

Core Support for International Crisis Group 2023-24

<p>Key results:</p> <ul style="list-style-type: none"> - Greater awareness and improved understanding on the part of national governments, the EU, the UN and other regional and international organisations, opinion makers, parties to conflict and peace actors of emerging and actual conflict risks and of the underlying dynamics and root causes of specific conflict situations (awareness and knowledge). - Key conflict stakeholders place conflict issues (higher) on the policy-making agenda and/or to (re)consider and debate steps that may hitherto have stayed under the radar or been dismissed (attitudes and behaviour). <p>Justification for support:</p> <p>The objective(s) of the peace and stabilisation cooperation among the parties is to support Crisis Group's research, analysis, policy formulation and advocacy efforts. These complement and reinforce efforts of national governments including Denmark, the EU, the UN, other regional and international organisations, as well as wider stakeholders to conflict, including opinion makers and peace actors. The aim is to prevent or resolve conflicts and build a lasting peace. The collaboration will support Danish foreign policy priorities across different contexts and at the UN.</p> <p>Major risks and challenges:</p> <p>Crisis Group's work inevitably involves security risks, related to both collecting data for research and its subsequent publication and dissemination. As an employer, the organisation is committed to protecting its staff from unnecessary risk as far as possible and to assisting individual employees and its interlocutors to minimise their exposure to danger. Crisis Group has a security team that meets regularly to review all potential security issues and threats, and ensure that rules and protocols are followed by field offices, as well as a comprehensive range of resources to mitigate the risk of unexpected incidents affecting staff and operations; allowing continued operation under challenging or difficult circumstances. Crisis Group mitigates risk by supporting staff at each level of operation - Program, Project, and individual analyst – to be able to fully assess risk and explore and set in place mitigation plans for a range of potential incidents.</p>	File No.	2023-18944						
	Country	Conflict-affected countries						
	Responsible Unit	MNS						
	Sector	Peace and stabilisation						
	Partner	International Crisis Group (ICG)						
		<i>DKK million</i>	2023	2024	2025	2026	2027	Total
	Commitment	7	0	0	0	0	0	7
	Projected disbursement	3,5	3,5	0	0	0	0	7
	Duration	2 years						
	Previous grants	Core support since 2013						
	Finance Act code	06.32.08.60						
	Head of unit	Marianne Kress						
	Desk officer	Troels Gauslå Engell						
Reviewed by CFO	Max Mortensen							

Relevant SDGs *[Maximum 1 – highlight with grey]*

 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 [for projects under a Country Strategic Framework]/**Objectives** [for stand-alone projects] – **Choose as relevant.**

Crisis Group's work contributes to increased individual or collective action by decision-makers to develop and adopt inclusive policies that effectively prevent, resolve or mitigate the effects of deadly conflict

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	0	0	0	0
Total green budget (DKK)				

Justification for choice of partner:

Since 1995, Crisis Group has worked to prevent and resolve global conflict and establish the conditions required for lasting peace and security. In Crisis Group's 27th year of operation, it has a documented track record of coordinating large scale projects and managing funds from a variety of sources including government, foundation, and private sector. The MFA has a history of good collaboration with Crisis Group and has previously provided core support to its operation

Summary:

The Danish contribution will be used to implement Crisis Group's strategy for 2019-24 by supporting core activities of field research, advocacy, and policy engagement and outreach, allowing Crisis Group to fulfill its mission of preventing, resolving, and mitigating conflict through informing and influencing the perceptions and actions of policymakers and other key conflict actors. Specifically, the funding will be used toward the principal research and advocacy priorities outlined in the Workplan 2022-2023 and subsequent annual Workplans, covering years 2023 and 2024.

Budget (engagement as defined in FMI):

Engagement 1 – the development project	7
Engagement 2 - auxiliary activities, such as advisors, M&E and reviews (repeat as relevant)	0
Engagement 3 – un-allocated funds	0
Total	7

Core Support for International Crisis Group 2023-24

Introduction

This project document defines the objectives and management arrangements for the grant to provide Core Support to International Crisis Group for the period 2023 to 2024, and the conditions under which it shall be managed. The project document together with the documentation specified below constitutes the conditions for the grant from the Danish Ministry of Foreign Affairs (MFA).

Grantor and Grantee

The Danish Ministry of Foreign Affairs (hereafter "MFA"), represented by the Department for Migration, Stabilisation and Fragility (MNS), as Grantor, and the International Crisis Group (hereafter "Crisis Group") as Grantee.

Documentation

"The Documentation" refers to the partner documentation for the supported intervention, which is Crisis Group's Workplan 2022/2023 (Annex A), Strategic Framework for 2019-2024 complemented by Crisis Group's President & CEO Priorities Statement 2022 (Annex B), budget forecasts for 2023-2024 (Annex C).

