities, resulting in serious human rights violations resulting (killings and persecution of human rights defenders). Unfortunately, there are now examples of similar conflicts in connection with construction of wind and solar energy infrastructure, as well as in related extraction industries, e.g. lithium. Drawing on the Institute's experience working with business and sustainable development – including existing engagements with the Chilean Ministry of Energy, energy companies, indigenous groups and other human rights institutions – DIHR is well-placed to advance dialogue within this sector, with a view to ensuring that human rights principles are integrated in energy transition processes.

The Institute plays an important role in facilitating **cooperation between NHRIs**, both in relation to strengthening global and regional networks, and contributing to thematic work **around sustainable development and the business sector**. At the start of 2020 the Global Network of NHRIs (GANHRI) established an informal working group on climate change. The working group has developed a handbook for NHRIs on human rights and climate change. At the December 2020 GANHRI meeting a statement was adopted on 'Climate Change: the Role of NHRIs'⁸. DIHR is closely following the work of the group, which is directly relevant to DIHR's chairmanship of the GANHRI working group on sustainable development.

List the key documentation and sources used for the analysis:

Output 3

<https://www.humanrights.dk/publications/responsible-business-conduct-cornerstone-2030-agenda-look-implications>

<https://biz.sdg.humanrights.dk/>

Sano, H. O., Koob, S., Jørgensen, S. S., Human rights and economic growth - an econometric analysis of the rights to education and health, Danish Institute for Human Rights, 2018

Sigrid Alexandra Koob, Stinne Skriver Jørgensen, Hans-Otto Sano, Human Rights and Economic Growth. An Econometric Analysis, Danish Institute for Human Rights, 2017

5. Capacity of public sector, public financial management and corruption

Public Sector

The capacity of the public sector to deliver on human rights commitments has been increasingly at the centre of the human rights compliance strategies in recent decades, departing from earlier compliance strategies which focused on negatively restricting state violations of individual rights. Since the 1990s, there has been much greater focus by the UN, human rights and development actors on domestic institutionalisation of human rights, prescribing institutional structures, processes and policy frameworks that states should adopt with a view to more effectively implementing human rights. The objective is to create *effective and sustainable national human rights systems*, as a basis for successful protection and progressive realisation of all human rights.

The broad and interlinked obligations and commitments under international human rights treaties and the 2030 Agenda for Sustainable Development highlight the institutional silos and fragmented governance approaches, which need to be overcome to ensure adequate implementation progress. There is a need for policy dialogue at the highest levels, development of concrete tools that facilitate coherent and pursuit of integrated approaches, along with capacity-building of core actors within the public sector, including those who do not have a specific 'human rights mandate' such as National Statistical Offices and Ministries of Finance and Planning.

⁸ https://ganhri.org/wp-content/uploads/2020/12/EN_Climate-change-and-NHRIs.pdf

Human rights – and by extension the SDGs - cannot be effectively realised without the Means of Implementation that are detailed in SDG 17. The “Means of Implementation” are a mix of enablers of financial resources as well as systemic issues. Using human rights standards and principles to guide the Means of Implementation can inform and support more equitable outcomes and effective Means of Implementation. Moreover, there are risks that inadequate consideration of the human rights dimensions and implications of the Means of Implementation may undermine efforts to achieve the SDGs. A human rights-based approach to the Means of Implementation is therefore needed, addressing issues such as domestic resource mobilisation, investments, international trade, official development assistance, public debt and public-private partnerships.

Business and human rights remain a relatively new area of expertise and many state actors lack capacity to address business related human rights challenges that span over many different areas such labour, land, gender, economic policies, finance etc. Many states lack adequate resources and political will to develop and implement policies that address complex issues and powerful economic actors. Application of the state duty to protect against human rights abuses by business needs to be applied consistently throughout development cooperation, public procurement, and actors in the state-business nexus, such as development finance institutions, pension funds, sovereign wealth funds etc.

Good e-governance

In the space of just a few years, digitalization has developed into one of the most decisive and powerful means for ordering and regulating society in individual states. Human rights-based principles on the use of digital systems are arguably the poorest defined and least promoted of all global good governance and rule of law challenges. According to Freedom House, digital rights have been on the retreat for at least a decade and the digital transition is currently contribution to the erosion rather than the strengthening of democratic structures.

This trend can be observed in all regions of the world, but particularly in Africa, which is currently the world’s least digitalized continent, but where digital transition is happening very quickly. Over the coming decade Africa will experience a digital revolution the scope of which will be unlike anything we have experienced in Europe. This transition presents enormous challenges for African governments concerning their human rights protection obligations; ditto for rights holders whose rights to, among many others, privacy, human security, freedom of information and democratic participation risk being negatively affected by unregulated IT systems, surveillance technologies, and techniques for dissemination of misinformation on social media that are being sold to/shared with African governments by, among others, China, Israel and Russia, as well as Western companies. According to Freedom House the percentage of countries with advanced Chinese security technology (facial recognition, data trawling and centralized surveillance systems) increased from 27% to 72% between 2018 and 2019 for the 65 countries that they monitor on a regular basis. At the present time, very few African countries have adopted data privacy or cybersecurity laws or established data protection authorities. Less than 20% of African states have signed the African Union Convention on Cybersecurity and Personal Data Protection (2014)⁹. Parallel to these developments, Africa is experiencing (as described under Output 1 above) a population explosion. Young Africans, like young people everywhere, are eager users of new technology. But at present they are not receiving any targeted ‘digital education’ based on e.g. human rights principles.

List the key documentation and sources used for the analysis:

⁹ <https://au.int/en/treaties/african-union-convention-cyber-security-and-personal-data-protection>

Steven LB Jensen, Stéphanie Lagoutte, Sébastien Lorion, 'The Domestic Institutionalisation of Human Rights' [2019] *Nordic Journal of Human Rights* 165.

<https://www.tandfonline.com/doi/full/10.1080/18918131.2019.1682235>.

Stéphanie Lagoutte, 'The Role of State Actors Within the National Human Rights System' [2019] *Nordic Journal of Human Rights* 177.

Sébastien Lorion, *The Institutional Turn of International Human Rights Law and its Reception by State Administrations in Developing Countries* (PhD diss., University of Copenhagen / DIHR 2020):

<https://www.humanrights.dk/sites/humanrights.dk/files/media/document/S%C3%A9bastien%20Lorion%20-%20PhD%20thesis%20-%20Part%201.pdf>.

Steven LB Jensen: *Lessons from Research on National Human Rights Institutions* (The Danish Institute for Human Rights 2018): <https://www.humanrights.dk/publications/lessons-research-national-human-rights-institutions>

Sébastien Lorion, 'Inside the Human Rights Ministry of Burkina Faso: How professionalised civil servants shape governmental human rights focal points' [2021 forthcoming] *Netherlands Quarterly of Human Rights*.

Institut for Menneskerettigheder, 'Behov for good e-governance i ny Afrikastrategi og COVID-19 tiltag, May 2020:

<https://www.elibrary.imf.org/doc/IMF006/24497->

[9781513526546/244979781513526546/Other_formats/Source_PDF/24497-9781513526591.pdf](https://www.elibrary.imf.org/doc/IMF006/24497-9781513526546/244979781513526546/Other_formats/Source_PDF/24497-9781513526591.pdf)

Are additional studies / analytic work needed? How and when will it be done?

- Analysis/Policy recommendations for international guidance on GHRFPs (2021, DIHR researchers/advisers)
- Analysis/Policy recommendations on NHRIs coordination role in congested and complex institutional landscapes (2021, DIHR researchers / advisers and Tunisia team)
- Analysis on HR Defenders in national human rights systems and institutional accountability to HR organisations (2021, commissioned externally)
- Analysis on HR and digital governance systems: applicability of European standards abroad. (2021; DIHR researchers / advisers)
- Additional research on GHRFPs and public servants professionalisation processes (2021; DIHR researchers and global research network)

Matching with Danish strengths and interests, engaging Danish actors, seeking synergy

DIHRs international programme work contributes directly to achievement of the third (Inclusive, Sustainable Growth and Development) and fourth (Freedom and development – democracy, human rights and gender equality) strategic aims of Denmark's development cooperation strategy¹⁰. Through our partnerships with law enforcement actors we also contribute indirectly to the first strategic aim of the strategy (Security and development – Peace, stability and protection).

Danish development cooperation is aligned with and aims to contribute to realising the global ambition of the SDGs for the world's development towards 2030. Within this framework, Danida has a focus on freedom and development – democracy, human rights and gender equality. DIHR's SDG and human rights data tools and our ongoing work in many Danida priority countries can contribute to this endeavour.

DIHRs work with State actors – justice institutions, law enforcement agencies, Ombudsman and administrative complaints-handling bodies, has always drawn on Danish and other good domestic

¹⁰ The World 2030 – Denmark's strategy for development cooperation and humanitarian action, Ministry of Foreign Affairs of Denmark, January 2017

practices and institutional experience. The Danish police is leading example of a democratic national law enforcement agency. Wherever relevant, DIHR seeks to incorporate Danish police expertise in its law enforcement programmes and other activities. In our access to justice programmes, we facilitate professional exchange between Danish and third country legal service providers, policy-makers and researchers. DIHR also promotes synergies with other human rights, development, academic institutions, justice and law enforcement actors in Denmark and abroad.

Denmark is the world's most digitalized democracy. Denmark has strong institutions, civil society and private sector actors, all of which have practical experience in the areas of democratic e-governance. DIHRs research department also has significant expertise in human rights, IT and digitalization. For these reasons, *DIHR will* seek collaboration with Danish actors when unfolding and implementing the concept of good e-governance and human rights-based approaches to digital transition in developing countries, particularly so in programmes with African partners institutions and in the crosscutting theme on youth rights.

Annex 2: Partners and Stakeholders

1. Introduction

DIHR operates in many challenging environments and sometimes with partners who have a record of negative impacts on human rights. The decision to enter into a partnership is based on whether the potential exists to improve the existing human rights situation and whether there is a commonality of strategic interests between the Institute and the partner organisation to pursue joint measures to that end. Together with our partners we need to regularly assess progress and, where necessary, to adapt to changing national and regional contexts.

DIHR engages with partners in a number of countries where well-documented human rights violations are taking or have taken place, if they are willing and committed to improving the human rights situation. Our work therefore often requires a mix of diplomatic and critical dialogue.

In its programmes and partnerships, DIHR contributes with three kinds of expertise:

- Legal expertise on human rights norms and standards;
- Contextual expertise on the stakeholders, priorities, and institutions where we work; and
- Methodological expertise on technical, organisational, and political processes.

For DIHR, the purpose of partnerships is the strengthening the promotion and protection of human rights within the context in which the partner operates. Universal human rights principles are central to the design of our working methods and tools, and are the lodestar guiding all our programme and project interventions with national partners. The primary legal basis for our international work is the international human rights conventions ratified by the country in question¹.

DIHR has **four key assets** that drive our programmes and partnerships:

Legitimacy: As Denmark's National Human Rights Institution, DIHR has an internationally respected mandate that enable us to work on furthering human rights, in particular with State actors.

Local approach: Local ownership is key to spur sustainable change. That is why DIHR works in equal partnerships with local actors to achieve results. Local staff and partners have in-depth knowledge about the political system and the human rights situation where we work. The designs of DIHR's programmes are informed by context analysis, integrate a gender perspective and apply the human rights-based approach to development.

Research capacity: DIHR research department enables it to combine academic research with practical experience drawing lessons and theory from the ground to the international systems and vice versa.

¹ 'Internt samlet overblik over det juridiske grundlag for Institutets arbejde', IMR, 20 November 2020 (full text at Annex 6 to the DED)

Proven track record: DIHR is committed to delivering sustainable change furthering human rights in everything it does. DIHR has the track record to document that its partnership approach, combined with research capacity, can deliver the results the programme seeks to achieve.

Working closely with partners in a context where human rights violations are taking place is clearly challenging and full of dilemmas. In most cases it takes years to pave the way for positive changes and it requires a blend of diplomatic relations and critical approach. First and foremost, such relationships build on trust. This of course means, that DIHR must constantly assess and evaluate our partnerships and the context we operate in. DIHR has developed detailed internal guidelines on partnerships, including on *when and how to enter into or to exit a partnership*. In both cases, the overriding consideration is whether conditions are (continue to be) conducive to the achievement of positive human rights change.

DIHR select our project themes and partners based on the following criteria:

- ability to align our theory of change with the context and with local actors
- The political will of the State to engage in human rights reform
- Organizational commitment and capability of the partner(s)
- The ability of the Institute to add value
- The country and/or project theme’s relevance to regional and international dynamics
- The cost of the impact relative to other projects / partnerships; and
- Availability of resources, for us and our partners.

2. Overview of stakeholders and partners

The Institute make a distinction between *stakeholders*; i.e. national or international actors which are important points of dialogue, reference, exchange and/ or inspiration for the programme, and *partners*, with whom DIHR enters into a formal partnership agreement.

The following grid describes the key stakeholders and partners (marked with *) for the programme, their main interests, capacity and contributions. (More detailed narrative descriptions of partners follow at Section 3 below.)

	Key Stakeholders	Core Business	Capacity	Contribution
	Output 1 Support rule of law through well-functioning national and regional human rights systems			
	Output 1.1 Government human rights focal points and NHRIs			
1	Governmental Human Rights Focal Points (GHRFPs)*	Coordination of human rights work (reporting, follow up on recommendations from international mechanisms, development of national HR policy and/or programmes) across government and/or	Vary from one country to another. In developing contexts: -tend to have limited resources -civil servants lack human rights specialization (compounded by frequent staff turnover)	Implementation of their mandates, notably coordination of executive actions, engagement and consultations with other national actors, international reporting and

		between different levels of government	-issues around: administrative authority over line ministries; unclear or frequently changing mandates	follow-up; accumulation of human rights knowledge and expertise.
2	Line Ministries; other executive bodies at the national level*	Translating human rights policies and recommendations into operations, including e.g. in development of law reform proposals, delivery of education, health, energy, social security services, etc.; open and participatory governance; measures for effective protection of vulnerable groups, etc.	. Often, lack of perception of the normative dimensions of rights . Often not concerned with HR frameworks and tend to follow sectoral priorities	Enter into a constructive and meaningful dialogue on human rights issues with governmental human rights focal points, with inputs from national human rights institutions
3	National Human Rights Institutions (including subnational NHRIs and other independent institutions with mandates addressing human rights; e.g. women's commissions. *	. Independent national institutions established by law and dedicated to promotion and protection of human rights, with reference to the minimum powers described in the UN Paris Principles. . Ideally can function as catalysts for effective national implementation of human rights norms.	In many developing countries: - Mandate issues and lack of independence due to political indifference or interference - Weak resources and capacities . Lack of capacity to address emerging challenges -Navigating in complex institutional landscapes.	Addressing internal capacity and management issues, through joint activities, in view of enhancing compliance with Paris Principles. More effective implementation of mandate leading to increased impact: dialogue with State and non-State stakeholders; documentation and research, complaints-handling and redress functions, etc. Mutual exchange with other NHRIs, through regional and international networks
4	Parliaments*	-The principal law-making institution of the state. -Shared responsibility for implementation of the State's HR obligations, together with the executive and judicial branches of government.	-Members of Parliament and parliamentary staff often lack capacity to address human rights issues in their work. -In countries without a long tradition of parliamentary democracy, MPs and parliamentary committees may be unsure of their human rights functions in relation to parliamentary oversight, review and consideration of draft legislation	-Addressing capacity issues through joint activities, developed with reference to relevant international frameworks, such as the UN Principles on Parliaments and Human Rights and the Belgrade Principles on NHRIs and Parliaments -Mutual exchange with other parliamentary HR and Constitutional Affairs / Rule of Law Committees.
5	Regional and international HR Institutions and other UN bodies and agencies	. Aims at ensuring the respect of internationally agreed standards Develop new standards and practical guidance for states to implement standards. Collect information on human rights issues and ensure oversight / call for redress.	Some issues include: . critics of double standards and politicization of processes . oversight processes often create an administrative burden and feed into empty bureaucratic processes nationally . lack of guidance on certain issues (GHRFPs other than NMRFs, coordination by NHRIs, etc.)	Partners in national implementation of projects. Produce international legal standards and relevant recommendations where needs have been identified. Produce additional standards and practical guidance where needs have been identified.
6	International networks of national actors	-Mutual support. -Exchange of expertise and experiences	-Limited resources -Some national actors have difficulty accessing these networks in practice.	-Facilitate networking opportunities between member organisations.

	(for NHRIs: Global Alliance of NHRIs; for Parliamentarians, the IPU)	-Joint efforts to address transnational violations. Propose relevant national and international guidance. Peer control of respect of mandates	Absence of such networks for certain key actors (e.g. GHRFPs)	-Develop guidelines, tools, joint statements, provide professional training etc. -Support individual members whose operational independence or mandate are under challenge
7	Academic / Research / Teaching Institutions*	Providing HR education at all levels; cross-disciplinary research on issues related to HR protection and realization. . Train key professionals on HR standards (lawyers, HR defenders, police, public officials etc.)	-Academic brain drain from developing countries/ from human rights to other fields of research -Very little academic knowledge of government HR focal points -HR courses may be difficult to access for marginalized and vulnerable groups	-Contribute expertise to capacity building projects -Research networks support the development of needed knowledge -Train future experts and actors
	Key Stakeholders	Core Business	Capacity	Contribution
	Output 1.2 Law Enforcement Actors			
1	Ministries of Justice, Human Rights, Security, and/or Defence.*	Represent the State. Development of law and policy proposals on issues falling within their mandate. Implementation and oversight of laws adopted by Parliament; development of regulations and implementing instructions. Dissemination of information about laws policies and procedures. Public communication and advocacy.	-Limited capacity, incomplete or inadequate infrastructure -Laws or procedures are outdated; unsuitable for purpose. -Little existing access to human rights knowledge and experience	-Institutional commitment to engage in partnership/project/programme. -Contribute resources and institutional experience/knowledge to design and implementation of programme activities. -Mutual exchange within and between programmes; also with programmes in third countries.
2	The police, national guards, public security forces, and others*	The basic aims of policing to: • maintain law and order; • protect the fundamental rights and freedoms of individuals • prevent and detect crime and disorder; and • provide assistance to rights-holders.	Limited capacity, infrastructure, and/or access to human rights knowledge and experience. There will often be some internal resistance to reforms intended to increase human rights accountability	-Institutional will; -Contribute resources and institutional experience/knowledge to design and implementation of programme activities -Institutional commitment to engage in programme partnership.
3	Police and public educational institutions, other academic and research institutions*	Train currently serving and future law enforcement officers. Conduct research on policing and public security issues.	Limited capacity, infrastructure, and/or access to human rights knowledge and experience. -Risk that academics and teachers at police training academies are influenced by 'internal police culture' such that they seek to accommodate HR obligations to the perceived operational needs of the police rather than assessing objectively whether the institution is equipped to comply with HR standards.	-Ensure that human rights issues are properly addressed in curricula for education of police and security personnel. -Research sheds light on law enforcement and human rights protection issues in the nexus between human rights, law enforcement and public security. -Exchange between police academy and 'civilian' academics is important.
4	Peer networks and platforms (e.g. for police, the West African Platform on Human Rights and Policing (POLI-DH))	Collegial exchange; dissemination of good policing practice between personnel in different jurisdictions.	Issues with sustainability, as individual police services may not have the resources to support networking activities.	Exchange of comparative experiences; development of guidelines, standards, good practice compendiums;

5	NGOs and human rights defenders	Hold the State to account; seek to engage the State in dialogue. Draw attention to individual cases of abuse of misuse of police powers and to systemic problems that require policy or law reform.	Often under pressure as they are perceived as challenging the authority of the State. Issues with sustainability – can be difficult to secure and maintain funding.	Advocates for accountability and transparency by law enforcement agencies. Speak on behalf of victims of police misconduct; call for redress where violations have taken place.
6	Regional and international organisations	Development of norms; best practice guidelines on human rights and law enforcement issues.	Issues with sustainability, as regional organisations and networks are depending on State Party or third party financial contributions for running costs and activities.	Development and interpretation of human rights law; guidance to States on interpretation and implementation of treaties and other legal standards; monitoring of State Party compliance; information dissemination and communication.
	Key Stakeholder	Main interests	Capacity	Contribution
	Output 1.3 Justice Actors			
1	Justice Ministries, including related agencies at local government level responsible for coordination / delivery of justice services. Other Ministries with responsibilities for delivery of Government services and for receiving and considering citizen complaints. *	Develop law and policy proposals; administer laws adopted by Parliament; develop regulations and implementing instructions; oversight and monitoring of the work of legal implementing institutions and agencies.	Variable internal and external capacity. Varying knowledge of human rights, access to justice principles and of their practical application in the justice system	-Contribute resources and institutional experience/knowledge to design and implementation of programme activities.
2	Ombudsman and NHRI Institutions (complaints handling mandates). Other administrative justice bodies. *	Receive and consider citizens' complaints re government actions; provide remedies / recommendations in case of miscarriage of justice, abuse of power, violation of rights. Conduct enquiries, research into aspects of administration of justice; Information dissemination; public communications and advocacy.	Varying organisational capacity. Variable knowledge of administrative justice principles and good practice.	Institutional will; commitment of personnel to engage in partnership with DIHR. -Mutual exchange within and between programmes; potentially also with programmes in third countries.
3	Legal Aid Boards*	Oversight of implementation of the Legal Aid Act and Regulations. Responsible for setting professional standards/overseeing accreditation of paralegals. (Professional oversight of lawyers is usually responsibility of the Bar Association).	Usually very poorly resourced, despite their central function in the national legal aid system.	Important role in ensuring that the legal aid system is functional, and that problems are reported to Ministry of Justice to allow for timely review of legal framework or allocation of resources. Important role in monitoring and supporting the work of paralegals.
4	Judiciary /Prosecution /Prisons*	Administration of justice	Often poorly resourced, especially prisons, as well as courts and prosecution offices at lower levels of administration.	Institutional will; commitment of personnel to engage in partnership with DIHR
5	Lawyers, paralegals, Legal aid NGOs / CBOs. Legal advice/information centres. University legal aid clinics. *	In most countries, legal aid services are delivered through a mixture of initiatives by public and private actors. Legal aid lawyers / paralegals / social workers represent	Government-funded services are usually poorly resourced, particularly for poor communities in the urban centre and at lower levels of administration.	Institutional will; commitment of personnel to engage in partnership with DIHR. -Mutual exchange within and between programmes;

		interests of their clients. Special focus on effective support to poor, vulnerable and/or marginalized clients. Provide justice services to address a wide variety of legal needs.	NGO and university legal aid clinics seek to fill the gaps, but they may also face sustainability issues. Quality of services varies widely.	potentially also with programmes in third countries.
6	Law and Social Work schools. Law and Justice researchers (particularly law and sociology disciplines.)*	Educate future legal aid lawyers / paralegals / social workers / access to justice champions. Conduct research on access to justice and related topics; contribute to discussions on law and policy reform.	Poorly resourced university faculties. In many cases, enthusiastic students and committed teachers. Legal needs research is vital to draw attention to gaps in the legal aid system, particularly to needs of vulnerable or marginalized groups.	Institutional will; commitment of personnel to engage in partnership with DIHR
7	Informal Justice Forums. Traditional / Community Leaders.	Administer justice in in remote communities or where the formal justice system is otherwise not present (which could also be in e.g. urban slum districts)	Adjudication panels often have an over-representation of older men. Traditional norms and customs may be applied in conflict with constitutional and human rights principles. Equal participation of women and youth may not be guaranteed.	Institutional will; commitment of personnel to engage in partnership with DIHR.
8	Regional and international actors (intergovernmental forums; UN agencies; professional networks)	Development of norms and guidance materials; promotion and exchange of good practices.	Strong capacity in many cases, but access to justice professionals from poor countries do not have the same ability to participate in meetings or to benefit from exchanges.	Important role in providing a link between international law and best practices, and national legal aid systems. Promote exchange of experiences and good practices; collegial support and mentoring
	Key Stakeholders	Main Interests	Capacity	Contribution
	Output 1.4 Focus on Youth			
1	Ministries of Youth Affairs, Social Affairs*	Represent the State. Development of law and policy proposals on issues falling within their mandate. Implementation and oversight of laws adopted by Parliament; development of regulations and implementing instructions. Dissemination of information about laws policies and procedures. Public communication and advocacy.	Organisational capacity may be lacking, particularly at lower levels of administration. There may be an underrepresentation of youth or of viewpoints of younger people in Ministry's policy-making processes and programme implementation activities.	Institutional will; commitment of personnel to engage in partnership with DIHR.
2	NGOs, CBOs specializing in youth	Advocacy and support for the interests of participation and voice of young people in all aspects of society.	Advocates for the importance of policy reform to address issues affecting younger people.	Important role in catalyzing calls for action to address problems facing young people, particularly those from vulnerable or marginalized communities.
3	Other government agencies and institutions (e.g. Ministries of Employment, Training and Education, Social Security, Health)	Represent the State. Development of law and policy proposals on issues falling within their mandate.	Having a general mandate, they may not see the connection between youth and human rights, or the value of special engagement with youth.	Many issues related to realisation of rights of young people fall within the mandate of line Ministries other than Ministry of Youth Affairs.
	Key Stakeholders	Main Interests	Capacity	Contribution
	Output 2 Support a human rights-based implementation of the 2030			

