

# #TogetherWeCanEndTorture IRCT 2022-24

## Key results:

**Outcome 1 - Healing:** Torture Survivors receive the best possible support to rebuild their lives and have more space to make their voices heard:

- IRCT member capacity improved to provide rehabilitation through use of Global Rehabilitation Standards to over 50,000 torture survivors, of whom at least 50% are women, annually worldwide;
- Survivors' rehabilitation improved through IRCT members integrating livelihood support into rehabilitation;
- Survivor agency improved through IRCT members engaging survivors through provision of safe and inclusive spaces.

**Outcome 2 - Justice:** States improve their laws, policies and practice on justice, reparation, and prevention of torture:

- IRCT forensic evidence and expert opinions contribute to increased State accountability and justice for survivors through public exposure of violations, strategic litigation, public advocacy;
- Global, regional, and national anti-torture laws, policies and mechanisms are improved based on IRCT advocacy;
- Civil society actors and state institutions have capacity, tools and resources to be effective and influential in the fight against torture;
- IRCT is a strong and ethical organisation in the anti-torture ecosystem.

## Justification for support:

- The fight against torture is an important part of Denmark's efforts to protect and promote human rights as well as a priority in the new Development Cooperation Strategy;
- Torture is still practised in more than 100 countries and its impact is felt in every place there is a survivor. IRCT's members have a unique knowledge of rehabilitation gained through decades of clinical practice and human rights advocacy.

File No.	2021 - 18546					
Country	Global					
Responsible Unit	HCE					
Sector	Human Rights and Democracy					
Partner	IRCT					
	<i>DKK mill.</i>	2022	2023	2024	20xx	Tot.
Commitment	9	9	9			27
Projected ann. disb.	9	9	9			27
Duration	2022 – 2024					
Previous grants	Core grant 2019 - 2021					
Finance Act code	06.32.08.70					
Head of unit	Mette Thygesen					
Desk officer	Tue Kristoffer Westhoff					
Reviewed by CFO	Yes: Kasper Thede Anderskov					

## Relevant SDGs 16 – Peace & Justice and Strong Institutions

 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
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

## Strategic objectives:

To improve access to quality rehabilitation for over 50.000 torture survivors and strengthen State action to ensure justice, reparation, and prevention of torture.

## Justification for choice of partner:

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

## Summary:

Torture is still practised in more than 100 countries around the world. Torture rehabilitation plays a key role in ensuring reparations for victims and promoting democracy, co-existence and respect for human rights. Providing reparation to survivors of torture help reconstruct lives and heal broken societies. At the same, IRCT will work to implement a comprehensive global advocacy programme to influence States to improve laws, policies and practice on justice, reparation and prevention of torture.

## Budget:

Outcome 1: Healing	11.9 DKK million
Outcome 2: Justice	13.3 DKK million
Administration fee	1.8 DKK million
<b>Total</b>	<b>27 DKK million</b>

# Standard Programme Document

## [#TogetherWeCanEndTorture](#) IRCT 2022-24

### 1. Introduction

The present programme document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning IRCT 2022-24 as agreed between the parties: The International Rehabilitation Council for Torture Victims (IRCT) and Humanitarian Action, Civil Society and Engagement Department, Danish Ministry of Foreign Affairs.

The programme document is an annex (annex 1) to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below.

“The Documentation” refers to the partner documentation for the supported intervention, which is [#TogetherWeCanEndTorture](#) IRCT program 2022-24.

### 2. Context, strategic considerations, rationale and justification

This programme is presented in a context where the very principles of global human rights are at the centre of rapid and unpredictable change. Global geopolitical shifts, increasing authoritarianism, shrinking civil society space, conflict and humanitarian crises, climate change, extreme social and economic inequality and the COVID-19 pandemic all pose fundamental challenges to States’ commitment to, and public enjoyment of human rights. As a tool of oppression, discrimination and punishment of dissent, torture and ill-treatment is intrinsically linked with the general state of stability, democracy and human rights in the world. Therefore, the impact of the programme will be dependent on and influence these larger societal issues of our time

Torture is still reported in **more than 140 countries** around the world, despite its absolute prohibition in international law, leaving hundreds of thousands of survivors and their families severely traumatised. IRCT’s research shows that in States where torture occurs, it is often part of a systematic practice by authorities. The full extent of torture worldwide remains hidden and under-reported. Data collected by IRCT members from the more than 50.000 torture survivors supported each year indicate that the groups at highest risk of torture are persons living in poverty; political dissidents and protesters; and groups subject to systematic discrimination, including women, LGBTI persons and ethnic minorities. In the IRCT’s experience, these groups are tortured to suppress political dissent, pro-democracy activism and the defense of human rights; as part of systemic discrimination; and as part of criminal “investigations” where innocent people are tortured to confess so the police can meet performance targets.

States routinely deny that torture happens within their formal structures. When credible allegations are made, they are met with impunity by those institutions that are supposed to protect survivors and sanction the perpetrators. These institutions often lack the necessary technical capacity and independence from the institutions and individuals they are supposed to investigate. This is enabled by disempowerment of survivors and social stigma experienced by many survivors, which means that the general public is often silent about the brutality that is carried out in their name. In this context of denial, it is very difficult to make governments investigate, prosecute, and provide reparation to survivors. Survivors are also deprived of a space to tell their story, to get acknowledgement of the wrongs done to them, and avenues for action against perpetrators of torture to prevent further occurrences.

For torture rehabilitation centres this lack of global awareness about the scale of the problem means that the human and financial resources available for rehabilitation are grossly insufficient to meet the needs of torture survivors globally. Furthermore, many rehabilitation centres and their individual staff work in a context where they cannot speak openly about their work, which leaves them professionally isolated.

Consequently, torture survivors, their families and communities continue to suffer traumatisation and marginalisation. This keeps them trapped in poverty, further marginalises women, children and LGBTI persons and significantly reduces the physical and mental health of larger populations. When there is no public acknowledgement that torture is taking place, it is difficult to convince governments to prioritise and seriously tackle the issue through accountability, reparation and prevention. When States fail to act against torture it constitutes a systemic denial of one of the most fundamental human rights for all of its citizens. In addition, it has devastating effects on central State institutions that fail to address torture, including the police and the justice system which are left deficient and corrupt and met by public mistrust.

This programme is presented in a context of significant opportunities. Because greater geopolitical challenges to democracy and human rights are so widely felt and so visible, they have created an unprecedented awareness in the global public about the importance of human rights in everyday life. Increasing numbers of people are willing to stand up and speak up to defend human rights – for themselves and for the most vulnerable among us. This engagement creates a strong foundation for exposing torture and forcing governments to start the difficult process of eradicating it. At the same time, those who chose to engage need support to be protected from torture and to get professional support when it happens. Therefore, the IRCT has added a new strategic focus on torture during protest and dissent to IRCT's thematic priorities.

Over the past 30 years, the anti-torture sector has grown from a small number of civil society organisations, including the IRCT, to a global web of actors including state institutions, independent human rights monitoring mechanisms, global and local civil society organisations, four United Nations mechanisms and several regional mechanisms with torture specific mandates. The work is based on complementary institutional mandates to eradicate torture and present a significant potential for increased impact through stronger synergies between the different actors.

In this strategic period, the IRCT will seek to deepen collaboration with the many other actors working in the same sector to maximise its global impact. The 5 global anti-torture organisations [APT](#), [OMCT](#), [REDRESS](#), [FIACAT](#) and [IRCT](#) are already collaborating closely to push for more global awareness that torture still exist and must be eradicated. On 26 June 2021, the communication departments developed a joint hashtag and coordinated a week of social media messaging [#TogetherWeCanEndTorture](#). IRCT will develop this further while also expanding the collaboration with institutions such as Human Rights Watch and national civil society actors. This is outlined in more detail in the context analysis. Finally, this programme will lead to a significant shift happening in the rehabilitation sector where IRCT members are leading the development of new rehabilitation approaches. The two most prominent are the integration of livelihood support in rehabilitation services and inclusion of torture survivors in rehabilitation and anti-torture advocacy. During consultations with the membership, the IRCT has identified a significant unmet interest from members in exchanging and formulating best practices in relation to these two topics, and to share across the wider sector to increase uptake, participation and inclusion more broadly.

During the past 5 years, the IRCT has undertaken a major organisational reform to ensure to make a unique and highly impactful contribution to the global fight against torture in the current context. This has been led by IRCT's members and board and guided by a series of external and internal evaluations that have helped identify and sharpen the focus on the following strategic advantages of the IRCT:

1. IRCT is a global network comprising more than 4000 health professionals supporting more than 50.000 torture survivors each year. This makes IRCT the world's leading experts on health-based rehabilitation and documentation of torture and its consequences; and it gives unique access to the experiences of torture survivors, which IRCT can turn into credible information about global and local torture practices and the best way to address them.
2. IRCT has a strong culture of sharing knowledge and expertise within the network to make sure that torture survivors everywhere benefit from the most recent and effective rehabilitation practices. The COVID-19 pandemic prompted the organisation to develop new knowledge-sharing methodologies to be more effective and efficient.
3. IRCT is highly effective and impactful in utilising its health-based expertise to expose torture and influence legal and political processes to strengthen torture victims' rights and prevent torture. IRCT does this in mutually beneficial collaboration with a large network of global and local anti-torture actors. IRCT continues to grow this network and to deepen collaboration where its health expertise can contribute to stronger impact.

The programme will be implemented on the basis of these core strengths to create global impact in the fight against torture. The focus will be on supporting IRCT members in the 52 ODA countries out of 76 countries where IRCT members are located. Those are often the members at the highest risk and with most limited resources. The majority of IRCT activities, technical and financial support is geared towards addressing torture in DAC countries. The IRCT monitors its impact on the fight against torture and issued a report on the [impact on the fight against torture in Africa in 2020](#). The strong sense of solidarity in the IRCT network results in frequent action taken by IRCT's resource stronger members to support member contributions, support members under threat by providing safe spaces, psycho-social care and political outreach, and collaborative public statements at strategically relevant times.

### • Past Results and Learning

The key achievements of the last programme (detailed in the Annual Reports<sup>1</sup> and noted by the DKMFA mid-term review) saw a modest growth in membership, increased member engagement (including high-value pro-bono contribution, and increased contribution to the Torture Journal), and significant learning results from the new online membership community platform [FABO.org](#). There was a noteworthy progress in key programme including the development and uptake of the Anti-Torture Database and publication of the Global Minimum Standards for Torture Rehabilitation. This programme includes the continued roll-out of these successful initiatives, and uses them as a basis for the next strategic priorities.

Among IRCT's key advocacy results was its significant role in the fight against conversion therapy by researching and publishing a major report and expert statement with the IFEG which was taken forward by the UN Independent Expert on Sexual Orientation and gender Identity and influenced widespread global media and civil society actors including at the Copenhagen World Human Rights Forum and World Pride.

IRCT was able to intervene in 22 individual cases of torture in 2020 and 20 cases in 2019. In addition, IRCT has worked on laws, policies, and implementation practices in 25 countries during 2019 and 2020. Through these interventions, IRCT worked with Human Rights Watch to expose police abuse in Brazil, Colombia and Venezuela, and collected evidence that secured payment of compensation to torture survivors from the Gambia, a commitment from the Uganda public prosecutor to investigate torture in accordance with international standards and IRCT supported the federal and state

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<sup>1</sup> <https://irct.org/media-and-resources/publications>



level panels investigating systemic torture by the Nigeria police to enable them to effectively engage with victims, evaluate evidence and award reparations.

Please find four specific one-page examples of select results delivered in the past years annexed for further illustration of IRCT's impact (see Annex 6).

The IRCT will build on these successful methods and momentum to take forward future advocacy.

The IRCT strives to be a learning organisation with a strong listening culture. IRCT's Strategies, interventions, and programme are developed in close collaboration with all members, and based on continuous learning from their needs, challenges, priorities, and those of the survivors they serve. The current programme and Strategy was developed using a participatory consultation from November 2000 to June 2001, reflecting the priorities of members.

IRCT's programme monitoring and risk management frameworks enable the organisation to identify performance and operational issues and adjust plans to suit. IRCT's day-to-day work culture encourages live exchange, including in webinars, training sessions, or online inputs from members to specific thematic questions. A recent example of this responsive learning saw the creation of new and more accessible messaging methods - a storyboard illustrating anti-torture advocacy impact with UN actors – in response to feedback that audiences had difficulty understanding the flow and impact of IRCT advocacy and influencing work.

Learning also occurs more systematically through research, reviews and evaluations, coordinated by the secretariat, frequently debated in plenary and acted upon as new activities or other strategy adjustments. One example is the conclusions of the external evaluation of the Anti-Torture Data base project funded by the Dutch government whose conclusions form the next phase activities under IRCT's 'Tech for Democracy' theme.

- **Strengthening connections to Danish development priorities and stakeholders**

The programme has a strong link to key Danish foreign policy and development priorities. Most importantly, it contributes to the global enjoyment of human rights and in particular protection against torture, which has been a longstanding priority for Denmark most recently confirmed in *The World We Share*. IRCT is already engaging in the Danish 'Tech for Democracy' discussion by bringing experience and challenges from an IRCT project called the Anti-Torture Data Base into play. The project aims to enhance civil society organisations' ability to capture torture survivor data through increased use of tools, data, systems and digital networks, thereby increasing democratic space. Other significant connections include IRCT's contribution of its torture prevention and policy influencing expertise on the Danish Institute for Human Rights advisory board and the International Accountability Platform on Belarus by DIGNITY.

The IRCT will enhance its input to the different anti-torture processes that are led by Denmark at the UN in Geneva and New York. This will include inputs to torture resolutions, thematic initiatives at the Human Rights Council and inputs to UPR recommendations on torture.

IRCT is increasingly engaging in Danish civil society networks. IRCT does this to make best use of available resources and to share its own tools and knowledge, and use of IRCT professional, global mental health capacity and share experience affecting policy change with the broader human rights and development sector in Denmark and globally. For example, IRCT is actively using the Dan Church Aid administered platform [FABO.org](https://fabo.org) as an IRCT membership community/knowledge sharing virtual platform for the global membership, instead of financing and developing IRCT's own virtual platform. This is also why the IRCT is active in strategically relevant working groups under Globalt Fokus. IRCT cemented other partnerships at the World Human Rights Forum held in Copenhagen, which catalysed connections between IRCT members and Danish groups fighting against the [torturous practice of conversion therapy](#). Finally, [IRCT's torture reporting tool](#) (in Arabic, French, Russian, Spanish) has been shared

with Danish and international stakeholders for their staff and community members to capture vital evidence to expose torture and ill treatment.

- **Alignment with cross-cutting priorities**

IRCT's operations and pathways to impact are rooted in the principles of the human rights-based approach, including the non-discrimination of, and inclusion of young people and people of all genders. This programme has a particular focus on increasing the ambition around inclusion, participation, empowerment and increasing the agency of the torture survivors.

IRCT's work focuses on responding to and supporting those whose human rights have been abused and ending impunity for duty-bearers who infringe on those rights by bringing about accountability. This requires a deep understanding of and take action on gaps between the application of principle and practice in human rights relating to healthcare access, violence, abuse, and redress.

All IRCT members as well as the secretariat need to be fully aware of their duties to ensure access to all, and by measuring and monitoring the use of rehabilitation services including through sex-age and disability disaggregated data, IRCT takes active steps to identify and mitigate any biases in access to the rehabilitation or justice services provided. This programme will see the roll-out of the Global Rehabilitation Standards among the IRCT's members, which include equality, inclusion, and accountability elements. IRCT will continue to pursue gender and LGBTQ+ focused projects, which intend to highlight and remedy the enablers of torture, and lack of sufficient care and justice, for those facing systemic marginalisation. The strategic priorities for the period include a focus on participation and empowerment of survivors in the design of their healing journey, including livelihood support, seeking justice safely and speaking publicly about their experience and needs.

The central principle of the sustainable development goals is to 'leave no one behind'. IRCT's mission is to service those who experience torture, which is rooted in being left behind; through inequality, poverty, discrimination, and lack of access to other rights such as the right to health and justice. In addition, without holistic rehabilitation and protection, many survivors are further marginalised, oppressed, and plunged into further poverty because of losing or not being able to gain a livelihood. This programme looks to increase the agency, voice, and choice of survivors in their healing journey and to help them speak out, seek justice and redress. As they play a role in providing evidence to reform the policies, laws and institutions that enable torture to others in future, they thereby play a part in stopping someone in future being left behind.

The IRCT is aware of its climate impact and is committed to operating with a minimal carbon footprint, following major changes to policies in the past two years. The organization invested in digital communications methods, allowing IRCT members and governing structure to meet, learn and share knowledge without travel. Reduction of the carbon footprint remains a priority, including the hybrid work and reduced office space for the secretariat to decrease power usage and commute, limit travel, increase awareness of opportunities to decrease the carbon footprint further where possible. Beyond carbon mitigation, IRCT's online platform FBO.org, methods for remote working and remote governance enable greater resilience to potential climate shocks in most member locations and to enable partners and others to use the technology to be more adaptable when needed. The projects include climate and environmental assessments as part of risk assessments. Furthermore, climate stresses for example climate-induced migration, may lead to an increase in torture and impact access to justice. IRCT will monitor these climate risks or impacts, and report, advocate for change and adjust methods and work approaches as relevant.

### 3. Programme Objective (\*)

#TogetherWeCanEndTorture

To improve access to quality rehabilitation for over 50.000 torture survivors and strengthen State action to ensure justice, reparation, and prevention of torture.

### 4. Theory of change and key assumptions (\*)

Between November 2020 and June 2021, the IRCT conducted extensive consultations with its membership with the view to preparing a new organisational strategy. The consultation generated consistent feedback. All regions participated. Torture Rehabilitation centres are part of IRCT for two reasons:

1. IRCT members are often professionally isolated and at risk because of the work they do and through the IRCT they want to support each other to provide the best possible rehabilitation to torture survivors in a safe environment.
2. As health professionals with years of experience working directly with survivors, they believe that their expertise and knowledge can have a significant impact in the global fight for justice, reparation, and prevention of torture.

As a network, IRCT is stronger than as individual members. IRCT can intervene where members face reprisals, and as a globally connected organisation members are more protected from state pressure. By working collaboratively, members connect, share, and learn together to create best practice including in healing, documentation, and organisational standards. As a part of IRCT, health professionals are strongly connected to international and national accountability mechanisms, and together have a louder voice in global advocacy.

Based on this feedback and consultation with external stakeholders, the IRCT developed the following theory of change, which was adopted by a virtual meeting of the IRCT's General Assembly in June 2021.

IRCT believes,

*IF* more survivors receive effective services to help them rebuild their lives and have safe and inclusive spaces to speak out;

*IF* torture is credibly exposed;

*IF* national laws and policies comply with the UN Convention against Torture and international standards for rehabilitation; and

*IF* national civil society actors and State agencies have access to effective anti-torture tools and expertise;

*THEN* there will be a global improvement in the lives of survivors, their rights will be strengthened, accountability for torture will increase, and local action to prevent torture from continuing will be successful.

During the strategic period 2022-25, the IRCT will pursue this aim through the following two impact areas:

1. **Healing:** Torture Survivors receive the best possible support to rebuild their lives and have more space to make their voices heard.
2. **Justice:** States improve their laws, policies and practice on justice, reparation, and prevention of torture.

Further details are included in the Workplan Outline (annex 7) and the internal workplan 2022 (annex 8).

## 1. Healing

Torture damages the physical and psychological well-being and the socio-economic and legal situation of survivors and their families, as well as their communities.

Not only does it violate personal integrity in these ways, but, according to survivors, it also deprives them of two of the most fundamental forms of human agency, which are essential to rehabilitation: their right to livelihood, and their ability to speak out about what happened to them.

**1.1 Improved Rehabilitation Capacity:** IRCT members will enhance their capacity to support all survivors who ask for help based on IRCT's Global Standards on Rehabilitation. IRCT secretariat will work through a virtual platform (fabo.org) which functioned effectively throughout the COVID19 pandemic. IRCT will proactively provide online knowledge sharing and skills enhancement based on members' voices and experiences explaining the Global Rehabilitation Standards and testing their knowledge via blended learning interactions in an effective, cost conscious and climate friendly system. Also, IRCT secretariat will provide the digital or virtual space (fabo.org) to enhance exchange among global members on new rehabilitation techniques, research and publication in the [Torture Journal](#) and data protection and collection in the anti-torture database project.

This is rooted in the premise that torture rehabilitation centers proactively participate and continue to prioritize sharing and mutual support. To mitigate risk of lack of trust and engagement, in particular data protection and ethical behaviour and active communication need to be ensured.