	Agenda that ensures no one is left behind			
1	Human Rights Council	Promoting a human rights-based approach to sustainable development	Important for global agenda-setting, including by advocating for a human rights-based approach to sustainable development at the UN High-Level Political Forum on Sustainable Development (HLPF)	Inter-sessional meetings, reporting to HLPF.
2	UN Development system (UN-SDG, UNDP, UN Country Teams, etc.), OHCHR	Tasked to support countries in achieving the SDGs	Very influential in traditional “developing countries”. Limited existing capacity to work on human rights-based approaches in practice	Support to country programming and planning
3	Executive agencies addressing human rights and development issues (Ministries of Justice, Foreign Affairs, Planning, Finance, among others) *	Lead in realizing countries’ human rights obligations and SDG commitments	Limited capacity and may not be convinced of the value of placing human rights ‘front and centre’ in relation to the SDGs.	Primus motor at national level for integrated realisation of SDGs/human rights.
4	National Human Rights Institutions*	Using the SDGs as leverage for realizing countries human rights obligations	NHRIs’ mandate and regular promotional and monitoring work is directly relevant for realizing the SDGs. However, NHRI capacity to influence the SDG programming and monitoring is often limited	The Mérida Declaration outlines how NHRIs can apply their broad human rights mandate and functions for achieving the SDGs and ensuring that no one is left behind through monitoring and reporting; advising the government; facilitating access to justice, redress and remedy, and fostering dialogue and participation.
5	National Statistical Offices*	-Responsible for periodically gathering and publishing data on all aspects of national development. -Producing the quality disaggregated data necessary to monitor progress under the global SDG indicators	-Limited capacity for monitoring the human rights aspects of the SDGs; ditto in some case re disaggregation of data -Increasing openness in many cases towards working in partnerships with NHRIs and other actors on data generation	-Contribute resources and institutional experience/knowledge to design of programme
6	Other stakeholders recognized under the 2030 Agenda (business sector, indigenous peoples, children and youth, women, persons with disabilities, workers, NGOs, academia)	Ensuring that the particular rights, needs and priorities of their constituents are reflected in strategies and plans to achieve the SDGs	-Varying capacities for advocacy, -dialogue and agenda-setting. Limited technical capacity for human rights-based approaches	-Many NGOs have a strong interest in partnering with human rights institutions and basing their advocacy on human rights
	Key Stakeholder	Main Interests	Capacity	Contribution
	Output 3 Support responsible business conduct through integration of human rights standards in the governance of global value chains			
1	NHRIs and NHRI networks*	Protection and promotion of human rights in the context of business activities as per their mandate. NHRIs play a key role in relation to access to remedy through their different mandate area and may also serve as non-judicial grievance mechanisms. DIHR published a report on NHRIs and access	Medium: many NHRIs have increased their capacity to use their mandate in relation to BHR but many lack adequate capacities to address complex challenges and emerging challenges (tech).	High: NHRIs are key to identifying key challenges relating to human rights and business in countries of operations, engaging stakeholders and identifying opportunities for policy and regulatory improvements. NHRIs can also support each other through regional and

		to remedies, presenting an analysis of the role and practice of NHRIs regarding access to remedy in business and human rights, including four NHRI case studies from the African regions.		international peer dialogues.
2	State institutions/ governments in host and home states of businesses*	Development of law and policy proposals on issues falling within their mandate	Generally low: business and human rights is a relatively new field of competency that cuts across many policy areas.	Critical: national policy and legal frameworks are needed to protect against business related human rights abuses. States have also a key role to play when directly interacting with business actors (SOEs, public procurement etc.). Policy coherence and inter-ministerial coordination is needed.
3	Business actors: individual businesses, business networks and industry associations*	Business are increasingly encouraged by the market (consumers, investors) and regulators to engage in responsible business conduct but no universal business case for human rights.	A number of large MNEs have policies and internal resources to address HR but largest number of companies & SMEs have low capacity/interest.	Critical: while states have a duty to protect, businesses have a responsibility to respect human rights notwithstanding the inability of the state to discharge its duty. Through conducting human rights due diligence, business can prevent and address negative impacts and contribute to the SDGs.
4	Development finance institutions (DFIs)	Financially support development projects to realise the SDGs.	DFIs work with environmental and social safeguards but need to better integrate human rights at policy level and increase capacities to conduct human rights due diligence.	Important: provide finance to support realization of the SDGs and have a role to play in shaping private sector actor they engage with and dialogue with state institutions in receiving countries.
5	Investors	Financial return for investments, minimizing risks also to society and environment.	A large variety of types of financial institutions with varying levels of commitments to ESG and human rights.	Critical: investors can use their leverage towards companies and encourage responsible business conduct
6	Inter-governmental organisations (UN agencies and HR mechanisms, regional human rights mechanisms, OECD, EU and others)	Develop policies and standards, facilitate inter-state dialogue etc.	Human rights mechanisms often lacking resources, particularly at regional level.	Important: regional and international policy developments
7	Civil society organisations and human rights defenders	Advocates for human rights-based approach to sustainable development, corporate accountability, access to effective remedy, and realization of human rights for all.	Low to high depending on groups and context. Shrinking civic space and increased repression of human rights defenders denouncing business related human rights abuses jeopardizes ability of civil society and HRDs to engage with state and business actors,	Important: ensure rightsholders perspectives including those in situation of vulnerabilities are being heard in policy processes, are monitoring government and business activities and hold them to account.
	Key Stakeholder	Main interests	Capacity	Contribution
	Output 4			
1	Researchers, research institutions/networks.*	Providing HR education at all levels; cross-disciplinary research on issues related to HR protection and realization.	-Academic brain drain from developing countries/ from human rights to other fields of research	-Contribute expertise to capacity building projects

			-HR courses may be difficult to access for marginalized and vulnerable groups	-Research networks support the development of needed knowledge -Train future experts and actors
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3. Types of Partners

Output 1: Support Rule of Law by well-functioning national and regional human rights systems

Government Human Rights Focal Points

‘Government Human Rights Focal Points’ (*GHRFPs*) is an omnibus term for various types of mechanisms established by State to coordinate human rights work between different government agencies and/or between different levels of government. There has been surprisingly little academic or international development focus to date on GHRFPs, despite the important role that they play in many states in, among others, human rights reporting tasks, in follow up on recommendations received from international human rights mechanisms, and in the development and oversight of national human rights action plans, policies and programmes. GHRFPs are a central element of the national human rights system, and a priority partner in DIHRs international programmes.

NHRIs

The premise for DIHR’s approach to capacity development of NHRIs is a strong partnership approach. DIHR is, first and foremost, a sister organization, which is active in various regional and global NHRI networks in order to strengthen NHRIs in their ability to carry out their domestic mandates and develop the working methods of the institutions. DIHR regards this as a twofold obligation: on the one hand, an obligation to assist NHRIs in developing countries and, on the other hand, an obligation to support the UN human rights system, which depends on effective NHRIs.

Parliaments

As one of the three constitutional pillars of the state, parliaments have a responsibility to protect and realise human rights and to implement the state’s human rights obligations, together with the executive and judiciary branches. Parliaments have an important and unique role to play with the national human rights system, because of their functions in making law, conducting oversight, ratifying treaties, setting budgets, and representing and shaping the views of constituents. The objectives for DIHRs work with parliaments are as follows:

- (i) To equip parliaments (both Members of Parliament and the staff of the Parliamentary Secretariat) to effectively carry out their human rights functions;
- (ii) To equip Human Rights Committees (both MPs and the parliamentary staff that support the work of the Committee) to effectively carry out their role as the focal point for human rights-related work within the Parliament; and
- (iii) To support the development of mutually beneficial working relationships between Parliaments and NHRIs, in accordance with the UN Belgrade Principles on the Relationship between NHRIs and Parliaments.

Academic / Research / Teaching Institutions

An important element of all DIHR's programme partnerships with actors in the national human rights system, be they from the executive, legislative or judicial branches, is collaboration, sometimes taking the form of full partnership, with national research and teaching institutions. DIHRs own in-house researchers are actively involved in our international programmes, sometimes carrying out joint research or teaching activities with colleagues in programme countries.

DIHR researchers are also active in a number of regional and thematic human rights research networks, which create additional synergies which we can benefit from, not only in relation to this Output but also for Outputs 2-4 below.

Law Enforcement Actors

DIHR works with law enforcement and public security actors on processes of internal and external reform, such that they are better placed to comply with human rights standards. While the operating contexts and dispositions of law enforcement actors vary from country to country, DIHR engages with institutional hierarchies/chains of command on international standards and good practices as a means for facilitating change. Shared commitment, vision and values between the partners is essential to achieve systemic- and operational-level change for human rights-based law enforcement. Partnerships between DIHR and law enforcement agencies enhance ownership and professional knowledge of human rights and obligations; they support the strengthening of internal (and external) oversight mechanisms; improve the quality of law enforcement work and relations with the public, including with e.g. young people or minority groups that are often perceived as being in conflict with the law or where there is a low level of trust between law enforcement and the groups in question.

Justice Actors and Legal Service Providers

The overall objective of DIHR's justice work is to make justice systems more accessible and responsive to the needs of society, and in particular to poor or vulnerable persons. This includes enhancing the capacity of justice service providers (both State and non-State, formal and informal) as well as promoting linkages between these actors, leading to improved access to justice for users.

DIHRs choice of partner(s) for access to justice programmes depends very much on the context in the programme country. We have substantial experience over several decades in partnering with judicial and prosecutorial authorities, lawyer's associations, legal and paralegal training authorities, and with State and non-State legal service providers (Ministries of Justice, National Legal Aid Boards, legal aid NGOs, and complaints-handling institutions (e.g. Ombudsman and NHRI complaints handling departments) and other administrative justice bodies.

Informal Actors / Traditional authorities

Informal justice actors and traditional authorities are important stakeholders – and also potential partners - for DIHR programmes access to justice and rule of law programmes, particularly where those programmes are taking place at local government level. In t many (most) DIHR programme countries a plurality of justice systems operates in parallel; i.e. there are both State judicial authorities, dispute resolution and complaints-handling mechanisms, and non-State justice forums - traditional justice systems and NGO-sponsored dispute resolution forums.

Youth rights actors

Recognising the importance of advancing young people's rights, particularly in many of our programme countries, DIHR has decided to prioritise youth in its new international strategy for 2021-24. We will work with existing partner institutions, particularly State agencies, NHRIs, parliamentary committees, law enforcement and justice actors, to engage with and to more systematically include young people in consultation and policy development processes. We will also look to identify strategic opportunities, where appropriate, to establish new partnerships with agencies or organisations with a specific mandate relevant to the realisation of youth rights.

There are also clear synergies between prioritisation of rights and DIHRs work to support human rights-based implementation of the 2030 Agenda (Output 2). Youth are the main beneficiaries of the 2030 Agenda, as national success or failure in implementing the SDGs will have the greatest future impact on today's – and tomorrow's - young people.

Local governance actors

DIHR has decided to increase its involvement with projects and partners at local government level during the coming four-year period. The principal focus for this work will be on the roles and responsibilities of local government and other relevant actors and on the interrelation between local government and other levels of administration, particularly as regards coordination on human rights implementation, monitoring and reporting. Related to this focus are specific engagements in connection with law enforcement and justice actors (e.g. informal justice systems and the interconnection between formal and informal justice forums / service providers), human rights and sustainable development, and increased respect for human rights by business, in particular the extractive industry, through integration of human rights standards in governance of global value chains.

Output 2: Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind

NHRIs

Since the adoption of the 2015 Mérida Declaration², NHRIs have been strongly engaged in promoting a human rights-based approach to sustainable development. NHRIs are crucial elements of the institutional architecture necessary for the realisation of the 2030 Agenda and can play a key role in the realisation of the SDGs. In addition to being an indicator for strong institutions under SDG 16.a.1, NHRIs' mandate to monitor and advise states on human rights compliance provides direct contribution to the SDGs. Their role as data generator and as convening partner for stakeholders also offers crucial experience to the 2030 Agenda pledge to 'leave no one behind'. NHRIs add tremendous value to joined-up SDGs and human rights programming and monitoring, contribute to dialogue between state and civil society, and offer critical resources to increase efficiency and coherence.

State agencies

² The Merida Declaration on The Role of National Human Rights Institutions in implementing the 2030 Agenda for Sustainable Development:

<https://nhri.ohchr.org/EN/ICC/InternationalConference/12IC/Background%20Information/Merida%20Declaration%20FINAL.pdf>

DIHR may establish partnerships with a variety of different state institutions, agencies or coordinating mechanisms, depending on the division of responsibility for human rights and development issues in the country in question.

In almost all countries, *National Statistics Offices (NSOs)* have the primary role in gathering data against the global SDG indicators. Such data is supposed to support the pledge to “leave no one behind”, including by collecting data based on prohibited grounds of discrimination such as gender, age, ethnicity, disability etc. Moreover, the global SDG indicators requires NSOs to collect data beyond traditional statistical areas, such as governance, discriminatory legislation, human rights defenders, among others. In this context, collaboration between NSOs and NHRIs, and initiatives to establish inclusive data partnerships that directly involve civil society and rights-holders is crucial for pursuing a human rights-based approach to monitoring progress.

Businesses

Businesses also have a key role in realisation of the SDGs. DIHR has partnered with businesses on this issue and developed working tools to support businesses and State actors (for public-private partnerships) in this regard.

Output 3: Support responsible business conduct through integration of human rights standards in the governance of global value chains

NHRIs

Since the Edinburgh Declaration³, NHRIs have increasingly embraced work with business and human rights. There are a range of examples of NHRIs around the world engage with business and human rights in relation to all three pillars of the UN Guiding Principles on Human Rights and Business (the UNGPs). NHRIs are also working collectively on the issue through, among others, the Global Alliance of NHRIs’ (GANHRI) Business and Human Rights working group.

NHRIs are a natural partner for DIHR in many countries in which we are engaged on human rights and business. NHRIs, by virtue of their mandates, are well-placed to identify key challenges to human rights and business in countries of operations, to engage with stakeholders and to identify opportunities for policy and regulatory improvements.

State actors

Business and human rights is still a relatively new area of expertise and many state actors lack capacity and resources to address complex business-related human rights challenges that span over many different areas such labour, land, gender, economic policies, finance, etc.

National Action Plans on Business and Human Rights (NAPs) are a key vehicle for national implementation of the UNGPs. As at November 2020, 24 states have adopted NAPs, and at least 17 further states are currently developing their inaugural NAP. DIHR has considerable experience in partnership with State actors on NAPs. Analysis of NAPs adopted to date shows that extensive

³ The Edinburgh Declaration on Business and Human Rights :
https://www.ohchr.org/Documents/AboutUs/NHRI/Edinburgh_Declaration_en.pdf

dialogue, capacity-building and stakeholder engagements can play an important role in addressing national business and human rights challenges.

State actors are also potential partners for DIHR in efforts to strengthen national policy and legal frameworks for protection against business-related human rights abuses. States also have a key due diligence role to play when directly interacting with business actors (e.g. in public procurement processes, etc.). Inter-Ministerial coordination and policy coherence on business and human rights issues is needed, but the skill and competency sets required may be beyond the competence of any existing 'Government Human Rights Focal Point' mechanism (see Output 1 above). Here again, DIHR can add potentially add value by partnering with one or more State actors to support the development of cross-government human rights and business coordination mechanisms.

Businesses

Large and medium-sized companies are increasingly being encouraged by the market (consumers, investors) and regulators to engage in responsible business conduct. Many multinational enterprises have established policies and allocated internal resources to address human rights compliance issues. An increasing number of businesses have formally committed to human rights and the UNGPs. While fewer are working with the framework in practice, the last decade has brought about a big shift in acknowledgement by business actors of their human rights responsibilities and awareness of the UNGPs as the 'gold standard' on this topic.

Output 4: Capturing change and adapt through learning, context and research knowledge and partnerships

Among DIHR Research Department's current research partners, networks and collaborators can be named:

Ghana Institute of Management and Public Administration (GIMPA), Strathmore University in Kenya and the University of Cape Town (Partners and collaborators in the Responsible Business research project)

University of Copenhagen, the European Association of Human Rights Institutes, the University of Bristol, the Geneva Academy, the University of Pretoria (collaborators in the domestic institutionalization of human rights project)

Various formal and informal networks and collaborative engagements under Freedom and Religion and Belief:

-Transatlantic Policy Network on Religion and Diplomacy (DIHR staff is member of the Academic Advisory Board)

-Expert consultation process on freedom of religion or belief, gender equality and the SDGs (DIHR organised a one-year consultation process with participation of more than 70 academics and practitioners from over 40 countries)

-Ongoing collaboration with current and former UN Special Rapporteurs on Freedom of Religion or Belief (ad hoc advice and feedback, organisation of joint events etc.)

Scholars from Europe, the US, Asia, and Africa have participated in the DIHR-initiated Human Rights and Poverty book, to be published 2021.

Annex 3: Results Framework

Engagement title	A world where everyone is guaranteed full respect of their human rights
Engagement objective	Protection and promotion of human rights in a development context
Impact indicators	DIHR partners have made tangible progress in 1) human rights coordination in the national human rights system, 2) protection and promotion of human rights, and / or in 3) engagement with the regional and international human rights systems
Strategic outcome	Inclusive societies where states protect and business respect human rights, so no one is left behind
Outcome indicator	<ul style="list-style-type: none"> • 18 DIHR partners have achieved tangible impact on the integration of human rights and rule of law in their organisations and national human rights systems. • State actors in 4 countries have become capable of ensuring an integrated implementation of human right and Sustainable Development Goals. • 4 global and regional human rights actors have up taken the use of human rights tools and data to accelerate Sustainable Development Goals implementation • 4 state and business actors have engaged in protecting and respecting human rights in the context of digital transition • State actors in 4 countries (2 in Africa) have developed measures to protect human rights in the context of business activities • 4 global or regional business and financial actors/multi-actor initiatives have used tools and analyses to conduct human rights due diligence. • The DIHR DED Engagement Programme has added value for impacting on totally 38 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors).
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Baseline (2020/21)	<ul style="list-style-type: none"> • The earlier DIHR Framework Agreement has funded partnerships with 8 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors) who pursues human rights agendas. However, DIHR has 38 partnerships that are funded by others.
Target (2021/22)	<ul style="list-style-type: none"> • Outcome Harvesting has shown the initial positive chains of changes in program implementation. • DIHR has expanded its partnerships • DIHR has coordinated the provision of research-based inputs on concepts and methods, including on emerging issues. • DIHR has an integrated “gender approach” for its international work
Target (2022/23)	<ul style="list-style-type: none"> • All programs have positive chains of changes • DIHR has expanded its partnerships • Training impacts positively on the results of DIHR’s implemented programs. • DIHR has developed a digital strategy for external and internal training • New regional / local offices and new partnerships have been established. • Research based input on emerging issues have been delivered.
Target (2023/24)	<ul style="list-style-type: none"> • All programs have positive chains of changes with important outcomes

			<ul style="list-style-type: none"> • DIHR has communicated its achievements in reporting and when relevant to the public • Training material is updated. • Research based input to emerging issues has been delivered. • All International departments have contributed to the “Concepts and Methods Toolbox”.
Target (2024/25)			<ul style="list-style-type: none"> • 38 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors) with whom DIHR have partnered have achieved tangible major or important outcomes on their human rights agenda. • DIHR has communicated its main validated achievements in reporting and when relevant to the public. • DIHR has research-based concepts and methods on how to work with human rights on emerging issues. • DIHR has a comprehensive, coherent and accessible digital training for external and internal (included onboarding) training.
Output 1	Support rule of law by well-functioning national and regional human rights systems		
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.		
Output indicator 1.1	In 2024 - by end-reporting medio 2025 - DIHR has achieved at least 2 additional state actors catalysing human rights coordination, enhancing respect for human rights and / or engaging in regional and international human rights systems.		
Baseline	Year	2020/21	<ul style="list-style-type: none"> • 0 current partnerships are funded by the earlier Framework Agreement, however other sources fund programmes that partners with 3 Governmental Human Rights Focal Points and 5 NHRIs worldwide.
Target	Year	2021/22	<ul style="list-style-type: none"> • At least two chains of changes / outcomes¹ are recorded regarding changes in the normative framework (<i>such as adoption of legislation, policy, procedures, national action plans</i> (etc.)), individual, organizational or inter-relational outcomes contributing to wider changes across the National Human Rights System, which incorporate / facilitate the implementation of international Human Rights commitments • In partner countries, at least two chains of changes / outcomes are recorded regarding public authorities’ implementation of international / regional treaty body, Human Rights mechanism or Universal Periodic Review recommendations.
Target	Year	2022/23	<ul style="list-style-type: none"> • DIHR has established 2 additional MoUs with Governmental Human Rights Focal Points, National Human Rights Institutions or other actor in the National Human Rights Systems (<i>such as line ministries; local authorities; parliaments</i>)

¹ A chain of changes / outcomes is a variable from outcome harvesting that denotes mechanisms that can be reinforced and / or introduced leading to anticipated change. The outcomes composing such chain of changes tends to be initial or intermediate interrelated steps indicating progress to achieve anticipated change. The chain is subject to external assessment or peer review.