**1.2 Better Livelihoods:** For survivors facing challenging socio-economic circumstances, the IRCT will support a member led, IRCT-facilitated steering committee to advance and exchange best practices in fostering livelihoods as a key component of the torture rehabilitation process by partnering with development experts and organisations. Supporting survivors to develop initiatives that allow them to access a stable income and support their families, can create stronger foundation for the healing process. Developed by survivors themselves, the livelihoods initiatives empower individuals to regain control of their and their family's socio-economic situation, thereby restoring the agency lost during their torture experience. For many torture survivors, successful livelihoods initiatives thus present fulfilling life projects that both enable and empower them to heal. This element has been more directly incorporated in the torture rehabilitation process due to demand by members and a supportive evidence base. IRCT will collaborate with other development partners to contract their expertise in livelihoods projects using different market-based intervention modalities. Member centers with proven track experience from previous, evaluated livelihoods projects, will take the regional lead in Sub-Saharan Africa and Asia. It is assumed that resources and expert knowledge can be secured to create sustainable initiatives.

**1.3 Safe and Inclusive Spaces for Survivors:** IRCT will support members through a member-led, IRCT-facilitated steering committee to create more safe and inclusive spaces where survivors can share their experiences, take ownership of their rehabilitation, and exercise their rights, including to participate in the fight for justice. Survivor empowerment ensures that the agency that was taken from survivors during their torture is regained already in the process of rehabilitation. In addition, it gives survivors the opportunity to become powerful anti-torture advocates themselves. The IRCT network will continue to serve as a platform to represent the experiences of survivors and work to amplify their voices in advocacy interventions. Member centers with proven record of accomplishment with survivor engagement modalities in Sub-Saharan Africa, EU and USA will take regional lead in promoting organisational update and change related to survivor engagement. Speaking out can potentially put the survivors at risk of threats or re-traumatisation. Approaches that create a safe, secure space, and assess possible negative impacts will be identified to minimize that risk. The assumption is that the extensive experience of IRCT members in this field can be shared with other rehabilitation centres.

## 2. Justice

To influence States to improve laws, policies and practice on justice, reparation and prevention of torture, the IRCT will implement a comprehensive global advocacy programme. The programme focuses on three interconnected results that come together to create sustainable improvements.

**2.1 Exposing torture:** IRCT will work with other leading campaigning, legal and human rights organisations to leverage forensic evidence, which can document and expose torture to hold states accountable through public advocacy and strategic litigation. This includes focusing on exposing torture practices that are widely prevalent and should be banned, such as conversion therapy, and building strong coalitions to advance that goal. Together with partner organisations, IRCT will press international and national mechanisms to investigate torture and develop appropriate procedures for facilitating the participation of victims in those processes.

**2.2 Strengthening laws, policies, and practice:** The IRCT will advocate with UN and regional human rights mechanisms to develop strong anti-torture standards that reflect the perspectives and experiences of survivors. This includes engaging these mechanisms to increase the pressure on States to adopt and implement anti-torture laws and policies that comply with international standards. IRCT will use their review procedures and recommendations to conduct advocacy and facilitate the national level dialogue with State agencies.

**2.3 Improving implementation:** To promote sustainability of these developments, IRCT will make sure that state agencies have access to technical expertise on documentation of torture and rehabilitation of survivors and strengthen the capacity of national civil society to monitor their governments and hold them accountable. The IRCT will strengthen the capacity of civil society organisations and State institutions to effectively advocate against torture and implement international accountability standards. In particular, tools will be developed and trainings and expertise provided on how to investigate and document violations using the Istanbul Protocol (IP), establish national rehabilitation programmes, and design victim centred justice processes. In addition, the IRCT and its global membership will continue to advocate for the prevention of torture to remain a priority among States and for the necessary resources to be dedicated to supporting actors who provide rehabilitation to torture survivors.

### *How IRCT works – guided by the members and in partnership with others*

The IRCT Secretariat will lead the advocacy programme with active member involvement. To enhance the impact and reach of the interventions IRCT will seek to always implement in collaboration with one or more external anti-torture actors including litigating or campaigning organisations such as Human Rights Watch. IRCT will use its health expertise and close contact to torture survivors to expose torture in individual cases and systemic practices. Furthermore, IRCT Secretariat's holds highly specialised advocacy expertise and holds strong global networks that will be activated to make the findings and solutions heard in global, regional and national decision-making processes. Finally, IRCT will share its world-leading expertise in forensic documentation of torture and rehabilitation of survivors with state agencies and national civil society organisations through an online learning platform, practical print and web tools and training workshops.

Torture is always a controversial issue to raise with the states that perpetrate it, and the intervention is designed to overcome this challenge. However, the intervention is based on the assumption that it is safe for civil society actors to raise the discussion. The IRCT will therefore prioritise interventions in places where this basic condition for democratic dialogue is in place. Should this condition change during the course of the intervention, the IRCT will shift its focus in consultation with the national member organisation towards generating international pressure on the State through engagement with the UN and regional human rights mechanisms.

### *Localisation*



The IRCT members are the owners of their own organisational development and local advocacy priorities in the fight against torture. The IRCT Secretariat facilitates their capacity development and access to state-of-the-art rehabilitation knowledge so they can improve in the areas where they determine it to be most necessary. Similarly, the IRCT Secretariat provides high-level advocacy expertise and networks for the membership to be more impactful in their advocacy interventions at the national level but it is each individual member that determines the specific national policy priorities. This ensures that IRCT's interventions are always locally owned, highly context relevant and address the most pressing local challenges. This is also a highly effective formula for the IRCT to have global impact that far exceeds the number of staff in the International Secretariat.

The IRCT is structured with a strong focus on localisation. The organisation's governance is composed of representatives of local rehabilitation centres from all regions of the world. They oversee the work of the organisation and actively contribute to creating strong connections between the IRCT Secretariat and individual member organisations around the world.

IRCT's advocacy with global institutions, is executed by the Secretariat based on the global policy priorities decided by the membership. Individual interventions will involve members with relevant expertise where possible and relevant.

## 5. Summary of the results framework (\*)

This summary presents the top-level aspects of the results framework. The full framework including outputs can be accessed in Annex 3.

Programme	<b>IRCT Strategy- #TogetherWeCanEndTorture</b>
Programme Objective	Rehabilitation of torture survivors, documenting and investigating torture and ensuring that traumatised survivors can effectively participate in legal processes that concern their torture experience and speak up against torture.
Impact Indicator	# of torture survivors supported to rebuild their lives globally.  # of countries prompted to take anti-torture action.

<b>Goal 1</b>	<b>HEALING</b>
Outcome 1	<b>IRCT member capacity improved to provide rehabilitation through use of Global Rehabilitation Standards to over 50,000 torture survivors, of whom at least 50% are women, annually worldwide (SDG3)</b>
Outcome indicator	a. % of members who use IRCT's Global Standards on Rehabilitation b. % of member centers actively engaged in capacity exchange and learning through IRCT's Virtual Knowledge platform: Fabo.org, Torture Journal, Anti-Torture Website.
Baseline	Year 2021
	41 members actively engaged in GRS development and roll out.

Target	Year 2024	50% of IRCT members have improved their torture rehabilitation process through practice-changing learning and interactions through use of Global Rehabilitation Standards.
Outcome 2		<b>Survivors' rehabilitation improved through IRCT members integrating livelihood support into rehabilitation. (SDG 1, 2, 8)</b>
Outcome indicator		% of members in the Global South integrating livelihoods projects into their rehabilitation work and exchanging best practices.  % of members who integrate new livelihoods projects and report a positive impact on rehabilitation of torture survivors.
Baseline	Year 2021	4 members from different regions working with survivor livelihoods form steering committee to develop project.
Target	Year 2024	50% of IRCT members in global south have improved their torture rehabilitation process through practice-changing learning and interactions on survivor livelihoods.
Outcome 3		<b>Survivor agency improved through IRCT members engaging survivors through provision of safe and inclusive spaces (SDG10)</b>
Outcome indicator		% of member centers with systematic approach to providing spaces for survivor engagement and activism beyond initial rehabilitation, including safely speaking out, taking ownership of their healing journey, and exercising human rights.
Baseline	Year 2021	5 members from different regions working with survivor engagement form steering committee to develop project.
Target	Year 2024	Increase by 30 % of total members from baseline have systematic approach and improved practice on survivor engagement.
<b>Goal 2</b>		<b>JUSTICE</b>
Outcome 1		<b>IRCT forensic evidence and expert opinions contribute to increased State accountability and justice for survivors through public exposure of violations, strategic litigation, public advocacy. (SDG 5, 16, 17)</b>
Outcome indicator		a. # of times where IRCT evidence is referenced or promoted by key national stakeholders and media outlets. b. # of criminal or human rights investigations commenced based on or utilizing IRCT forensic evidence or expert opinions.
Baseline	2021	a. IRCT undertakes on average 15-25 strategic case interventions each year referenced or promoted by at least 50 key stakeholders/outlets each (750-1250 times)  b. IRCT anticipates that in 50% of cases, evidence will lead to or be used in courts or other investigations (7-12 cases or investigations per year)

Target	2024	<p>a. IRCT evidence will have been referenced or promoted by at least 2000 stakeholders and key media outlets.</p> <p>b. IRCT evidence will have contributed to at least 20 investigations</p>
Outcome 2		<b>Global, regional, and national anti-torture laws, policies and mechanisms are improved based on IRCT advocacy. (SDG 1, 5, 16, 17)</b>
Outcome indicator		<p>a. # Instances where international standards and practice by UN and regional human rights mechanisms is strengthened through IRCT input and advocacy.</p> <p>b. # countries that receive recommendations to improve their action against torture in relation to IRCT's specific national policy priorities from UN and regional human rights monitoring mechanisms.</p> <p>c. # countries that take concrete steps to improve national laws, policies and practice on issues addressed by IRCT international, regional and national advocacy.</p> <p>d. Amount of funds distributed by the UN Voluntary Fund for Victims of Torture (UNVFVT) to organisations that support torture survivors.</p>
Baseline	2021	<p>a. The IRCT currently influences UN and regional standards and practice on average in 2-4 instances each year including through resolutions, general comments, reports and practice changes.</p> <p>b. 6-8 countries per year.</p> <p>c. 2-4 countries per year</p> <p>d. The UNVFVT currently distributed approximately 8 million USD each year.</p>
Target	2024	<p>a. The IRCT will have influenced at least three major policy or practice changes and additional 5 minor policy changes.</p> <p>b. At least 20 countries will have received recommendations to improve their action against torture in relation to IRCT's specific national policy priorities from UN and regional human rights monitoring mechanisms.</p> <p>c. At least 10 countries will have taken concrete steps to improve national laws, policies and practice on issues addressed by IRCT international, regional and national advocacy</p> <p>d. The UNVFVT will distribute approximately 16 million USD each year.</p>
Outcome 3		<b>Civil society actors and state institutions have capacity, tools and resources to be effective and influential in the fight against torture (SDG 16 and 17)</b>
Outcome indicator		<p>a. # of IRCT members that report improved capacity to effectively advocate against torture including through international and regional bodies.</p> <p>b. # of national civil society actors and State agencies that report improved capacity to investigate and document torture and ill-treatment using the Istanbul Protocol (IP).</p>
Baseline	2021	<p>a. Over the past 3 years, 9 IRCT members surveyed all reported to have learned new skills.</p>

		b. 6 civil society actors and state agencies improved capacity but no systematic rating of the level of improvement.
Target	2024	a. 15 members will report to have improved their capacity with a rating of 4 out of 5. b. 25 civil society actors and state agencies report improved capacity to document torture at a rating of minimum 3,5 out of 5
<b>Goal 3</b>		<b>IRCT is a strong and ethical organisation in the anti-torture ecosystem (SDG 5, 8, 16, 17)</b>
Outcome		IRCT is a preferred partner to other organisations, donors, and its members in the anti-torture ecosystem.
Outcome indicator		# organisations and institutions involved in the fight against torture at the international level with who the IRCT actively collaborates
Baseline	2021	The IRCT is currently actively collaborating with 25-30 organisations involved in the fight against torture at the international level
Target	2024	The IRCT is actively collaborating with 40 organisations involved in the fight against torture at the international level

## 6. Inputs/budget (\*)

The budget has been prepared in DKK, applying a standard exchange rate to convert the IRCT budget which is prepared in EUR according to IRCT's internal rules.

The overall amounts applied for are the following:

Budget line	Total Budget (1000 DKK)	2022 (1000 DKK)	2023 (1000 DKK)	2024 (1000 DKK)
<b>GOAL 1: HEALING</b>				
<b>OUTCOME 1.1 GLOBAL REHABILITATION CAPACITY</b>	4.915	1.850	1.570	1.494
<b>OUTCOME 1.2 LIVELIHOODS</b>	3.616	1.113	1.250	1.254
<b>OUTCOME 1.3 SURVIVOR ENGAGEMENT</b>	3.368	1.178	1.093	1.097
<b>GOAL 2: JUSTICE</b>				
<b>OUTCOME 2. TORTURE EXPOSED</b>	6.402	2.098	2.136	2.168
<b>OUTCOME 2.2 LAWS STRENGTHENED</b>	4.236	1.293	1.462	1.481
<b>OUTCOME 2.3 TOOLS FOR ADVOCACY</b>	2.697	883	899	915
Audit	223	74	74	74
<b>A - Total direct cost: Programme specific activities supporting main outcome #TogetherWeCanEndTorture</b>	25.234	8.413	8.411	8.409
<b>B - Total indirect cost</b>	1.766	589	589	589
<b>Total budget (A+B)</b>	27.000	9.002	9.000	8.998
GRANT (annual liquidity required / disbursement plan)	27.000	9.000	9.000	9.000

### Direct support cost allocation:

IRCT has structured its budget according to the Strategy 2022-25 in three goals that contain seven outcomes. Please note that under the application to the DMFA, IRCT seeks funding for only for Goal 1 and Goal 2 with their corresponding 6 outcomes.

All activity specific costs (salary and non-salary) are allocated directly under the outcomes. Salary costs are allocated based on their time registration sheets. The IRCT registers separately all project support costs, including project

supervision as well as activity specific IT, finance, HR and office costs. These are re-allocated to each of the outcomes. Only those costs deemed eligible under the DMFA grant criteria will be registered as direct support costs.

The direct support costs are re-allocated to the outcomes each month, based on the financial month-end closure. While not all outcomes have the same level of direct financial volume, the IRCT perceives all outcomes as equally important to a full delivery under the Strategy. Therefore, IRCT has chosen a re-allocation key of 1/7 of the direct support cost to each of the 7 outcomes.

#### *Fair share donor coverage:*

IRCT seeks diverse donor support and requests of all its donors to cover a fair share of support costs. As a point of departure, IRCT follows a pro rata cost allocation mechanism, i.e. each donor should cover the same proportion of support cost as they cover direct costs (relating to the total annual costs under each project or outcome).

Where there are limitations, e.g. by limited eligibility criteria or overhead, alternative unearmarked funding will be used to cover the remaining share of the support costs. Currently the IRCT has unearmarked funding from international foundations, consultancy income, and member fees that can be used for this purpose.

## **7. Institutional and Management arrangement (\*)**

The IRCT secretariat (10 staff) is responsible to the General Assembly elected Executive Committee, which is composed of 7 members, one from each region: Sub Saharan Africa, Asia, Middle East/North Africa, Europe, North America, Latin America and Pacific. The Executive Committee oversees the organisation by ensuring accountable and strategic governance, with close monitoring of implementation of the IRCT strategy and cost-effective use of funds. The IRCT secretariat reports quarterly to Ex Com on programme achievements and challenges against a Results Based Framework and Ex Com approved annual budget. Learnings, delays, challenges, risks and under/overspend from approved budget are debated and assessed before approval of quarterly reporting by Ex Com. In addition to quarterly reporting, the IRCT secretariat produces an annual report and audited financial statements which are approved by Ex Com and made publicly available on IRCT website.

The IRCT Management (Secretary General, Director of Operations and Director of Advocacy) meet bi-monthly, ensure a comprehensive and appropriate set of financial, operational and ethical policies are in place, socialised throughout the secretariat, and that all staff are trained on regularly. This includes anti-torture policy, safeguarding, anti-corruption, data protection and virtual security. Staff are trained using courses from other NGOs (recycling and reuse is most cost effective) available on fabo.org, followed by a discussion at an IRCT staff meeting. By combining an individual virtual training experience with a group discussion, IRCT anchors the learnings clearly with staff encouraging them to think about their attitudes, behaviour and decision making. The same themes are discussed in the staff consultation committee (SG, DO, 2 staff reps) which meets 4 times per year. An online complaints mechanism is available on IRCT website. Further risks are routinely assessed and acted on if they breach a tolerance threshold, including supply chain risks and child labour, anti-terrorism financing and other fundraising procedure risks, and other regulatory risks.

IRCT secretariat communicates proactively with the global membership in 3 ways: Regular leadership information emails, emails about virtual learning events on fabo.org, and verbal connections with individuals and groups of up to 100 persons using a variety of appropriate digital communications platforms. The IRCT communication strategy outlines the organisation's annual targets for increasing traction for the #TogetherWeCanEndTorture engagement campaign in our outward-facing communication products: videos, articles, written pieces, and podcasts.

A majority of IRCT secretariat staff spend 100% of their time working to support members in the ODA countries. Select staff (SG, DO, virtual learning associate) have a global profile and therefore use their time supporting activities and members which also include non-ODA countries.





#### Reporting calendar:

Report	Date	Requirements
<b>Progress report I</b>	31 March 2023	DMFA Financial and narrative reports 2022; budget monitoring report for project period including actual expenses for 2022; work plan for the year following the reporting period
	30 June 2023	Annual audit report 2022 including management letter, Annual narrative report 2022 including an updated results matrix
<b>Progress report II</b>	31 March 2024	DMFA Financial and narrative reports 2023; budget monitoring report for project period including actual expenses for 2022-2023; work plan for the year following the reporting period
	30 June 2024	Annual audit report 2023 including management letter, Annual narrative report 2023 including an updated results matrix
<b>Final report</b>	31 March 2025	DMFA Financial and narrative reports 2024; budget monitoring report for project period 2022-2024
	30 June 2025	Annual audit report 2024 including management letter, Annual narrative report 2024 included an updated results matrix

Annually, in the third quarter of 2023, 2024 and 2025, the Ministry of Foreign Affairs of Denmark and the IRCT shall meet to discuss the annual reporting packages submitted by IRCT, the general development of the organization and torture rehabilitation movement and any changes, challenges or significant development relating to the grant.

The Department of Humanitarian Action, Civil Society and Engagement of the Ministry of Foreign Affairs of Denmark shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project/programme.

After the termination of the project/programme support, the Department of Humanitarian Action, Civil Society and Engagement of the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluations in accordance with this article.

## **8. Financial Management, planning and reporting (\*)**

Applicable guidelines:

The grant is administered according to the MFA guidelines for Programmes and Projects ([www.amg.um.dk](http://www.amg.um.dk)) and the General Guidelines for financial management – unless exceptions or other more specific details are made in this document.

For eligibility of expenses, the grant is administered according to the General Guidelines for Financial Management – unless exemptions or other more specific details/conditions are outlined in this document (or separate annexes, e.g. cost category model). Other exemptions may be agreed by email exchange.

Reference is made to Danida's "General Guidelines for Financial Management – for development cooperation", which can be accessed on [www.amg.um.dk](http://www.amg.um.dk) and more specifically: <https://amg.um.dk/en/tools/financial-management/accounting-and-auditing>.

Spending of the grant must comply with OECD's requirements for overseas development assistance (ODA). Hence, the purpose of all underlying activities must be economic development and welfare improvement in developing countries.

### **Procedures and minimum requirements pertaining to:**

#### **(i) Disbursements**

The grant 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.

A disbursement request template is available through the General financial Management Guidelines<sup>1</sup>.

Funds will be transferred in Danish kroner from DMFA to:

- Account Holder: IRCT
- Bank: Danske Bank, Holmens Kanal branch, Holmens Kanal 2, 1090 Copenhagen K, Denmark
- Swift code: DABADKKK
- Registration No: 4183
- Account Number: 4310-821152
- IBAN: DK9030004310821152

IRCT will confirm receipt of funds as soon as possible and no later than 14 days after receipt of funds from DMFA.

#### **(ii) Partner procedures pertaining to financial management**

IRCT's local partners are mainly IRCT member centres with an inherent, pre-existing relation. All Members need to fulfil IRCT's membership criteria and abide by IRCT's anti-corruption policy. As a pre-requisite for selecting an organisation for collaboration, the IRCT will establish specific partnership criteria, which may include financial position, financial management experience, accountability, and implementation capacity.

For any project partnership, contracts will be issued and signed before the start of the project or transfer of funds. The contracts must include as a minimum: Disbursement criteria, amounts (incl. currency) and schedule; Budget; Eligibility of the expenditure; Organisational bank account where the funds will be transferred to; Financial reporting obligations; Anti-corruption clause; Donor specific requirements as relevant.

For the financial reporting, the IRCT will provide a reporting template and the recipient needs to submit a financial report, including and documentation, in most cases copies of receipts and/or an audit report or signed annual financial statements. If the applicant is not a member, additional information on the financial position of the organisation may be requested.

To monitor implementation by the partner regular meetings will be held, either monthly, quarterly or other, depending on the nature of the activity. Given that IRCT prioritises virtual procedures over travel, periodic online meetings will be held with the partner. In selected cases (based on risk assessment) IRCT will carry out field visits to the partners.

#### **(iii) Procurement and travel**

IRCT will manage the grant with care, consideration and due diligence. In accordance with IRCT's existing guidelines.

Air travel related to activities funded by the MFA partnership should be on economy class and taking the most cost-efficient and feasible route possible, taking into account airline safety.

<sup>1</sup> <https://amg.um.dk/bilateral-cooperation/financial-management>

Airline mileage points that are earned on business trips in relation to the activities funded by the MFA are not to be used for private purposes by the organisation's staff members, but to ensure cheaper business trips.

The current government circular from the Agency for Modernisation, Ministry of Finance regarding allowances for duty travels, including reimbursement of mileage, daily allowances and reimbursements as per country should be seen as a maximum in connection with expenditures for hotels, payments of daily allowances etc. (most recent "Satsregulering for tjenesterejser").

(iv) Work planning

IRCT prepares an annual work plan for the implementation of activities with input from the Secretariat and member centres or other local partners as relevant. The work plan is monitored, quarterly reports are presented to the Executive Committee and adjustments are made as necessary. The DMFA will be informed of any significant changes.

(v) Narrative progress reports and financial reports

IRCT will present annual financial and narrative progress reports to the DMFA and share the organisational annual financial and narrative reports. The narrative reporting follows the strategy and structure outlined in the results framework. The financial reporting follows the structure of the budget.

(vi) Accounting and auditing

The IRCT adheres to Danish Generally Accepted Accounting Principles (GAAP) in the recording and reporting of its financial position. Any deviations from GAAP are noted in the audited annual report (financial). The DMFA grant will be audited as part of the annual audit of the IRCT. The audited Annual Report of the IRCT is presented in accordance with the provisions of the Danish Financial Statements Act for Organisations in reporting class A and will reflect the details of the grant budget.

The audited financial statement may be prepared as a 'standalone audit' or 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 or engagements is specified in a separate section, notes or appendices to the general financial statement.

The IRCT will maintain accurate records of all financial transactions and fully account for the resources provided by the DMFA using appropriate accounting and double-entry-bookkeeping bookkeeping systems and applying the 4-eye-principle. The IRCT prioritises cost-effective, secure and paperless work processes that allow remote access for users. Therefore, IRCT uses a digitised, dedicated accounting system (Business Central) for its financial administration.

The annual budget is approved by the IRCT Executive Committee, monitored and reviewed on a quarterly basis. The budget structure reflects direct activity costs, including salary and non-salary costs, costs expensed by local partners, which will mainly be IRCT centres, as well as allocated programme costs. Given the equal balance of all priority under the Strategy, the programme costs will be allocated in equal proportions to each of the seven impact areas (1/7). Indirect costs are covered by max. 7% of the DMFA grant. IRCT will maintain a transparent and fair distribution of support costs to all donors.

If budget revisions are deemed necessary, the DMFA will be consulted and asked for approval. IRCT has the discretion to re-allocate between outputs within the budget. Changes exceeding 30 % must be presented to and approved by the DMFA. IRCT has the discretion expense unused funds in the following year, with attention to the budget constraint provided by the funds committed at a given time and subject to approval by the DMFA.

Both parties will strive for full alignment of the Danish support to the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting.

(vii) Salary levels

Salary levels shall be kept in accordance with (not exceeding) the publicly recognized salary level(s) for salaries paid with public funds for comparable work and responsibilities as presented by Ministry of Finance (including 'Den fællesakademisk lønskala' via Medarbejder og Kompetencestyrelsen, [www.medst.dk](http://www.medst.dk)).

The organisation is expected to have a descriptive note explaining the internal salary structure, which ensures reasonable salary levels for different staff levels, functions or responsibilities compared to the publicly recognized salary level(s).

(viii) Recruitment

When recruiting permanent staff, IRCT shall announce positions openly and publicly and use transparent selection procedures with a view to ensure 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.

(ix) 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 unless otherwise agreed, be returned to the MFA after the approval of the final accounts for the engagement.

(x) No-cost extension

In case of delay in the project period can be extended within reasonable timelines. This must be agreed well in advance of the project end date. The main justification would be that there are reasonable and credible prospects for achieving the objectives within the extended implementation period. Alternatives should, however, be considered (e.g. reduction in scope or combination hereof), as long extension periods will have implications for the administrative costs and late closure.

(xi) Monitoring and evaluation

IRCT shall monitor and report on progress and achievements against the agreed results framework using its own system for monitoring and evaluation. IRCT uses a results framework with a combination of quantitative and qualitative indicators to measure progress and results against the objectives, outcomes, and outputs.

IRCT monitors and reports annually on progress of implementation by partners as well as by IRCT itself directly (the first annual report covers 01.01.2022-31.12.2022 (12 months)). IRCT supports partners with capacity development on monitoring, evaluation, and learning, as well as verifies reported results through monitoring visits and other initiatives. Furthermore, IRCT initiates internal assessments of partners' support needs to approve its support.

IRCT has established/will develop a monitoring, evaluation and learning framework and guidelines, to develop more adequate tools and systems for the assessment and reporting of results. This may include new reporting requirements and approaches for implementing partners, including outcome harvesting, and the expanded usage on global data and development indicators from international knowledge institutions.

IRCT shall report to the MFA on the progress achievements in implementing the DED 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 the 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 project. To facilitate the work of person(s) instructed to carry out such mission, IRCT shall provide these with all relevant support, information, and documentation.

The MFA reserves the right to undertake reviews of progress during implementation and carry out an evaluation after the termination of grant period.

Representatives of the Auditor General of Denmark shall have the right to: i) carry out any audit or inspection considered necessary with regards to the use of the Danish funds in question, based on all relevant documentation, ii) inspect accounts and records of suppliers and contractors relating to the performance of the contract, and to perform a complete audit.

## 9. Risk Management (\*)

The IRCT operates as a global network with a diverse membership of 160 rehabilitation centres. Speaking out against torture and working in often challenging environments and under political pressure creates a range of risks that need to be continuously analysed, monitored and mitigated at several levels:

1. Contextual – IRCT needs to manage any risk that the activities and engagement may create for local member centres and the torture survivors. IRCT monitor developments on the global level and all interventions are informed by the local expertise and guidance of IRCT's members, supported by joint risk management where necessary.
2. Programmatic – Working with a diverse membership in a variety of political, economic and security contexts may create a risk of changes and delays in the program implementation and shortfalls in reporting. In addition to using clear project planning tools, the IRCT focusses on maintaining close relations with members and other local partners to understand their specific circumstances and challenges and mitigate those risks as early as possible.
3. Institutional – As an NGO IRCT has a particular focus on addressing any reputational and operational risk. IRCT therefore ensures compliance to ethical standards which are set and overseen by its Governing Board. IRCT depends on the continued financial support from its donors. Active communication, project performance management, timely and accountable reporting and responsible and transparent use of funds are paramount to mitigate the funding risk. The management team and Executive Committee supervise and address risks and issues. IRCT works with financial scenario building and a three-year financial perspective and works to diversify its donor base to ensure financial sustainability. Fundraising is the priority task of the management team and often carried out in collaboration with members. The IRCT will continue to prioritise efficiency, agility and sustainability in its financing and operations so that the organisation can respond effectively to emergency situations and changing geopolitical environments. The IRCT prioritises a slim Secretariat and continues to benefit from the extensive pro-bono support of health, forensic and human rights experts to deliver its work.

## 10. Closure

With the current fundraising efforts and outlook the IRCT anticipates full implementation during the new strategic period. However, given the overall challenges in the funding environment and significant context changes IRCT experienced in the past years, the IRCT is conducting scenario planning to maintain flexibility and quickly adjust to new financial ~~circumstances~~ <sup>conditions</sup>. For this purpose, best, middle and worst-case scenarios are mapped out for current and the following two years. For the worst case, a transition and exit strategy is developed to ensure that all obligations can be met in an orderly fashion, relevant activities and assets are handed over, final reporting is conducted and the organisation closed properly.

**Annexes:**

**Annex 2: Context Analysis**

**Annex 3: Theory of Change, Scenario and Result Framework**

**Annex 4: Risk Management**

**Annex 5: Budget Details**

**Annex 6: Impact example -one-pagers on past results**

**Annex 7: IRCT Workplan Outline 2022**

**Annex 8: IRCT Internal Workplan 2022**

**Annex 9: IRCT Strategy 2022-2025**

**Annex 10: Communication Strategy**

## ANNEX 1: CONTEXT ANALYSIS

### [#TogetherWeCanEndTorture](#) IRCT 2022-24

#### 1. Overall Development Challenges, Opportunities and Risks

Torture is prohibited by international and regional treaties and in many countries also in domestic criminal law. Nevertheless, according to Amnesty International, it continues in more than 140 countries in all regions of the world<sup>1</sup>. Many victims of torture seek protection in third countries and require rehabilitation and support to seek international justice in their host countries. This makes torture a continuing global concern that every country is morally and legally obligated to address.

Recent decades have seen significant progress in eradicating torture. Despite continuous legal and political discussions about what constitutes torture, world leaders continue to express their commitment to the absolute prohibition of torture. Through the IRCT and institutions such as the UN Voluntary Fund for Victims of Torture (UNVFVT), torture survivors now have access to rehabilitation services that help them rebuild their lives in more than 100 countries. The UN has three expert mechanisms dedicated to fighting torture and there is a large number of global and local civil society organisations working on the issues all from mutually complimentary mandates. The Danish-led Convention against Torture Initiative (CTI) has provided a highly successful platform for States to support each other to eradicate torture.

At the national level, many States have passed national anti-torture laws and provide comprehensive legal protection for torture survivors and people at risk of torture. 74 States have created national preventive mechanisms that monitor the conditions in places of detention (APT OPCAT Database). Finally, through the concerted efforts of national and international civil society organisations, there are small but encouraging positive developments in courts starting to take on torture cases.

Despite all these improvements, torture continues to take place and many survivors continue to suffer without the support they need to rebuild their lives. Data collected by IRCT members from the more than 50.000 torture survivors we support each year indicates that the groups at highest risk of torture are persons living in poverty; political dissidents and protesters; and groups subjected to systemic discrimination such as women, LGBTI+ persons and ethnic minorities<sup>2</sup>.

In the IRCT's experience, these groups are tortured for several different purposes, to suppress political dissent, pro-democracy activism and the defense of human rights; as part of systemic discrimination; and as part of criminal "investigations" where innocent people are tortured to confess so the police can meet performance targets.

The current IRCT strategy seeks to address the underlying factors that allow these practices to continue. The following analysis will outline the main challenges that survivors, those at risk, and the anti-torture community currently face.

#### *Most survivors still do not have access to quality rehabilitation services*

Despite the efforts of the IRCT membership, the funding provided by the UN Voluntary Fund for Victims of Torture (UNVFVT) and the slowly increasing number of States that offer rehabilitation programmes for torture survivors, the number of survivors seeking support remains significantly higher than the capacity of rehabilitation services in the world<sup>3</sup>. For the past 10 years, the IRCT has systematically advocated for States to establish rehabilitation programmes. This has created promising results, but improvements are slow moving and often vulnerable to changes in the political landscape. The IRCT therefore still sees effective and well-resourced non-State rehabilitation services as the most effective way to guarantee survivors' right to rehabilitation.

Conflicts and large-scale human rights violations in countries such as Afghanistan, Myanmar, and Syria where torture is widespread, increase the need for rehabilitation support to survivors. This is particularly challenging for IRCT members in the neighbouring countries who are often operating in precarious financial and security contexts.

*Inequality and poverty are major obstacles to survivors accessing quality rehabilitation*

Livelihood is an important aspect to consider in the rehabilitation process, especially to those survivors who live in challenging socio-economic situations. Data and experience from IRCT members indicate that survivors in difficult socio-economic situations find it difficult to engage in therapy as long as their socio-economic needs are not addressed. Conversely, when the socio-economic needs are addressed as part of the rehabilitation process, many survivors experience far reaching positive effects for the individual, their family and community.

*Systems to disempower and silence torture survivors endure*

Powerlessness is a constituent element in the torture experienced by most survivors. Without the necessary support and safety, this powerlessness often stays with survivors and prevents them from rebuilding their lives, expose perpetrators and seek justice and care. IRCT members need to be equipped to provide the tools for torture survivors to engage more in their rehabilitation process, and to facilitate a safe and protected space for survivors who wish to speak out to do so, to claim their rights and support wider access to justice and reparations.

*Impunity is widespread*

According to the UN Special Rapporteur on Torture<sup>3</sup>, ensuring justice and accountability for torture is among the key challenges in the fight against torture in 2021 in the majority of countries in the world. Firstly, exposing torture is difficult. Although it is systematically practiced in most countries where it occurs, torture is under-reported due to fear, trauma, and stigma, among other reasons. In addition, perpetrators utilise the system and their power to prevent exposure, including by silencing and further marginalising survivors and their communities. Secondly, when torture is exposed, it is challenging to hold perpetrators accountable or to compel States to undertake the reforms needed to prevent it from continuing. Perpetrators are often influential or can impede investigation, and States are often reluctant to acknowledge their accountability and act.

*National legal frameworks remain ineffective and poorly implemented*

In recent years, the IRCT and our civil society partners have had significant success in advocating for the adoption of national anti-torture laws. Yet many states still do not have legal frameworks in place leaving torture survivors without clarity on their rights and those at risk of torture without the necessary protective measures. Furthermore, the States that have adopted good laws, often perform poorly in implementing them. Among the main problems are that states fail to pass implementing rules and regulations, allocate inadequate budgets for implementation and fail to establish the state institutions mandated to implement key provisions in the laws.

*Civil society space is shrinking*

Supporting torture survivors and fighting for justice is often risky. Many of our members work under extremely repressive circumstances where financing is blocked, personal safety is threatened, and their work is delegitimised. This threatens the safety and wellbeing of their staff and clients and makes it dangerous for them to advocate for change. IRCT members and partners work as a network to protect each other by conducting human rights monitoring in partnership, and in accordance with established international best practice, and publishing the results jointly.

**Sustainable Development Goals**

Torture and rehabilitation of survivors has connections with several of the Sustainable Development Goals (SDGs). Peace, Justice and Strong Institutions (SDG 16) are a prerequisite for anti-torture action to be effective. Without this, survivors will not access justice and laws and legal safeguards will not effectively protect people against torture. Conversely, torture and the widespread impunity that accompany it corrupt and erode the institutions that are supposed to ensure justice and peace. Therefore, increasing justice for torture survivors will have a broader positive impact on the functioning and fairness of the relevant justice system.

Torture almost exclusively targets persons who live with one or several vulnerabilities or systemic marginalisation, including women, children, LGBTI persons and persons living in poverty. The trauma and injustice suffered by these survivors further compound their vulnerabilities thereby reducing gender equality (SDG 5) and increasing poverty (SDG 1) and the overall inequalities in society (SDG 10). Therefore, healing survivors and promoting justice for the violations will have a broader positive effect in their lives and on the institutions that are responsible for their torture.

Torture creates deep and long-lasting physical and psychological trauma in survivors who experience serious health consequences such as physical disability, Post-Traumatic Stress Disorder (PTSD) and depression. These consequences have cascading effects on the health and social functioning of family members and often also at the community level. By providing rehabilitation to more than 50.000 survivors annually, we help them, their families, and communities to improve their health (SDG 3).

In a complex world, collaboration is required. Therefore, IRCT's work methodology delivers to SDG 17. IRCT will continue and increase our strategic engagement with other development actors, human rights organisations, universities, medical associations, and UN bodies to enhance policy impact and survivor rehabilitation.

#### Specific references:

1. Amnesty International website. Last accessed 26/11/21 from: <https://www.amnesty.org/en/what-we-do/torture/>
2. IRCT 2020 Annual Report (2020). Last accessed 26/11/21 from: <https://www.irct.org/publications/annual-reports/153>
3. Joint statement by the UN Committee against Torture, the UN Subcommittee on Prevention of Torture, the UN Special Rapporteur on Torture and other cruel, inhuman or degrading treatment or punishment, and the Board of Trustees of the UN Voluntary Fund for Victims of Torture (June 2021). Last accessed 26/11/21 from: <https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=27199&LangID=E> and Interim report of the Special Rapporteur on torture and other cruel, inhuman or degrading treatment or punishment - A/76/168 (July 2021). Last accessed 26/11/21 from: <https://undocs.org/A/76/168>
4. UN Office of the High Commissioner for Human Rights indicators dashboard. Last accessed 26/11/21 from: <https://indicators.ohchr.org/>

#### Key documentation and sources used for the analysis:

- a. Annual torture resolutions in the GA and Human Rights Council. Last accessed 26/11/21 from: <https://www.ohchr.org/en/issues/torture/srtorture/pages/srtortureindex.aspx>
- b. Annual reports to the GA and the Human Rights Council by the UN Special Rapporteur on Human Rights Defenders. Last accessed 26/11/21 from: <https://www.ohchr.org/EN/Issues/SRHRDefenders/Pages/SRHRDefendersIndex.aspx>
- c. Annual reports from the UN Committee against Torture. Last accessed 26/11/21 from: <https://www.ohchr.org/en/hrbodies/cat/pages/catindex.aspx>
- d. Annual reports from the UN Subcommittee on Prevention of Torture (SPT). Last accessed 26/11/21 from: <https://www.ohchr.org/EN/HRBodies/OPCAT/Pages/OPCATIndex.aspx>
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## 2. Political Economy and Stakeholder Analysis

### Global level

This programme is developed in a context where the very principles of global human rights are at the centre of rapid and unpredictable change. Global geopolitical shifts, increasing authoritarianism, shrinking civil society space, conflict and humanitarian crises, climate change, extreme social and economic inequality and the COVID-19 pandemic all pose fundamental challenges to States' commitment to, and public enjoyment of, human rights and the protection of humanitarian law<sup>1,2</sup>.

Such a context also presents opportunities. Because the challenges are so widely felt and so visible, they have created an unprecedented awareness in the global public about the importance of human rights in our everyday lives. Increasing numbers of people are willing to defend human rights – for themselves and for the most vulnerable among us.

At the United Nations, the human rights agenda is challenged by States with restrictive approaches to human rights being increasingly active and assertive in the UN's political fora<sup>1</sup>. Nevertheless, the UN's multiple human rights mechanisms continue to further develop and enhance global standards. This is most well evidenced by the emergence of global acceptance of the rights of LGBTI+ persons. In relation to torture, the global commitment to absolute prohibition continues and in the expert mechanisms, strong complementary standards continue to be developed.

The global anti-torture agenda is further strengthened by the Convention against Torture Initiative (CTI), which aims to secure universal ratification of the UNCAT by 2024 and progress on implementation. Since its start in 2014, this initiative has managed to generate 19 new ratifications of the UNCAT and a significant increase in State attention to the eradication of torture. Reflecting the collaborative approach taken by the CTI, progress in implementation has focused where States have been willing to acknowledge problems and receive technical assistance to address them. From the perspective of the IRCT and the national civil society organisations we work with, this has been helpful in two ways: 1) it has provided a vehicle for us to channel our expertise (for example, on the right to rehabilitation) into discussion between States that we would otherwise not be able to access at the same scale; 2) it has allowed us to focus our resources on the issues where our position as independent civil society organisations and our specialised expertise can take the agenda further than otherwise possible through bilateral cooperation.

Finally, the World Medical Association continues to play a very significant role in the global fight against torture through the resolutions of its General Assembly and its bilateral engagement with national medical associations. This impact has been seen for decades and most recently in relation to issues concerning forced virginity testing, forced anal examinations, and conversion therapy.