			<ul style="list-style-type: none"> • The chain(s) of changes recorded in year one is continued in year 2; at least at least one new chain of changes / outcomes is recorded regarding international networking amongst Governmental Human Rights Focal Points • DIHR and other actors have got access to new guidance on Governmental Human Rights Focal Points and/or key actors involved in implementing Human Rights in the national contexts.
Target	Year	2023/24	<ul style="list-style-type: none"> • Chains of changes / outcomes are continued. At least two chains of change are recorded with significance valued no lower than ‘important’ by peer assessor per partner². • Chains of changes / outcomes show that DIHR and other actors are applying new guidance on Governmental Human Rights Focal Points and/or key actors involved in implementing Human Rights in the national contexts.
Target	Year	2024/25	<ul style="list-style-type: none"> • Chains of changes are continued. At least two chains of change are recorded with “major”³ significance by peer assessor per partner in relation to realisation of output 1; in addition, at least one chain of change is recorded with significance no lower than ‘important’ by peer assessor per partner in relation to realisation of output indicator 1.1; • Governmental Human Rights Focal Points, National Human Rights Institutions or other actor in the National Human Rights System (<i>such as line ministries; local authorities; parliaments</i>) have fulfilled their mandated and context relevant tasks in 2 countries. • Two state actors / NHRIs are engaged in ensuring human rights-based framework for digitalization (good e-governance)
Output indicator 1.2		The DED has added value to the process of ensuring that 9 law enforcement actors have completed the process of becoming human rights compliant law enforcement services.	
Baseline	Year	2020/21	<ul style="list-style-type: none"> • 0 current partnerships are funded by the earlier Framework Agreement, however other sources fund DIHR partnerships with 9 law enforcement actors world-wide and has initiated new processes to develop human rights compliant law enforcement
Target	Year	2021/22	<ul style="list-style-type: none"> • In partner countries, at least one additional (baseline 2020) chain of changes is recorded regarding the development of human rights compliant law enforcement.
Target	Year	2022/23	<ul style="list-style-type: none"> • The chain(s) of changes recorded in year 2021 is continued in 2022; at least one new chain of change regarding the development of human rights compliant law enforcement is initiated.
Target	Year	2023/24	<ul style="list-style-type: none"> • Chains of changes from 2022 are continued. At least one chain of change is recorded with significance valued no lower than ‘important’ by peer assessor per partner.
Target	Year	2024/25	<ul style="list-style-type: none"> • Chains of changes are continued. At least one chain of change is recorded with “major” significance by peer

² “important” = Progressing toward the overall goal.

³ “major” = major step toward achieving project goal.

			<p>assessor per partner; in addition, at least one chain of change is recorded with significance no lower than ‘important’ by peer assessor per partner in relation to realisation of output indicator 1.2.</p> <ul style="list-style-type: none"> • 9 law enforcement actors in 4 countries (min. 3 being in Africa) have fulfilled the process of becoming human rights compliant law enforcement services.
Output indicator 1.3		4 state or non-state justice actors in minimum 2 countries in Africa are equipped to provide effective justice services, which are available, accessible, acceptable, and of good quality.	
Baseline	Year	2020/21	<ul style="list-style-type: none"> • 0 current partnerships are funded by the earlier Framework Agreement, however other sources fund 8 DIHR access to justice partnerships in China, Kyrgyzstan and Zambia. DIHR has 30 years’ experience implementing Access to Justice programmes worldwide.
Target	Year	2021/22	<ul style="list-style-type: none"> • In each partner country, at least one additional (baseline 2020) chain of changes is recorded regarding the provision of effective justice services, which are which are which are available, accessible, acceptable, and of good quality.
Target	Year	2022/23	<ul style="list-style-type: none"> • The chain(s) of changes recorded in year 2021 is continued in 2022; at least one new chain of change in each partner country regarding the provision of effective justice services, which are which are which are available, accessible, acceptable, and of good quality.
Target	Year	2023/24	<ul style="list-style-type: none"> • Chains of changes from 2022 are continued. At least one chain of change in each country is recorded with significance valued no lower than ‘important’ by peer assessor per partner
Target	Year	2024/25	<ul style="list-style-type: none"> • Chains of changes are continued. At least one chain of change in each country is recorded with “major” significance by peer assessor per partner; in addition, at least one chain of change is recorded with significance no lower than ‘important’ by peer assessor per partner in relation to realisation of output indicator 1.3. • 4 state or non-state justice actors in min. 2 countries in Africa are equipped to provide effective justice services, which are available, accessible, acceptable, and of good quality.
Output indicator 1.4		5 new engagements on youth and / or other rights holders as well as with human rights actors at provincial and local level	
Baseline	Year	2020/21	<ul style="list-style-type: none"> • 0 DIHR partner engages with youth and 1 partnership includes engagement with human rights actors at provincial or local level. Increasing inclusion of youth and partnering with local authorities are ambitions of the 2021 – 2024 DIHR strategy.
Target	Year	2021/22	<ul style="list-style-type: none"> • In partner countries, at least one chain of changes is recorded regarding the implementation of human rights principles in relation to young people. • In partner countries, at least one chain of changes is recorded regarding engagement with human rights actors at provincial or local level
Target	Year	2022/23	<ul style="list-style-type: none"> • The chain(s) of changes recorded in year one is continued in year 2; at least one new chain of change re implementation of human rights principles in relation to young people and

			engagement with human rights actors at provincial or local level is initiated.
Target	Year	2023/24	<ul style="list-style-type: none"> Chains of changes are continued. At least one chain of change is recorded with significance valued no lower than ‘important’ by peer assessor per partner.
Target	Year	2024/25	<ul style="list-style-type: none"> Chains of changes are continued. At least one chain of change is recorded with “major” significance by peer assessor per partner; in addition, at least one chain of change is recorded with significance no lower than ‘important’ by peer assessor per partner in relation to realisation of output indicator 1.4. 2 DIHR partners have engaged with youth and 3 partners are engaging with human rights actors at provincial or local level.
Output 2		Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind	
Means of verification		Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.	
Output indicator 2.1		State actors in 4 countries have capacity and tools to ensure integrated implementation of human right and Sustainable Development Goals with accountability for rightsholders	
Baseline	Year	2020/21	<ul style="list-style-type: none"> 0 current partnerships are funded by the earlier Framework Agreement, however other sources fund DIHR partners with 3⁴ state actors worldwide on integrated implementation of human rights and Sustainable Development Goals
Target	Year	2021/22	<ul style="list-style-type: none"> At least two additional partnerships are recorded regarding integrated implementation of human rights and Sustainable Development Goals
Target	Year	2022/23	<ul style="list-style-type: none"> In each partner country, at least one new chain of change re state actors’ integrated implementation of human rights and Sustainable Development Goals is recorded.
Target	Year	2023/24	<ul style="list-style-type: none"> At least two additional partnerships are recorded regarding integrated implementation of human rights and Sustainable Development Goals. Previous chains of changes are continued, and in each partner country at least one chain of change is valued no lower than ‘important’ by peer assessor per partner.
Target	Year	2024/25	<ul style="list-style-type: none"> Chains of changes are continued. At least one chain of change is recorded with “major” significance by peer assessor per partner; in addition, at least one chain of change is valued ‘important’ by peer assessor per partner in relation to realisation of output indicator 2.1

⁴ Kenya, Honduras and Indonesia; all funded through the Permanent Mission of Denmark to the UN in Geneva and not by Danida frame. Hence, the targets mentioned below are additional to the baseline of 3 countries.

			<ul style="list-style-type: none"> We have assisted 4 countries/partners to base their sustainable development strategies for specific sectors on human rights
Output indicator 2.2		4 global, and regional sustainable development and human rights actors are using human rights tools and data to accelerate Sustainable Development Goals implementation and ensure accountability for groups of rightsholders	
Baseline	Year	2020/21	<ul style="list-style-type: none"> The earlier Framework Agreement has sustained partnership with 3⁵ global and regional actors on use of human rights tools data to accelerate Sustainable Development Goals implementation and ensure accountability. Other funds support additional 2 partnerships.⁶
Target	Year	2021/22	<ul style="list-style-type: none"> At least one additional partnership is recorded regarding integrated implementation and monitoring of human rights and Sustainable Development Goals.
Target	Year	2022/23	<ul style="list-style-type: none"> At least two additional partnerships are recorded regarding integrated implementation of human rights and Sustainable Development Goals. For each partner, at least one chain of changes is recorded regarding integrated implementation and monitoring of human rights and Sustainable Development Goals.
Target	Year	2023/24	<ul style="list-style-type: none"> At least one additional partnership is recorded regarding integrated implementation of human rights and Sustainable Development Goals. Previous chains of changes are continued and at least one chain of change is recorded with significance valued no lower than ‘important’ by peer assessor per partner
Target	Year	2024/25	<ul style="list-style-type: none"> Chains of changes are continued. For each global and regional partner at least one chain of change is recorded with “major” significance by peer assessor per partner in relation to realisation of output indicator 2.2 We have through innovative use of human rights data and tools facilitated that 4 global and regional sustainable development and human rights actors pursue a human rights-based approach to Sustainable Development Goals implementation and monitoring, which provides accountability to rightsholders.
Output 3		Support responsible business conduct through integration of human rights standards in the governance of global value chains	
Means of verification		Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.	
Output indicator 3.1		State actors in 4 countries (2 in Africa) supported by regional and international policy developments are developing and/or implementing policy and regulatory measures to protect human rights in the context of business activities including in relation to the energy and digital transitions	

⁵ OHCHR, GANHRI and regional NHRI networks, Partners for Review

⁶ CEPEI, Indigenous Navigator Consortium.

Baseline	Year	2020/21	<ul style="list-style-type: none"> 0 current partnerships are funded by the earlier Framework Agreement, however, DIHR is assisting State actors at varying levels in 8 countries (Burkina Faso, Ethiopia, Ghana, Kenya, Tanzania, Zambia, and Honduras, Ukraine) to support development and adoption of National Action Plans and other policy and regulatory measures to address business and human rights challenges
Target	Year	2021/22	<ul style="list-style-type: none"> At least two partnerships at national, regional or international level are expanded or consolidated For each partner, at least one chain of changes is recorded regarding development / adoption or implementation of policy and regulatory measures to address business and human rights challenges.
Target	Year	2022/23	<ul style="list-style-type: none"> The chain(s) of changes recorded in year one is continued in year 2; for each partner, at least one new chain of change is recorded re development / adoption / implementation of National Action Plans and/or other measures to address business and human rights challenges.
Target	Year	2023/24	<ul style="list-style-type: none"> Chains of changes are continued. For each partner, at least one chain of change is recorded by peer assessor with significance valued no lower than ‘important’ by peer assessor per partner.
Target	Year	2024/25	<ul style="list-style-type: none"> Chains of changes are continued. For each partner, at least one chain of change is recorded by peer assessor with “major” significance by peer assessor per partner; in addition, at least one chain of change is recorded with significance no lower than ‘important’ by peer assessor per partner in relation to realisation of output indicator 3.1 We have assisted state actors in four countries (two in Africa) to develop and/or implement National Action Plans and other policy and legal measures in Business and Human Rights. We have contributed to policy developments at regional and international level in at least 2 instances. In one country, state actors have taken specific steps to protect human rights in the context of digital transition. In one country, state actors have taken specific steps to protect human rights in the context of the energy transition.
Output indicator 3.2		Four global or regional business/financial actors/multi-actor initiatives are collaborating with DIHR to support the conduct of human rights due diligence including in relation to the digital and energy transitions	
Baseline	Year	2020/21	<ul style="list-style-type: none"> DIHR already collaborates with business/financial actors/multi-stakeholder initiatives⁷ but does not have a strategic approach to initiating or participating in multi-actor initiatives on business and human rights.
Target	Year	2021/22	<ul style="list-style-type: none"> At least 2 multi-actor partnerships/initiatives are formalised and or expanded in scope. For each established multi-actor partnership/initiative, at least one chain of changes is recorded regarding steps to respect and support realisation of human rights.

⁷ Collaborations vary in scope and level of formalisation but include at the moment: UNGC global and Denmark, GRI, Nordic Business Network for Human Rights. In addition, contractual or other type of relationships with associations of development finance institutions and institutional investors. Emerging relationships with business and other actors engaged in renewable energy and digital activities.

Target	Year	2022/23	<ul style="list-style-type: none"> The chain(s) of changes recorded in year one is continued in year 2; for each partner, at least one new chain of change is recorded re steps taken to respect and support realisation of human rights.
Target	Year	2023/24	<ul style="list-style-type: none"> Chains of changes are continued. For each partner, at least one chain of change is recorded by peer assessor with significance valued no lower than ‘important’ by peer assessor per partner.
Target	Year	2024/25	<ul style="list-style-type: none"> Chains of changes are continued. For each partner, at least one chain of change is recorded by peer assessor with “major” significance by peer assessor per partner; in addition, at least one chain of change is recorded with significance no lower than ‘important’ by peer assessor per partner in relation to realisation of output indicator 3.1 Four business/financial actors/multi-actor initiatives are concretely supporting conduct of human rights due diligence in global value chains At least one business/financial actors/multi-actor initiative with a focus on digital technologies is aligned with and/or promotes business and human rights standards At least one initiative of business and other actors engaged in energy transition projects take steps to further respect for human rights
Output 4		We have captured change and adapted through learning, context and research knowledge and partnerships.	
Means of verification		Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, triangulation of key outcome statements, participatory workshops validating outcomes and their relevance for programme Theory of Change, communicated case stories in reports, social media and other media, Methods and Concepts Toolbox, context analysis dated 2021 – 2024, research products on emerging issues 2021 – 2024, digital training strategy, DIHR training material, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.	
Output indicator 4.1		DIHR has established and carried out yearly processes where we have captured and documented change, developed min. 2 additional concepts and methods for our work and communicated and learned from results and research knowledge to adapt programmes to evolving contexts. Two research articles on validation documentation and on change patterns and assumptions, and research-based input to approaches to emerging issues such as human rights and digital transition and e-governance and human rights and energy transition.	
Baseline	Year	2020/21	<ul style="list-style-type: none"> From January to end November 2020, DIHR has harvested 169 outcomes with partners and stakeholders in 34 countries and 83 outcomes at regional and global level with collaborative intergovernmental/ international organisations. In 2020 DIHR has conducted experience learning workshops on all programs with program teams to adapt implementation and Theory of Change to contextual changes and program experiences. A toolbox comprising methods and concepts for DIHR’s international work is under construction. DIHR has started to develop the work on tech and human rights

			<ul style="list-style-type: none"> • A short paper on gender & gender mainstreaming has been developed for the toolbox comprising methods and concepts for DIHR’s international work
Target	Year	2021/22	<ul style="list-style-type: none"> • DIHR has conducted the full learning outcome harvesting cycle twice in 2021 for all programs to provide input for adaptive management. • DIHR has conducted at least one virtual (IT based) participatory interactive workshop for adaptive management with each program. • Outcome Harvesting has influenced revision of programs and context understanding. • DIHR has communicated its main validated 2021 achievements / case stories in reporting and when relevant to the public. • Researchers have supported the substantiation / validation process of reported key important and major outcomes. • Research has supported the development of a toolbox comprising methods and concepts for DIHR’s international work. • A formal structure or working on tech has been established • A plan for researcher’s support for development of approaches to emerging issues such as human rights and digital transition and e-governance and human rights and energy transition has been developed. • Training and onboarding material (internal and external, electronic and physical) has been updated and when relevant further developed. • DIHR has developed a specific “gender approach” for its international work. • Outcome Harvesting has fully integrated the collection of data relating to gender equality
Target	Year	2022/23	<ul style="list-style-type: none"> • DIHR has conducted the full learning outcome harvesting cycle twice in 2022 for all programs to provide input for adaptive management. • Outcome Harvesting has influenced revision of programs and context understanding. • DIHR has communicated its main validated 2022 achievements in reporting and when relevant to the public • Researchers have supported the substantiation / validation process of reported key important and major outcomes. • DIHR has developed a digital strategy for external and internal training • Research based input to approaches to emerging issues such as human rights and digital transition and e-governance and human rights and energy transition has been delivered. • All International departments have contributed to the toolbox comprising methods and concepts for DIHR’s international work • Training material (internal and external, electronic and physical) has been updated and when relevant further developed.

Target	Year	2023/24	<ul style="list-style-type: none"> • DIHR has conducted the full learning outcome harvesting cycle twice in 2023 for all programs to provide input for adaptive management. • Outcome Harvesting has influenced revision of programs and context understanding. • DIHR will have communicated its main validated 2023 achievements in reporting and when relevant to the public • Researchers have supported the substantiation / validation process of reported key important and major outcomes. • Researchers have contributed to revising the toolbox comprising methods and concepts for DIHR's international work. • DIHR has achieved chain of changes by implementing its developed a digital strategy for external and internal training. • Research based input to approaches to emerging issues such as human rights and digital transition and e-governance and human rights and energy transition has been delivered. • Training material (internal and external, electronic and physical) has been updated and when relevant further developed.
Target	Year	2024/25	<ul style="list-style-type: none"> • In 2024 the important and major outcomes of all activities 2021 – 2024 (included) have been systematically collected, documented / validated and analysed and used for adaptive management. • Outcome Harvesting has provided input for program reporting. • In 2024 DIHR have communicated its main validated achievements in reporting and when relevant to the public. • DIHR have contributed to the development of at least 2 research-supported concepts and methods. All programs and external stakeholders have access to updated training material (internal and external, electronic and physical). • Two research articles of which one focuses on validation documentation and the other on change patterns and assumptions.
Output indicator 4.2		DIHR has at least 4 regional offices that are firmly rooted through context knowledge and functions as coordinating entities between DIHR HQ and partners and stakeholders. All major activities subject to context analysis.	
Baseline		2020/21	<ul style="list-style-type: none"> • All current programs have developed context analysis and theories of change. • Regional DIHR offices are in the process of being established in Ethiopia, Columbia and Tunisia. There is already one regional office in Niger.
Target		2021/22	<ul style="list-style-type: none"> • All major programs initiated in 2021 have developed or updated context analysis and theories of change. • Further regional / local offices are being registered in Africa and have license to operate.
Target		2022/23	<ul style="list-style-type: none"> • All major programs initiated have developed or updated context analysis and theories of change in 2022. • Regional / local offices have become key liaison and implementation entities between DIHR Head Quarter and local stakeholders.

			<ul style="list-style-type: none"> • Outcome Harvesting has facilitated the development of a tightly knit team cooperation between DIHR Head Quarter, Programs, regional / local offices and partners.
Target		2023/24	<ul style="list-style-type: none"> • All major programs initiated have developed or updated context analysis and theories of change in 2023. • All regional / local offices are key liaison and implementation entities between DIHR Head Quarter and local stakeholders. • Outcome Harvesting provides evidence on how delivered research-based input and digital training influences positively on programs.
Target		2024/25	<ul style="list-style-type: none"> • All major activities 2021 -2024 have been subject to systematically data & research-based context analyses, • DIHR have at least 4 regional offices with emphasis on Africa. • DIHR has a comprehensive, coherent and accessible digital training for external and internal (included onboarding) training. • Outcome Harvesting has provided evidence on how delivered research-based input and digital training have impacted positively on program results.

Annex 4: Budget DED 2021-2025

Budget line	Total Budget (1000 DKK)	2021 (1000 DKK)	2022 (1000 DKK)	2023 (1000 DKK)	2024 (1000 DKK)	2025 (1000 DKK)	Fixed ceilings
OUTPUT 1 - Total direct allocated programme-supporting (activity-specific) cost	24.992	4.454	7.350	5.775	5.475	1.940	
OUTPUT 1 - Total direct cost (Support rule of law)	43.280	7.840	11.990	10.347	8.987	4.116	
OUTPUT 2 - Total direct activity cost	20.032	3.037	4.815	4.837	4.434	2.910	
OUTPUT 2 - Total direct activities via transfers to country offices or implementing partners	-	-	-	-	-	-	
OUTPUT 2 - Total direct allocated programme-supporting (activity-specific) cost	6.375	998	1.519	1.541	1.546	773	
OUTPUT 2 - Total direct cost (Support a human rights-based implementation of the 2030 Agenda)	26.407	4.035	6.333	6.377	5.980	3.683	
OUTPUT 3 - Total direct activity cost	15.424	1.920	3.600	3.886	3.887	2.131	
OUTPUT 3 - Total direct activities via transfers to country offices or implementing partners	990		330	330	330	-	
OUTPUT 3 - Total direct allocated programme-supporting (activity-specific) cost	5.237	631	1.241	1.258	1.470	637	
OUTPUT 3 - Total direct costs (Support responsible business conduct)	21.651	2.551	5.171	5.475	5.686	2.768	
OUTPUT 4 - Total direct activity cost	29.705	3.918	7.222	7.420	7.589	3.557	
OUTPUT 4 - Total direct activities via transfers to country offices or implementing partners	5.090	675	1.300	1.285	1.220	610	
OUTPUT 4 - Total direct allocated programme-supporting (activity-specific) cost	11.095	1.509	2.631	2.649	3.071	1.236	
OUTPUT 4 - Total direct costs (Captured change and adapt by learning)	45.890	6.101	11.153	11.354	11.879	5.402	
Innovation fund - Total direct activity cost	12.500	1.250	2.468	2.508	3.868	2.406	
Innovation fund - Total direct activities via transfers to country offices or implementing partners	-	-	-	-	-	-	
Innovation fund - Total direct allocated programme-supporting (activity-specific) cost	3.916	411	1.164	1.181	843	317	
Total direct costs (Innovation fund)	16.416	1.661	3.632	3.690	4.711	2.723	
Unallocated funds	-	-	-	-	-	-	
A - Total direct cost: Programme specific activities supporting main outcome of 'Effective and self-sustaining national human rights systems and institutions in developing countries'	153.645	22.188	38.279	37.243	37.243	18.692	
—of which is	-	-	-	-	-	-	
—spent through direct transfers to country offices and development partners	9.123	1.225	2.347	2.337	2.254	960	
—spent on allocated programme supporting cost (activity-specific rent, communication, tools development, innovation, research)	51.615	8.002	13.904	12.404	12.404	4.902	
Administration fee (non-activity specific)	10.755	1.553	2.680	2.607	2.607	1.308	Max 7% of direct
Audit	600	150	150	150	150	-	
B - Total indirect cost	11.355	1.703	2.830	2.757	2.757	1.308	
C - Contingency	-	-	-	-	-	-	Max 3% of budget
Total budget (A+B+C)	165.000	23.891	41.109	40.000	40.000	20.000	
GRANT	165.000	25.000	40.000	40.000	40.000	20.000	

ANNEX 5: RISK MANAGEMENT MATRIX

The risk management assessment and responses of DIHR are based on the application of existing policies of operation (available on the DIHR Project Portal and Intranet) and will be continuously monitored and adapted throughout the implementation of the DED. At the operational level, all DED program staff at DIHR will be introduced to the content of the risk management matrix to ensure proper implementation. Necessary updates to the matrix will be included minimum once a year. In addition to this matrix, all program managers at DIHR submit a Progress, Achievements and Risks (PAR) report every trimester to the management of the International Area. The PAR report is an additional method to mitigate risks by tracking both budget and activity implementation and thereby show progress and achievements in a project.