### Regional level

In recent years, regional human rights mechanisms in Africa and Latin America have taken significant positive steps in the way they address torture and ill-treatment. Among the most important developments are:

- The African Commission on Human and Peoples Rights (ACHPR) adopted a General Comment on the right to redress and rehabilitation, which provides a strong framework for better implementation of torture survivors' rights in the Africa region.
- The Committee for Prevention of Torture in Africa (CPTA) has started a process to develop an early warning mechanism for torture in countries in the Africa region. The IRCT is one of the few expert organisations invited to collaborate on the development of the mechanism.
- Based on IRCT forensic evidence, the Economic Community of West African States (ECOWAS) Court has issued its first decision finding that four Gambian journalists had been tortured by the former government in Gambia. This is a promising step towards increased judicial accountability for torture in the Africa region.
- The Inter-American Court of Human Rights issued an important decision in the Azul case finding that police violence against an LGBTI person based in discriminatory intent constituted torture. This is a very significant development towards addressing the widespread practice of discrimination-based torture in Latin America.
- The European Union continues to have a strong focus on torture in its foreign policy executed by the European External Action Service (EEAS). This is extremely helpful as a pressure mechanism when the IRCT and our members work to increase the pressure on individual States to improve their anti-torture action.

### **National political level**

At the national level in the countries in the global south where the IRCT is active, there is a more mixed picture. Among the most positive political developments are:

- Despite 20 years of discussions about the challenges to the absolute prohibition of torture, it remains largely unchallenged as a legal principle. We very rarely experience political leaders claiming that torture is, or should be used.
- Based on strong and long-term advocacy by the IRCT and our civil society partners, there is an increasing political willingness to adopt comprehensive national anti-torture legislation and to establish national preventive mechanisms to monitor places of detention.
- the IRCT as a network, individual members and our civil society partners are increasingly treated as key stakeholders for government agencies responsible for anti-torture action and our expertise is often requested by governments when they contemplate anti-torture initiatives.

While these are all positive indications in relation to the political environment we operate in, there is also a need for caution:

- Achievements often take a long time to materialise. As an example, the rehabilitation programme for torture survivors currently being established in Mexico has been a key advocacy priority for the IRCT and our partners in Mexico since 2010<sup>4</sup>. The change often happens in incremental steps and in our experience, it is often necessary to drive each step by generating pressure from the UN and other human rights mechanisms.

- The fight against torture is intrinsically linked with the overall political developments in individual countries and their commitment to democracy and human rights. This means that sometimes the changes we have achieved are rolled back when national politics change. The current situation in the Philippines is a useful illustration of this point. From 2008 to 2016, the IRCT and our civil society partners secured the adoption of the world's most comprehensive anti-torture law and regulation and worked with the government to take important steps towards justice and rehabilitation for survivors. Since 2016, when Rodrigo Duterte was elected President, we have been fighting to avoid too much regression on these gains<sup>1</sup>.

- On occasion it must be accepted that if there is no political willingness to protect human rights and eradicate torture, then our collaboration with State agencies will not achieve results. From the IRCT's perspective, it is important to quickly identify these situations so that our intervention model can shift from cooperation to denouncing violations. We have to be very focused on identifying the political problems that may prevent technical solutions for working so that we can address them with political solutions.

### **Stakeholders**

The IRCT operates in this political context with a remarkably high number of other stakeholders who have mutually complementary mandates and expertise areas. These include State institutions, independent human rights monitoring mechanisms and national preventive mechanisms, global and local civil society organizations, four UN mechanisms, several regional mechanisms with torture-specific mandates and many international, regional, and national health actors who implement anti-torture activities.

With its current strategy, the IRCT has made a strategic decision to enhance our collaboration with all these actors where relevant, thereby maximising the impact of our expertise and interventions. This approach is based on assessments of the most impactful interventions in the past five years, which showed that collaboration with external stakeholders was a key pathway to impact. The following will describe the main stakeholder groups and how we will relate to them:

- We will engage with UN and regional human rights mechanisms with a specific focus on their mandates to monitor individual country implementation of international human rights standards. Our impact research has demonstrated that this is a highly effective way for the IRCT and its members to put pressure on States to change.
- We will engage with international human rights campaigning organisations such as Human Rights Watch and Amnesty International because our internal assessments have demonstrated that combining their campaigning capacity with our technical expertise is highly impactful.
- We will collaborate more with other global anti-torture organisations (APT, OMCT, FIACAT, CTI and REDRESS), focussing on (1) joint global advocacy interventions and (2) the development of joint projects.
- We will actively support larger member organisations of the IRCT to engage further in the work of the IRCT, including coordinating international activities where there are shared interests. Our aim is to make sure that the significant resources held in these organisations contribute to building capacity of other IRCT members and to the overall objectives of IRCT's strategy. These members include the Centre for Victims of Torture (CVT), Freedom from

Torture, DIGNITY, Zentrum Überleben, Centre for the Study of Violence and Reconciliation (CSVR), Restart Center and African Centre for Treatment and Rehabilitation of Torture Victims (ACTV).

- As a network, we will support our individual member centres to collaborate with other civil society organisations, National Preventive Mechanisms and State agencies, with a primary focus on joint advocacy interventions and developing their capacity to document torture and provide rehabilitation to victims.
- The World Medical Association, regional and national associations of health practitioners play a key role in eradicating torture practices that take place in health settings such as forced virginity testing, forced anal examinations and conversion therapy. The IRCT will engage them to ensure that health professionals receive clear instructions on their ethical duty to not engage in practices that constitute torture

#### List of key documentation and sources used for the analysis:

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### 3. Fragility, Conflict and Resilience

**Summarise key conclusions from the analyses and implications for programs/projects regarding each of the following points:**

In countries where torture occurs and where there is no or weak legislation in place, or legislation in place but little adherence to it, there is an inherent undercurrent of fragility and vulnerability in society. Violent acts by persons in power – including police, judges, politicians, prison guards, employers, religious leaders - can undermine society's trust in democratic, accountable systems. Recent human rights disasters in Myanmar, Belarus, Afghanistan, Colombia, Ethiopia or Sudan have shown how tenuous the democratic foundation is<sup>1,2</sup>.

Holistic torture rehabilitation therapy activities have identified that those with lived experience of torturous practice and the persons within their families, clans, communities, and villages/towns around the victims can, if supported, play a key role in the form of 'adversity activated development' within these fragile environments. This type of development can – over time- increase an individual's resilience by bringing a spotlight on existing positive qualities, characteristics, behaviours, functioning and relationships that were retained from before the adversity, i.e. they survived the exposure to adversity. This capacity to turn a traumatic incident into an opportunity to reflect, to talk about what happened and to regain their agency as a valued person in society. The adversity experienced becomes the fuel which drives change.

Transitional justice processes often play a key role in societies overcoming conflict, instability widespread human rights violations. For these processes to be successful, they need to include those groups that have been the most impacted including torture survivors. They need to have the opportunity to tell their stories so that they can get recognition and reparation, and society can learn from what happened to them and build a better future. Rehabilitation support and survivor-centred processes play a key role in ensuring that this participation is effective.

Many of IRCT member centres are in States with high levels of poverty, and instability which may be classed as fragile or at risk of fragility or conflict. These centres are often critically under-capacitated for the level of service required of them, while often experiencing repression toward the work of the centre itself. Many others are reception countries for those displaced by upheaval or insecurity, whereby the member centres receive people seeking healing and redress for torture experience under those conditions of enhanced vulnerability. These centres can find themselves needing to respond to survivors of many nationalities and cultures in appropriate ways, as well as working with an increased number of foreign actors to support the justice and redress sought by the survivors. The IRCT network, and growing partnerships with international groups and legal support, assists to increase capacity, and share good practice and resources.

IRCT provides training in understanding and using the Istanbul Protocol for those working to support survivors, including health and legal workers and civil society actors, which presents stakeholders with globally accepted norms and standards. In creating a common understanding of the revised Istanbul Protocol, we aim to create a bigger impact by aligning the attitudes and behaviours of all stakeholders who are invested in seeking an end to torture, and ensuring justice and rehabilitation for those who suffer torture.

Partnering with other like-minded human rights organisations like Human Rights Watch, Amnesty International, World Medical Association, the Swedish Red Cross and Human Rights House are examples of collaborations which create the needed transformational space.

**Key resources and references used for this analysis:**

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#### 4. Human Rights, Gender, Youth and applying a Human Rights Based Approach

Torture is prohibited by international and regional treaties and also in many countries in domestic criminal law. The UN Convention against Torture, which has been ratified by 171 countries, provides the primary global legal framework. This is supplemented and given more detail by a series of other legal and policy instruments including the Optional Protocol to the Convention against Torture (OPCAT), General Comments from the UN Committee against Torture and resolutions from the UN General Assembly and Human Rights Council<sup>1,2</sup>. Together these instruments provide a comprehensive framework to end torture, which can be summarised as follows. States must:

1. Criminalise torture in their domestic law
2. Prevent torture from happening including through safeguards and monitoring of places of detention
3. Investigate all allegations of torture and prosecute perpetrators
4. Provide comprehensive reparation to victims including through rehabilitation

At the regional level in Africa, Latin America and the Council of Europe, these rights are mirrored in regional treaties and policy instruments. Finally, an increasing number of States have adopted national anti-torture laws to give national effect to these standards.

The overarching problem for torture survivors and persons at risk of torture is that these legal frameworks are very poorly implemented often due to a lack of political will and technical capacity. When torture is not addressed and survivors are not supported, the trauma continues and spreads through families and communities and the institutions responsible for addressing torture become corrupted and, thus, further weakened in their ability and willingness to address the problem.

This lack of implementation is the primary reason why torture continues to be the fourth most frequently addressed topic by recommendations to States in the Universal Periodic Review (UPR)<sup>3</sup>. The IRCT uses these recommendations alongside recommendations from the UN Committee against Torture to guide and reinforce our national work promoting healing and justice for torture survivors. In 2021, the IRCT published an internal evaluation, which demonstrated how these mechanisms and their recommendations have a very significant positive effect on our work promoting national change. They help push States to ratify international standards and adopt national laws, they influence State institutions to change their practices and they give IRCT members and other civil society organisations more legitimacy and space to operate and engage with state actors.

#### Human Rights Based Approach (HRBA)

The work of the IRCT and its members is based on human rights principles. According to its Statutes, the IRCT and its members commit themselves to the following values as guiding principles for their work:



- Universality, indivisibility and interdependence of human rights, in accordance with international law, since they understand human rights to be the basic platform in the pursuit of equality and happiness of every person, regardless of gender, race, ethnicity, and religious or political affiliation;
- The principles of Medical Ethics recognised internationally;
- Cultural diversity and mutual respect, since they believe that all cultures of the world have a contribution to make in the understanding of the human experience and that such sensitivity is the indispensable requirement for the effective protection of the vulnerable, the disenfranchised, and the minorities;
- Democracy, as the most desirable model for the governance of any collective human activity;
- Rule of law, conducting their decision-making processes in coherence with the codified regulations and in accordance with established procedure, to avoid arbitrary treatment;
- Transparency, understood as the duty of every elected representative, manager, and staff of the organisation and its members to render all relevant information on the actions taken on behalf of the community;
- Accountability, as the ability of the community to scrutinize compliance with the mandate and establish responsibility; and
- Due process, since they believe that impartial, effective and efficient justice is essential for the eradication of impunity and the enforcement of accountability.

**The HRBA will be applied and the level criteria will be met as follows**

*Participation:*

The programme has a central focus on inclusion and empowerment of torture survivors as the primary rights-holders in our sector. This work will develop torture survivors' ability to participate and own their own rehabilitation process and provide those that wish with the opportunity to speak up about their cases and become anti-torture advocates. We will actively promote the creation of spaces where torture survivors can address policy makers so that their experiences influence anti-torture policies. Many IRCT members already have extensive experience in this field and they have committed to making their expertise and experience available to the broader membership.

*Accountability:*

On the level of the individual, justice is necessary to restore the victims' dignity, to provide reparation to victims, to give them a sense of closure and to allow them to rebuild their lives after torture. Torture impacts not only victims but also their families and communities. By supporting victims and holding perpetrators accountable, the programme will have a transformative effect on societies as it will contribute to reintegrating victims into societies; re-establishing the primacy of law over force; rebuilding trust between groups who were opposed to each other; reinforcing social cohesion; preventing the recurrence of conflicts that lead to human rights violations.

*Non-discrimination:*

Torture often occurs in a context of widespread discrimination. It is often used as a tool for perpetrators to impose their power and control over individuals or groups who share specific characteristics (such as their minority status, their indigenous background, their religious beliefs, their gender or sexual orientation, their political affiliations, etc) and who often are marginalised because of their socioeconomic status. Because of its devastating physical and psychological consequences, torture leads to an increased stigmatisation and social exclusion of these individuals or groups. In addition, victims often do not have the means to access remedies or the political system to have their voices heard. The project will contribute to eliminating discrimination by allowing victims to exercise their rights; by changing social attitudes and behaviours of individuals; by promoting just, equitable and multi-denominational societies, valuing diversity and protecting all of their members, irrespective of their characteristics.

### *Transparency:*

This programme has a central focus on making information available to IRCT members and rights-holders so that they have equal access to exercise and claim their human rights. This will be achieved through member-to-member exchanges, production of free online training materials and tools and technical assistance with accessing global and regional human rights mechanisms. The IRCT is committed to ensuring that information and meetings are accessible in as many languages as relevant and financially possible to make access to information and participation equal.

### *Human rights guide the identification of expected results:*

All the expected results were identified with the aim of reinforcing the protection and realisation of torture victims' rights. In addition to access to justice, the expected results will also support torture victims' rights to a fair trial, rights to seek redress, legal remedy and reparation, to be free from discrimination and to equality before the law.

### **Gender**

The 2016 report by the Special Rapporteur on Torture<sup>5</sup> highlighted the need to take a gender informed approach to the definition of torture and called for increased attention to fighting gender-based torture. The experiences and practices highlighted by the Special Rapporteur are echoed in the experience of the IRCT. According to the data extracted from the IRCT's Anti-Torture Database, which is currently being used by 13 IRCT members in 11 ODA-eligible countries, about 46% of client torture survivors seen by IRCT member organisations are female, 53% are male and 1% are intersex (out of 2,446 clients). The data illustrates that almost all female victims have experienced sexual torture and report that this happened in a general context of high levels of gender inequality. The data and experience of IRCT members also demonstrates that it is more difficult for victims of gender-based torture to disclose and complain about torture due to societal stigma and the support services not being geographically available.

Approximately 6% of the clients served (male, female and intersex) stated that they were targeted because of their gender identity or sexual orientation. However, we also find this can vary greatly from one country to another (e.g., 37% in a centre in India, 14% in Cambodia). Sexual orientation can also be a deciding factor both in the type of victim targeted and the method of torture used, including forced anal examinations. In many countries, hetero-normativity and homophobic views are still so prevalent that State authorities openly support abusive practices such as forced anal examinations. While the IRCT has been successful in convincing UN anti-torture mechanisms that this constitutes torture, victims living in countries where homosexuality is prohibited are still unable to report their cases to the police or to seek help in public hospitals due to fear of more abuse. Since gender-based violence and torture is particularly difficult to prove in court due to structural biases, the forensic medical evidence produced in this programme will be essential in such cases.

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**Are additional studies/analytic work needed? How and when will it be done?** Additional research will be completed involving survivor engagement and impact of restored/livelihood on torture survivor rehabilitation process. There will be open calls for research on both areas in Torture Journal 2022/23.

## 5. Inclusive sustainable growth, climate change and environment

Using a forward-looking, cost- and climate efficient strategy, the programme will utilise relevant tele-health tools and digital platforms ([fabo.org](https://fabo.org)) in order to maintain a climate relevant, high level of connectivity with torture survivors, development partners and policy actors.

The IRCT is aware of its climate impact and is committed to operating with a minimal carbon footprint, following major changes to policies in the past two years. We have invested in digital communications methods, allowing our members and governing structure to meet, learn and share knowledge without travel. Our operations continue to reduce in footprint, we have been able to significantly reduce office

area and power usage at the Secretariat and will continue to be aware of and take opportunities to decrease our carbon footprint further where possible.

Beyond carbon mitigation, IRCT's online platform [FABO](#), methods for remote working and remote governance enable greater resilience to potential climate shocks in most member locations and to enable partners and others to use the technology to be more adaptable when needed. Our projects include climate and environmental assessments as part of risk assessments, and we are acutely aware of the potential for new reasons or methods of torture being brought about due to climate stresses (for example, climate-induced migration), and its impact on access to justice. Through our work, we will monitor these climate risks or impacts, and report, advocate for change and adjust our own methods and work.

#### References used in this section:

1. Our Impact - IRCT website. Last accessed 26/11/21 from: <https://www.irct.org/our-impact>

### 6. Capacity of public sector, public financial management and corruption

**Summarise key conclusions and implications for the country strategic frameworks/programs/projects: Not Applicable**

### 7. Matching with Danish strengths and interests, engaging Danish actors and seeking synergies

The programme has a strong link to key Danish foreign policy and development priorities. Most importantly, it contributes to the global enjoyment of human rights and in particular protection against torture, which has been a longstanding priority for Denmark most recently confirmed in The World 2030. IRCT is already engaging in the Danish 'Tech for Democracy' discussion by bringing our experience and challenges from an IRCT project called the Anti-Torture Data Base into play. The project aims to enhance civil society organisations' ability to capture torture survivor data through increased use of tools, data, systems, and digital networks, thereby increasing democratic spaces. Other significant connections include IRCT's contribution of its torture prevention and policy influencing expertise on the Danish Institute for Human Rights advisory board and the International Accountability Platform on Belarus by DIGNITY.

The IRCT will enhance its input to the different anti-torture processes that are led by Denmark at the UN in Geneva and New York. This will include input to torture resolutions, thematic initiatives at the Human Rights Council and input to UPR recommendations on torture. In addition, the IRCT will continue to collaborate with the Danish-led Convention against Torture Initiative (CTI) with a specific focus on the implementation part of CTI's mandate.

IRCT is increasingly engaging in Danish civil society networks. We do this to make best use of available resources and to share our own tools, share knowledge and use of IRCT professional, global mental health capacity and share experience affecting policy change with the broader human rights and development sector in Denmark and globally. For example, IRCT is actively using the Dan Church Aid administered platform [fabo.org](#) as an IRCT membership community/knowledge sharing virtual platform for our global membership, instead of financing and developing our own virtual platform. This is also why IRCT is active in strategically relevant working groups under Globalt Fokus. IRCT

cemented other partnerships at the World Human Rights Forum held in Copenhagen, which catalysed connections between IRCT members and Danish groups fighting against the torturous practice of conversion therapy. Finally, IRCT's torture reporting tool (in Arabic, French, Russian, Spanish) has been shared with Danish and international stakeholders for their staff and community members to capture vital evidence to expose torture and ill treatment.

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

List additional studies that might be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

## ANNEX 3: THEORY OF CHANGE, SCENARIOS AND RESULTS FRAMEWORK

### F: Results Framework for Programmes

Programme	<b>IRCT Strategy #TogetherWeCanEndTorture</b>
Programme Objective	Rehabilitation of torture survivors, documenting and investigating torture and ensuring that traumatised survivors can effectively participate in legal processes that concern their torture experience and speak up against torture.
Impact Indicator	# of torture survivors supported to rebuild their lives globally  # of countries prompted to take anti torture action.

<b>Goal 1</b>		<b>HEALING</b>	
Outcome 1		<b>IRCT member capacity improved to provide rehabilitation through use of Global Rehabilitation Standards to over 50,000 torture survivors, of whom at least 50% are women, annually worldwide (SDG3)</b>	
Outcome indicator		a. % of members who use of IRCT's Global Standards on Rehabilitation b. % of member centers actively engaged in capacity exchange and learning through IRCT's Virtual Knowledge platform: Fabo.org, Torture Journal, Anti-Torture Website.	
Baseline	Year 2021		41 members actively engaged in GRS development and roll out.
Target	Year 2024		50% of IRCT members have improved their torture rehabilitation process through practice-changing learning and interactions through use of Global Rehabilitation Standards.
Outcome 2		<b>Survivors' rehabilitation improved through IRCT members integrating livelihood support into rehabilitation. (SDG 1, 2, 8)</b>	
Outcome indicator		a. % of member in the Global South integrating livelihoods projects into their rehabilitation work and exchanging best practices. b. % of members who integrate new livelihoods projects and report a positive impact on rehabilitation of torture survivors	
Baseline	Year 2021		4 members from different regions working with survivor livelihoods form steering committee to develop project.
Target	Year 2024		50% of IRCT members in global south have improved their torture rehabilitation process through practice-changing learning and interactions on survivor livelihoods.
Outcome 3		<b>Survivor agency improved through IRCT members engaging survivors through provision of safe and inclusive spaces (SDG10)</b>	
Outcome indicator		% of member centers with systematic approach to providing spaces for survivor engagement and activism beyond initial rehabilitation, including safely speaking out, taking ownership of their healing journey, and exercising human rights.	
Baseline	Year 2021		5 members from different regions working with survivor engagement form steering committee to develop project.