The sections on *Contextual* and *Institutional Risks* are generic for the entire DED. The section on *Programmatic Risks* is structured around the four outputs of the DED Results Framework for easy overview.

Contextual risks:

Risk Factor	Likelihood	Impact	Risk Response	Residual Risk	Background to Assessment
Increased political instability or change in some partner countries.	Likely	Major	DIHR is carrying out context analyses before entering a given country and is continuously monitoring the political situation through local partners and alliances. Adaptions of the program will be made if necessary.	Where political changes cannot be mitigated, or no further cooperation is possible there is a residual risk.	DIHR and its partners often work in countries characterized by changing political environments, fragility and civil unrest.
Shrinking political space for democracy and human rights.	Likely	Major	DIHR is continuously monitoring the political environment in the countries of operation to identify specific protection measures. In addition, staff safety and security policies are applied in high risk countries.	Revise planning according to the context, with priority being given to activities least affected by the situation. Short term changes that cannot be mitigated constitutes a residual risk.	DIHR and in particular its partners take considerable risks in their work with human rights, e.g. in authoritarian countries where the political freedom and space is shrinking
Economic instability or change in partner countries including as result of Covid 19 pandemic	Likely	Major	DIHR will monitor the socio-economic conditions in partner countries influencing the program implementation e.g. by using the country report developed by the Data & Analysis unit and context analysis. Continuous dialogue with partners.	No residual risk unless partners wish to change priorities (if budget is cut by other actors).	The economies of the DIHR partner countries are often vulnerable as they centre around a few sectors. Post-covid downturn and shrinking foreign aid can also pose an economic risk. Where partners are financed by the state (not entirely by foreign aid), there is a risk that these are affected by an economic downturn and will change priorities.

Restrictions on freedom of movement connected to the COVID-19 pandemic (see also institutional risks below)	Almost certain (in 2021)	Major	<p>DIHR is following the COVID-19 situation closely through health authorities in Denmark and countries of operation to be prepared.</p> <p>Partners and local offices are prepared by DIHR to conduct meetings and convert relevant activities to online.</p> <p>Where access to partners is hindered (e.g. lock down of state institutions) the timeline for the programme implementation may be revised.</p>	<p>Not all activities are suitable for online conversion and may be delayed. Risk that some activities, in particular larger workshops, are postponed.</p> <p>IT systems and capacity in e-learning insufficient in the short term.</p>	<p>The COVID-19 pandemic has so far affected partners and DIHR operations, and in case of further lock downs there is a risk that implementation is delayed or changed.</p> <p>Risks expected to decrease after 2021 with availability of vaccine.</p>
Climate change or other natural disasters.	Likely	Medium	<p>DIHR will cooperate with partners and other local authorities to adapt activities to an emergency.</p> <p>DIHR make efforts to reduce the carbon footprint of the institute and minimize the climate/ environmental impact (initially at HQ level) and has set-up a taskforce to monitor this.</p>	Rapid or short-term changes that cannot be mitigated constitutes a residual risk	There is a minor risk that climate change or other natural disasters will impact on the implementation of the programme.
Insecurity and conflict situations.	Likely	Major	<p>Intervention activities to be limited to safe areas where feasible and some activities to be suspended. Situation to be monitored closely.</p> <p>Staff security policy applied.</p>	Risk of delay for certain activities. In case of severe long-term instability affecting a partner directly, activities might have to be adapted according to the context.	In some countries, the security situation sometimes deteriorates to a level where DIHR and partners cannot operate.

Programmatic risks:

Risk Factor	Likelihood	Impact	Risk Response	Residual Risk	Background to Assessment
General					
Partners and stakeholders do not take ownership of the programme and do not adhere to its objectives.	Unlikely	Major	<p>The objectives of the programme are a result of consultations with partners and are communicated at the inception phase to all stakeholders.</p> <p>A clear and accepted distribution of the roles and responsibilities of each partner/ stakeholder will minimize this risk.</p>	The risk response decreases the likelihood of residual risk.	It is necessary to build ownership at all levels of the programme otherwise it can pose a risk to the implementation.

			The DIHR Partnership Policy is applied.		
DIHR programme mismanagement or weak design.	Unlikely	Minor	DIHR provides extensive support through guidelines etc from the Project Portal. The programme design is where relevant based on concepts and methods gathered through several years of experience of the DIHR International Area. HRD and HRB concepts will be developed in 2021. Outcome harvesting is applied as main monitoring method and will document any irregularities.	Sometimes DIHR staff and partners are not applying the DIHR programme management guidelines, which can cause short-term risks. These are followed up upon.	A thorough project/program design and management is key in successful implementation.
Output 1: Support rule of law by well-functioning national and regional human rights systems.					
Limited cooperation within and among state actors such as National Human Rights Institutions (NHRI) and Governmental Human Rights Focal Points (GHRFP)	Likely	Major	Close dialogue with NHRI and GHRFP staff on role and mandate in the Human Rights System -> add motivation. DIHR offers technical assistance to all partners and staff in the human rights coordination. DIHR has concepts and methods to guide the work with NHRIs, GHRFPs and the National Human Rights System in general.	Lack of cooperation and support from politically appointed staff could delay scheduled activity implementation and impact the expected results.	Sometimes there is a lack of cooperation among state actors in the National Human Rights System. Some of the causes are lack of willingness to work on common human rights agenda and mistrust/power relations between coordinating units of the GHRFP. NHRIs and GHRFPs also sometimes do not have the capacity to report and follow up on recommendations.
Loss of trust between populations and Security Actors	Likely	Major	Dialogue with relevant actors on preventive measures, including Ministry of Defence, CSOs etc. DIHR long-term partnership approach applied. DIHR has concepts and methods to guide the work with Security Actors.	Residual risk not reduced. The actions aim to gradually increase trust between particularly security actors and the populations.	Loss of trust between the population and security actors due to increased insecurity and human rights breaches can cause a reputational risk and to the programme implementation.
Political pressure on Justice Actors may challenge independence.	Likely	Minor	Based on an assessment of justice gaps and weaknesses in each country context, DIHR may elect to partner with certain service providers with the aim of providing added	The risk response decreases the likelihood of residual risk.	DIHR works primarily with justice service providers which include legal aid providers, community paralegals, customary court officials and local court officials. In some

			<p>value to the existing justice system, and to strengthen the access to justice chain of services for users, especially those who experience significant barriers to accessing justice.</p> <p>DIHR has developed concepts and methods in its work on access to justice, which have been tried and tested in several contexts in Asia and Africa.</p>		<p>cases, these are under political pressure that can challenge their independence from state.</p>
<p>Youth as a theme is not seen relevant by Local Governments/ Authorities</p>	Likely	Minor	<p>Through coaching, dialogue and advise DIHR can ensure the focus on youth in the programme and e.g. facilitate processes and workshops with youth participation.</p> <p>DIHR has a concept to guide the work with Local Governments.</p>	<p>The risk response decreases the likelihood of residual risk.</p>	<p>Youth as a theme is often neglected by local authorities/governments (international norms). DIHR partners do not always see relevance in working with youth (change of mindset).</p>
<p>Output 2: Support sustainable development through a human rights-based implementation of the 2030 Agenda</p>					
<p>State actors do not have political will and/or capacity to pursue a human rights-based approach to sustainable development</p>	Likely	Major	<p>DIHR will present tools and approaches that speak to the self-interest of state actors in terms of enhancing efficiency and effectiveness, e.g. in reporting</p> <p>DIHR will offer training and hands-on tools for human rights-based approaches to sustainable development</p> <p>DIHR will build alliances with NHRIs and development actors such as UNDP as well as with organisations of rights-holders to increase entry points with state actors.</p>	<p>Unwillingness to follow-through on commitments by state actors can delay or hinder planned activities/results. In these cases, DIHR will work more directly with NHRIs and other development actors (including UN and bilateral donors) and with organised groups of rightsholders</p>	<p>Human rights and sustainable development are still seen as different agendas by many state actors, also reflecting weak policy coherence and a compartmentalised/fragmented public sector.</p> <p>Some governments are not willing to engage in the transformations that realisation of human rights obligations and SDG commitments would imply.</p>
<p>Short-sighted responses to COVID-19, climate change and other global challenges undermine the commitment to and prioritisation of human rights.</p>	Likely	Major	<p>DIHR will elaborate tools and approaches and undertake regional and global advocacy for addressing current and emerging global challenges from a human rights-based perspective and building alliances of like-minded to influence global agenda-setting.</p>	<p>Authoritarian and populist governments are unlikely to change due to advocacy efforts and availability of tools. DIHR will build alliances with UN, civil society, rights-holders and businesses to maximise the outcome of advocacy efforts.</p>	<p>The commitment to human rights and sustainable development is challenged by authoritarian and populist tendencies, as well as current health, climate and economic crises.</p>

Output 3: Support responsible business conduct through internalisation of human rights norms and standards in whole value chains					
State actors including NHRI are not prioritising business and human rights	Likely	Significant	DIHR works with committed partners and builds up the institutional capacity of partners but also collaborates with other actors in a country setting including CSOs and development actors. Peer learning and dialogue at regional or international level is also used.	There is a residual risk that with change of leadership, business and human right be deprioritised by certain partners/ actors.	State institutions have many and sometimes conflicting priorities and limited resources and may not prioritise business and human rights. Change of leadership & staff turnover is common and might affect the capacity of institutions to conduct activities.
Lack of willingness from business and financial actors to work with human rights and collaborate within multi-stakeholder initiatives	Likely	Significant	DIHR works with leading companies and financial institutions and is demonstrating the need for responsible business for the recovery and realisation of SDGs. DIHR is also working on strengthening the policy and legal environment to make the business case for human rights more tangible.	There is a residual risk despite consumer and societal pressure that certain business and financial actors chose to give up on responsible business conduct.	While an increasing number of business and financial actors have committed to responsible business conduct, economic downturn as a consequence of the covid 19 pandemic and global competition with actors from states with less expectation on business might protract further progress and business might also oppose further regulation of global value chains.
Output 4: We have captured change and adapted through learning, context knowledge and partnerships on all programs encompassing the 8 output indicators.					
Low quality of outcomes impact on usability for learning/adaptive mgt.	Unlikely	Major	DIHR ensures training and onboarding of all staff in entire outcome harvesting cycle for all IA programs. Internal QA of outcomes and researchers support the substantiation process of key important and major outcomes (3 rd party verification). Project proposals are to include budget for DIHR monitoring.	DIHR is in full control of implementing the processes around outcome harvesting, and there are thus no residual risks expected.	The MELT unit is responsible for the ongoing support and onboarding of new staff in outcome harvesting. There is a risk that the quality of outcomes documented is not good enough, and deadlines not met. This will impact on the data applied in decision making and adaptive management. In addition, the OH monitoring system requires sufficient financing to be maintained.
Research and IA strategic advisers do not deliver relevant input for the IA Toolbox and context analysis.	Unlikely	Major	Annual research strategy/workplan developed in consultation with IA departments and reflecting IA strategic priorities. The process around the IA toolbox is coordinated by MELT and 1 researcher, and the suggested content approved by the IA management.	DIHR is in full control of implementing the processes around context analyses and the IA Toolbox and there are thus no residual risks expected.	If researchers and strategic advisers input to context analysis and conceptual work does not meet the need of the programs it can impact on their quality and relevance.

Institutional risks:

Risk Factor	Likelihood	Impact	Risk Response	Residual Risk	Background to Assessment
Increased political instability or change in some partner countries.	Likely	Major	DIHR is carrying out context analyses before entering a given country and is continuously monitoring the political situation through local partners and alliances. Adaptions of the program will be made if necessary.	Where political changes cannot be mitigated, or no further cooperation is possible there is a residual risk.	DIHR and its partners often work in countries characterized by changing political environments, fragility and civil unrest.
Shrinking political space for democracy and human rights.	Likely	Major	DIHR is continuously monitoring the political environment in the countries of operation to identify specific protection measures. In addition, staff safety and security policies are applied in high risk countries.	Revise planning according to the context, with priority being given to activities least affected by the situation. Short term changes that cannot be mitigated constitutes a residual risk.	DIHR and in particular its partners take considerable risks in their work with human rights, particularly in authoritarian countries where the political freedom and space is shrinking.
Economic instability or change in partner countries including as result of Covid 19 pandemic	Likely	Major	DIHR will monitor the socio-economic conditions in partner countries influencing the program implementation e.g. by using the country report developed by the Data & Analysis unit and context analysis. Continuous dialogue with partners.	No residual risk unless partners wish to change priorities (if budget is cut by other actors).	The economies of the DIHR partner countries are often vulnerable as they centre around a few sectors. Post-covid downturn and shrinking foreign aid can also pose an economic risk. Where partners are financed by the state (not entirely by foreign aid), there is a risk that these are affected by an economic downturn and will change priorities.
Restrictions on freedom of movement connected to the COVID-19 pandemic (see also institutional risks below)	Almost certain (in 2021)	Major	DIHR is following the COVID-19 situation closely through health authorities in Denmark and countries of operation to be prepared. Partners and local offices are prepared by DIHR to conduct meetings and convert relevant activities to online. Where access to partners is hindered (e.g. lock down of state institutions) the timeline for the programme implementation may be revised.	Not all activities are suitable for online conversion and may be delayed. Risk that some activities, in particular larger workshops, are postponed. IT systems and capacity in e-learning insufficient in the short term.	The COVID-19 pandemic has so far affected partners and DIHR operations, and in case of further lock downs there is a risk that implementation is delayed or changed. Risks expected to decrease after 2021 with availability of vaccine.

Climate change or other natural disasters.	Likely	Medium	DIHR will cooperate with partners and other local authorities to adapt activities to an emergency. DIHR make efforts to reduce the carbon footprint of the institute and minimize the climate/ environmental impact (initially at HQ level) and has set-up a taskforce to monitor this.	Rapid or short-term changes that cannot be mitigated constitutes a residual risk	There is a minor risk that climate change or other natural disasters will impact on the implementation of the programme.
Insecurity and conflict situations.	Likely	Major	Intervention activities to be limited to safe areas where feasible and some activities to be suspended. Situation to be monitored closely. Staff security policy applied.	Risk of delay for certain activities. In case of severe long-term instability affecting a partner directly, activities might have to be adapted according to the context.	In some countries, the security situation sometimes deteriorates to a level where DIHR and partners cannot operate.
Reputational risks for DIHR/MFA from engaging in specific countries and/or with certain actors.	Unlikely	Minor	If a crisis occurs at DIHR or in media coverage of our activities, we seek to prevent it from escalating by applying the Emergency Response Communication Policy. The DIHR Board is screening all new country interventions. Businesses go through screening (Corporate Engagement principles).	Residual risk remains. However, the likelihood of the risk is reduced by the risk response.	The work of DIHR is sometimes challenged by the media or other actors in the donor/ development environment.

Annex 6 – List of supplementary materials

#	Document / Material	Source
1	Theory of Change	DIHR
2	DIHR Strategy	DIHR
3	DIHR memo: Relevant research areas	DIHR
4	DIHR memo: Notat om det juridiske grundlag for Institutets arbejde	DIHR
5	Illustration: The National Human Rights System: Actors, Framework and Processes	DIHR
6		
7		
8		
9		
10		

What we want

DIHR VISION: A world where everyone is guaranteed full respect for their human rights

STRATEGIC OUTCOME: Inclusive societies where states promote and protect human rights and business respects human rights, so no one is left behind

ENGAGEMENT OBJECTIVE: Protection and promotion of human rights in a development context

Why we can

Human rights change is sustainable when it is supported by people, anchored in public authorities and strengthened by international systems.

What we achieve

STRATEGIC OUTPUTS

- Well-functioning national/regional human rights systems have supported rule of law
- A human rights-based implementation of the 2030 Agenda has ensured that no one is left behind
- Business and financial actors conduct responsible business through integration of human rights standards in the governance of global value chains

We have captured change and adapted through learning, context and research knowledge and partnerships

STRATEGIC OUTPUT INDICATORS

- No. of Duty bearers protect human rights and engage with international mechanisms
- No. of Rights holders have improved ability to seek justice, and duty bearers provide effective justice services
- No. of global actors and national duty bearers integrate implementation of human rights with sustainable development, whereas rights holders ensure accountability
- No. of Business and financial actors implement human rights due diligence and States adopt policy and legal measures to protect human rights

We have influenced partners and contexts through presence, research and analyses

Our partners and collaborative actors are willing to interact dynamically to promote and protect human rights

Who we work with

Our partners

- State institutions including executive authorities, parliaments, justice actors, NHRIs, local government
- International human rights networks and Civil Society Organisations
- Business networks, and development finance actors
- International and regional multilateral organisations
- Public awareness and educational actors

We have optimized expertise, learning, fundraising, administration, and communication.

We have adapted our concepts, methods and tools to the context and to our partners and stakeholders.

We work only with human rights committed partners and collaborative actors that have the political will to promote and protect human rights.

What we do

Our ambitions

- To increase the number of multiannual partnerships with rights holders and duty bearers
- To support our partners to actively engage with youth actors
- To strengthen human rights due diligence in business and financial sector and public procurement bodies
- To strengthen the integration of human rights in sustainable development
- To strengthen our presence in African at regional, national and local level
- To develop capacity to promote human rights-based approaches to the green transition
- To develop capacity to promote human rights in digitalised governance and digital activities

We have country presence and are well embedded on the African continent.

We research emerging issues, contexts and we monitor intervention outcomes.

We have concepts, methods and tools that are available for our work and for our partners and interested stakeholders.

We develop strategies, action plans, priorities and focus areas for our work.

Who we are

We are mandated to work internationally. We engage in partnerships with duty bearers, business and rights holders to promote and protect human rights, rule of law, access to justice, good governance, responsible business conduct and the pursuit of an integrated approach to human rights and SDG fulfilment.

IMPACT

INFLUENCE

CONTROL



THE DANISH
INSTITUTE FOR
HUMAN RIGHTS

STRATEGY

2021-2024

PREFACE

UNITED FOR HUMAN BEINGS AND THEIR RIGHTS

Human rights are the foundation of freedom, justice and peace in the world. This was the intention and the wording of the Universal Declaration of Human Rights in 1948. And this is the spirit in which we continue our work at the Danish Institute for Human Rights.

We must hold high the banner of human rights and constantly stress the importance of basing democracy and the rule of law on respect for the fundamental rights of individual human beings. The focus of the Institute is both on civil and political rights and on economic, social and cultural rights.

The Danish Institute for Human Rights is Denmark's national human rights institution and equality body. The goal of our work at the Institute is a world in which human beings' freedom, dignity and rights are respected – even in a time of many new societal challenges.

It is vital that our work is up to date and relevant, and that it reflects the overall trends that impact our society. The handling of the COVID-19 pandemic has put a great deal of pressure on fundamental human rights, and this has illustrated the pivotal importance of human rights in the management of societal crises and conflicts.

Other current human-rights agendas include dealing with problems regarding refugees and migration, combating discrimination on the grounds of gender and race, as well as climate-change challenges.

Another global agenda is associated with the UN Sustainable Development Goals. These are very relevant for our work when they can support and enhance the protection and promotion of human rights.

We have a very good foundation as an institution. The work of the Institute builds on more than 30 years of experience, and we are constantly endeavouring to learn from both successful and less successful experience. We also place high priority on listening to and entering into dialogue with our surroundings. The inspiration we receive from outside the Institute is paramount in our work. In this context, we would like to thank everyone who has contributed to the development of this strategy, including researchers, civil society organisations, the Institute's Council for Human Rights, and members of staff.

The Danish Institute for Human Rights must be the focal point for work on protecting and promoting human rights in Denmark and in Greenland. This demands a strong and focused organisation that can prioritise efforts and distinguish between what is essential and what is less essential. An organisation with constant focus on human-rights relevance, on setting standards, and on forging change: both alone and with others.

Our strategy for 2021-24 is the starting point for this work.

Dorthe Elise Svinth
Chairperson

Louise Holck
Executive director

PRESENTATION

The Danish Institute for Human Rights is Denmark's national human rights institution; established by the Danish Parliament (Folketinget) in an act that has also been brought into force for Greenland. We are also an equality body with a special mandate to promote gender equality and equal opportunities for persons with disabilities and ethnic minorities in Denmark. Our task is to promote and protect human rights.

The Institute is an independent institution and covered by legislation applicable within the public administration, including the Danish public administration act, the Danish access to information act and regulations for financial reporting and processing of personal data, etc. by authorities. The Institute is subject to requirements for sound administration, responsibility and transparency which a national human rights institution must meet in order to be a credible institution with impact.

OUR WORK

The Institute works independently to create practical and permanent improvements that make a real difference in people's everyday lives. In Denmark and Greenland, we monitor and report on the human rights situation. In other words, we keep an eye on whether the authorities live up to their human rights obligations. We advise the Danish Parliament, the government, Inatsisartut (the Greenlandic parliament) and Naalakkersuisut (the Greenlandic government), and we report on human rights to international organisations such as the United Nations. In both Denmark and Greenland, we consider ourselves as a watchdog for human rights.

We are also the national equality body in Denmark. This means that we are to promote equal treatment for everyone in the Danish society, so that everyone has equal opportunities, regardless of gender, race, ethnic origin, disability, sexual orientation or similar. We have a special mandate in Greenland to work with the Human Rights Council of Greenland to promote and monitor implementation of the UN Convention on the Rights of Persons with Disabilities.

Working with the Danish Parliamentary Ombudsman in Denmark and the Ombudsman for Inatsisartut in Greenland, and as part of a specific mandate under the UN Convention against Torture, we also join inspections of places where persons are under detention. This applies to prisons and closed psychiatric wards, for example.

In Denmark and Greenland, we also work to strengthen support for human rights, for example through information, teaching and communication initiatives, and through policy work. Moreover, we provide assistance in human rights work carried out by civil society organisations.

Furthermore, we are one of the only national human rights institutions with a mandate and capacity to work directly and operationally with partners in other countries and in multilateral fora.

Like our national work, our international work focuses on promoting human rights, and this is usually in a development context in which the activities are primarily financed by development assistance.

Through our international work, we help implement human rights by providing advice and developing capacity with and for relevant actors, including states, and by taking human rights into regional and global fora, for example with respect to sustainable development. We do this in close collaboration with many other national human rights organisations, civil society organisations and international organisations.

Monitoring human rights in other countries is not part of the Institute's international mandate.

OUR EXPERTISE

The Institute places high priority on expertise. Our outset in relation to human rights is based on the law, and the Institute must promote and protect internationally recognised human rights and – in the context of Denmark and Greenland – constitutional freedoms. In addition, the Institute works with and across many professional competences and skills. We achieve the best results when different professional competences and skills are brought into play.

Both our national and international work is widely supported by our own and others' research.

THE HUMAN RIGHTS FOCUS OF THE INSTITUTE

The Institute always works to safeguard the minimum standards for human rights.

Following a specific assessment, we can also recommend initiatives aimed at better protection than the minimum protection required by law. The basis for this assessment can be non-legally binding sources such as the UN Paris Principles and recommendations from the Council of Europe and UN bodies.

With outset in existing rights and obligations, the Institute seeks a timely and practical approach to achieving the greatest possible influence on developments in the protection of human rights. In Denmark, this is done through consultation responses, analyses and intervention in individual cases before the courts, for example. Outside of Denmark, this is achieved by supporting legislative reforms, establishing independent institutions, and calling for national implementation of recommendations from international human rights bodies.

MISSION, VISION AND VALUES

MISSION

The Danish Institute for Human Rights is to protect and promote human rights and equality.

VISION

A world in which everyone is guaranteed full respect for their human rights and equality.

VALUES

The Institute has four values.

We take these values seriously. This means that they provide direction for our priorities and decisions every single day. The values are interdependent, they reinforce each other, and they are crucial in ensuring our legitimacy and impact.

Independence

It is vital for a national human rights institution to be, and be seen to be, independent. This means that we make our own decisions and we do not allow ourselves to be influenced by party-political or commercial interests, for example.

Collaboration

Continuous and active collaboration with other actors is a precondition for ensuring that our work is relevant and makes a real difference for people. This applies to work with different actors in Denmark and abroad and to collaboration across professional competences and work areas inside the organisation.

Expertise

The core of the Institute's activities is our high level of professionalism and expertise, as is expected by the surrounding world. We live up to this expectation by, among other things, encouraging employees to specialise and by anchoring tasks with the employees with the most extensive knowledge.

Credibility

We safeguard our credibility, as it is pivotal in enabling us to create the change for human rights we have been put on this earth to do. We are open about what we do, how we do it, why we do it, and who we do it with.

FOCUS AREAS

2021-24

During the strategy period, the Institute will prioritise five thematic and five organisational focus areas in which we want to make a special effort.

As a national human rights institution and equality body, we are obligated to constantly monitor and promote respect for human rights and equal treatment in a broader sense in Denmark and in Greenland. For this reason, we have constant focus on the broad realisation of human rights. Furthermore, we have ongoing focus on the Institute's specific mandate areas: gender, ethnicity and disability, as well as on particularly vulnerable groups, such as children, asylum seekers and people in detention. We will make our voice heard when human rights are challenged, and when people are exposed to discrimination.

The human-rights challenges we work on internationally, can only be resolved through our continued work through partnerships and a rights-based approach. We will also maintain an equal-treatment perspective, including gender equality, across our international programmes and activities.

A prerequisite for good results is a well-functioning organisation that forms the framework for a good workplace with a good working environment. This is in constant focus and we will continue to be attentive to this area.

The background for the selected thematic focus areas is our analysis of where, in the light of developments in the human rights area, there is a need for specific initiatives on the part of the Institute. In this context, we have emphasised that there is pressure on rule of law and due legal process both in Denmark and globally; that new technology is creating human rights opportunities and human rights challenges; that there is a strong need to place human rights at the core of sustainable development; that the business community is a significant human-rights actor, and finally that there is a need for strong backing for human rights in Denmark and Greenland.

The background for the selected organisational focus areas is a desire to reach out to the outside world and to engage in new communities and partnerships. This is how we create the greatest change. We also focus on good communication, because it is crucial that our knowledge is widely disseminated and brought into play. In new ways as well.

The Danish Institute for Human Rights is a complex organisation, partly because we receive funds from many different donors with many different requirements for our management and reporting. Strong and precise resource management is therefore crucial for our professional work to succeed. We will also ensure that we systematically and continuously learn from our experience. Finally, we will focus on reducing the climate footprint of the Institute.

The priority focus areas in 2021-24 are:

Thematic focus areas:

- Human rights, democracy and the rule of law
- Human rights and technology
- A human rights focus in sustainable development
- A business community with respect for human rights
- Support for human rights in Denmark and Greenland

Organisational focus areas:

- New partnerships and ways of engagement
- Sharp and clear communication with room for debate
- Strong and precise resource management
- A learning organisation
- An organisation with a smaller climate footprint

THEMATIC FOCUS AREAS 2021-24

HUMAN RIGHTS, DEMOCRACY AND THE RULE OF LAW

In a number of European countries, we are seeing disturbing developments regarding respect for fundamental principles of democracy and the rule of law. This applies in particular in Hungary and Poland, where the independence of the courts has been challenged, civil society is under pressure and the freedom of the press has been undermined.

In other words, in the past few years we have witnessed setbacks in democracy and the rule of law in some EU member states; setbacks we could not have imagined ten years ago.

Outside Europe too, we see clear indications that the world is moving away from democratic governance and the rule of law guarantees. This applies in Africa, for example, where increasing urbanisation is exacerbating the need for local authorities to be better equipped to guarantee citizens their human rights and rule of law.

Fortunately, the situation is not this bad in Denmark. Nonetheless, in recent years we have witnessed some worrying trends in relation to the defence of democracy and the rule of law, and we are seeing declining respect for some state actors governing the rule of law and due process rights. We have also seen recent legislation that challenges general rule of law and the ban on discrimination.

In the upcoming strategy period, the Institute will:

- In monitoring and reporting the human rights situation in Denmark and in Greenland, focus in particular on rule of law challenges.
- In research and analyses, focus in particular on rule of law challenges.

- In work on equal treatment, focus in particular on rule of law issues affecting minorities especially hard, and on legal redress for victims of sexual harassment, discrimination and hate crimes.
- In work with government institutions internationally, focus on developing their capacity to maintain the fundamental principles of rule of law.

TECHNOLOGY AND HUMAN RIGHTS

For many years, new technologies have created not just new opportunities such as wider public involvement, but also new human rights challenges. A digital society specifically challenges the right to privacy and the freedom of expression, and digitalisation also affects other rights, as well as, more fundamentally, citizens' rights to due legal process. Children, women and minorities are often in a worse position than others.

There are many challenges, and the area is characterised as being both technically and legally complex, while at the same time it is developing extremely fast. Social media and automated decision-making are constantly being developed, and with this new human rights issues also emerge.

One of the areas currently under rapid development the world over is increased automation of public administration, where data-driven algorithms supplement (or replace) human case officers. Automated decision-making raises new issues, for example with respect to discrimination, data protection and administrative legal safeguards.

Digitalisation in the rest of the world is also accelerating. However, the majority of developing countries have weak public institutions and lack legislation in the area. Furthermore, national human rights institutions are also poorly equipped. The use of digital solutions without robust institutions and legislation increases the risk that digitalisation will infringe on the basic rights of citizens.

The digital responsibility of businesses and social media has had a prominent place on the agenda in recent years, but this responsibility and the human-rights challenges associated with it are unclear. The UN guiding principles on business and human rights do not specify how businesses are to respond to human-rights

challenges with regard to their digital activities. Businesses are therefore calling for the development of guidelines and tools.

In the upcoming strategy period, the Institute will:

- In analysis and research initiatives, place special focus on the human rights and equality challenges associated with the use of technology.
- Further strengthen our focus on human rights and equal treatment challenges associated with the use of technology and social media.
- In communication, put the human rights challenges with regard to the use of new technology on the public agenda.
- Place particular focus on human rights issues in relation to the use of technology by young people, and their participation in social media.
- Establish partnerships with a view to ensure that the use of digital solutions does not infringe on human rights.
- Be a key actor in developing analyses and tools to identify and address human rights impact from businesses' digital activity.

A HUMAN-RIGHTS FOCUS IN SUSTAINABLE DEVELOPMENT

The Sustainable Development Goals (SDGs) have set a global agenda for sustainable development. The SDGs create new opportunities for the realisation of human rights. However, the framework for implementing the SDGs is very flexible, and they do not define precise and binding responsibility. For this reason, we risk the SDGs being implemented with no consideration for human rights.

The Institute wants to strengthen accountability in implementing and monitoring the SDGs, so that they contribute to realising human rights for everyone. For us, this means that state institutions ensure integrated and coordinated action plans; that citizens have the capacity to be involved in and monitor the action plans, and that global and national players systematically use data from the human rights system to accelerate implementation of the SDGs.

In the upcoming strategy period, the Institute will:

- In our work on data and indicators, develop new approaches to ensure that human rights monitoring is applied to accelerate sustainable development with focus on the most vulnerable groups.
- Assist partners and countries to base their strategies for sustainable development on human rights.

A BUSINESS COMMUNITY WITH RESPECT FOR HUMAN RIGHTS

Leading responsible businesses and investors increasingly regard their purpose as something other, and greater, than merely generating returns for their shareholders. They take an active part in resolving global challenges such as implementing human rights and the SDGs. States are inviting the private sector to take on this joint responsibility, create the framework conditions and enter public-private partnerships so that this can be done.

However, the cluster of businesses willing to assume responsibility for promoting and complying with human rights is still limited, the framework conditions are still not sufficiently attractive, and there are examples of public-private partnerships that, despite good intentions such as the green transition, have negative human rights impacts. It is therefore clear that human rights violations are still widespread in global value chains.

Since the Institute initiated work on human rights and business 20 years ago, more actors have joined, and this helps meet individual companies' needs for external human rights advice. We can see that the analyses and tools we have developed and made available provide inspiration and are widely used. We can also see a shift in the area, moving away from voluntary actions and traditional corporate social responsibility efforts towards more regulated framework conditions for companies. State actors in many countries are considering initiatives and legislation that promote due diligence and responsible investments, and which encourage more efficient ways to apply for and grant remedy. Respect for human rights is crucial in this context.

In the future, the Institute will therefore focus on this shift by influencing positions and generating specific changes in the framework conditions for the

business community so that governments protect, and businesses respect human rights, and so that citizens are equipped to claim their rights and seek redress. To support this focus, we will continue to work with all the relevant actors, but we will not enter into bilateral service contracts with individual companies.

This collaboration will include contributions to the development and systematic implementation of national action plans, as well as other political and legal initiatives for human rights and business. Furthermore, the Institute's contribution will be to develop tools, knowledge and partnerships which specifically and effectively can be used by governments and businesses to internalise and integrate human rights throughout value chains and business models.

We will also focus on encouraging the financial sector to support respect for human rights, including incorporating due diligence for human rights in investment decisions.

Finally, the labour market partners and businesses play a crucial role in relation to the implementation of human rights and equality in Denmark. In the years to come, the Danish Institute for Human Rights will focus in particular on the effective implementation of the EU directive on parental leave, combating sexual harassment on the labour market, as well as the principles of equal pay and equal representation of men and women in management.

In the upcoming strategy period, the Institute will:

- In national and international work, continue to contribute to the development and systematic implementation of national action plans, and other initiatives for human rights and business.
- Direct national and international focus towards encouraging the financial sector to support respect for human rights, including incorporating due diligence for human rights in investment decisions.
- Help ensure that the green transition is not at the expense of human rights, but that human rights become a lever to realise the green transition.

SUPPORT FOR HUMAN RIGHTS IN DENMARK AND GREENLAND

Human rights constitute the foundation for our democracy and a shield between citizens and those in power. Many of the firm initiatives by the government and the authorities in connection with COVID-19 have illustrated the importance of the individual rights set out in the Danish constitution and international conventions for all citizens.

However, many, in particular young people, have limited knowledge about the historical foundation of these rights, their implications and importance, and at the same time there is a tendency to take them for granted.

The Institute will work to maintain and increase support for human rights in Denmark and Greenland, including by explaining the positive impacts of human rights, even when they are exposed to criticism.

In the upcoming strategy period, the Institute will:

- Develop a basis in our communication for more debate on human rights and their significance for both individuals and for our society as a whole.
- Establish solid cooperation with civil society organisations, youth and cultural actors, and young people themselves in order to engage with a broad cross-section of youth in Denmark to discuss and actualise human rights and gender equality on young people's own terms, and thereby provide young people with competences to act in accordance with human rights in their everyday lives.
- Focus on increasing knowledge about and support for human rights in Greenland, including by working with the Human Rights Council of Greenland on information about human rights and their relevance in Greenland.
- In our work in Greenland, specifically focus on disseminating knowledge and data in connection with monitoring the UN Convention on the Rights of the Child.

ORGANISATIONAL FOCUS AREAS 2021-24

NEW PARTNERSHIPS AND WAYS OF ENGAGEMENT

A prerequisite for results and impact is collaboration with others. We will expand our collaboration with new actors and partners.

The fact that we are a national human rights institution gives us unique access in many countries. Our sister organisations in other countries monitor, protect and promote human rights, but their capacity and effectiveness vary. Therefore, we will expand our bilateral collaboration with other national human rights institutions.

In the upcoming strategy period, the Institute will:

- Join new alliances and closer collaboration in Denmark with actors in universities, civil society, etc.
- Take the lead in more direct bilateral partnerships with our sister organisations in other countries.
- Seek partnerships with youth organisations.
- In our international work, enhance our presence in other countries.

SHARP AND CLEAR COMMUNICATION WITH ROOM FOR DEBATE

A prerequisite for strong and dynamic human rights is that they are communicated and debated. We want to create a broader basis for this.

The Danish Institute for Human Rights must be the source of the most recent knowledge about human rights in Denmark and the forum for debate on current human rights issues. The Institute must also constitute an objective and very clear voice in the human rights debate, which is based on thorough and predominantly research-based analytical work. We will also reinforce our ability to set the human rights agenda. This applies not least in ensuring constant backing for all human rights.

In the upcoming strategy period, the Institute will:

- Communicate our work in new ways to reach a wider audience.
- Create a new basis and new fora for the human rights debate.

STRONG AND PRECISE RESOURCE MANAGEMENT

Human rights work brings with it great obligation, not least in utilising the resources allocated to the area in the most responsible manner. In this way we can generate the greatest impact with the resources we have available.

In the upcoming strategy period, the Institute will:

- Ensure that our administration is strong, efficient and costs-conscious.
- Create more flexible administrative structures that contribute to the Institute's competitiveness.

A LEARNING ORGANISATION

The Institute will remain relevant, if we continue as a learning organisation. For us, this means that we acquire knowledge by systematically documenting and learning from our results, that our work is based on research-based analyses, evidence and data, and that we in our international work have extensive knowledge about the countries we work in.

In the upcoming strategy period, the Institute will:

- Further develop our ability to monitor, document and communicate the effects of our work.
- Systematically carry out context analyses in our international work, in which we regularly include our research capacity.

AN ORGANISATION WITH A SMALLER CLIMATE FOOTPRINT

We are all responsible for looking critically at our own behaviour and doing what we can to reduce our climate footprint. Obviously, this also applies to the Danish Institute for Human Rights.

Therefore, as an organisation, we must reduce carbon emissions and choose climate-friendly solutions when we can.

Part of this development will be to draw on the new opportunities of working more virtually.

In the upcoming strategy period, the Institute will:

- Reduce our carbon footprint by 15 per cent per employee in 2022 compared to 2019 figures.
- Climate compensate for the remaining carbon emissions.

IMPLEMENTATION AND MONITORING

These strategic priorities will form the basis for the specific overall targets for the Institute, which the board adopts every autumn and regularly follows up on. They form the basis for annual targets of the individual departments.

In the international project work, the priorities will also be anchored and reflected in individual thematic programmes.

Prioritisation in choices of countries and establishment of regional offices will also be submitted to the board for approval, and priorities for individual initiatives will be anchored in specific thematic programmes and reflected in these.

The Board will have annual overall deliberations on national as well as international efforts by the Institute in order to assess whether there is a need for changes or adjustments in the strategic directions and initiatives set out and ensure momentum and current relevance in the work of the Institute.

**THE DANISH
INSTITUTE FOR
HUMAN RIGHTS**



Examples of Current and Recent DIHR Research relevant to implementation of the MFA Development Engagement

Human Rights and Business Research

- Realising the SDGs. The Role of Responsible Business. Analysis of national action plans, multi-stakeholder sector agreements, and non-judicial complaints mechanisms and their relevance and role in contributing to the realisation of SDG 8 and 16.
- The Motivation of Corporations to Engage in Human Rights. Analytical Brief.

Inequality and Human Rights

- The relationship between inequality and human rights (including on SDG 10). A detailed analysis of interpretive practices on inequality by the UN Human Rights mechanisms, as well as research dissemination and advice to NGOs, UN entities (including the 2019 UN Human Development Report).

Domestic Institutionalization and Human Rights

- Research programme on domestic institutionalisation was developed under the existing DIHR-DMFA Framework Agreement as a support to DIHR's international work. It has contributed directly to the conceptual and methodological framing of a number of our current projects in the Mahgreb and the Sahel.

The Human Rights-Based Approach and Poverty

- Contribution from DIHR analysed the potential linkage between the fall in poverty in African countries and the HRBA initiatives. The analysis included other measures that led to poverty reduction but addressed also the importance of discursive impact of human rights.

Human Rights Measurement

- An overview analysis on categories of indicators, conceptual challenges, and trends jointly authored by DIHR research and World Bank staff.
- Human rights indicator text in new Encyclopaedia on Human Rights.

Development of DIHR Programme Country Context Analyses

- Ethiopia. DIHR joint project involving research and project managers.
- Algeria, Morocco, and Tunisia. DIHR joint projects involving research and project managers.

Freedom of Religion and Belief

- Freedom of religion or belief and gender equality (report)

Human Rights Education

- Review of literature on human rights education outcomes. Analytical Brief.

More sources

[HTTPS://WWW.HUMANRIGHTS.DK/RESEARCH](https://www.humanrights.dk/research)

THE NATIONAL HUMAN RIGHTS SYSTEM: ACTORS, FRAMEWORK AND PROCESSES



Annex 7 – Communication Plan

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
<p><u>Output 1: Support rule of law by well-functioning national and regional human rights systems</u></p> <p>Improving duty bearers’ capacity to provide justice services and rights holders’ ability to access justice, are essential to strong human rights protection.</p> <p>Support state actors (Governmental human rights focal points, human rights ministries, national human rights institutions etc) in respecting, protecting and fulfilling human rights.</p> <p>Information about DIHRs work with state actors (Governmental human rights focal points, human rights ministries, national human rights institutions etc, parliaments etc) in protecting and promoting human rights.</p> <p>Information about DIHRs work with law enforcement and justice sector actors to strengthen the capacity of duty bearer institutions to fulfil their mandates and the ability of rights holders to access justice services.</p>	<p>Project-based outputs and outcomes will feed into the communication stream.</p> <p>In addition, there will be a bi-annual “outcome harvest” performed at project level. As a result, relevant outcomes will be used in our newsletters, annual reports and other ongoing result communication.</p> <p>We will also make our experts available, when local knowledge is requested from Danish media. For example, leading up to elections or other major events that spark interest with Danish media.</p>	<p>We write case stories that illustrate the outcomes of our work to publish in development-oriented media and on our own platforms ind. the annual report, websites and social media channels.</p> <p>We develop communications products together with partners and donors to be distributed on our own and their platforms.</p> <p>We give interviews to Danish and international media, we write op-eds, participate in conferences, webinars and talks etc.</p> <p>We also pitch case stories to Danish and international journalists covering the countries or regions where we are engaged to have them describe the challenges and developments.</p> <p>The nature of our work and approach to partnership with institutions and organisations, (sometimes in sensitive operating contexts), require us to consult with our partners before being interviewed / submitting articles for publication in electronic or print media. We draw attention to our programmes and projects on our website and through publications. We document our working methods, tools, and</p>	<p>Our main audience both in Denmark and internationally is development actors and decision makers. We will also communicate to people in the general public in Denmark with an above average interest in international development and/or human rights work.</p> <p>Thus, our productions are designed to reach a broad audience in Denmark and abroad.</p> <p>Target groups: general public, media, politicians and other decision makers, law enforcement and justice actors, international development experts, human rights activists and other relevant professional groups, academic and research institutions, international/ regional organizations and bi-multilateral donors.</p>	<p>The Danish Institute for Human Rights</p>

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
		<p>experiences in order to disseminate knowledge on operational approaches and good practices around protection and promotion of rights, especially in the areas of law enforcement and access to justice.</p>		
<p><u>Output 2: Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind</u></p> <p>The 2030 Agenda is explicitly grounded in human rights principles and standards. While there is insufficient data, methodologies and mechanisms to monitor and guide the implementation of the Sustainable Development Goals (SDGs), the international human rights system can offer 70 years of relevant experience and expertise to boost development efforts that leave no one behind. Thus, there is a great potential of accelerating both human rights and the SDGs in a mutually reinforcing manner, if states and other actors improve coordination and ensure coherent implementation of human rights obligations and development commitments. Moreover, in the words of the UN Secretary-General, the “SDGs underpinned by human rights constitute a blueprint for sustainable recovery from the COVID-19 pandemic”.</p>	<p>Project-based outputs and outcomes will feed into the communication to raise awareness on both the problem and concrete solutions and progress.</p> <p>Thus, we will disseminate high quality analyses, best practices, guidance and reports on most effective ways to integrate human rights and SDGs in a mutually reinforcing manner.</p> <p>There will be a bi-annual “outcome harvest” performed at project level. As a result, relevant outcomes will be used in our newsletters, annual reports and other ongoing result communication.</p> <p>In addition, we will communicate our key messages and knowledge products to relevant stakeholders at relevant regional and international conferences and high-level meetings such as the annual High-Level Political Forum (July 2021-25), Human Rights Council inter-session meetings on SDGs (January 2022-25).</p>	<p>We write case stories that illustrate the outcomes of our work to publish in development-oriented media and on our own platforms incl. the annual report, websites and social media channels.</p> <p>We develop communications products together with partners and donors to be distributed on our own and their platforms.</p> <p>We give interviews to Danish and international media, we write op-eds, participate in webinars, talks and podcasts, write blogs etc. where the professional target groups are present.</p>	<p>The main target groups both in Denmark and internationally are professionals in all sectors working with implementation of the SDGs and/or human rights in ministries, universities, NGO’s, development agencies, national statistics offices, companies etc</p>	<p>The Danish Institute for Human Rights</p>

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
<p><u>Output 3: Support responsible business conduct through integration of human rights standards in the governance of global value chains</u></p> <p>Under international human rights law, states have obligations to protect against human rights abuses in the context of business activities. Therefore, state actors must develop, implement and promote policies (such as national action plans) and legislation (for example relating to human rights due diligence) to prevent and remedy human rights abuses connected to business activities. Businesses should internalise and integrate human rights into value chains and business models.</p> <p>Specific messages:</p> <ul style="list-style-type: none"> • Financial actors have a key role to play in encouraging and requiring responsible business conducts. • A fast energy transition is necessary to mitigate the consequences of climate change, but the transition needs to be respectful of human rights • Digitalisation can be an enabler for the realisation of human rights but has significant negative human rights consequences. Private actors developing and using digital products and services need to exercise human rights due diligence and states need to step up efforts to govern digitalisation. 	<p>Project-based outputs and outcomes will feed into the communication to raise awareness on both the problem and concrete solutions and progress.</p> <p>Thus, we will disseminate high quality analyses, best practice guidance and reports to professionals working with this specific field.</p> <p>There will be a bi-annual “outcome harvest” performed at project level. As a result, relevant outcomes will be used in our newsletters, annual reports and other ongoing result communication.</p> <p>In addition, we will communicate our key messages and knowledge products to relevant stakeholders at relevant regional and international conferences and high-level meetings such as UN Forum on Business and Human Rights, OECD Forum on responsible business, RightsCon etc</p>	<p>We write case stories that illustrate challenges and best practices to publish in development-oriented media and on our own platforms incl. the annual report, websites and social media channels.</p> <p>We develop communication products on the back of our publications together with partners and donors to be distributed on our own and their platforms.</p> <p>We give interviews to Danish and international media, we write op-eds, participate in webinars, talks and podcasts, write blogs etc where the professional target groups are present.</p>	<p>Our primary target group both in Denmark and internationally is professionals in both the private sector and states and multilateral institutions.</p>	<p>Danish Institute for Human Rights</p>