Target	Year 2024		Increase by 30 % of total members from baseline have systematic approach and improved practice on survivor engagement.
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Output 1.1	<b>Provision of IRCT's learning e-course on 17 global standards of rehabilitation to all members</b>		
Output indicator	a. % of member centres with at least one staff (gender disaggregated) obtaining GSR certification b. % of total members reporting through the Global Impact Survey implementation of at least two GSR standards.		
Baseline	2021		Baseline to be established – new initiative
Target	Year 1		Establish baseline in the start-up period.
Target	Year 2		Increase by 10% of total members from year 1
Target	Year 3		Increase by 10% of total members from year 2
Output 1.2	<b>IRCT members actively exchange knowledge via virtual platform</b>		
Output indicator	# of members actively engaged in virtual exchange through participation in webinars, submissions to Torture Journal, use of Anti-Torture data base.		
Baseline	Year		40% of total IRCT membership are engaged in at least one activity
Target	Year 1		Increase by 10% of total members from baseline
Target	Year 2		Increase by 10% of total members from year 1
Target	Year 3		Increase by 10% of total members from year 2

Output 2.1	<b>Integration of livelihoods projects by members in Global South</b>		
Output indicator	# of Global South Members reporting integrating livelihoods.		
Baseline	2021		4 members (from different regions) will form the project steering committee and develop baseline
Target	Year 1		Increase by 10% of total members from baseline
Target	Year 2		Increase by 10% of total members from year 1
Target	Year 3		Increase by 10% of total members from year 2
Output 2.2	<b>Reporting the impact of livelihoods projects on rehabilitation</b>		
Output indicator	# of research articles and public-facing. social media products shared on livelihoods		
Baseline	2021		No baseline data – new initiative
Target	Year 1		Baseline to be established in start-up phase
Target	Year 2		Increase by 10% of total members from year 1
Target	Year 3		Increase by 10% of total members from year 2

Output 3.1	<b>Provision of safe spaces where survivors to speak out</b>		
Output indicator	# of IRCT secretariat facilitated activities where survivors speak out		
Baseline	2021		4 members from different regions will form the project steering committee and develop baseline
Target	Year 1		Increase by 10% of total members from baseline
Target	Year 2		Increase by 10% of total members from year 1
Target	Year 3		Increase by 10% of total members from year 2
Output 3.2	<b>Contribution of survivors to their rehabilitation</b>		
Output indicator	# of members reporting engagement of survivors in forming/implementing their rehabilitation process		

Baseline	2021		No baseline data – new initiative
Target	Year 1		Baseline to be established in start-up phase
Target	Year 2		Increase by 10% of total members from year 1
Target	Year 3		Increase by 10% of total members from year 2

<b>Goal 2</b>		<b>JUSTICE</b>	
Outcome 1		<b>IRCT forensic evidence and expert opinions contribute to Increased State accountability and justice for survivors through public exposure of violations, strategic litigation, public advocacy. (SDG 5, 16, 17)</b>	
Outcome indicator		a. # of times where IRCT evidence is referenced or promoted by key national stakeholders and media outlets. b. # of criminal or human rights investigations commenced based on or utilizing IRCT forensic evidence or expert opinions.	
Baseline	2021		a. IRCT undertakes on average 15-25 strategic case interventions each year referenced or promoted by at least 50 key stakeholders/outlets each (750-1250 times) b. We anticipate that in 50% of cases, evidence will lead to or be used in courts or other investigations (7-12 cases or investigations per year)
Target	2024		a. IRCT evidence will have been referenced or promoted by at least 2000 stakeholders and key media outlets. b. IRCT evidence will have contributed to at least 20 investigations
Outcome 2		<b>Global, regional, and national anti-torture laws, policies and mechanisms are improved based on IRCT advocacy. (SDG 1, 5, 16, 17)</b>	
Outcome indicator		a. # Instances where International standards and practice by UN and regional human rights mechanisms is strengthened through IRCT input and advocacy. b. # countries that receive recommendations to improve their action against torture in relation to IRCT's specific national policy priorities from UN and regional human rights monitoring mechanisms. c. # countries that take concrete steps to improve national laws, policies and practice on issues addressed by IRCT international, regional and national advocacy. d. Amount of funds distributed by the UN Voluntary Fund for Victims of Torture (UNVFVT) to organisations that support torture survivors.	
Baseline	2021		a. The IRCT currently influences UN and regional standards and practice on average in 2-4 instances each year including through resolutions, general comments, reports and practice changes. b. 6-8 countries per year. c. 2-4 countries per year d. The UNVFVT currently distributed approximately 8 million USD each year.
Target	2024		a. The IRCT will have influenced at least three major policy or practice changes and additional 5 minor policy changes. b. At least 20 countries will have received recommendations to improve their action against torture in relation to IRCT's specific national policy priorities from UN and regional human rights monitoring mechanisms. c. At least 10 countries will have taken concrete steps to improve national laws, policies and practice on issues addressed by IRCT international, regional and national advocacy d. The UNVFVT will distribute approximately 16 million USD each year.
Outcome 3		<b>Civil society actors and state institutions have capacity, tools and resources to be effective and influential in the fight against torture (SDG 16 and 17)</b>	
Outcome indicator		a. # of IRCT members that report improved capacity to effectively advocate against torture including through international and regional bodies.	

			b. # of national civil society actors and State agencies that report improved capacity to investigate and document torture and ill-treatment using the Istanbul Protocol (IP).
Baseline	2021		a. Over the past 3 years, 9 IRCT members surveyed all reported to have learned new skills. b. 6 civil society actors and state agencies improved capacity but no systematic rating of the level of improvement.
Target	2024		a. 15 members will report to have improved their capacity with a rating of 4 out of 5. b. 25 civil society actors and state agencies report improved capacity to document torture at a rating of minimum 3,5 out of 5

<b>Outputs 1.1</b>		<b>Forensic evidence for individual and group cases</b>	
Output indicator		<ul style="list-style-type: none"> <li># expert assessments used for publicly exposing torture, strategic litigation or public advocacy.</li> </ul>	
Baseline	2021		a. IRCT currently conducts 12-20 case interventions each year
Target	Year 1		a. 15-25 case interventions
Target	Year 2		a. 15-25 case interventions
Target	Year 3		a. 15-25 case interventions

<b>Output 2.1</b>		<b>Strengthening international and regional laws and policies:</b>	
Output indicator		a. # of advocacy initiatives promoting major changes in policy or practice at the UN Human Rights Council (reparations and recognition of updated Istanbul Protocol). b. # of interventions with the EU and the ACHPR	
Baseline	2021		a. 1-2 major initiatives per year. b. 2-4 policy interventions per year.
Target	Year 1		a. Advocacy initiatives focused on reparations, recognition of the new Istanbul Protocol and increasing funding for the UNVFVT initiated. b. 2-4 policy interventions per year.
Target	Year 2		a. Advocacy initiatives focused on reparations and recognition of the new Istanbul Protocol concluded. b. 2-4 policy interventions per year.
Target	Year 3		a. Advocacy initiative focused on increasing funding for the UNVFVT concluded and 1 new advocacy initiative initiated. b. 2-4 policy interventions per year.
<b>Outputs 2.2</b>		<b>Country-based interventions in UN and regional mechanism to put pressure on individual countries to take action against torture</b>	
Output indicator		a. # of interventions targeting UNCAT and UPR State reviews b. IRCT member rating of quality of IRCT support in interventions targeting UNCAT and UPR State reviews c. # of interventions targeting EU HR dialogues d. IRCT member rating of quality of IRCT support in interventions targeting EU HR dialogues	
Baseline	2021		a. 6-8 interventions per year b. IRCT members rate IRCT support at 4,1 out of 5 c. 2-4 interventions per year d. No baseline: The IRCT is currently not collecting member feedback on these interventions.
Target	Year 1		a. 6-8 interventions per year

			<ul style="list-style-type: none"> <li>b. IRCT members rate IRCT support at 4,2 out of 5</li> <li>c. 4-6 interventions per year</li> <li>d. IRCT members rate IRCT support at 4 out of 5</li> </ul>
Target	Year 2		<ul style="list-style-type: none"> <li>a. 6-8 interventions per year</li> <li>b. IRCT members rate IRCT support at 4,3 out of 5</li> <li>c. 4-6 interventions per year</li> <li>d. IRCT members rate IRCT support at 4,1 out of 5</li> </ul>
Target	Year 3		<ul style="list-style-type: none"> <li>a. 6-8 interventions per year</li> <li>b. IRCT members rate IRCT support at 4,3 out of 5</li> <li>c. 4-6 interventions per year</li> <li>d. IRCT members rate IRCT support at 4,2 out of 5</li> </ul>
<b>Outputs 2.3</b>		<b>Advocacy to improve national laws, policies and state implementation</b>	
Output indicator		<ul style="list-style-type: none"> <li>a. # of countries where the IRCT supported advocacy interventions.</li> <li>b. IRCT member feedback on IRCT support</li> </ul>	
Baseline	2021		<ul style="list-style-type: none"> <li>a. 3-5 country interventions per year</li> <li>b. No baseline: The IRCT is currently not collecting member feedback on these interventions.</li> </ul>
Target	Year 1		<ul style="list-style-type: none"> <li>a. 4-6 country interventions per year</li> <li>b. IRCT members rate IRCT support at 3,5 out of 5</li> </ul>
Target	Year 2		<ul style="list-style-type: none"> <li>a. 4-6 country interventions per year</li> <li>b. IRCT members rate IRCT support at 3,7 out of 5</li> </ul>
Target	Year 3		<ul style="list-style-type: none"> <li>a. 4-6 country interventions per year</li> <li>b. IRCT members rate IRCT support at 4 out of 5</li> </ul>

<b>Outputs 3.1</b>		<b>Tools, training and support to civil society and state institutions on human rights monitoring and advocacy.</b>	
Output indicator		<ul style="list-style-type: none"> <li>a. # of IRCT members and partner institutions that receive technical assistance to engage in international and regional advocacy.</li> <li>b. # of national civil society actors and State agencies that receive capacity support to investigate and document torture and ill-treatment using the Istanbul Protocol (IP).</li> </ul>	
Baseline	2021		<ul style="list-style-type: none"> <li>a. 6-8 members supported per year.</li> <li>b. 6-8 institutions supported per year.</li> </ul>
Target	Year 1		<ul style="list-style-type: none"> <li>a. 6-8 members and partner institutions supported</li> <li>b. Istanbul Protocol online curriculum developed and tested and 6-8 institutions supported.</li> </ul>
Target	Year 2		<ul style="list-style-type: none"> <li>a. 7-9 members and partner institutions supported</li> <li>b. 12-16 institutions supported on documentation of torture</li> </ul>
Target	Year 3		<ul style="list-style-type: none"> <li>a. 8-10 members and partner institutions supported</li> <li>c. 12-16 institutions supported on documentation of torture</li> </ul>

<b>Goal 3</b>		<b>IRCT is a strong and ethical organisation in the anti-torture ecosystem (SDG 5, 8, 16, 17)</b>	
Outcome		IRCT is a preferred partner to other organisations, donors, and its members in the anti-torture ecosystem.	
Outcome indicator		# organisations and institutions involved in the fight against torture at the international level with who the IRCT actively collaborates	
Baseline	2021		The IRCT is currently actively collaborating with 25-30 organisations involved in the fight against torture at the international level
Target	2024		The IRCT is actively collaborating with 40 organisations involved in the fight against torture at the international level

Output		<b>IRCT is a financially sustainable and accountable partner promoting principles of diversity, innovation, and collaboration throughout our work</b>	
Output indicator		a. # of institutional or private donors per year ;	

		b. % of members contributing	
Baseline	2021		5 institutional and private donors; 60% members contributing
Target	Year 1		1 new donor, min. 5 institutional or private donors; Over 62% members contribute.
Target	Year 2		1 new donor, min. 5 institutional or private donors; Over 65% members contribute.
Target	Year 3		1 new donor, 5 institutional or private donors; Over 68% members contribute.
Output indicator		% of secretariat staff complete safeguarding, virtual security, and anti-corruption training within first 3 months of employment.	
Baseline	2021		100%
Target	Year 1		100%
Target	Year 2		100%
Target	Year 3		100%
Output indicator		Ratio women/men in governance bodies and secretariat	
Baseline	2021		Secretariat: 50% women, ExCom: 42% women, Council: 47% women
Target	Year 1		Maintain Gender balance in Secretariat; Prepare a campaign to promote a gender balanced candidate pool for IRCT Governance elections.
Target	Year 2		Between 45-55% women across governance bodies and secretariat
Target	Year 3		Between 45-55% women across governance bodies and secretariat

## ANNEX 4: RISK MANAGEMENT

#TogetherWeCanEndTorture

IRCT 2022-24

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
COVID-19 lock-downs prevent IRCT members from carrying out their work	Likely	Minor	<p>Centres can offer emergency support to their clients and carry out their services remotely / tele-health.</p> <p>The IRCT Secretariat uses digital communication, e-learning and virtual consultation processes that can function whether the centre is on lock-down or not.</p> <p>The IRCT facilitates funding support to members in crisis.</p>	The residual risk remains that member centres do not have the capacity to maintain their work (due to illnesses, power outages, internet shutdowns etc)	<p>Through Covid-19 subgranting schemes, the IRCT has increased the member centres capacities to develop innovative solutions, adjust their services to address new needs and effectively continue supporting torture survivors.</p> <p>In addition, the IRCT provides virtual opportunities for members to exchange experience and learning from each other.</p>
Travel restrictions are imposed	Likely	Insignificant	<p>IRCT plans activities as far as possible so that they can be carried out in a digital or hybrid format.</p> <p>IRCT limits reliance on travel in general and only travels for high priority engagements.</p> <p>IRCT closely monitors the global situation and prioritises those advocacy fora and interventions possibilities that are accessible</p> <p>IRCT maintains a close dialogue with local partners to be able to adjust and become active at short notice.</p> <p>Alternative interventions are considered in the planning phase.</p>	The residual risk remains that national, regional or int, institutions close at short notice and alternative activities cannot be carried out	Since the start of the pandemic the IRCT has gathered experience in responding to travel restrictions and collaborates with a specialised travel agency to assess the situations.



Backlash on human rights and democracy resulting in an unfavourable global policy environment for the fight against torture.	Likely	Major	IRCT collaborates with anti-torture organisations, human rights organisations, and strategically relevant development organisations and actors to maintain a safe flow of continuous information.  Joint risk assessment and management with member centres.	The residual risk remains that little/ no improved anti-torture legislation is implemented but decision makers are aware of actions on the ground.	Maintaining an active network with influencers makes good development sense.
Hackers infiltrate email/social media to defame human rights activists or derail funds	Unlikely	Minor	IRCT secretariat staff will provide international 'cover' through statements and use of influential network connections. Report incidents to International Financial institutions to pursue perpetrators.	The residual risk will increase- therefore, alertness and proactive behaviour will be always required.	Sludge of hate language. Reported incidents.
Funding declines/disappears	Unlikely	Major	Publish impact data and practice-changing evidence at strategically relevant times/social media channels.	Residual risk due to donor govt change of focus	Past 5 years of support to IRCT.

#### Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Torture survivors are put at risk by sharing their experience	Unlikely	Major	Timely conversation/assessment with local staff/members and care giver- also triangulate data, if possible, to determine security issues.  Approaches to survivor engagement that create a safe and secure space and assess and mitigate possible negative impacts will be identified and used.	Residual risk should be minimized by clear processes and close dialogue.	Recent examples from Situation in Turkey, Belarus, Zimbabwe, India, Afghanistan
Member centres are put at risk of reprisals by speaking out against torture	Likely	Major	Timely conversation/assessment with local staff/members and care giver- also triangulate data, if possible, to determine security issues.  Joint risk assessment and management with member centres.		Recent examples from Uganda, Georgia, Kosova, Colombia,

Lack of reporting from partners puts timely delivery of IRCT contractual obligations at risk	Very unlikely	Major	<p>IRCT pre-screens financial capacity of partners. If the local partner is a member, basic budget information is on file as part of the member obligations.</p> <p>IRCT signs MoUs, which include specific financial and narrative reporting requirements, with all project partners.</p> <p>IRCT provides reporting templates and holds regular project meetings with members.</p> <p>Advisor board of compliance and ExCom address cases of insufficient reporting and evaluates impact on member status.</p>	Residual risk should be minimized by clear processes and close dialogue.	As a member organisation, IRCT is aware of the local context and resources challenges impeding the activities and delivery of our members. The Secretariat and governance focus on providing structure and support to members to facilitate correct reporting and accountability.
Members lack capacity to engage in anti-torture activities depending on resources available in each centre.	Unlikely	Minor	<p>IRCT provides multiple ways and forms of participation in IRCT activities, that are inclusive of members from low-resource environments.</p> <p>IRCT includes a mapping of available resources in the design of intervention strategies.</p> <p>Good practices to be followed including data protection and ethical behaviour and active communication need to be ensured to ensure trust and motivate engagement.</p>	Residual risk is absorbed by the flexible participation modalities provided by the IRCT	IRCT consults its members and responds to their needs on an ongoing basis.

#### Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
IT system does not function, or IT security is breached	Unlikely	Major	<p>The IRCT Secretariat works with IT experts to set up a secure IT infrastructure, procedures and updated hardware and software. Continue virtual training with Human Rights Defenders to bring about proactive alertness and behaviour change regarding passwords, equipment and digital practice.</p> <p>The IRCT provides IT trainings to members and staff to ensure continued learning and decrease human error.</p>	A residual risk for IT failure and cyber-attacks, so engaging IT experts, continued training and insurance cover remain a priority.	Reliance on functioning and secure IT systems that protect the personal information data have become increasingly important to the work of the IRCT and we rely on these systems for the success of our work. At the same time cyber-attacks, faulty use of IT equipment and software and malfunctioning systems have become more frequent. Furthermore, programming and IT set has

			<p>The IRCT maintains dialogue with members on their IT needs and facilitates access to specific or emergency funding.</p> <p>IRCT collaborates with other NGOs and organisations to exchange learnings.</p> <p>The Anti-Torture-Database created according to the needs of the member with high security standards provides a tool to securely collect and store data.</p> <p>The IRCT has drawn a cyber insurance.</p>		become increasingly complex, so that expert knowledge is required to
IRCT is negatively impacted by breach of anti-corruption policy	Unlikely	Major	<p>IRCT has a strict anticorruption policy, which is mandatory for staff and members and referred to in IRCT service and consultancy contracts.</p> <p>Due diligence at IRCT secretariat includes mandatory online training for staff, activate discussions at staff meetings.</p> <p>IRCT has a digital complaint form to report suspicions of corruption cases.</p> <p>Cases or suspicion of corruption are reported to IRCT Compliance advisory board, IRCT ExCom, and donors and external partners as relevant.</p> <p>IRCT engages in NGO networks such as ISOBOR, Global Fokus and BOND to continue learning and improving our processes to respond to the risk.</p>	A residual risk remains; however, the policies, training, and monitoring will prevent incidents.	IRCT highly values accountability and acknowledges the severity of the harm that might come to finances, reputation and overall organisational functioning should this risk manifest.
A person is harmed in the context of IRCT work.	Unlikely	Significant	<p>IRCT has a strict policy on safeguarding and PSEA, which is mandatory for staff and members and referred to in IRCT service and consultancy contracts.</p> <p>Due diligence at IRCT secretariat includes mandatory online training for staff, activate discussions at staff meetings.</p> <p>IRCT has a digital complaint form to report such violations.</p> <p>Case of harm caused are reported to IRCT Compliance advisory board, IRCT ExCom, and donors and external partners as relevant.</p> <p>IRCT engages in NGO networks such as ISOBOR, Global Fokus and BOND to continue learning and improving our processes to respond to the risk.</p>	A residual risk remains as unforeseen situations or incidents can occur for which we have not planned or trained	IRCT highly values accountability and acknowledges the severity of the harm that might come to finances, reputation and overall organisational functioning should this risk manifest.