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
<p data-bbox="224 221 712 311"><u>Output 4: We have captured change and adapted through learning, context and research knowledge and partnerships.</u></p> <p data-bbox="224 335 712 462">DIHR is a learning organisation who support partners in respecting, protecting and fulfilling human rights through learning, skills training and partnerships.</p> <p data-bbox="224 486 712 582">DIHR has established processes to capture documented and validated results in all international projects.</p>	<p data-bbox="721 221 1126 462">Projects in the international area all plan communication according to a project communication plans. The plan is based on outputs and outcomes which is then fed into the communication stream. Generally, 1-2 communication activities take place each quarter.</p> <p data-bbox="721 486 1126 821">In addition, there will be a bi-annual “outcome harvest” performed at project level. Relevant outcomes will be used in our newsletters, annual reports and other ongoing result communication. We will also make our experts available, when local knowledge is requested from Danish media. For example, leading up to elections or other major events that reaches a Danish media audience.</p>	<p data-bbox="1135 221 1503 430">We write case stories that illustrate the outcomes of our work to publish in development-oriented media and on our own platforms ind. the annual report, websites and social media channels.</p> <p data-bbox="1135 454 1503 1061">We develop targeted communications products such as newsletter to donors and partners, articles to Danish, national or international media on thematic issues together with partners. Increasingly social media is used in our communication work. The work in this area is part of the standard project management cycle and we develop communication products based on messaging needs, target group assessments, our context analysis, outcomes harvested in projects or main activities e.g. in connection with elections, major political developments or important national reports on human rights.</p> <p data-bbox="1135 1085 1503 1212">We give interviews to Danish and international media, we write op-eds, participate in conferences, webinars and talks etc</p> <p data-bbox="1135 1236 1503 1412">We also pitch case stories to Danish and international journalists covering the countries or regions where we are engaged to have them describe the challenges and developments.</p>	<p data-bbox="1512 221 1805 582">Our main audience both in Denmark and internationally is development actors, public sector bureaucrats and decision makers and in Denmark, people in the general public, with an above average interest in international development and/or human rights work.</p>	<p data-bbox="1814 221 2004 311">The Danish Institute for Human Rights</p>

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
<p><u>Cross-cutting: Digitalisation and the impact on human rights</u></p> <p>Developing countries with fragile institutions are vulnerable for the negative impact of digitalisation, while they also have most to gain if digitalisation is implemented based on human rights. Therefore, liberal democracies must act to change the negative trajectory and make digitalisation and technology work for the citizens, human rights and democracy. Furthermore, digital authoritarianism undermining human rights must be countered.</p>	<p>Project-based outputs and outcomes will feed into the communication to raise awareness on both the problem and concrete solutions and progress.</p> <p>There will be a bi-annual “outcome harvest” performed at project level. As a result, relevant outcomes will be used in our newsletters, annual reports and other ongoing result communication.</p> <p>Likewise, we will communicate directly and indirectly to key stakeholders and decisions makers in both civil, private and public sector when relevant policies and frameworks are being developed and/or implemented.</p>	<p>We will be active on a broad palette of platforms and formats ranging from op-eds, general media appearances, live events, talks, panel discussions etc.</p> <p>We will push for public hearings, invite decisionmakers and central civil servants to take part in the discussion and we will produce joint statements with relevant partners and actors across sectors.</p>	<p>Our main target group will be decision and opinion makers within the development sector in Denmark and Europe and relevant UN fora.</p> <p>Some communication will also be aimed at the more general public to raise awareness on the issue and to a broader audience. Students with interest of politics, international development, human rights, etc. are among the main target group within this group.</p>	<p>The Danish Institute for Human Rights</p>

The plan will be revised on a yearly basis.

Summary of recommendations of the appraisal

Title of Programme/Project	Support to the Danish Institute for Human Rights (DIHR) 2021-2025
File number/F2 reference	2020-34896
Appraisal report date	29 April 2021
Council for Development Policy meeting date	27 May 2021
<p>Summary of recommendations not followed by the responsible unit</p> <p>In a global context of growing pressure on human rights, DIHR is an important partner for the Ministry of Foreign Affairs (MFA) and the Department for Humanitarian Action, Civil Society and Engagement (HCE) in particular as efforts to promote human rights and democracy intensify with a particular focus on digital mobilisation and resilience. DIHR is a key partner in this endeavour due to its effective leadership, highly qualified staff with specialised technical skills and vast international network.</p> <p>For the past two years, the MFA and DIHR have transformed the format for the mutual agreement that serves as basis for the partnership. The format links DIHR's new strategy, theory-of-change, results framework and budget in a clear and coherent manner. DIHR's financial system has been converted from a core budget base to a more transparent output-based financial management system, even if details may still need fine-tuning as we go forward.</p> <p>HCE would like to thank ELK for its comprehensive appraisal indicating the potential for improvements and covering a wide range of issues with impressive depth. The partnership between HCE and DIHR is iterative in nature and evolves through dialogue. Oversight is intense through a range of mechanisms like technical consultations, strategic consultations, financial inspections, and reviews. HCE concurs that while much has been achieved, there is still work to do by means of these mechanisms. The new financial system has been in place for less than half a year and will continue to be adapted as it is applied in practice.</p> <p>HCE will continue its close dialogue with DIHR on policy and programming priorities, including the attention points raised by the appraisal. Particular emphasis will be on how to link international norms and conventions on human rights with locally led initiatives, how to promote synergies with other Danish human rights modalities, and how to deepen outreach to partners in the Global South.</p>	

Overall conclusion of the appraisal

The proposed support to the Danish Institute for Human Rights (DIHR) concerns the grant to DIHR's international activities in the Danish Finance Act. It is aligned with DIHR's new strategy and builds on the Institute's strong track record as a knowledge centre that breaks new ground in approaches to enhancing the promotion and protection of human rights globally. DIHR's strategic focus areas are in full accordance with MFA priorities, and there are strong potential synergies with other Danish engagements, both in relation to the international policy agenda and in terms of contributing to development results in specific countries. DIHR has also gone a long way in developing a framework for working in a more focused manner, thematically and geographically, and in developing approaches and systems to document change through outcome harvesting.

The appraisal found that documentation could be further refined in order to provide a better basis to assess and monitor how DIHR's work addresses key human rights challenges and leads to concrete improvements for the most vulnerable groups in developing countries. This would also help ensuring that full benefit is gained from DIHR's complementarity with other engagements.

Transfer of knowledge and expertise and facilitation of network-based cooperation are at the core of DIHR's international activities. This is reflected in its operating and business model that builds strongly on DIHR's capacity at headquarter level, while partners in developing countries mainly benefit from technical assistance and only receive limited financial or material support. DIHR's focus on partnerships with state institutions, where transfer of funds can be challenging in some contexts, partly explains this model. However, it also appears closely linked to DIHR's approaches to partnerships and capacity development, although the appraisal did not find this explicitly described.

At the same time, DIHR's business model is being somewhat challenged by the introduction of the new funding model for Danish human rights and democracy (MRD) organisations. As for other MRD-organisations, this has led to a transition from funding defined largely as core contributions to results based programmatic support, where funding is earmarked to results in a limited number of areas, and where more transparency is required on transfers to partners. The transition process has been a major endeavour for both DIHR and MFA, requiring a wide range of adjustments. Yet, there is still some way to go, including short and longer-term steps.

The appraisal acknowledged that the change of funding model was a fundamental shift with wide ranging consequences, and that the unique characteristics as well as the independence of an institution like DIHR should be respected. Nevertheless, the new funding model was adopted with the objective of promoting more transparency, effectiveness and efficiency, including assumptions that these could be enhanced by linking costs more directly to activities in developing countries and increasing transfer of funds to partners – and in the case of DIHR also to country or regional offices. Based on the reviewed documentation and consultations held, the appraisal found that there was still room for further alignment with these intentions.

The proposed Development Engagement Document is recommended for presentation to UPR following revisions in line with appraisal recommendations presented below.

Recommendations by the appraisal team	Follow up by the responsible unit
Programme Level:	
Justification and rationale	
<p>1. Strengthen the presentation of the overall strategic considerations and rationale of the engagement by enhancing the coherence between the context analysis, lessons learned and DIHR’s priorities and business model, including more details on how DIHR envisages to engage with other actors globally and in developing countries within its thematic focus areas with a view to enhancing impact, effectiveness and sustainability of its activities.</p>	<p>Agree.</p> <p>Presentation of justification and rationale has been revised in dialogue with DIHR.</p>
Theory of change and results framework	
<p>2. Provide a more precise description of the expected change pathways that the grant is expected to contribute to as well of the indicators in the results framework, including a clearer reflection of DIHR’s capacity development approach and commitment to Leaving No one Behind and gender equality. More precise targets, including as regards expected achievements at country level, should be presented to the MFA during the first annual consultation in 2022.</p>	<p>Agree.</p> <p>Description of change pathways and DIHR contributions have been elaborated.</p>
Effectiveness	
<p>3. Provide a clearer indication of countries that programme activities funded by the grant are expected to concentrate on, as well as considerations that will serve as a basis for engaging in different categories of countries to pursue results under the key output areas, including DIHR’s approach to working in fragile and conflict-affected contexts.</p>	<p>Agree.</p> <p>Geographical programming under the grant has been elaborated upon, including through addition of visualisation of DIHR presence and outreach in Global South.</p>

Budget	
<p>4. In line with the intentions behind the new funding model applicable for the grant, the DED should take into account the following amendments:</p> <p>4.a) With a view to providing better programmatic and financial overview, recurrent MEAL and communication costs related to programme results should be linked to the relevant output-areas in the budget, as foreseen in the model for cost categories for MRD-organisations. Knowledge products such as research, context analyses and tools development can be covered under output 4, but should then not be included under the budget line for direct allocated programme support costs (DASC). Equally, if a separate budget line is foreseen for innovation, these costs should not be covered under DASC. These amendments to the budget should be made effective as of January 2022.</p> <p>4.b) DIHR should set targets for an increase in the level of funding transferred to DIHR offices and partners in developing countries within the grant period. A differentiated approach to the level of transfer to specific partners and offices in developing countries should be adopted in order to take into account specific needs and constraints.</p>	<p>On October 19 2020, DIHR and MFA finalised an agreement listing specific types of costs to be eligible as Direct Allocated Support Costs (DASC). Prior to finalisation, the agreement was reviewed by a third party (Ernst & Young) on September 11 2020 in order to ensure that double-budgeting was not taken place. Ernst & Young are in charge of auditing DIHR on behalf of the state auditors according to a § 9 agreement.</p> <p>The MFA and DIHR will continue their constructive dialogue on how to deepen, differentiate and adapt DIHR’s partnership approach to the variety of developing country contexts in which it works.</p>
Management, reporting and learning	

<p>5. The Development Engagement Document should more explicitly reflect the principles and mechanisms of Doing Development Differently as per the new MFA Aid Management Guidelines (2020) as far as the partnership between MFA and DIHR is concerned, notably to adopt a more coherent and coordinated approach across MFA units and to promote adaptive management. A mid-term review should be used as an opportunity for a more thorough assessment of the new support model applied to the DIHR-MFA grant agreement.</p>	<p>Agree.</p> <p>DED has been revised to reflect the principles of Doing Development Differently and application of AMG more explicitly. A mid-term review will be carried out end 2022/ beginning 2023.</p>
<p>Risks and risk management</p>	
<p>6. The management of assumptions and risks related to contextual development, especially in relation to the situation regarding human rights, rule of law and state of democracy, should be presented more explicitly in the Development Engagement Document. Capacity of partners and the potential risk of overloading them should also be emphasised as an element to consider on a regular and systematic basis.</p>	<p>Agree.</p> <p>Risk management and mitigation related to contextual developments have been unfolded in the appropriate DED sections.</p>

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in Copenhagen on the 29 April 2021

Anne-Catherine Legendre

Appraisal Team leader/ELK representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in Copenhagen on the 4 May 2021

Mette Thygesen



Head of Department

Humanitarian Action, Civil Society, and Engagement

Ministry of Foreign Affairs – Danida

Appraisal Report
Support to Danish Institute for Human Rights (DIHR) 2021-2025

ELK
F2: 2021-2917

29 April 2021

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Abbreviations

Abbreviation	Definition
AMG	Aid Management Guidelines
AT	Appraisal Team
DDD	Doing Development Differently
DED	Development Engagement Document
DIHR	Danish Institute for Human Rights
DKK	Danish Krone
ELK	Evaluation, Learning and Quality Department
EU	European Union
FRU	Financial Management of Development Cooperation Department
GANHRI	Global Alliance of National Human Rights Institutions
HCE	Humanitarian Action, Civil Society and Engagement Department
HRC	Human Rights Council
HRBA	Human Rights Based Approach
LNOB	Leaving no one behind
MEAL	Monitoring, Evaluation, Accountability and Learning
MFA	Ministry of Foreign Affairs
MRD	Human Rights and Democracy organisations (Danish based supported by MFA)
MUS	Multilateral Cooperation Department
NANHRI	Network of African National Human Rights Institutions
NAP	National Action Plan on Human Rights and Business
NHRI	National Human Rights Institution
PAR	Progress, Achievements and Risks
PC	Programme Committee
SDG	Sustainable Development Goals
ToC	Theory of Change
UPR	Council of Development Policy

1. Introduction

The Danish Institute for Human Rights (DIHR) is established as an independent and self-governing public institution as Denmark's National Human Rights Institution (NHRI). The Danish Finance Act has established a specific reservation account for DIHR's international activities (§ 06.32.08.32). The level of the annual grant was raised from DKK 29.2 to 40 million in 2020.

Whereas previous DIHR grants by and large consisted of core funding¹, the proposed 4-year grant for the period 2021-2025 is provided as results-based programmatic support, where funding is earmarked to achievements of results in a limited number of output-areas. This shift is part of general change in the Ministry of Foreign Affairs' (MFA) model of support to Danish human rights and democracy organisations (so called MRD-organisations), adopted by the Minister for Development Cooperation in July 2020 with a view to promoting more transparency, effectiveness and efficiency. Support to DIHR has been undergoing a bridging period that was extended to July 2021 in order to ensure that the new Development Engagement Document (DED), which is the basis of the new grant agreement, is aligned with DIHR's new strategy (2021-2024). This also partly explains the short time allocated between the examination of the proposal by the MFA Programme Committee (PC), the appraisal process and presentation of the documentation to the Council for Development Policy (UPR).

The objective of the appraisal is to provide quality assurance of the design and documentation of the new engagement as per the Terms of Reference (cf. Annex 1) and Aid Management Guidelines (AMG). The appraisal team (AT) has used recent adjustments of guidelines for overall direction, but has also taken the specific conditions for the preparation of the DED into account. Appraisal findings are based on review of documentation combined with virtual consultations with key stakeholders (see list of consulted persons in Annex 2)².

The appraisal report provides suggestions and recommendations for revision of the DED and recommends the Support to DIHR for presentation to UPR following revision of the documentation. The views expressed in the appraisal report are those of the AT.

The AT extends its thanks to staff from DIHR and relevant MFA departments for the assistance provided and to everyone met during the assignment for sharing their knowledge, experience and viewpoints.

2. Overall rationale and justification incl. preparation process

2.1 Relevance, justification and rationale of the engagement

The proposed support is strongly aligned with DIHR's new 'whole of institution' strategy, notably the four thematic focus areas of relevance to developing countries³: i) Human rights, democracy and rule of

¹ Framework Agreement signed in 2015 was based on the template used by NGO's complemented by an Organisation Strategy with a large degree of core support and some earmarking in terms of substance and geography.

² The appraisal was conducted on 6-29 April 2021 by Anne-Catherine Legendre with technical support from Mads Wegner Hove, both from Evaluation, Learning and Quality Department (ELK). Dialogue with colleagues from the Humanitarian Action, Civil Society and Engagement Department (HCE) and the Financial Management of Development Cooperation Department (FRU) was upheld throughout the appraisal.

³ The fifth thematic focus area of DIHR's strategy is support for human rights in Denmark and Greenland.

law; ii) human rights and technology; iii) human rights and sustainable development; iv) human rights and business. While three of these areas are directly reflected in the key output-areas in the results framework, the DED states that 'human rights and technology' will be addressed as an important cross-cutting element in the implementation of the engagement. One of the organisational focus areas of DIHR's strategy, learning, is reflected as a fourth output-area in the results framework.

DIHR has positioned itself strongly in all of the above mentioned areas, not least on the global arena, where it has a strong track record and enjoys broad international recognition for its expertise and innovative approaches. This has also contributed to a close collaboration with the MFA in relation to influencing the international human rights agenda e.g. in relation to Denmark's election as a member of the United Nations Human Rights Council (HRC) for the 2020-2022 term. DIHR's experience and network regarding the promotion of a human rights focus in respectively sustainable development and business has contributed to giving Denmark a more distinct profile as a member of the HRC and this forum has provided a unique platform to push these issues forward.

Overall, it thus appears relevant and justified that the new grant agreement will enable DIHR to pursue its work on thematic areas, which the Institute will focus on through both its national and international mandate, and which coincide well with the priorities of the MFA. The AT sees interesting opportunities in DIHR's efforts to work on a selected number of priority areas in which its knowledge and expertise can be optimised through the complementarity and cross-fertilisation of its work in Denmark, at the global policy level and its programme activities in developing countries.

That said, the rationale of the engagement could be strengthened by making a clearer link between the context analysis and its implications for the strategic choices made. In the background analysis in the DED there is a quite strong focus on the pressure on rule of law and democracy/fundamental freedoms, including opportunities and challenges of digitalisation. Conversely, recent dynamics related to DIHR's two other focus areas (sustainable development and business) are not so explicitly presented. Defining the problem and strategic entry points more precisely could provide a clearer basis for determining where in particular DIHR has a comparative advantage and can provide appropriate responses i.e. with a clearer correlation between the analysis and proposed support.

When it comes to DIHR's strengths, the DED highlights work on the challenges of digitalisation in relation to good governance and rule of law agendas, which is indeed a highly topical and relevant issue. In addition to that, DIHR's engagement against the pressure on civic space, particularly through a focus on the protection of human rights defenders, would be worth mentioning as another type of direct response to current challenges on rule of law and democracy where DIHR is well placed to contribute both globally and through its engagements with NHRI's in various countries.

With regard to the human rights focus in relation to Sustainable Development Goals (SDGs) and business, these are both areas where DIHR has been pioneering new approaches and developed tools, but it would be valuable to describe some of the experiences that DIHR has had with their operationalisation in developing countries. This would provide a clearer indication of the wider added value that DIHR brings in these thematic areas and how it contributes to addressing concrete human rights problems in partner countries with a particular focus on the most vulnerable groups, in line with the commitment to 'leaving no one behind' (LNOB).

In relation to the SDGs, the SDG-Human Rights database is an example of a sophisticated tool with interesting potentials, but it also requires a certain level of capacity and resources to fully exploit these. In partner countries, SDGs is a broad area of work with many stakeholders involved and it would thus be useful to demonstrate how it can be addressed in a more targeted manner from a human rights perspective e.g. with a focus on specific SDGs and practical implementation approaches. DIHR's experience from Kenya where it has supported efforts to ensure data collection on specific vulnerable groups, which can be used as a stepping-stone to promote concrete policy measures in favour of such groups could for example provide a good practical illustration. It is also worth emphasising that, although it might appear as a stretch of the core mandate of a NHRI (and of its resources) to work on SDGs, in some contexts it can offer an opportunity to engage on issues that are perceived as sensitive and would be more delicate to address from a more conventional human rights approach.

Concerning human rights and business, it could be further developed in the DED what is meant by integrating human rights in 'global value chains' (only used in the wording of output 3 but not otherwise referred to) and what implications this could have for activities in partner countries. Furthermore, based on consultations and the DED annexes (Annexes 1 & 3), it appears that National Action Plans on Business and Human Rights (NAP) are a key element in DIHR's engagement in partner countries i.e. a catalyst for establishing multi-stakeholder collaboration to promote respect for human rights in business. However, surprisingly this tool is not at all referred to in the DED itself.

Some of the lessons learned highlighted in the DED are very relevant, but this section could be sharpened, so that it becomes less descriptive and focuses more on learning that directly justifies and substantiates choices made with regard to expected areas of intervention and change pathways that lie underneath the results framework⁴. DIHR has gained long lasting experience in the fields of access to justice and law enforcement, but learning from these areas and how it helps to inform the design of country engagements does not come out clearly. DIHR's focus on state institutions as partners in developing countries also appears to have been 'softened' based on concrete experiences showing a need to work with a broader range of categories of partners in some thematic areas and contexts. This learning could be relevant to present in as much as this helps to clarify some of the underlying assumptions behind the change pathways that the grant is expected to support. On the other hand, the DED refers twice to the Institute's experience that niches within state institutions such as police forces can be useful partners for building system-wide approaches, in particular in fragile settings like the Sahel. This point calls for further explanation as there is also evidence that the promotion of accountable policing is dependent on wider issues of legitimacy and accountability of the state. Moreover, as regards the Sahel example, political reform processes (notably Burkina Faso and Niger) have also provided a conducive environment to promoting human rights despite other fragilities⁵.

The AT also notes that the DED could relate support more explicitly to other DIHR projects and programmes as well as the broader landscape of development partners' interventions, including those

⁴ For example a lot of space is used for describing DIHR's engagement in relation to influencing the international agenda on ensuring that COVID 19 responses build on human rights and SDGs and although this may be very relevant, it does not appear as the most important to highlight to substantiate the proposed intervention strategy for this engagement.

⁵ This point is also highlighted by the, External Evaluation of DIHR's West Africa Programme, Nordic Consulting Group A/S, April 2019.

directly supported by the MFA. The DED mentions DIHR's collaboration with multilateral agencies, but no explicit reference is made to other actors. DIHR has a particular 'business model' with a strong focus on transfer of knowledge to specific categories of partners (mainly state partners) and limited financial and material assistance. It would be valuable to present this model more explicitly and to highlight how it complements other engagements.

Recommendation 1:

Strengthen the presentation of the overall strategic considerations and rationale of the engagement by enhancing the coherence between the context analysis, lessons learned and DIHR's priorities and business model, including more details on how DIHR envisages to engage with other actors globally and in developing countries within its thematic focus areas with a view to enhancing impact, effectiveness and sustainability of its activities.

2.2 Adequacy of the preparation process

The preparation of the new grant agreement between MFA and DIHR has been quite turbulent. The former Framework Agreement expired by end of 2018 and all MRD-organisations found themselves in a transition phase in parallel to the phasing-out of the NGO-framework agreements which had hitherto served as a funding model. At first, it was decided in 2019 to prepare an organisation strategy with a core contribution and following the guidelines for non-earmarked support to multilateral organisations. Consequently, a draft organisation strategy for DIHR was developed. However, in early 2020 the PC concluded that this model was not appropriate to use for Danish MRD-organisations and that their grants should rather be provided as earmarked funding in support of a specific results framework using the DED format. This transition was cemented by the adoption of a new funding model for the MRD-organisations in July 2020 by the Minister for Development Cooperation. The change of funding model has been a demanding exercise because it has considerable implications for the way the DIHR grant is budgeted and accounted for and it has required building up new financial systems, a task that is still subject to fine-tuning and learning. A big part of the preparation process has therefore focused on issues related to administration and financial management.

It is also important to note that the transition from one support modality to another has taken place in parallel with the MFA's roll out of the Doing Development Differently (DDD) approach and development of new AMG⁶. Consequently, the responsible MFA unit did not have a clear overview of new requirements throughout the preparation process and had to use the DED format that refers to the former set of guidelines. It has been a challenge to adapt the DED-format that has its origins in more classical project implementation to a self-governing institution located in Denmark. Moreover, responsibility for the MRD-organisations has also been subject to organisational reshufflings within the MFA on three occasions over a period of 3½ years from mid-2017 to early 2020⁷. On top of this MFA-staff involved in the grant agreement has shifted with a high frequency⁸.

Hence, the AT acknowledges that the preparation of the DED has taken place under challenging circumstances. This may explain why the underlying documentation presented in the DED annexes have

⁶ Guidelines for Country Strategic Frameworks, Programmes and Projects (November 2020).

⁷ Most recently a shift from the Multilateral Cooperation Department (MUS) to HCE.

⁸ In particular, staff with financial management and advisory responsibilities.

some deficiencies in terms of substantiating the strategic choices made in the DED. The analyses of context and stakeholders/partners (annexes 1 and 2) have a tendency to describe what DIHR is doing or intends to do at the expense of a more analytical content. Some of the information is quite detailed, but it does not always appear to relate directly to what is proposed in the DED or to help understand how specific problems are proposed to be solved and why. However, although the analyses are not so clearly presented, it does emerge from the documentation that DIHR is basing its approaches on a broad range of solid experiences and evidence. The important thing at this stage is thus to focus on extracting the key elements of the analyses and presenting them in a coherent manner in the DED, so that there is a better basis for following the logic behind the engagement.

Despite the very short time between the PC meeting and the appraisal, commendable efforts have been put into following up on some of the recommendations. Nevertheless, additional adjustments are still needed as reflected in recommendations of the present report.

3. Assessment of the proposed programme support

3.1 Theory of change, objectives and results framework

DIHR clearly defines itself as a human rights knowledge centre and sees its main contributions to partners as transfer of knowledge and capacity. This is also highlighted in the narrative description of the theory of change (ToC) in the DED. Likewise, research, knowledge, analyses, expertise, and tools are all presented as DIHR contributions in the ToC diagram. Stakeholders consulted by the AT also confirm that these elements are among the key strengths of DIHR.

The implicit assumption underlying the ToC is that transfer of knowledge and tools to partners along with facilitation of network-based cooperation lead to change. However, the AT finds that it is not sufficiently substantiated how this change process will take place i.e. DIHR's capacity development approach is not described: how does knowledge transfer take place, how does DIHR contribute to ensuring that dissemination of concepts/tools are transformed into capacity change and that this translates into concrete human rights improvements for vulnerable groups? How is buy-in gained/incentives for change stimulated and how are various constraints overcome?

In this context, it should be noted that the ToC diagram presented in the DED is for DIHR's overall international engagement and it is not limited to the support provided under this MFA agreement. This also means that it does not provide very explicit contributions to understand the change pathways that are expected to take place under the outputs presented in the results framework. This could however be briefly outlined in the narrative presentation of the ToC in the DED which would probably also help to shed light on some of the above-mentioned questions.

The results framework also suffers from staying on a generic level and not linking to explicit change pathways. DIHR has justified this by the fact that its underlying results frameworks for programmatic and country level operations have not been developed yet. While the AT fully acknowledges the challenge of defining aggregated indicators covering interventions in a variety of contexts and following different project cycles, the AT is of the view that it should be possible to define output indicators somewhat more precisely. A number of DIHR's operations are based on approaches and change pathways for which it

must be assumed that DIHR has already gained sound evidence, many of them being a continuation of long lasting partnerships.

Based on its consultations the AT has for example learned that DIHR's work with law enforcement (output 1.2) will most likely not be limited to law enforcement actors such as police, national guard and the like, but also include various state actors responsible for management and oversight of law enforcement actors (e.g. within ministries) as well as correction authorities. This indicates that there appears to be a wider systemic approach on how to promote more compliant law enforcement and what this compliance encompasses, but this does not appear in the results framework. Likewise, 'effective justice services' (output 1.3) does not provide a very concrete indication of the more specific type of change processes that DIHR envisages to support. This could be better reflected by referring more directly to the specific problems that are expected to be addressed e.g. barriers that access to justice support will focus on from the perspective of particular groups through entry points such as community justice, that can include paralegal services, informal dispute resolutions mechanisms, etc. This is quite different from working with other parts of the judiciary system. Engagements on youth and human rights actors at the local level (output 1.4) could be linked to the previous indicator or it could be much broader. This is not at all captured in the indicator that only specifies the target groups without specifying the problem to be addressed/expected area of change, and this makes it a very vague indicator.

It is also worth noting that indicators' definitions in the DED are formulated with end targets regarding number of actors or countries to be reached. According to the AMG template for results framework, indicators should just state the means of measurement or assessment of change/achievement⁹. Annual targets should be defined separately¹⁰ (cf. DIHR results framework for 2020). This opens up for a more flexible approach where targets can be adjusted or defined more progressively e.g. when designing interventions that are more explorative in nature. The new AMG also provide flexibility to modify indicators quite easily if needed based on new learning or context changes. However, to the extent possible, even if they have to be adjusted afterwards, it is often a good idea to try to define precise indicators as well as target, since this tends to help to give direction and set goals and priorities. The AT does not see any contradiction between this approach and having targets that also refer to capturing chains of change' – as long as the area of change is indicated more specifically.

The AT also notes some missed opportunities in not using the results framework to demonstrate and keep a strong focus on DIHR's efforts in key areas that contribute to making DIHR's approach more complete and coherent, such as its commitment to promote protection of human rights defenders and to target vulnerable groups and promote gender equality.

A point of attention to bear in mind, but which could be assessed more in depth at a later stage if the results framework is refined, is the distinction between the level of achievement at impact, outcome and output level. The results hierarchy and its interconnections do not appear fully explicit or coherent.

⁹ Indicator defined as “quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention”.

¹⁰ The end target for year 2024/25 could be integrated in the results framework table in the DED to provide a quick overview without having to go to the annex (in principle the annex is only used for a programme with several DEDs and not for a DED).

A final observation concerns output 4, which focuses on knowledge, learning and partnerships i.e. issues that are also expected to be addressed in some way or the other through the three thematic output-areas (outputs 1-3). While the AT recognises that knowledge-based activities can have a strategic value in their own right, this could be better justified as part of the description of ToC and change pathways (including the link between knowledge and partnerships, and how regional hubs will contribute to enhance quality of knowledge, analyses and learning). Secondly, a clearer distinction should be made between distinct knowledge- and learning-related results and those activities that are directly in support of programme operations conducted under the other outputs e.g. activities related to monitoring, documentation and communication of achievements.

Recommendation 2:

Provide a more precise description of the expected change pathways that the grant is expected to contribute to as well of the indicators in the results framework, including a clearer reflection of DIHR's capacity development approach and commitment to LNOB and gender equality. More precise targets, including as regards expected achievements at country level, should be presented to the MFA during the first annual consultation in 2022.

3.2 Contribution to key strategic priorities

As indicated in section 2.1, DIHR's strategic focus areas are in full accordance with MFA priorities, including the expected main axes of the new Danish development cooperation strategy. Besides the key areas reflected in the main output-areas, the DED makes reference to a range of aspects that will also be taken into account as cross-cutting dimensions e.g. digital technology, green transition, applying a human rights based approach (HRBA) and the integration of a gender perspective. Hence, there is a clear effort in the DED to present the breadth of expected contributions to priority areas that are high on the agenda for both DIHR and MFA.

Yet, the AT finds that there is room for emphasising some key strategic priorities where DIHR's contribution can be stronger throughout the DED as also indicated in the previous section. This includes the focus on addressing inequality/LNOB by promoting equal treatment and non-discrimination and targeting groups that are particularly vulnerable. This ambition is part of DIHR's strategic outcome, but it could be better reflected how it will be operationalised under the different output-areas and linked to DIHR's geographic focus on Africa. Along the same lines, gender equality could be more explicitly integrated by showing how a gender lens will be applied in all interventions and how this will be documented through indicators/targets. Besides reference to resource material that will be updated, HRBA and its underlying principles could also be explicitly highlighted as core elements of DIHR's partnership approach.

3.3 Development effectiveness

The AT appreciates DIHR's efforts to focus on a limited number of thematic areas with opportunities to increase linkages between the global policy level and programme operations in developing countries. This is likely to contribute to more coherence and effective utilisation of resource. DIHR continues to work closely with NHRIs, the Global Alliance of National Human Rights Institutions (GANHRI) and its regional networks, which is a sound approach. Equally, it is valid for DIHR to use the legitimacy that follows from being a NHRI to establish partnerships with state institutions, which can sometimes be

difficult for other actors in the field of human rights to reach. On the other hand, it should also be recognised that a narrow focus on state institution can have limitations in some cases¹¹. Although it is not stated explicitly in the DED, this learning appears to have led DIHR to a more flexible approach, where partnerships with non-state actors are also considered as partners in situations where this is justified. From an effectiveness point of view and in line with DDD, it seems appropriate to follow a problem-driven approach and this could lead to entering partnerships with a broader range of partners than state institutions, particularly if engagements in individual countries are also strengthened.

Nevertheless, the AT still finds it important for DIHR to consider carefully when to expand the scope of partnership i.e. whether a direct partnership is required or whether the same or a better result could be achieved by facilitating cooperation with new stakeholders through existing partners or strategic allies. The DED states that DIHR will increase its focus on work with local authorities and youth organisations as also reflected in output indicator 1.4. Although these actors are obviously important to take into account, the AT sees a potential risk of overstressing DIHR's resources and capacities with this new focus. DIHR has indicated that these engagements could be implemented as collaboration through NHRIs (notably emphasised for youth) and that it will be of a more explorative nature to begin with. If that is the case, the AT suggests that the level of ambition is toned down in the DED. One could argue that work with these actors could be incorporated under other output indicators, especially because output indicator 1.4 does not indicate which specific issues will be addressed with youth and local government. Besides integrating work with these actors in NHRI partnerships, DIHR could also envisage closer collaboration and alliances with other development partners, including Danish NGOs that already work with youth and local authorities in partner countries.

In terms of geographical presence, the AT welcomes the stated intention of enhanced geographical focus and capacity to deliver results in the field. This responds well to a concern that MFA has had over a number of years that DIHR support to partner countries may spread out too thinly. Enhanced geographical focus also offers better opportunity to adopt a problem-driven approach, as referred to above, where a broader range of human rights 'entry points' are addressed at the same time, and also to implement DIHR's aim of influencing the entire national human rights system.

However, in practice, the AT does not find that the enhanced geographic focus is well reflected in the DED. The indicative list of countries to be supported through the DED consists of 10 countries and in view of the number of countries targeted in the results framework and the ambition of pursuing several priorities in individual countries, this number appears quite high. The AT recognises that there might be some uncertainties about the depth of engagement in some countries, particularly in those where the DED could be co-funding other projects or where more explorative new initiatives might be conducted. On the other hand, one would expect that the countries in which support that is more substantial will be provided are usually not completely new partner countries for DIHR. These are rather likely to be countries in which DIHR has established long-term partnerships and will pursue with activities that are based on well-established evidence and context knowledge. The AT does not see any problem supporting a diversified portfolio consisting of a combination of more established and planned interventions at a

¹¹ Issue raised by the MFA, Thematic Review of the Danish Institute for Human Rights, January 2018 and the External Evaluation of DIHR's West Africa Programme, op.cit.

larger scale and more experimental interventions or co-funding of other projects at a lower scale. This could translate into a more differentiated approach where the depth of engagement with specific countries and partners varies. In addition, the selection of countries in which certain types of change are relevant and realistic to work on, must presumably also be based on evidence and specific considerations, that influence DIHR's geographic focus. These could be presented more explicitly.

Recommendation 3:

Provide a clearer indication of countries that programme activities funded by the grant are expected to concentrate on, as well as considerations that will serve as a basis for engaging in different categories of countries to pursue results under the key output areas, including DIHR's approach to working in fragile and conflict-affected contexts.

3.4 Partnership approach and support to capacity development

Based on the AT's consultations with partners and previous reviews and evaluation reports, it comes out clearly that DIHR is highly appreciated for its expertise, technical support and long-term commitment to partners. It is also acknowledged that as a NHRI, it may have more room for manoeuvre than many other partners when it comes to engaging with state actors. Another highlighted feature by partners is the attention paid to partners' needs and to establishing a sense of ownership and a high level of trust between partners and DIHR. In addition, the fact that the Institute has in-house research capacity is put forward, especially by international stakeholders, as a strong added-value for its ability to take a lead position in a number of thematic areas.

Overall, these aspects are reflected in Annex 2 of the DED where DIHR's partnership approach is presented. DIHR also has a Partnership Concept paper (referred to in the annex) which provides more information about partnership principles, characteristics and phases. It also includes a model for the DIHR partnership concept that could be viewed as a form of logic model/ToC. While this model is not per se presented as a capacity development approach and is not explicit about how capacity development takes place, it does provide an attempt to show how DIHR's support contributes to enhanced capacity in partner institutions, which in turn lead to partners being able to 'strengthen the integration of human rights in legal and systemic frameworks'. However, the concept paper also states that, "the implicit logic is that building the capacities of partners leads to improved promotion and protection of human rights". The AT recognises that capacity development is not a very tangible process to describe, however, given that it is the core component of DIHR's support under the CA, it would be important to better reflect in the DED, how it takes place.

Another observation concerns attention paid to and involvement of partners in the development of methods and tools. DIHR's ToC diagram indicates that the Institute adapts these to the context, partners and stakeholders. This shows that there is a recognition that adaptation has to take place. Another perspective is that it may be necessary to simplify the way tools are developed in order to make them more user-friendly and accessible in the first place. In addition, the added-value of each new method or tool should be carefully considered in dialogue with other key stakeholders and potential users, so that the supply does not overwhelm partners and other users. A very supply driven process could be counterproductive and weaken the focus on promoting concrete human rights improvements i.e.

innovation should add value in practical terms¹². The way this is perceived may differ according to the nature of tools as well as the proximity of DIHR to its different partners (local presence always helps to ensure ongoing dialogue and technical support).

As part of the ToC narrative, the DED states that it is the ambition to have a ‘virtuous learning cycle’ whereby outputs from activities in partner countries are documented and shared with actors at the regional and international level. It may, however, be worth considering if partners from the Global South could be more directly involved in developing outputs such as knowledge products jointly with DIHR experts, so that partners can influence outputs that are not only used in their own institution or national context¹³. This could further enhance reciprocity in the partnership relation and widen the scope of capacity development. This aspect could be of particular relevance in relation to research and analytical work, where local experts are often associated e.g. for context analyses or other studies on the ground, but usually not as part of a more formalised institutional partnership. Therefore, this type of collaboration does not as such contribute to enhancing national institutional capacities. It could also be envisaged to deepen the partnership with regional NHRI networks e.g. the Network of African National Human Rights Institutions (NANHRI) as a way of building on and further enhancing capacities in developing countries. In this regard, the added-value of DIHR’s own regional hubs should also be clarified.

With regard to the nature of DIHR’s support to partners, it is noteworthy that it mainly consists of transfer of knowledge, expertise and tools – with very limited financial and material support to implement partner activities. This particular ‘business model’ of DIHR’s partner support relies heavily on partners’ ability to find other sources of funding to make use of their newly acquired capacity to implement concrete activities that can lead to development outcomes¹⁴. This can be a challenge as partners are often dependent on donor funding for activity budgets. Consequently, the effectiveness of DIHR’s contributions may be reduced or slowed down in pace, if funding is not secured to implement activities¹⁵. However, DIHR does not appear to have a clear and explicit strategy for its business model that takes into account the implications of this model e.g. by conceptualising approaches with partners with the intention of attracting larger and more resourced donors to take over based on DIHR’s initial successful preparatory work. In some cases, DIHR has helped partners to attract donors, but this does not appear to be part of a deliberate strategy, which can also ensure that such a transition process is followed through.

The AT also notes that DIHR has been able to increase its own donor funding considerably, notably through the European Union (EU). Several MFA units, including Danish Embassies, have also entered into bilateral agreements with the Institute in recent years, including direct award of grants to twinning projects with NHRIs (Palestine and Ethiopia). These projects do not appear to follow the same business model as the DED as they include larger activity budgets for partners and more staff based locally. These

¹² These related perspectives were reflected in the last MFA Thematic Review of DIHR (2018) and also expressed by some stakeholders that the AT spoke with.

¹³ It should be noted though, that several consulted partners highlighted that DIHR had facilitated their participation in forums where they could share their experiences.

¹⁴ Cf. External evaluation of DIHR’s West Africa Programme, *op.cit*, which states that “a disconnect is noted between the quite small budgets and the results expected by partners” (p.34). This report further notes that the cost implications of the partnership approach is not dear to partners and that costs transactions are quite high.

¹⁵ E.g. when human rights training manuals are developed with security forces, funding to conduct training must be found elsewhere

experiences could be used to assess opportunities offered by making more funding available for essential partner activities and for developing a more differentiated approach, also in relation to the present MFA agreement. In some cases, technical support from DIHR may be sufficient, but in other cases a combination of advice and funding/material assistance could also contribute to enhancing the effectiveness, impact and sustainability of DIHR's support (this point will be further addressed under section 4.1 below).

The AT also finds that DIHR's activities could gain impact and effectiveness by being more systematic in seeking strategic partnerships, beyond its most traditional allies e.g. GANHRI and UN agencies like the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Development Fund (UNDP) and various special procedures of the HRC. This observation is particularly true for activities in developing countries, where DIHR is not always very visible or active in its dialogue with development partners. While it may at times be justified to have a discrete presence and stay behind national partners, there could be some missed opportunities.

4. Management and Organisation

4.1 Budget and financial management

As indicated above (section 2.2), the funding model used for MFA's grand agreement with DIHR has undergone some profound changes. The new funding model has abolished a scheme that generated general overheads on each employee because it lacked transparency. Instead, a new finance system that can support earmarking to output-areas has been built-up. The output-based budget has been under development since mid-2020 and during this process, the model for cost categories for MRD-organisations has been adjusted and refined. The objective of the new funding model and model for cost categories¹⁶ is to promote more transparency through clearer linkages between costs and results, a reduction of administrative costs and an increase in use of funds in developing countries. The AT acknowledges that DIHR has come a long way in terms of adjusting the budget in the DED in this direction¹⁷. The sum of all the initiatives undertaken at the same time have been quite demanding and the MFA and DIHR are still in the process of learning about the details of this new approach and fine-tuning will continue during dialogue and annual consultations. However, the AT also finds it important to stress that some aspects related to the intentions behind the new funding model are currently not sufficiently reflected in the budget.

Output 4 focuses on knowledge, learning and partnerships i.e. issues that are also expected to be addressed through the three thematic output-areas. It is therefore important to be specific about what should be considered as contributing to distinct results, that cannot easily or meaningfully be related to programme interventions under the thematic areas, and on the other hand activities/costs that should be considered as programme support.

¹⁶ Reference is made to the latest version of Model for cost categories (MRD transition) dated November 2020.

¹⁷ The DED refers to Annex 4 of the DED for further specifics, but the budget oversight in the annex is exactly the same as in the main document i.e. following guidance for output-based budgets for MRD-organisations with indications under each output of i) direct activity costs, ii) transfer to country offices or partners, and iii) programme support costs. The annex is redundant in its current form, so unless additional information is provided (e.g. indicative activity costs per sub-areas under each output), it could be omitted.

In the DED submitted for appraisal, the subtotal of costs spent on Direct Allocated Programme Support Costs (DASC) indicates in parentheses that this includes costs for communication, tools development, innovation and research. This indicates a potential overlap with output 4. After consultations with DIHR's finance department, it was clarified that DASC did in fact not include research, innovation or tools development nor Monitoring, Evaluation, Accountability and Learning (MEAL)¹⁸. Concerning communication, it was indicated that some funds were included under DASC. The AT also learned that DIHR's proposed 'DASC model' developed in 2020 was approved by the responsible MFA unit (MUS).

Nevertheless, the AT notes that the model for cost categories for MRD-organisations provides quite explicit guidance on what to include under respectively direct cost activities and DASC, including in relation to communication and MEAL, and that this does not appear to be entirely followed for DIHR's budget. For example, it is indicated that DASC will typically include programme specific studies, reporting, reviews and evaluations. Although the categories may not fully match all DIHR's MEAL activities, as this can differ from one organisation to the other, the intention that is reflected here is clear. When these activities relate to programmes, they should be covered under the programme support/DASC budget line, so that there is more transparency about costs used in relation to specific results¹⁹. This will also provide a better basis for assessing the efficiency and ensuring that support under the DED does not unintentionally subsidise activities of other projects/donors.

DASC/programme support costs currently amount to DKK 51.5 million corresponding to one third of direct costs, which is fairly high²⁰. At the same time, output 4 also accounts for a larger budget than the three other outputs with a total of DKK 45.8 million of which 29.7 million go to concrete activity costs. This means that costs not directly linked to thematic programme results amount to more than half of the direct costs. In this relation, it should however also be noted that DASC include co-financing of projects that are primarily funded by other donors, more specifically the EU. This explains why programme support costs are substantially higher under output 1, where main co-financed projects are placed²¹. While the DED specifies that co-financing can only take place if projects correspond to DED outputs, the AT finds that it could be made more explicit, that for all forms of co-financing the contribution of the MFA grant to results of a project should be clearly documented and communicated (DED specifies this for financial reporting but should be stated for results as well). Moreover, it appears that until now, while DIHR has informed the responsible unit of this co-financing during annual consultations, this information has not been widely disseminated i.e. other MFA units have not been informed about co-funded projects of relevance to them e.g. the Sahel EUTF project. This can lead to missed opportunities in terms of optimising synergies²².

¹⁸ DIHR refers to Monitoring, Evaluation, Learning and Training (MELT).

¹⁹ It should also be noted that the guidance has been followed for the two already approved MRD grants for respectively IWGIA and Dignity whose 'DASC budgets' include inter alia monitoring, communication and tools development/innovation.

²⁰ Corresponds to the historic level of indirect costs at DIHR.