IRCT does not receive funding applied for	Unlikely	Major	<p>IRCT diversifies its funding base and support members in their fundraising efforts.</p> <p>IRCT maintains a close dialogue with existing donors to align expectations and ensure satisfaction.</p> <p>As part of the financial planning, IRCT establishes three-year forecasts and financial scenarios.</p>	Residual risk remains of ever-changing donor priorities or access to grant opportunities.	IRCT is highly aware of the high importance to have a diverse donor portfolio. It is embedded in the IRCT's strategy to collaborate with new donors and expand the diversity of our funding, to complement the solid support provided by Denmark.
Members do not contribute financially, creating a financial and reputational risk for the organisation	Very unlikely	Significant	<p>The ExCom and Council members lead a peer-to-peer outreach to the member centres in their regions to facilitate contributions.</p> <p>Targeted consultations are carried out to address concerns and obstacle, such as banking and transfer challenges</p> <p>A group of non-Dac members has instituted a solidarity fund to support DAC based centres.</p>	Given the positive response since the scheme was launched the residual risk is low and the impact can be buffered through budget adjustments.	Membership decided to include a voluntary member fee scheme in IRCT Statutes in 2019. The roll-out in 2020 and 2010 has demonstrated a high commitment to contributing to the IRCT.
Persons travelling for the IRCT are put at harm during the travel	Unlikely	Minor	<p>IRCT has a comprehensive travel policy, and a travel security focal point.</p> <p>IRCT travel agency provides pre-travel security assessments and security alert during travel, and IRCT consults local members and other partners and agencies on the security situation in the country.</p> <p>Remedial measures are decided on this basis, incl. cancelation of the travel and alternative conduct of the activity, eg virtual.</p> <p>Travellers receive a pre-travel checklist and briefing and agreed check-in and emergency contact during travel.</p> <p>IRCT keeps a log of emergency contacts for each traveller.</p> <p>Travel is kept to a minimum also for financial and climate considerations.</p>	There is a residual risk, however this should be minimized by the preventive measures.	With the global reach of IRCT's work, there is frequent travel for secretariat and member staff as well as consultants. IRCT has collaborated with other NGOs, and, for example, the Danish Interagency Safety Network to strengthen our travel procedures.



## Anneks 5 - DMFA grant budget 2022-24

Organisation: IRCT - International Rehabilitation Council for Torture Victims

Projekttitel: #TogetherWeCanEndTorture

Projektperiode: 01.01.2022 - 31.12.2024

UM sagsnummer:

FX rate: 11/21  
EUR DKK

7,4391

Budget category	Budget line	Total Budget (1000 DKK)	2022 (1000 DKK)	2023 (1000 DKK)	2024 (1000 DKK)
	<b>GOAL 1: HEALING</b>				
A1	OUTCOME 1.1 - Total direct activity cost	4.079	1.571	1.287	1.220
A2	OUTCOME 1.1 - Total direct activities implemented by local independent partners	134	45	45	45
A3	OUTCOME 1.1 - Total direct allocated programme-supporting (activity-specific) cost	702	235	238	229
	<b>OUTCOME 1.1 - Total direct cost - GLOBAL REHABILITATION CAPACITY</b>	<b>4.915</b>	<b>1.850</b>	<b>1.570</b>	<b>1.494</b>
A1	OUTCOME 1.2 - Total direct activity cost	874	311	281	281
A2	OUTCOME 1.2 - Total direct activities implemented by local independent partners	2.009	670	670	670
A3	OUTCOME 1.2 - Total direct allocated programme-supporting (activity-specific) cost	733	132	299	303
	<b>OUTCOME 1.2 - Total direct cost - LIVELIHOODS</b>	<b>3.616</b>	<b>1.113</b>	<b>1.250</b>	<b>1.254</b>
A1	OUTCOME 1.3 - Total direct activity cost	1.021	385	318	318
A2	OUTCOME 1.3 - Total direct activities implemented by local independent partners	1.562	521	521	521
A3	OUTCOME 1.3 - Total direct allocated programme-supporting (activity-specific) cost	784	271	255	258
	<b>OUTCOME 1.3 - Total direct cost - SURVIVOR ENGAGEMENT</b>	<b>3.368</b>	<b>1.178</b>	<b>1.093</b>	<b>1.097</b>
	<b>GOAL 2: JUSTICE</b>				
A1	OUTCOME 2.1 - Total direct activity cost	5.178	1.696	1.728	1.754
A2	OUTCOME 2.1 - Total direct activities implemented by local independent partners	223	74	74	74
A3	OUTCOME 2.1 - Total direct allocated programme-supporting (activity-specific) cost	1.001	327	334	340
	<b>OUTCOME 2.1 - Total direct cost TORTURE EXPOSED</b>	<b>6.402</b>	<b>2.098</b>	<b>2.136</b>	<b>2.168</b>
A1	OUTCOME 2.2 - Total direct activity cost	2.401	726	831	843
A2	OUTCOME 2.2 - Total direct activities implemented by local independent partners	893	298	298	298
A3	OUTCOME 2.2 - Total direct allocated programme-supporting (activity-specific) cost	942	269	334	340
	<b>OUTCOME 2.2 - Total direct cost LAWS STRENGTHENED</b>	<b>4.236</b>	<b>1.293</b>	<b>1.462</b>	<b>1.481</b>
A1	OUTCOME 2.3 - Total direct activity cost	1.696	556	565	575
A2	OUTCOME 2.3 - Total direct activities implemented by local independent partners	-	-	-	-
A3	OUTCOME 2.3 - Total direct allocated programme-supporting (activity-specific) cost	1.001	327	334	340
	<b>OUTCOME 2.3 - Total direct cost TOOLS FOR ADVOCACY</b>	<b>2.697</b>	<b>883</b>	<b>899</b>	<b>915</b>
A7	Audit	223	74	74	74
A	<b>A - Total direct cost: Programme specific activities supporting main outcome #TogetherWeCanEndTorture</b>	<b>25.234</b>	<b>8.413</b>	<b>8.411</b>	<b>8.409</b>
	-----of which is	-			
	----spent directly on activities	15.249	5.246	5.012	4.992
	----spent directly through transfers to local independent partners	4.821	1.607	1.607	1.607
	----spent on OUTCOME-allocated programme supporting cost	5.164	1.561	1.793	1.811
B1	Administration fee (non-activity specific, max 7% of direct costs)	1.766	589	589	589
B	<b>B - Total indirect cost</b>	<b>1.766</b>	<b>589</b>	<b>589</b>	<b>589</b>
	<b>Total budget (A+B)</b>	<b>27.000</b>	<b>9.002</b>	<b>9.000</b>	<b>8.998</b>
	<b>GRANT (annual liquidity required / disbursent plan)</b>	<b>27.000</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>



## Annex 10

# IRCT IMPACT EXAMPLES 2020 - 2021

## India: IRCT member pioneers work to break link between poverty and torture

Before he was arbitrarily arrested and beaten unconscious by Indian police, Ghurahu Vanwasi, 49, would earn around €1.4 a day as a labourer – cutting grass, carrying sacks; whatever he could find. What he earned, he spent; on food and other essentials for his wife and seven children. Like others in his community of Dalits - the lowest rank of India's caste system – Ghurahu would scavenge for extra fruit and vegetables from leftovers at the market in Varanasi, India's spiritual capital. It was rarely enough.

Poverty and torture are intrinsically linked. Not only does being poor make you much more likely to be tortured, but being tortured drives survivors further into poverty. IRCT data shows that over half of all torture survivors treated around the world live in poverty. In Varanasi, according to Dr Lenin Raghuvanshi, Founder and CEO of IRCT member the People's Vigilance Committee on Human Rights (PVCHR), it's 90 percent. Rehabilitation of torture survivors takes time, and often money, two things day labourers like Ghurahu lack. "As a doctor, I know that if anybody is receiving therapy who is also living in acute and chronic poverty then there is a big problem to reintegrate that survivor into society," said Raghuvanshi. Over the past few years, IRCT members from very different contexts have come to the same conclusion: Rehabilitation without poverty relief is ineffective. "Like a car without tyres," is how Peace Avola, a Social Worker at IRCT member ACTV in Uganda memorably put it. "The lesson right now is that while treating mental health is a priority, it cannot be done efficiently unless we look at survivors' basic needs," said Suzanne Jabbour, CEO at RESTART in Lebanon, where poverty rates have doubled in just a few years. "You cannot offer therapy to a person who is asking for bread."

With no savings and too traumatised to return to work, Ghurahu's situation was dire: "The torture left me with problems ... I became full of fear. I have to work daily. If I do not earn then my family will starve." That's why, as well as providing testimonial therapy to help Ghurahu overcome his fear, and filing a complaint against the police through the National Human Rights Commission, PVCHR also provided Ghurahu with the time to heal, and the means to feed his family again: Fruit and vegetable seeds and basic training to grow his own kitchen garden, with support until the first harvest. "I started the kitchen gardening last year and all together I grew 15 kg of vegetables," he said. "They grew in one season and they were sufficient for my family. I was beaten, but my condition is improving slowly, slowly."

Article 14 of the Convention Against Torture establishes the right of victims to "the means for as full rehabilitation as possible". This has been interpreted by the Committee Against Torture in General

Comment 3 as including support for “self-sufficiency”. That is why support for livelihoods and survivor engagement are at the heart of IRCT’s Strategy for 2022-2025, which will build on the pioneering work already undertaken by members such as PVCHR, ACTV and others – which has already ensured better rehabilitation through livelihoods support for tens of thousands of survivors and their families – with the goal that any of our 161 members who work at the intersection of poverty and torture have the expertise and capacity to assist as many survivors in rebuilding their lives and livelihoods as possible.

Click below to watch a film about Ghurahu and PVCHR’s work supporting torture survivors: [Seeds of Healing: Better Livelihoods for India's Survivors](#)



## Colombia: IRCT evidence leads to investigation of human rights abuses by La Modelo prison leadership

On 4 December 2020, the Inspector-General's Office of Colombia opened an investigation against the Director and Deputy Director of La Modelo prison in Bogotá for the killings of 24 prisoners. The prisoners were protesting unhygienic and overcrowded conditions, which they feared were allowing Covid-19 to spread rampantly.

The investigation was only opened six months after the incident when Human Rights Watch (HRW) issued a highly influential report relying extensively on an analysis conducted by the IRCT and its Independent Forensic Expert Group (IFEG) of the autopsies of the 24 prisoners who were killed during the riot.

Our analysis found clear indications that the prisoners were killed intentionally, and some had wounds typical of defensive injuries. IRCT's analysis received extensive media attention both in Colombia and world-wide and was cited on the day of release by 109 media sources, including the most prominent national and regional print, broadcast and radio programs, including El Tiempo, Telemundo Yakima, W Radio, and the Washington Post.

As HRW's Senior Researcher for the Americas, Juan Pappier, who covers Colombia, noted: "IRCT's analysis served as the catalyst, raising up extensive public pressure to force the government into action. While national expertise is important, people really listen when an international group of prominent forensic experts like the IRCT/IFEG speaks out. What they say carries great weight both to the public and government officials and can be invaluable to spurring them to action."

The launch of the investigation of senior detention officials is expected to have long term and system-wide positive impact on ending impunity for torture and other violations in Colombia. This is one of many collaborations between HRW and IRCT, who have worked together to support victims and fight impunity worldwide, including recently also in Venezuela, Brazil, Paraguay, Egypt, Papua, Indonesia, and Kenya.

Moving forward, the IRCT is building on this experience to develop closer collaboration with HRW and other campaigning organisations to make sure that our evidence and expertise is used to create impact in the most effective way.

## Evaluation of impact of IRCT UN advocacy

In 2021, the IRCT published a comprehensive [evaluation](#) of its advocacy interventions in country reviews by the UN Committee Against Torture (CAT) and the Universal Periodic Review (UPR) over the past five years. The evaluation covered 15 countries and examined both the quality of IRCT support and the national impact that the UN interventions helped promote.

It concluded that the IRCT's support to UN advocacy activities by individual members is considered "highly relevant" and "very effective" and that members are provided with effective and tailored expert support. It also recommended that the IRCT should increase its focus on support to members in relation to national follow up to UN recommendations and on facilitating member-to-member exchanges in this relation.

More importantly, the evaluation concluded that in 11 out of 15 countries, the UN recommendations had played an important role in securing improved government action against torture. Improvements were identified in relation to three distinct areas:

1. Adoption of national anti-torture laws and ratification of the Optional Protocol to the Convention Against Torture, under which State Parties agree to establish an independent National Preventive Mechanism (NPM) to conduct inspections of all places of detention and closed environments.
2. Improvement of national anti-torture policies such as creation of legal safeguards or national rehabilitation programmes.
3. Government invitations for IRCT members to provide capacity building on documentation and investigation of torture.

IRCT members also reported that their engagement with UN mechanisms had increased their visibility and legitimacy as key collaborators to State agencies and national civil society organisations. Concretely, this resulted in better access to policy dialogues, more external requests for their health expertise and a stronger platform for fundraising.

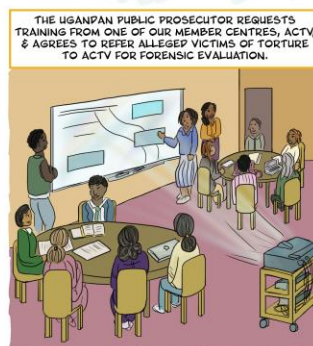
Based on this evaluation, the IRCT has redesigned our system for measuring the impact of our UN interventions, enhanced our focus on national follow up activities and member-to-member exchanges and in early 2022, we will launch an IRCT member working group specifically focused on advocacy with UN human rights mechanisms.







## UN ADVOCACY OUR IMPACT



## Improving reparations and justice for police abuse in Nigeria

In October 2020, multiple witnesses released video footage of brutal torture by the Nigerian Special Anti-Robbery Squad (SARS), which ignited a wave of youth-led anti-SARS protests. This quickly culminated in the Government dissolving SARS and creating Independent Investigation Panels (IIP) at the federal and state levels to investigate the abuses.

Through a series of online workshops during November 2020 and February 2021, the IRCT and its Nigerian member PRAWA supported the IIPs by building their capacity to collect and assess evidence, interview victims and issue meaningful reparations.

Reflecting on the IRCT's role in supporting the IIPs, Uju Agomoh, the Director of PRAWA observed:

"The refresher training sessions on torture, cruel, inhuman and degrading treatment - especially as they relate to the protection of rights of victims / survivors and prevention of torture - were very helpful to panellists.

These assisted the Panel to build the capacities, skills and knowledge of its members as well as staff of the National Human Rights Commission. The Panel found especially resourceful the trainings on Victim

**Engagement in Legal Processes for Truth and Reparation, Evaluation of Torture Testimonies and Important Safeguarding for Future Prevention of Torture.**

The support of IRCT stands tall in this long walk to access to justice for victims/survivors of the activities of SARS in Nigeria. The partnership and support of IRCT to PRAWA on this very important initiative shows how IRCT's support to its member centres across the world provides prompt, flexible, relevant and quality engagement at the national level."

Building on this work, the IRCT and PRAWA led the process of civil society engagement with the UN Committee Against Torture's first ever review of Nigeria in November 2021. This resulted in a set of very strong and focused recommendations for the Nigerian Government to improve on in the fight against torture. On 16 December 2021, PRAWA and the IRCT held a workshop with key Government decision makers to discuss how to implement the recommendations.

In 2022, we will continue working with the Government to make sure that we achieve concrete positive changes for torture survivors and those at risk of torture in Nigeria.



# IRCT 2022 WORKPLAN OUTLINE

The following presents a summary of the IRCT's 2022 workplan relating to Goals 1 and 2.

## Goal 1: Healing

To achieve this goal, the IRCT will facilitate member-to-member exchanges and co-development of best practices in rehabilitation of torture victims. Since the topics that will be addressed under this goal are new IRCT priorities, the first year will have a significant focus on refining working methodologies and broadening member engagement.

### Improved rehabilitation capacity

- Co-design and roll out of global e-learning course on IRCT's Global Rehabilitation Standards.
- Publish three issues of the Torture Journal. Among the themes in focus will be racism and police brutality, and livelihoods.
- By the end of 2022, at least 50% of members will have taken the self-assessment and 20% will have started working on implementing or improving one or more standards.

### Better livelihoods

- Create steering group of members with expertise in integrating livelihood in rehabilitation work.
- Develop e-learning package which collects best practices, lessons learned and expert knowledge on the integration of livelihoods in rehabilitation of torture survivors.
- By the end of 2022, 5 members in the global south will have started integrating livelihood in their rehabilitation services.
- A special section of the Torture Journal will gather scientific research on the effects of integrating livelihoods into rehabilitation processes.

### Safe and inclusive spaces for survivors

- Create steering group of members with expertise in survivor engagement.
- Develop e-learning package which collects best practices, lessons learned and expert knowledge on survivor engagement.
- By the end of 2022, 5 members will have started integrating survivor engagement methodologies in their rehabilitation services.

## Goal 2: Justice

To achieve this goal, the IRCT will employ intervention methodologies that we have refined over the past five years to be highly impactful. We will continue some key initiatives from the

previous strategy such as our work against conversion therapy and our engagement with UN country monitoring mechanism. In addition, we develop our work on a series of new initiatives including documenting and exposing torture during protests and police operations and increase our activities on national follow to UN recommendations.

### Exposing torture

- 15-25 interventions including expert statements, opinions and MLRs: including 4 missions in 2022.
- Further development of collaboration with litigation and campaigning organisations including Human Rights Watch, Reprieve, Redress and Global Equality Caucus.
- 2 small grants for follow-up to case interventions.

### Improving Laws and policies

- Start of advocacy initiative to ensure that UN Commissions of Inquiry focus on reparation for survivors of grave human rights violations.
- Start of advocacy initiative to increase funding for the UN Voluntary Fund for Victims of Torture (UNVFVT)
- Continuation of IRCT thematic advocacy initiative – in particular on conversion therapy.
- Development of standard operating procedures for addressing cases of torture and ill-treatment for the Committee for Prevention of Torture in Africa.
- 11-16 advocacy interventions in country focused human rights monitoring processes by the UNHRC UPR, UN Committee against Torture and the EU External Action Service.
- 4-6 country focused small projects to follow up on UN or EU recommendations.

### Strengthening capacity

- Launch events on the updated Istanbul Protocol and development of e-learning course – 12 sessions of 40 min each.
- Development of international standards on remote evaluations of torture victims.
- Further development and dissemination of tool kit on documentation of torture during protest.
- 6-12 trainings on advocacy and documentation of torture and ill-treatment.

IRCT Workplan 2022

		2022												BUDGET	Plans/Comments 2023	Plans/Comments 2024	Plans/Comments 2025
version: November 2021_v1		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	HOLDER			
I	GOAL 1: HEALING																
1	Outcome 1: Global Rehabilitation Capacity																
	GRS e-course													BSO			
	Trial	x													Updated production of e-course		
	Production	x	x														
	Official launch		x														
	Other languages			x	x	x											
	GRS roll out													BSO			
	Analysis Self-Assessment Data (baseline)	x	x												Continuous	Continuous	Continuous
	Members take e-course		x	x	x	x	x	x	x	x	x	x	x				
	Members focus/work on standard(s)		x	x	x	x	x	x	x	x	x	x	x		Continuous	Continuous	Continuous
	Follow-up/data collection visit in member centers									x	x	x			Continuous	Continuous	Continuous
	Communication/story telling											x	x		Continuous	Continuous	Continuous
	Knowledge sharing (peer exchange, webinars, etc.)													x	Continuous	Continuous	Continuous
	Evaluation													x	Continuous	Continuous	Continuous
	IP e-course													BSO/JL?			
	Design	x	x	x													
	Development & production				x	x	x	x	x								
	Trial												x				
	Amendments													x			
	Official launch													x			
	Fabo													BSO			
	Update Fabo news and members' sites	x	x	x	x	x	x	x	x	x	x	x	x		Ongoing	Ongoing	Ongoing
	Turn IRCT Membership Community into Hub			x	x	x	x								Ongoing Ongoing	Ongoing Ongoing	Ongoing Ongoing
	Ongoing platform development	x	x	x	x	x	x	x	x	x	x	x	x				
	Fabo sites in French and Spanish	x	x	x	x	x	x	x	x	x	x	x	x				
	Develop Advocacy site on Fabo	x	x	x	x	x	x	x	x	x	x	x	x				
	Torture Journal													BSO			
	Publication 2022(1)			x	x										News article about ATD		
	Publication 2022(2)								x	x							
	Publication 2022(3)											x	x				
	Communications																
	Global data													CA			
	T4D activities and follow up	x	x	x	x	x									roll-out of ATD. data input, security Planning of nex interventions	roll-out of ATD. data input, security	
	Baseline						x	x	x	x	x	x	x				
	Support to member centres						x	x	x	x	x	x	x		training, analysis, share findings as relevant		training, analysis, share findings as relevant
	Global impact data from members				x	x	x								^		
2	Outcome 2: Livelihood																
	Livelihood project																
	Identify steering group	x	x														
	Systematize data collection		x														
	Data collection	x	x	x	x	x	x	x	x	x	x	x	x				
	Connect with Livelihoods experts	x	x	x	x	x	x										
	Draft project	x	x	x													
	Resource support																
	Communication (videos, podcasts, etc.)									x	x	x	x				
	e-learning products/tools							x	x	x	x	x	x				

[illegible]

	Interventions with external partners on IRCT written materials and meetings policy priorities		x	x	x	x	x	x	x	x	x	x	x				
6	Outcome 6	Strengthening capacity												AKJ			
	Capacity building and tool development																
	Capacity building and tool development	6-12 trainings paid by others / further development of protest toolkit	x	x	x	x	x	x	x	x	x	x	x				
	Remote evaluations guidelines	DLA piper research and working group developing guidelines	x	x	x	x	x	x	x	x	x	x	x				
	Research on trauma informed processes	model curriculum and IRCT white paper	x	x	x	x	x	x	x	x	x	x	x				
	M&E and communications		x	x	x	x	x	x	x	x	x	x	x				
	IP update																
	Roll out	Explanatory materials and promotion meetings in Geneva, Istanbul and Mexico	x	x	x	x	x										
III	GOAL 3: Strong movement																
7	Outcome 7	Strong movement															
	Governance and membership													LHE			
	ExCom meetings	8 virtual meetings, 1 physical meeting	x	x	x	x	x	x	x	x	x	x	x				
	Council meeting	2 virtual meetings						x					x				
	Regional consultation	1 virtual consultation in each region			x					x							
	Member fee outreach		x	x	x	x	x										
	Emergency funding processing		x	x	x	x	x	x	x	x	x	x	x				
	IT security	Risk assessment, solution mapping, support new websites, trainings				x	x	x	x								
	Compliance	compliance advisory board engagement	x	x	x	x	x	x	x	x	x	x	x				
	Accountability - anti-corruption,	Excom supervision, trainings	x	x	x	x	x	x	x	x	x	x	x				
	Fundraising													LHE/MR			
	Identify oportunities w/ MzN support		x	x	x	x	x	x	x	x	x	x	x				
	Draft and manage applications		x	x	x	x	x	x	x	x	x	x	x				
	Meet with supporters and foster relations				x			x					x				
	100 individual supporters campaign				x	x	x	x	x	x							
	Human Resources													MR			
	Staff professional development		x	x	x	x	x	x	x	x	x	x	x				
	Fostering respect and diversity		x	x	x	x	x	x	x	x	x	x	x				
	Leadership and management													LHE/MR			
	Annual planning/ staff days		x					x					x				
	Annual audit		x	x									x				
	Annual/quarterly reporting		x			x			x			x					
	Digital and paperless workflows		x	x	x	x	x	x	x	x	x	x	x				
	Sustainable and climate conscious work planning		x	x	x	x	x	x	x	x	x	x	x				
	Office move		x	x													
	SUPPORT COSTS																
8	SUPPORT COSTS																
	Fianncial management													MR			
	Outcome/project Book-keeping, Accounting, Budget monitoring																
	Financial accountability processes																
	IT/Communication Systems													MR			
	Licenses																
	Social media																
	Softward/Hardware																
	HR													MR			
	Recruitment																
	Mutual assessment																
	WPA																
	Staff management consultation																
	Office													MR			



**IRCT** International Rehabilitation Council for Torture Victims

# Strategy 2022–2025

**Blanca Lilia Jiménez, the 'grandmother', leads protests for social justice and protection of human rights in Cali, Colombia, (May) 2021**

Photo by Luis Robayo / AFP; Intervened with crayon, aquarelle and texts by Marcelo Brodsky, 2021



Blanca Lilia Jiménez, la "abuela" de los jóvenes de la primera línea marcha con ellos en Cali, ellos le dicen la "abuela" y se toman fotos con ella. Marchan por Loma de la Cruz, en Cali. Blanca dice que basta a bailar con los jóvenes, y que los lleva en el corazón. Que desea que reciban educación, universidad, que son el futuro de Colombia.  
Foto: Luis Robayo/AFP. Intervenido por Marcelo Brodsky 1/2 + 2 P1, 2021



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Council for Torture Victims

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MA KYAL SIN (Angel) a 20 year old model and activist is engaged in the Resistance against the bloody coup in Myanmar. A few minutes after this photo was taken she was shot dead by the Tatmandaw at the command of general Ming Aung Mying. Her ideas and activism for a democratic Myanmar will live on forever. Photo: MUEco Marcelo Brodsky 2021

Photo by MUEco/AFP; Human Rights Art Initiative;  
Intervened with crayon, aquarelle and texts by Marcelo Brodsky, 2021

## Human Rights in Our Time

The world of human rights is changing. From Colombia to Belarus, Nigeria to Myanmar, there is unprecedented public awareness about the importance of human rights in our everyday lives. More people - and especially the younger generations - are standing up and speaking out to defend universal rights, including the right to freedom from torture. Motivated by lived experience, they protest and amplify their voices in new ways using art, technology and social media.

We are seeing a diverse and resolute public that is defiant in the face of authoritarianism and shrinking civil society space. Geopolitical shifts, conflicts and humanitarian crises, climate change and extreme social, racial and economic inequality, amplified by the COVID-19 pandemic, all pose fundamental obstacles to human rights.

In this context, States are utilising torture to suppress dissent, silence civil society and further repress and marginalise the LGBTI+ community, racial and ethnic minorities, women and children, people living in poverty, and others. Torture is being used widely by law enforcement and security forces and represents the ultimate betrayal by those States of their responsibility to protect their people. Yet, as the UN Special Rapporteur on Torture documented in his 2021 report to the UN General Assembly, torture continues with almost complete impunity because States dismiss it, deny responsibility and obstruct accountability processes, including victims' rights to participation, redress and rehabilitation.

As the leading global expert on investigating and documenting torture and rehabilitating survivors, the IRCT is centrally placed to tackle these mounting challenges and build on the opportunities that we see. Our Strategy is informed by the voices of torture survivors treated in our member centres, which come together to form powerful evidence of the ongoing abuses and a unified demand for accountability and lasting change.

**Lela Tsiskarishvili**  
PRESIDENT

**Lisa Henry**  
SECRETARY GENERAL



Each year we  
support more than  
**50,000**  
torture  
survivors



including over  
**9,000**  
survivors of sexual  
and gender-based  
violence



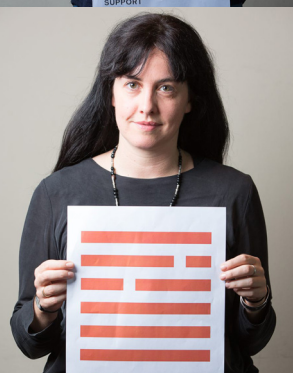
and conduct  
**12,000**  
advocacy  
interventions to  
eradicate torture.



We are a network of  
**161**  
organisations



with  
**4,000**  
health  
professionals



and we work in  
**76**  
countries.



## Who We Are

We are a global network of civil society organisations that provide rehabilitation to torture survivors and fight for justice.

Our membership consists of 161 organisations in 76 countries, with over 4,000 staff backed by a Secretariat in Copenhagen and an office in Brussels.

Each year, we collectively support more than 50,000 torture survivors to rebuild their lives and engage in over 12,000 advocacy interventions to promote justice and reparations for victims, and to try to end torture.

Among the 76 countries where our members are based, 52 across every region of the world are recognised for Official Development Assistance (ODA) by the Organisation for Economic Co-operation and Development, while those based in the Global North primarily support refugees from ODA designated countries.

## Sustainable Development

We contribute to SDGs 1, 3, 5, 10, 16, & 17 to end poverty, to ensure good health and well-being, to achieve gender equality and empower women and girls, to reduce inequalities, to provide access to justice for all and build effective, accountable and inclusive institutions, and to revitalise global partnerships.



## OUR VISION

Is a world without torture. We work to ensure that individuals and communities subjected to torture receive the rehabilitation and justice, as well as other reparations, that they deserve and are entitled to.

## OUR MISSION

Is to ensure that torture victims everywhere are able to access appropriate rehabilitation services. We are equally dedicated to fighting impunity, advancing access to justice, and preventing torture from reoccurring.



# Key Challenges

## #1

### Torture is widespread

Despite its global prohibition, torture is reported in more than 140 countries around the world and touches the lives of hundreds of thousands of survivors and their families and communities, who need and deserve medical, psychological, legal, and socio-economic support to heal.

**“As health professionals fighting against torture we must not only rehabilitate survivors but also expose torture and hold States accountable for their human rights obligations.”**

— SEBNEM KORUR, President of the Human Rights Foundation of Turkey (HRFT).

## #2

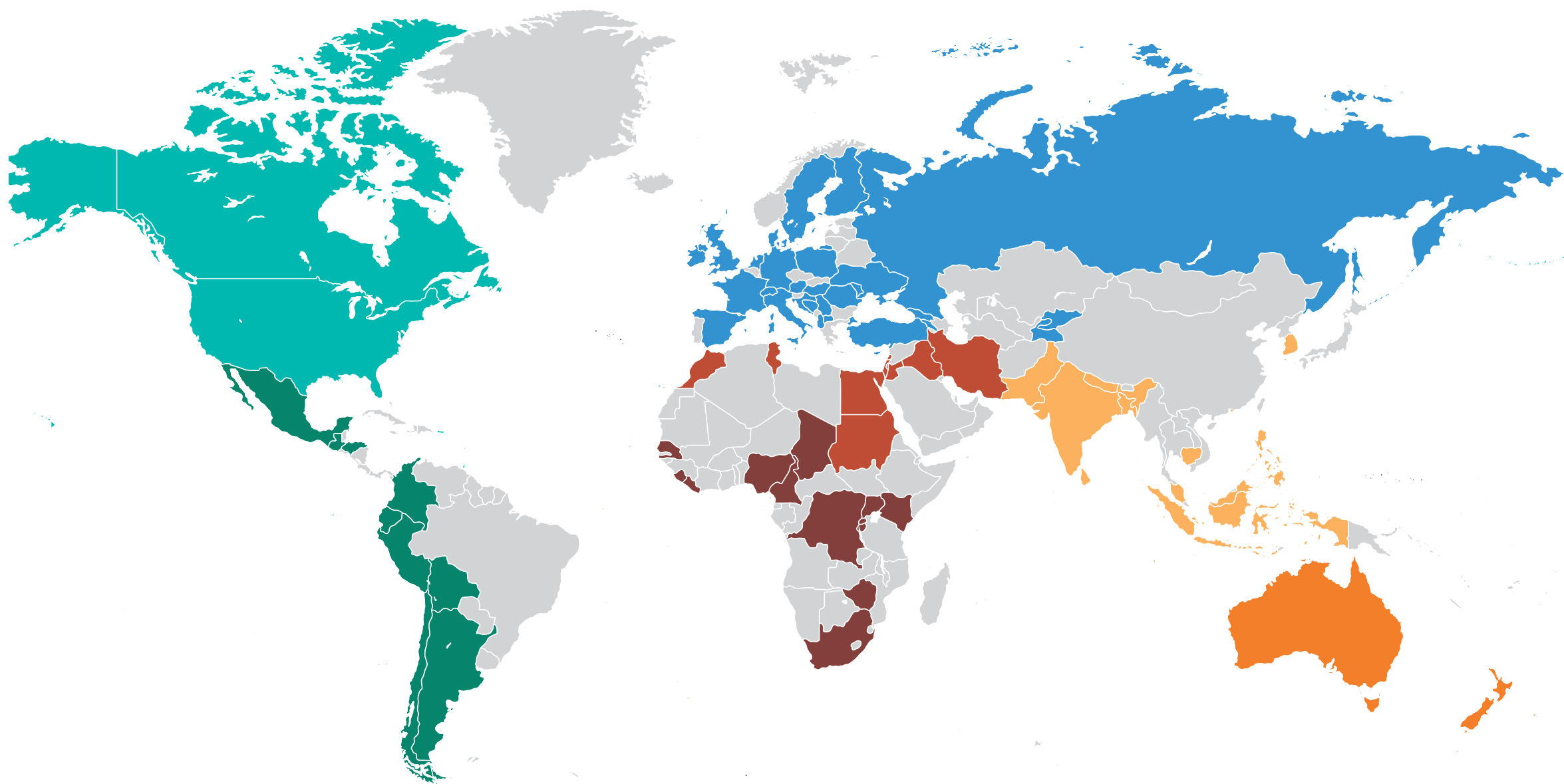
### There are insufficient funds to rehabilitate survivors

The IRCT’s membership represents a significant proportion of the existing worldwide capacity to provide rehabilitation to survivors. However, the current need far outstrips available human and financial resources. Victims have a right to rehabilitation, but systemic underfunding of this sector limits the ability of IRCT members and other service providers to assist victims.

## #3

### Torture silences survivors

Torture stigmatises its victims. Survivors need a safe and inclusive environment from which to speak out against it. We work collectively to amplify the voices of survivors and communities, to guide their own rehabilitation as well as to demand justice, reparations and an end to the practice.



## #4

### Exposing torture is difficult

Although it is systematically practiced in most countries where it occurs, torture is under-reported due to fear, trauma, and stigma, among other reasons. In addition, perpetrators do everything in their power to hide it or silence victims and their communities. We use our expertise and our evidence to reveal torture.

## #5

### Impunity is rampant

When torture is exposed, it is challenging to hold perpetrators accountable or to compel States to undertake the reforms needed to prevent it from continuing. Perpetrators are often influential or can impede investigation, and States are often reluctant to acknowledge their accountability and act. We must build strong coalitions and employ powerful advocacy to compel justice and change.

## #6

### Civil society space is shrinking

Supporting torture victims and fighting for justice is often risky. Many of our members work under extremely repressive circumstances where financing is blocked, personal safety is threatened, and their work is de-legitimised. This threatens the safety and wellbeing of their staff and their clients and makes it dangerous for them to advocate for change.

# Our Strategy, Our Strengths

**As a global leader in how to investigate and document torture and rehabilitate survivors, IRCT is centrally placed to address the challenges and opportunities of today.**

We Believe, ➤ IF more survivors receive effective services to help them rebuild their lives and have safe and inclusive spaces to speak out; ➤ IF torture is credibly exposed; ➤ IF national laws and policies comply with the UN Convention against Torture and international standards for rehabilitation; and ➤ IF national civil society actors and State agencies have access to effective anti-torture tools and expertise;

➤ THEN there will be a global improvement in the lives of survivors, their rights will be strengthened, accountability for torture will increase, and local action to prevent torture from continuing will be successful.

**Our strength** is anchored in our work with survivors. By supporting over 50,000 torture survivors annually, we have expansive evidence of how torture and ill-treatment is being used around the world and first-hand knowledge of how it impacts individuals, their families and their communities, as well as their

struggles with accessing mechanisms for justice and accountability. With 161 members in 76 countries, IRCT represents a sizeable proportion of the global activity to document torture and provide rehabilitation to survivors and is thereby the world's leading expert in these fields.

**Together** with other anti-torture stakeholders – international and national civil society organisations, survivors associations, UN and regional human rights mechanisms, global and national professional health associations, national and local government agencies, National Human Rights Institutions (NHRI) and National Preventive Mechanisms (NPM) – we work to expose torture and achieve justice, heal victims, and fight for sustainable change in international and national laws, policies and practices to prevent torture from continuing.

**We lead** this coalition in advocating for more effective investigation and documentation of torture worldwide, as well as in advancing the right of victims to rehabilitation. In addition, we actively seek to enhance the work of our partners and the broader network of anti-torture stakeholders by providing our expertise to them and joining in advocacy actions. By working together and aligning our expertise and efforts, we maximize the impact of our interventions and achieve the greatest positive change. We believe this plurality is a source of strength.



People gathered at the Capitol Hill in San Juan, Puerto Rico, on May 17, 2021, to ask legislators to ban so-called conversion therapy. In 2020, the IRCT and its Independent Forensic Expert Group (IFEG) published reports documenting the serious psychological and physical harm caused by these practices and qualified them as a form of torture and ill-treatment. Our work has been extensively referenced by the media, civil society, experts, and religious leaders. During a panel debate at Worldpride21, Yvonne Wamari, Africa Program Officer at Outright Action International, one of the leading organisations advocating against so-called conversion therapy, observed that: “As more and more survivors and activists come forward to demand a ban on so-called conversion therapy, the IRCT’s expertise in documenting the physical and psychological harm and torture will be increasingly needed.” Photo by Alejandro Granadillo/NurPhoto via Getty Images



Woman holding a plastic eye in her hand to protest the 65 people who have lost their eyes in confrontation with the police during demonstrations in Colombia. This photo was taken on 9 June 2021, when Human Rights Watch released its report documenting widespread abuse and killings by the police. The report relies on IRCT's expert analysis of the evidence and was referenced in over 800 media sources. Photo by Antonio Cascio/SOPA Images/LightRocket via Getty Images

**“People really listen when an international group of torture documentation experts like the IRCT speaks out. What they say carries great weight both to the public and government officials and can be invaluable to spurring them to action.”**

— JUAN PAPPIER, Senior Researcher for the Americas, Human Rights Watch.

## THE IRCT STRATEGY 2022–25 will pursue the following two goals:



### HEALING

Torture survivors receive the best possible support to rebuild their lives and have more space to make their voices heard.



### JUSTICE

States improve their laws, policies and practice on justice, reparation and prevention of torture.



# Goal 1. Healing

Torture survivors receive the best possible support to rebuild their lives and have more space to make their voices heard.

Torture damages the physical and psychological well-being and the socio-economic and legal situation of survivors and their families, as well as their communities. Not only does it violate their personal integrity in these ways, but, according to survivors, it also deprives them of two of the most fundamental forms of human agency, which are essential to rehabilitation: their right to livelihood, and their ability to speak out about what happened to them.

Therefore, the next four years will be driven by three core impact areas:  
1.1 Capacity / 1.2 Livelihoods / 1.3 Safe and Inclusive Spaces for Survivors



A group psychological counselling session in the community with a group of female refugee survivors of torture in Kampala, Uganda.  
Photo by: ACTV



Mr. Mahaveer, a Human Rights Defender from the Musahar Community, narrating his fight against torture. Working with Danish member DIGNITY, the People's Vigilance Committee on Human Rights (PVCHR) expanded their skills in using testimonial therapy in its community-based rehabilitation support to torture survivors in Varanasi, India. Photo by: PVCHR

## 1.1 Improved Rehabilitation Capacity

IRCT members will strive to grow their capacity to support all survivors who ask for help based on IRCT's Global Standards on Rehabilitation. We will increase public and professional support for member centres and their rehabilitation work by supporting capacity exchange, increasing partnerships, and raising funds. In addition, we will enhance our exchange of experience, technical knowledge, research and skills.

PVCHR staff giving training on life skills in Sarai Musahar village in Varanasi, India.  
Photo by: PVCHR

**“We work in communities where many people are traumatised by torture. Using the skills and knowledge we gained, we now support more than 1,000 torture survivors to rebuild their lives each year.”**

— LENIN RAGHUVANSHI, Founder and CEO, PVCHR.





## 1.2 Better Livelihoods

For survivors facing challenging socio-economic circumstances, the IRCT and its members will advance and exchange best practices in fostering livelihoods as a key component of the rehabilitation process. By supporting survivors to develop initiatives that allow them to access a stable income, we can create a strong foundation for the healing process. Developed by survivors themselves, the livelihoods initiatives empower individuals to regain control of their and their family's socio-economic situation, thereby restoring the agency lost during their torture experience. For many torture survivors, successful livelihoods initiatives thus present fulfilling life projects that both enable and empower them to heal.



**Robert Twesigye went to the African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) in Uganda for physiotherapy and counselling after being tortured.** Even after treatment, his physical injuries prevented him from returning to his previous job. To help him start a new vocation and support his family, ACTV provided training, seed funds and 10 bags of charcoal to begin a business nearby his home. Photo by ACTV

**“We can now pay school fees, medicine, food and save up some money. It is really helping us to feel strong and proud again.”**

— A survivor describes the impact of ACTV's rural livelihoods programme in the Gulu district of northern Uganda.



**Female torture survivors in Gulu, northern Uganda, were beneficiaries of ACTV's rural livelihoods project.**

In northern Uganda, most torture survivors treated by ACTV are women, many of whom were also widowed by the Lord's Resistance Army and left without economic resources and financial stability. With a grant from IRCT, ACTV provided over 200 women with income generating projects. One group received maize seeds, training on farming and a milling machine to make flour out of the maize they grew. Another received ground nut seeds and oxen to plough their land. The results were extraordinary. ACTV observed a dramatic improvement in the socio-economic situation of these women, which in turn contributed to their individual and collective healing and helped their villages to thrive. Photos: All images courtesy of ACTV.



**Natasha Nzazi and Kolbassia Haoussou from the Survivors Speak Out Network in the United Kingdom.**

The Survivors Speak Out Network has been at the forefront of developing survivor-led approaches to rehabilitation and anti-torture activism since 2009. Photo by: Freedom From Torture

## 1.3 Safe and Inclusive Spaces for Survivors

The IRCT will support its members to create more safe and inclusive spaces where survivors can share their experiences, take ownership of their rehabilitation and exercise their rights, including to participate in the fight for justice. The IRCT network will continue to serve as a platform to represent the experiences of survivors and work to amplify their voices in our advocacy.