²¹ Based on consultations with DIHR finance department, co-funding currently concerns a global project for NHRIs and the Sahel project on security forces funded through the EU Emergency Trust Fund (EUTF)

²² This is clearly exemplified as regards the Sahel EUTF project where the Danish bilateral programmes engage in some of the same areas and with the same partners without embassies being informed of any co-funding or coordination taking place.

Regarding the use of funds in developing countries, which is another principle that the new funding model to MRD-organisations seeks to promote, the AT notes that the budget does not foresee any increase in the share of transfers to partner countries. The last MFA review conducted in 2017 revealed approx. 6% transfer of CA to funding of partners and this is approximately the same share foreseen to be transferred to partner countries for the next 4 years. DIHR highlights that since the MFA grant has increased, in absolute terms funding to partner countries will increase, notably through the establishment of new DIHR regional hubs. DIHR further argues that some of DIHR's partners are not allowed to receive direct funding from DIHR. The AT acknowledges that the latter may be true in some cases, but also notes that many of DIHR's current partners have or could have received funds or material support to conduct activities. Also, when this support cannot be managed independently by partners, DIHR office could manage payments etc. as a hybrid option, where implementation of partner activities is planned and supported in close collaboration with them. This kind of support could still contribute to enhancing impact and effectiveness of DIHR's support to partners as described in section 3.4 above²³. This also appears to be the modus operandi for other projects implemented by DIHR with funding from Danish Embassies or other donors like the EU. As far as DIHR's regional hubs are concerned, they are linked to output 4 in the budget, and this could be better substantiated under the description of the ToC and results framework as indicated under section 3.1.

Overall, the fact that DIHR's use of the MFA grant continues to consist mainly of costs managed at headquarter level, raises the question of the value for money of the business model and partnership approach applied by DIHR. The AT does not find that it has been demonstrated that DIHR's way of operating justifies that no developments can be foreseen in terms of transferring a greater share of the budget to partner countries and to implementing partners in line with the intention of the new funding model for MRD-organisations.

As regards the so-called innovation fund amounting to DKK 16.4 million i.e. approx. 10% of direct costs, it should be noted that this is a special budget line that has been granted to DIHR by MFA management. It is justified by the need for more agile funding to support emerging trends without being required to match outputs. In view of the new DDD principles and flexibility in the AMG, combined with the quite broadly defined output-areas in the DED, the AT does not see a clear need for such a budget-line. It could thus be relevant to assess the added-value of this measure during implementation e.g. in relation to a mid-term review.

Recommendation 4:

In line with the intentions behind the new funding model applicable for the grant, the DED should take into account the following amendments:

4.a) With a view to providing better programmatic and financial overview, recurrent MEAL and communication costs related to programme results should be linked to the relevant output-areas in the budget, as foreseen in the model for cost categories for MRD-organisations. Knowledge products such as research, context analyses and tools development can be covered under output 4, but should then not

²³ It is worth noting that a special agreement has been made with DIHR that allows to consider transfers to DIHR offices together with transfers to implementing partners

be included under the budget line for direct allocated programme support costs (DASC). Equally, if a separate budget line is foreseen for innovation, these costs should not be covered under DASC. These amendments to the budget should be made effective as of January 2022.

4.b) DIHR should set targets for an increase in the level of funding transferred to DIHR offices and partners in developing countries within the grant period. A differentiated approach to the level of transfer to specific partners and offices in developing countries should be adopted in order to take into account specific needs and constraints.

4.2 Sustainability and exit strategies

Sustainability considerations are not explicitly reflected in the DED and exit is only referred to in the Annex 2 on partners and stakeholders where reference is made to the guidance on exiting a partnership in DIHR's Partnership Concept paper. Here, sustainability is emphasised as something to consider during the last phase of the partnership e.g. in relation with fundraising, knowledge sharing and handover.

This suggests that sustainability may not be given sufficient attention by DIHR as such considerations are usually recommended to be addressed from the outset and can provide a useful framework to define milestones for the partnership, and how and under what conditions exit is envisaged. As reflected in the MFA's recent financial control visit to DIHR²⁴, partner agreements have so far usually been annual and this may prevent partners to have a clear vision of where they are heading. At the same time, many of DIHR's partnerships have been very long lasting which reinforces the impression that there may not be a very deliberate approach to sustainability. The AT notes that some aspects of the Institute's traditional partnership approach with a focus on local ownership are likely to contribute to sustainability, but the DED could reflect more explicitly, how sustainability is addressed.

4.3 Management, reporting and learning

DIHR has made a considerable investment in improving its mechanisms to document results and contribution to change with a point of departure in outcome harvesting. This can be seen as a direct follow up of recommendations of the last MFA review and the AT notes that a quite sophisticated system to collect data and learning has been developed, although the actual implementation of the approach is still quite recent. In addition, DIHR has developed a Progress, Achievements and Risks (PAR) reporting that provides a coherent monitoring mechanism to track implementation of programme activities, budget execution and developments in risks.

These new initiatives are very promising, but they are also quite resource demanding with frequent harvest of outcomes (twice a year) and a high level of involvement of staff from headquarters. It will be important to pay attention to securing strong participation of stakeholders close to the actual implementation, especially partners but also third parties, including in the so-called sense-making workshops. A right balance also needs to be struck in the level of detail in the monitoring, so that it does not lead to a documentation overload that could divert attention from real change i.e. making a sufficiently clear distinction between activities/outputs and actual outcomes. This is a particular concern given the fact that the results framework in the DED does not currently provide any concrete targets or indication of the types of achievements that are expected. It will be highly interesting to follow the roll out of DIHR's

²⁴ FRU Tilsynsbesøgsreferat, Tilsynsbesøg hos IMR, december 2020, 6 April 2021.

new systems and to assess what concrete benefits they provide in practice, as they are very much in line with the MFA's DDD approach and focus on adaptive learning.

In this relation, the AT finds that the DED should explicitly reflect that the grant is implemented in the framework of DDD and that the implementation will follow the new guidelines in force i.e. Guidelines for Country Strategic Frameworks, Programmes and Projects (November 2020), not the 2018 guidelines as stated. The DED format was applied because its preparation was initiated before a new format for project/programme document was available. However, the applicable AMG in relation to implementation are as a general rule those in force in any given time. In practice, there are relatively few changes in the formats used for documentation. The greatest change is the introduction of DDD, based on adaptive management with an enhanced focus on results, continuous learning and decision-making and local ownership, and on reinforcing a holistic approach and strategic coherence and synergies across Denmark's development co-operation.

The DED provides a clear overview of reporting deliverables and deadlines for DIHR and provides information about annual consultations that will take place. It could provide a few more details to highlight the new focus on adaptation for better results with a greater emphasis on lessons learnt, challenges and decisions regarding adjustments in the implementation strategy if required, as well as MFA quality assurance during implementation, in particular the planning of a mid-term review. Moreover, the AT has learned that DIHR has a number of agreements with MFA units²⁵, but there is currently hardly any coordination or exchange of information to ensure a coherent approach in the MFA's support to and cooperation with DIHR and synergies with the DED managed by HCE. Similarly, Danish representations in countries targeted by the DED should systematically be informed about relevant DIHR activities and participate in regular dialogue with DIHR and HCE in order to enhance the quality of dialogue and synergies across different MFA supported engagements. This takes place to a varying extent today. A mutual commitment to ensure that continuous exchange of information and analyses takes place, with HCE in a coordinating/facilitating role when needed, would thus be useful to specify in the DDD. Equally, it could be highlighted that relevant MFA units will be invited to participate in the annual consultation process.

Recommendation 5:

The DED should more explicitly reflect the principles and mechanisms of Doing Development Differently as per the new MFA Aid Management Guidelines (2020) as far as the partnership between MFA and DIHR is concerned, notably to adopt a more coherent and coordinated approach across MFA units and to promote adaptive management. A mid-term review should be used as an opportunity for a more thorough assessment of the new support model applied to the DIHR-MFA grant agreement.

4.4 Risks and assumptions

Overall, the AT finds the risk section of the DED and the risk management matrix sound and thorough.

²⁵ Includes both direct award of grants and grants (and contracts) awarded through competitive processes

In the DED itself, the importance of assessing the context before entering partnerships and during implementation could be further highlighted, including political destabilisation factors that may affect transformation potential and resistance. Likewise, continuous assessment of partner capacity, e.g. commitment, absorption and adequacy between support and needs, appears to be a critical factor for the successful achievement of change that could also be underscored.

Furthermore, the AT notes a quite strong similarity between the formulation of contextual and institutional risks in the risk matrix. Institutional risks should more explicitly refer to how risks will affect DIHR, its partners and/or MFA. Fiduciary risks could also be considered under the institutional risks; despite the relatively limited current share of funding transferred to partner countries, the need for more systematic quality assurance of financial management at this level had been a recommendation of the MFA's recent financial control visit.

Recommendation 6:

The management of assumptions and risks related to contextual development, especially in relation to the situation regarding human rights, rule of law and state of democracy, should be presented more explicitly in the DED. Capacity of partners and the potential risk of overloading them should also be emphasised as an element to consider on a regular and systematic basis.

Annex 1 Terms of reference

TERMS OF REFERENCE

Desk appraisal

Development Engagement Document

Support to the Danish Institute for Human Rights (DIHR)

'A world where everyone is guaranteed full respect of their human rights'

2021-2025

1. Introduction

These terms of reference (ToR) set out objectives, outputs and scope of work for a desk appraisal of Support to the Danish Institute for Human Rights (DIHR) - 'A world where everyone is guaranteed full respect of their human rights' (2021-2025).

2. Background

DIHR is Denmark's National Human Rights Institution and an important bridge between domestic work on laws and regulations and international standards and conventions on human dignity. DIHR is an important, close and long-standing partner for the Ministry of Foreign Affairs with regard to promoting Danish values in terms of human rights internationally more broadly and in developing countries in particular. In Denmark DIHR has a formal jurisdiction to monitor that human rights are upheld. Internationally and globally the role of DIHR is to advocate for and promote human rights and the protection thereof. DIHR was been established by law in 2013 as a publicly funded self-governing institution, within the realm of the MFA, overseen by an independent board consisting of members appointed by a wide range of various public and civil society organisations.

The annual grant to DIHR from the MFA's development budget has grown from 29.2 million DKK (2013) to 40 million DKK (2020). On top of this, DIHR receives support in terms of temporary project grants from other entities across the ministry e.g. from DAPP and the Embassy in Addis, amongst others.

Since 2015, the partnership between the MFA and DIHR was based on an adaptation of the so-called NGO-framework agreement. As DIHR is not an NGO in the tradition of Danida ²⁶⁾ a couple of important exceptions was made: DIHR was exempt from raising funds from member contributions and collections and not obliged to disseminate general public information about Denmark's development

²⁶⁾ The Anglo-Saxon term NGO does not have a legal or administrative basis in a Danish context, yet Danida has historically labelled a number of organisations as NGO's or lately as CSO's based on their ability to raise a minimum of 20 % of the grant by themselves of which 5 % must be raised in Denmark. In the same vein CISU, requires applicants to have a minimum of contributing members, a criterion self-governing institutions are often unable to meet.

cooperation. The NGO-frameworks were phased out when the present Spa-regime based on appropriations from § 06.33.01.10 was established in 2017. The NGO-frameworks did, however, continue to exist for a period of transition for the MRD organisations like DIHR and DIGNITY. For the latter a new framework was agreed upon in the form of a DED before Christmas while a DED is anticipated to enter into force with the former in July 2021.

The administration of the grant to DIHR was shifted from the Legal Department, JTFM, to the present HCE in the summer of 2017. In 2020 the administration was shifted from HCE to the Multilateral Department. In 2021 it was shifted back to HCE.

During this phase of transition IMR has reorganised its financial administration associated with the grant from § 06.32.08.90 according to the MFA's financial guidelines. In the process the regime with FAK-overheads have been replaced with a more transparent output-based budget. The collaboration at technical level has been intense between staff at Asiatisk Plads and Wilders Plads, yet strategic consultations at the levels of principals have not been held since 2019.

DIHR was subject to a review in 2017 that had three key recommendations: i) improved documentation, ii) improved context analysis and iii) deepened outreach to partners in the South. DIHR has followed through by rolling out a system of outcome harvesting across the organisation, underpinned its tools and platforms with more analysis and establishing regional hubs to enhance local presence. The latter point has been somewhat delayed due to the COVID-19 pandemic and continue to be work in progress.

The object of the present appraisal is a draft DED that aims to provide a contribution to the international development work of DIHR from 2021 through to 2025 with a total budget of DKK 165 million. The DED covers DIHR's whole-of-institution strategy 2021-24 with a time lag to allow for proper sequencing of strategy approval (DIHR) and grant approval (MFA). The DED is a key platform for strategic dialogue between the MFA and the DIHR and is influenced by shared priorities with a particular focus on the core thematic focus areas in DIHRs strategy:

- Human rights, democracy and the rule of law
- Human rights and technology
- A human rights focus in sustainable development
- A business community with respect for human rights

3. Context

For the past twenty years, respect for democracy and rights have been subject to increasing pressure and have been challenged globally, even amongst OECD-countries. Governance is increasingly exercised in random and arbitrary ways often within a pretext of national security or fight against terror, drugs, crime and the like. Autocratic governments inspire each other and restrictive laws are often copied from one regime to another. The COVID-19 pandemic has worked as a magnifying glass. According to Freedom House (2020) respect for democracy and rights has deteriorated in 80 countries.

According to CIVICUS (2020) 43.4 % of people across the world live in countries with severe limitations to freedoms for civil society and media.

Also, freedom on the Internet is subject to pressure – and declining for the 10th successive year. 26 countries saw a deterioration in standards (Freedom House, 2020). In 2019 the Internet was deliberately closed down 213 times in order to limit freedom of expression and access to information, often in conjunction with demonstrations or other activity critical of the incumbent government (Access Now 2020). This is in particular critical during the COVID-19 pandemic, where a considerable part of human activity is forced on-line. Some governments use the pandemic as a pretext to expand public surveillance and limit access to information and the “digital public sphere”, including closing down news sites and disseminating fake news. (Freedom House 2020). National Human Rights Institutions and civil society organisations are concerned about digital surveillance and harassment during the pandemic. Women and girls are particularly vulnerable to harassment as are minorities like indigenous peoples and LGBTI-persons.

Government agencies in many developing countries struggle to deliver on common goods like safety and security and public services like education, health as well as physical and virtual connectivity. This is also the case for key public entities within systems of human rights like ministries of justice, courts, police and national human rights institutions. Such entities are crucial to upholding the separation of powers between the branches of government and thereby preventing arbitrary use of executive power. However, these entities are under increasing pressure from political quarters that try to limit their independence and autonomous decision-making.

Another mounting pressure of grave concern, from both a democratic and human rights perspective, relates to the trend of highly advanced digital technology being exported to many countries over the past five years – including in Africa – without any due diligence, legal framework or regulatory institutions in place to ensure protection of citizen’s rights.

While current challenges are many there are also reasons for optimism and hope. The use and of application of human rights has widened and deepened to an extent few, if any, would have believed possible during the cold war. International courts and human rights institutions have a historically high level of impact and influence. ²⁷⁾ Young people in particular assemble in the street or convene on the net expressing their views about a range of issues like climate change, social and economic inequality and corruption. Developments in the Middle East, among other places, show that there is a continued popular aspiration for democracy and human rights, in particular amongst women. Some business leaders across the world advocate for adherence to democratic norms and human rights and engage actively in transformational change spurred by the digital and green transition. ²⁸⁾

4.Objective

The objective of the appraisal is to provide quality-assurance of the Development Engagement Document and its related material and recommendations prior to submission of the documentation to the Council for Development Policy.

²⁷⁾ Annette Faye Jakobsen: ”Kampen om Menneskerettighederne”. 2016

²⁸⁾ Information 30. Oktober 2019

Outputs/deliverables

The outputs of the appraisal will be:

- A Draft Appraisal Report (Max.15 pages + annexes) with specific recommendations to the appropriation documentation to be submitted to HCE for comments;
- A Final Appraisal Report (Max.15 pages + annexes) with specific recommendations to the appropriation documentation to be submitted to HCE.
- A Summary of Recommendations Overview of the specific recommendations to be submitted alongside the Final Appraisal Report.

5.Scope of Work

The scope of work will include, but not necessarily be limited to, the following tasks:

1. Overall rationale and justification incl. preparation process
 - Assess the relevance of the development engagement and its objectives in a global and/or national context and its compatibility with Danish development policy;
 - Assess justification and rationale of the development engagement support design;
 - Assess the adequacy of the preparation process, i.e., whether the necessary analyses have been prepared, including a stakeholder analysis, and whether there has been sufficient consultation with and participation by key stakeholders and target group representatives, where relevant;
 - Consideration by the development engagement of relevant previous experiences and lessons learned;
 - Follow up to recommendations of the MFA Programme Committee
2. Proposed Programme Support
 - Assess of the development engagement objectives and quality of the theory of change and the results framework;
 - Assess contribution towards poverty reduction and human rights, national, relevant Danish priorities, gender equality and the four HRBA principles;
 - The technical, institutional and financial feasibility of the development engagement;
 - Consider operational, geographical and thematic focus, avoidance of geographical and thematic spread, avoidance of institutional complexity, and manageability in terms of size and number of DIHR partners;
 - Assess commitment to the development engagement by DIHR and major stakeholders and capacity of partner institution(s) to absorb and manage the support;
 - Assess DIHR's partnership approach, incl. the will and ability to reach out to partners and support capacity development in partner organisation(s),
3. The management and organisation of the development engagement including reporting and review mechanisms;
 - The adequacy of the proposed financial management system including accounting, auditing and procurement mechanisms;
 - Budget including budget allocation expected efficiency and costing;
 - The sustainability of the expected outcome of the development engagement including exit strategy;

- The adequacy of the proposed management arrangement and monitoring, evaluation and learning system (quality of baseline data, indicators, documentation of results, learning and adaptation strategy, etc.);
- The assumptions, risks and pre-conditions, i.e. whether these have been sufficiently analysed and whether relevant mitigating measures are included (ref. to Danida Guidelines for risk management);

6.Method of work

The overall responsibility for the appraisal rests with the Department for Evaluation, Learning and Quality (ELK) of the Danish Ministry of Foreign Affairs of Denmark. A team of two ELK Development Specialists will conduct the appraisal. The appraisal will be undertaken in accordance with Danida's Aid Management Guidelines.²⁹

The work will comprise a desk study and virtual meetings with DIHR, their partners and other relevant stakeholders as well as HCE. During the desk study, the team will review key documents provided by HCE. Preliminary conclusions and recommendations will be presented to and discussed with HCE and DIHR at a debriefing before submission of the draft appraisal report.

7.Timing

The appraisal will commence on 6 April 2021 and is expected to be completed by 30 April 2021 in accordance with the following schedule:

06 April	Appraisal initiated
19 April	Debriefing with DIHR and HCE – presentation of preliminary findings and recommendations
23 April	Draft appraisal report
28 April	Comments to appraisal report
30 April	Final appraisal report integrating comments from responsible unit and partner

8.Team composition

Two development specialists, ELK.

9.Background documents

List of background documents to be finalised in consultation and uploaded to a sharepoint location which the Consultant will have access to. Documents to be compiled includes:

- Development Engagement Document + annexes
- Underlying documentation as set out in the list of supplementary materials.
- Other documents as relevant

Copenhagen, April 2021

²⁹) It should be noted that the DED follows the old guidelines for Programmes and Projects

Annex 2 List of persons consulted

Name	Organisation	Position
Louise Holck	DIHR	Executive Director
Eva Grambye	DIHR	Deputy executive director, International Division
Ann Lisbeth Ingerslev	DIHR	Head of Finance and Administration
Birgitte Feiring	DIHR	Department director, Human Rights and Development
Francesca Thornberry	DIHR	Chief adviser, Human Rights and Development
Elsebeth Krogh	DIHR	Department director, Human Rights Systems
Christelle Zafiryadis	DIHR	Team leader Sahel, Programme manager law enforcement, Human Rights Systems
Karol Limondin	DIHR	Senior legal adviser, Human Rights Systems
Elin Wrzoncki	DIHR	Department director, Human Rights and Business
Andrew Charles Odeti	DIHR	Adviser, Human Rights and Business
Kristine Yigen	DIHR	Department director, Human Rights Capacity
Stine Maria Müller	DIHR	Senior adviser, Human Rights Capacity
Francesco Castellani	DIHR	Senior adviser, Human Rights Capacity
Nieves Molina Clemente	DIHR	Project manager, Human Rights Capacity
Pernille Boye Koch	DIHR	Head of Research
Hans-Otto Sano	DIHR	Senior Researcher
Stéphanie Lagoutte	DIHR	Senior Researcher
Ojut Miru Ojolu	DIHR	East Africa Regional Hub Consultant
Rakeb Abbera	Ethiopian Human Rights Commission	Senior Strategic Advisor
Elizabeth Kamundia	Kenya National Commission on Human Rights (KNCHR)	Assistant Director, Research, Advocacy and Outreach Directorate
James Mwenda	KNCHR	
Abdi	KNCHR	
Robert Buluma	National Bureau of Statistics	Manager Population and Social statistics
Ola Adawi	Independent Commission for Human Rights, Palestine (ICHR)	International Relations and Program Development Officer

Ousséni Ouedraogo	Department of Prison Administration, Ministry of Justice and Human Rights, Burkina Faso	Deputy Director
Léa Dofini Tamboura	Ministry of Justice and Human Rights, Burkina Faso	DIHR Focal point
Mahamane Laouali Madougou	National Police School, Niger	Director
Phillip Sabuni	Paralegal Alliance Network, Zambia	National Coordinator
Raymond Kankomba	National Legal Aid Clinic for Women, Zambia	Senior Paralegal Officer
Abdu Ali	OHCHR East Africa Regional Office	Monitoring, Evaluation and Database Officer
Sarah Rattray	UNDP	Global Policy for Human Rights Specialist
Priya Sood	UNDP	Coordinator Global Alliance SDG 16
Julia Kercher	UNDP Oslo Governance Centre	Senior Expert on Governance and Peacebuilding
Ilena Bello	GANHRI	Operations Manager
Peter Bøgh Jensen	HCE/MFA	Chief Advisor, Human Rights and Democracy Portfolio
Thomas Nikolaj Hansen	HCE/MFA	Team Leader, Civil society
Kasper Thede Anderskov	HCE/MFA	Team Leader, Economy and Administration
Jonas Lundsgaard Palmstrøm	HCE/MFA	Financial Management Officer
Anders Stuhr Svensson	FRU/MFA	Special Advisor
Carla Cecilia Baumann Greiber	RDE/Addis Ababa	Team leader, Bilateral Relations
Trine Louise Mågård Hansen	RDE/Addis Ababa	Special Advisor, Governance and Climate
Signe Schelde Poulsen	RDE/Bamako	First Secretary, Political Advisor
Søren Høgsbro Larsen	Danish UN mission, Geneva	Team Coordinator:
Joseph Kimani Njuguna	RDE, Nairobi	Programme Officer
Lucien Ouedraogo	RDE, Ouagadougou	Programme Officer
Mansour Khaled Azmi	Danish Representative Office, Ramallah	Programme Officer