**“Empowering survivors and giving them a platform to speak out is essential in the global fight against torture. This is how we equip the sector to better fight torture and the injustice lived by survivors.”**

— NATASHA NZAZI, Service Users Engagement Manager at Freedom from Torture and member of the Survivors Speak Out Network.

To protect our members and their ability to support torture survivors in the most difficult political and security environments, the IRCT will coordinate and support global solidarity actions to support our members when they come under political pressure. As part of this work, the IRCT will provide a platform to amplify survivor voices and experiences to keep the pressure on States to act against torture.



## Goal 2. Justice

States improve their laws, policies and practice on justice, reparation and prevention of torture.

States usually deny that torture occurs and obstruct attempts to investigate it leaving victims without access to justice and reparations, including rehabilitation. While the IRCT and our civil society partners continue to succeed in advocating for improved international and national legal frameworks to address torture, implementation is often weak and inconsistent. Thus torture and impunity persist. To address this implementation gap, civil society and State institutions need to enhance their capacity, skills and resources to effectively document torture and promote accountability, reparation and prevention of torture.

Therefore, the next four years will create impact in three key areas:

2.1 Exposing Torture / 2.2 Improving Laws and Policies / 2.3 Strengthening Capacity



El 28 de Abril de 2021 miles de personas salieron a protestar contra el proyecto de reforma tributaria del gobierno de Iván Duque en medio de un gran repunte de casos de coronavirus. En la Plaza de Bolívar de Bogotá con la alcaldía de la ciudad y el Congreso de la República como fondo los jóvenes colombianos se enfrentan a la represión de la policía. La resistencia es la vida. Foto Federico Ríos Escobar. Marcelo Brodsky y ERE 2021  
1/3 2 PA.



On 10 July 2012, Yecenia Armenta Graciano was detained, raped and tortured for 15 hours by the police in Culiacan, Mexico, until she agreed to sign a “confession” for involvement in the murder of her husband. However, an examination by the State forensics office, which the UN criticised as biased, found “no physical or psychological evidence” of torture. IRCT’s Independent Forensic Expert Group was asked to intervene. We examined Yecenia and documented compelling evidence of torture and the judge agreed, rejecting the State’s report as flawed. On 8 June 2016, Yecenia was freed. Photo by Amnesty International

## 2.1 Exposing Torture

The IRCT will work with other leading campaigning, legal and human rights organisations to leverage forensic evidence, which can be used to expose torture and hold perpetrators accountable through public advocacy and strategic litigation. We will also focus on exposing torture practices that are widely prevalent and should be banned, such as conversion therapy, and will build strong coalitions to advance that goal. Together with our partners we will press international and national mechanisms to investigate torture and develop appropriate procedures for facilitating the participation of victims in those processes.

**“Yecenia’s case really opened our eyes to the importance of independent forensic expertise. Now, we have a network of qualified independent experts throughout Mexico, which we’ve developed with the support of IRCT.”**

— CRISTIAN URBALLEJO,  
General Coordinator, Colectivo Contra la Tortura y Impunidad (CCTI), Mexico.

### LEFT PAGE

On April 28, 2021, thousands of people came out to protest against the tax reform project of the Iván Duque government. In the Plaza de Bolívar in Bogotá with the city hall and the Congress of the Republic as a background, young Colombians face repression from the police. Resistance is life. Photo by: Federico Ríos Escobar/ AFP Intervened with Crayon, aquarelle and texts by Marcelo Brodsky, 2021.



## 2.2 Improving Laws and Policies

The IRCT will advocate with UN and regional human rights mechanisms to develop strong anti-torture standards that reflect the perspectives and experiences of survivors. We will also engage these mechanisms to increase the pressure on States to adopt and implement anti-torture laws and policies that comply with international standards. We will use their review procedures and recommendations to conduct advocacy and facilitate our national level dialogue with State agencies.

**“The IRCT helped us build constructive dialogues with UN treaty bodies, which convinced them to issue strong recommendations to the Lebanese state. We now use these recommendations to advocate for a stronger anti-torture law, better safeguards in places of detention and a new National Preventive Mechanism.”**

— SUZANNE JABBOUR, Director,  
Restart Rehabilitation Centre, Lebanon



**The United Nations, where IRCT and its members regularly engage with the UN human rights State review processes to make sure they address the key issues in the countries where we work.** We use the UN recommendations to increase the legitimacy and priority of our national advocacy agenda especially in strengthening rehabilitation and investigation of torture.  
Photo by: Violaine Martin / UN Photo



**Demonstrations in Lagos, Nigeria, in October 2020, a few days before Nigeria's Human Rights Commission inaugurated the 11-member Independent Investigative Panel to probe allegations of human rights violations against the Special Anti-Robbery Squad (SARS), which has tortured and terrorised the population for decades.** Since its inception, IRCT has been providing training and advice to the Independent Investigative Panel together with its Nigerian member Prisoners Rehabilitation and Welfare Action (PRAWA).  
Photo by: Akintunde Akinleye

## 2.3 Strengthening Capacity

The IRCT will strengthen the capacity of civil society organisations and State institutions to effectively advocate against torture and implement international accountability standards. In particular, we will develop tools and provide training and expertise on how to investigate and document violations using the Istanbul Protocol (IP), establish national rehabilitation programmes, and design victim-centred justice processes. In addition, the IRCT and our global membership will continue to advocate for the prevention of torture to remain a priority among States and for the necessary resources to be dedicated to supporting actors who provide rehabilitation to torture survivors.

**“IRCT provided much needed expertise and guidance to strengthen the capacity of the Independent Investigative Panel so we can finally bring truth, justice and reparations to the generations of victims that have suffered.”**

— DR. UJU AGOMOH, Executive Director, PRAWA and Member, Independent Investigation Panel on Alleged Human Rights Violations By Nigeria Police Force Special Anti-Robbery Squad (SARS) and Other Specialised Units



# How We Work



## SURVIVORS

The IRCT’s strategies and approaches are guided by the needs and experiences of the torture survivors who we serve. We support survivors to determine their healing journey, to share their stories to influence public opinion, and to create sustainable livelihoods for themselves and their families. From this work we gain a sound and comprehensive understanding of torture practices and the impacts they make on the people in our communities and the barriers that exist to accountability in our countries.

## IRCT GOVERNANCE

The IRCT is led by an Executive Committee and a Council made up of our members who are elected by the membership in a democratic process. The Executive Committee provides oversight to the organisation by ensuring accountable and strategic governance, implementation of the IRCT Strategy and cost-effective use of funds. The Council is responsible for coordination of activities and policies within the IRCT regions and providing thematic expertise to the work of the organisation.

## IRCT SECRETARIAT

The IRCT Secretariat drives the implementation of the IRCT Strategy. The Secretariat coordinates and directs membership engagement for achieving our strategic goals and leads the organisation’s global anti-torture advocacy efforts. This includes coordinating global actions and learning exchanges, providing legal and advocacy expertise to members, intervening in strategic cases and policy processes, and advocating to increase the resources and funding available to members, the Secretariat, and others in the sector.

## IRCT MEMBERS

Every IRCT member provides rehabilitation to torture survivors and conducts advocacy against torture. Through the IRCT network, members exchange knowledge and experience and provide support to each other, especially in the face of political attack due to their human rights work. In particular, members develop and share new rehabilitation techniques; explore solutions to similar challenges with others from around the globe; and collect data and documentation to strengthen national and international reporting and advocacy efforts. Not least, they contribute with member fees to support the network.

## EXPERTS NETWORK

The work of the IRCT Secretariat is supported by a network of esteemed health, legal and human rights experts who contribute their time pro bono to advise and support our approaches and activities. These experts sit on several IRCT advisory boards and help to strengthen our work in the areas of communications and funding to rehabilitation and forensic documentation.



Established by the IRCT in 2009, the Independent Forensic Expert Group (IFEG) provides forensic expertise worldwide to other civil society and human rights organisations fighting against torture by conducting forensic examinations of victims, reviewing visual and documentary evidence, issuing expert statements, developing documentation tools and resources and providing training. The IFEG has conducted interventions in over 60 countries. The group consists of 42 distinguished experts from 23 countries who collectively represent over 500 years of experience in the investigation and documentation of torture. Together, its members have examined around 40,000 alleged victims of torture, testified in courts and other forums approximately 4,600 times, published 2,400 scientific books and articles and conducted 2,000 trainings.

## OUR FINANCES AND OPERATIONS

The IRCT will continue to prioritise efficiency, agility and sustainability in its financing and operations so that we can respond effectively to emergency situations and changing geopolitical environments.

The IRCT prioritises a slim Secretariat and will further diversify our funding base aiming to secure EUR 2m annually for the implementation of this Strategy. We will use financial scenario building as a tool to increase agility in responding to new funding opportunities and developments. Our work is supported by several governments, in particular the Danish and the Swiss Ministries of Foreign Affairs, foundations, including Sigrid Rausing Trust, ATSF and Novo Nordisk Foundation, by voluntary contributions from



The IRCT’s Torture Journal is the world’s leading academic journal on the issue of rehabilitating torture survivors and forensic torture documentation. The Journal is peer-reviewed and provides an interdisciplinary forum for the exchange of original research and systematic reviews by professionals concerned with the biomedical, psychological and social interface of torture and the rehabilitation of its survivors. It is indexed in EBSCO and MEDLINE, which represents an international acknowledgement of the publication’s value as a leading periodic on torture and the examination and treatment of torture sequels. For 30 years, the Torture Journal has been producing state-of-the-art knowledge on methodologies, approaches and innovations in health-based action against torture.

members and private individuals, and the pro bono support of health, forensic and human rights experts.

The IRCT operates on the principle of cost-effectiveness and climate change awareness. We will implement this Strategy and manage funds using transparent and accountable systems. In addition, we will expand our digital working methodologies to widen our global reach, promote equal access and effective networking, and reduce operational costs and per capita carbon emissions. During the period of this Strategy, the IRCT will endeavor to join the UN Race to Zero, the global campaign to align organisations, cities and investors with the internationally agreed target of net-zero carbon emissions by 2050.



**irct**

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## IRCT Organisational Communications Strategy 2022-2025

### What is the IRCT's overall goal for its Communication Strategy during this period?

1. **Engage and Underpin:** The overall goal of Communications during this period is to underpin the successful implementation by IRCT members of the goals on Healing and Justice for torture survivors as set out in the IRCT's Strategy 2022-2025. Externally, this Communications Strategy will engage IRCT's key stakeholders and interested members of the public through professional media products that reinforce the key messages of the IRCT's Strategy.

2. **Involve our Members:** Internally, the overall goal of Communications is that the IRCT's governance has all the information required to be fully involved in the organisation and fulfil their mandate. Likewise, through this Communications Strategy IRCT's diverse member centres will also be involved in the network, having opportunities to learn about each other's work and to grow in solidarity and exchange of knowledge. Members who wish to do so may collaborate with the services offered by IRCT Communications and a selection of the most active centres will receive media training.

### How will the IRCT's Communications Strategy achieve this overall goal?

3. Through **credibility, consistency and great story telling**. All IRCT Communications rests on two key pillars of credibility: We are global - created and governed by 161 organisations across 76 countries who work every day to help over 50,000 torture survivors; and we are professional - staffed by over 4,000 doctors and lawyers. Amid a public discourse increasingly characterised by emotive opinions, IRCT's Communications will always be based on first-hand evidence, or expert contributions on issues where we have thematic expertise. We speak when our members or experts have something to say. Together with the adoption of professional best-practice journalism standards in all written and audio-visual communications, the IRCT will thus ensure both credibility and consistency. Information generated by the organisation will reach the relevant audience, at the right time, in a manner that invites them to action and enables them to act.

4. Great story telling answers the crucial question asked by any audience: Why should I care, and how does this affect me? Torture, by definition, is an unpleasant topic. Dwelling on an individual's severe physical or mental suffering can create a distance with an audience. To avoid this empathy gap, IRCT Communications will strive to present survivors as persons with agency, relatable, but never sentimentalised. Great story telling is authentic because it considers the way the person wishes their own story to be told. And great story telling sets that individual's story in a context that matters to everyone. In this Strategy that context is the struggle between human rights and power, democracy and authoritarianism. Torture, as the ultimate abuse of power, is at the very heart of that struggle.

### 5. Who are the audiences the IRCT needs to address?

IRCT Communications has **five** key audiences, three external and two internal:

- A. Interested but relatively uninformed members of the **public**
- B. **Officials** from States, the UN, the EU and other regional governance bodies
- C. Our donors and existing and potential cooperation **partners** from civil society
- D. Our **Member** Centres
- E. Our **Governance** bodies, comprising the Executive Committee, Council, and our General Assembly

## What are the goals for IRCT Communications related to its main audiences in 2022?

6. Interested but relatively uninformed members of the **public** read, watch and engage with IRCT Communications Products and thereby have the opportunity to be better informed citizens able to exercise their human rights to oppose torture and improve the values of democracy in their societies.

7. **Officials** from States, the UN, the EU and other regional governance bodies read, watch and engage with IRCT Communications Products and thereby have the opportunity to be better informed about the persistence of torture by officials, the network of legal obligations in which they operate, and opportunities to improve laws and policies related to torture prevention and rehabilitation.

8. Existing and potential **partners** can see clearly how the IRCT works, the added value it brings to the field of anti-torture work, and the benefits of funding and/or collaborating with the IRCT. The IRCT's core funding is secured through the Strategy period and we create opportunities to diversify our sources of funding. Communications Products are shared with partners and we track related mentions of the IRCT and its members.

9. **Members** receive regular emails about IRCT activities and possible engagement in processes (both internal and external) relevant to the work and mandate of the IRCT, in a manner that is predictable and following uniform formats. Members engage with sharing their own original content through the members-only site at Fabo.org, and have suitable original content promoted through IRCT's public media channels, including at times being edited to standards of professional journalism. Members engage with IRCT Communications directly to produce audio-visual content in collaboration. A number of the most active member centres across regions begin ongoing training in effective public communications.

10. **Governance** body ExCom receive timely quarterly Monitoring and Evaluation (M&E) reports on implementation of specific indicators as related to the goals in IRCT's 2022-2025 Strategy. Feedback on the quality and quantity of information in each report is taken at each ExCom meeting, and any required adjustments made. IRCT Secretary General uses email and online meetings to keep other governance bodies up-to-date with all relevant activities and events in a manner that is predictable and allows them to provide feedback and be appropriately engaged in the work of the IRCT.

## 11. What are the key messages for this Communications Strategy?

Key message 1: #HumanRights #PoliceBrutality #Torture

**Torture is central to the human rights struggle of our time.** States increasingly use torture to suppress dissent or marginalise vulnerable communities, most often through police brutality. With its medical and legal expertise, the IRCT stands on the frontline of this global struggle against the abuse of power.

Key message 2: #LifeAfterTorture #Survivors

**Torture silences survivors and censors communities.** Justice starts with truth, and healing comes from speaking. IRCT members provide this space and amplify these voices, supporting torture victims to become human rights defenders, and strengthening civil society, including free media.

Key message 3: #Livelihoods

**Poverty and torture are linked.** Over half of torture survivors worldwide also live in poverty. Being poor makes you more likely to be tortured. Being tortured makes you more likely to be poor. Rehabilitation fails when basic needs are not met. Improving livelihoods for survivors breaks this link, restoring lost agency.

Key message 4: #TogetherWeCanEndTorture #Justice

**Justice will prevail, in the end.** Despite huge challenges, human rights will win the struggle against oppression. The resilience and flourishing of torture survivors provide a powerful example of the human spirit to overcome the worst, an inoculation against anxiety and despair in an age of existential threats.

Key message 5: #RightToRehabilitation

**Torture persists; rehabilitation is a right.** Nearly all States continue to torture - Amnesty documented torture in 141 – and are therefore obligated to provide rehabilitation to victims. The IRCT represents a significant proportion of the global torture rehabilitation capacity, but most survivors are still not receiving the care they need.

Key message 6: #TogetherWeCanEndTorture #26June

**Collaboration is key.** Eradicating torture is an immense challenge, requiring the combined efforts of all stakeholders. Plurality must be a source of strength, not competition. The IRCT actively seeks ways it can enhance the work of all anti-torture organisations, while continuing to lead the coalition advocating for effective investigation of torture and the rights of victims to rehabilitation.

Key message 7: #Forensic #UNCAT #EUintheWorld

**Expertise is our greatest added value.** The IRCT is rooted in five decades of the scientific study of torture. Our Torture Journal is the leading academic source of knowledge on torture rehabilitation and prevention. Our Independent Forensic Expert Group substantiates allegations of torture for leading human rights organisations and provides expert evidence in courts around the world. Our 161 members collaborated to produce the first Global Standards on Rehabilitation to ensure survivors receive the best possible support to rebuild their lives. The Secretariat leverages its expertise in law, development, advocacy and the media to provide professional services to our members and amplify the impact of their work, including at the EU and the UN.

## 12. What are some of the Communications Products that will deliver on this goals of this Strategy?

Video:

[Meet Our Members](#): Meet the people who make the IRCT what it is. Putting a face to the acronym, our courageous and caring global network of health professionals and human rights defenders introduce you to how they work.

[IRCT Insights Series](#): Insights and inspiration on the fight for healing and justice for today's torture survivors from IRCT's frontline human rights defenders around the world.

[Thematic Videos](#): Human-interest stories on IRCT core goals for Strategy 2022-2025

[Social Media videos](#): Edited to specific length to play in Social Media channel (Twitter, Instagram, LinkedIn, Facebook)

Audio:

Podcast (in development)

Written:

[IRCT Briefing](#): Q&A format answering key questions on complex topics.

What's Cooking: Monthly email newsletter by Secretary General written in engaging style.

[Website news](#): Newspaper-style write up of key IRCT news, with links embedded for further research

[Social Media Posts](#): Strategically written to engage range of five key audiences, and build [collaboration](#)

## ANNEX 9: QUALITY ASSURANCE CHECKLIST<sup>1</sup>

File number/F2 reference: **2021 - 18546**

Programme name: **#TogetherWeCanEndTorture IRCT 2022-24**

Programme period: **2022 - 2024**

Budget: **27 DKK million**

Presentation of quality assurance process:

*The documentation from the partner has been subject to scrutiny by the desk officer. Further, the standard programme document and all annexes have been subject to quality assurance internally in HCE.*

☒ The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.

*Comments: This programme has been subject to quality assurance in HCE from the team leader and the financial management specialist.*

☒ The recommendations of the appraisal has been reflected upon in the final design of the programme/project.

*Comments: This programme has been subject to quality assurance in HCE from the team leader and the financial management specialist.*

☒ The programme/project complies with Danida policies and Aid Management Guidelines, including the fundamental principles of Doing Development Differently.

*Comments: This programme complies with Danida's policies and guidelines. There is a clear reference to the new Development Cooperation Strategy, The World We Share, as well as existing AMG.*

☒ The programme/project addresses relevant challenges and provides adequate responses.

*Comments: The programme is very relevant and in line with Denmark's policy on human rights and anti-torture.*

☒ Issues related to HRBA, LNOB, Gender, Youth, Climate Change, Green Growth and Environment have been addressed sufficiently in relation to content of the project/programme.

*Comments: the programme aims to provide rehabilitation to over 50,000 torture survivors, of whom at least 50% are women, annually worldwide (SDG3)*

☐ Comments from the Danida Programme Committee have been addressed (if applicable).

*Comments: N.A.*

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☒ The programme/project outcome(s) are found to be sustainable and in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

*Comments: the programme is sound, ambitious and fully in line with the partner's policies and strategies.*

☒ The theory of change, results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

*Comments: Results are specific, measurable and tangible.*

☒ The programme/project is found sound budget-wise.

*Comments: the budget is realistic and connects well to the targeted outcomes.*

☒ The programme/project is found realistic in its time-schedule.

*Comments: It is a three-year project with very specific goals.*

☒ Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.

*Comments: The Danish MFA is one of the only governmental donors providing support to the partner.*

☒ Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.

*Comments: IRCT is a unique and capable partner, which is working with key stakeholders (rehabilitations centres) around the world.*

☒ The implementing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.

*Comments: IRCT has a proven track record of implementing such a programme, and has lately improved its organizational management as well as on reporting results and outcomes.*


☒ Implementing partner(s) has/have been informed about Denmark's zero-tolerance policies towards (i) Anti-corruption; (ii) Child labour; (iii) Sexual exploitation, abuse and harassment (SEAH); and, (iv) Anti-terrorism.

*Comments: Yes.*

☒ Risks involved have been considered and risk management integrated in the programme/project document.

*Comments: the partner has delivered a sufficient risk management table with sound considerations.*

In conclusion, the programme/project can be recommended for approval: **YES**

Date and signature of Desk Officer: 07.01.2022 

Date and signature of Management: 27.01.2022