Contribution

Denmark, represented by the Danish Ministry of Foreign Affairs through the Department for Migration, Stabilisation and Fragility, commits to a contribution to the project of

DKK 7.000.000 (seven million Danish Kroner)

for the period 1 January 2023 – 31 December 2024

Background and project description

Context and rationale for the activities

The Danish contribution will be used to implement Crisis Group's strategy for 2019-24 by supporting core activities of field research, advocacy, and policy engagement and outreach, allowing Crisis Group to fulfill its mission of preventing, resolving, and mitigating conflict through informing and influencing the perceptions and actions of policymakers and other key conflict actors. Specifically, the funding will be used toward the principal research and advocacy priorities outlined in the Workplan 2022-2023 and subsequent annual Workplans, covering years 2023 and 2024. Furthermore, the contribution will also be allocated to reinforce the capacity of the Danish MFA, including the Permanent Mission to the UN and relevant officials in Copenhagen, on UNSC dynamics and priority conflicts during Denmark's UNSC campaigning period and preparation process, if elected.

The **evolving global context** for Crisis Group's work, as well as the way in which the organisation plans to respond to it through its research and advocacy activities over the next years, is outlined in its 2019-2024 Strategic Framework and in the Statement made by Crisis Group's President & CEO Comfort Ero in January 2022 outlining her vision and goals for the organisation (full text included in Annex B).

The multilateral community today faces significant challenges in conflict prevention and management: grave levels of geopolitical tension; dangerous standoffs between major powers; and an increase in displacement, food insecurity, starvation and death by preventable diseases caused by war. Notably, the large-scale conflict in Ukraine is sending shockwaves through the international community and presenting potentially the gravest threat of nuclear confrontation in decades. The multilateral landscape is further complicated by the risks presented by the impact of climate change, digital technologies, the ripple effects of the COVID-19 pandemic and the global economy. To take

effective steps, policymakers must have the right information, at the right time, lest their action -or inaction- may trigger a major crisis.

Crisis Group's value added, objective and priorities

Crisis Group is **well-positioned to respond to the new global environment**, through its strong field presence; focus on pragmatic policy recommendations; independence and credibility; and capacity to engage with stakeholders at different levels and throughout the world and adaptability to changing conditions such as the challenges that were posed by Covid-19. Building on these strong foundations, Crisis Group has made great strides of late, publishing more written products than ever before and in a timelier fashion. Crisis Group has been innovating at different levels. For example, it has recently established an Innovation Hub which aims at housing cross-regional expertise, where specialists will rotate based on the skill sets the organisation would want to benefit from each given year. Innovative changes have also related to the way the organisation works. Crisis Group will bring together conflict parties where there is demand for it to do so, led by Crisis Group's new dialogue coordinator. There have also been some recent organisational changes, where advocacy and communications officers have been embedded in regional programs. Furthermore, Crisis Group has been diversifying the types of outputs it produces (with an increasing array of multimedia products including three podcasts, new high-impact video formats and visuals) and reinforcing strategic dissemination and outreach by adapting to the changing landscape of social media.

Despite these gains, significant challenges remain. The main question for Crisis Group is how to strengthen its core capacities while building new ones to meet today's demands. Its mission, vision and basic approach – combining on-the-ground research and analysis, pragmatic prescriptions and targeted advocacy – remain sound.

In order to respond to the evolving nature of conflict in an increasingly challenging environment, Crisis Group is pursuing the following goals: (1) sharpening its analysis by staying on top of global conflict trends, cross-cutting issues and cutting-edge methods in conflict analysis, and pushing forward innovative approaches and projects; (2) further deepening its early warning work by revamping and expanding CrisisWatch using technologically advanced outputs that highlight threats and propel policymakers to early action; (3) enhancing and decentralizing its advocacy by making it more systematic, engaging a greater variety of actors and tailoring the advocacy approach it takes even more to the situation at hand ; (4) investing in strategic communications and decentralizing it, raising Crisis Group's profile and ensuring that its analysis and recommendations are widely featured; and (5) crafting a path towards deepening Crisis Group's dialogue work based always on demand and a clear sense of its added value, (6) continue to expand its fundraising and donor base. The specific plans for achieving each of these six goals are discussed in detail in the Crisis Group Strategic Framework 2019-2024 complemented by Crisis Group's President & CEO Priorities Statement 2022.

Crisis Group's **workplan** for 2022-2023 (Annex A) is based on and reflects the priorities of the Strategic Framework and Crisis Group's President & CEO Priorities Statement 2022. In the organisation's plan, Sections 2 and 3 explain how the themes of early warning/early action and gender, both priorities for the President and CEO, inform its work. The first is more important than ever: the best way to avoid war destruction is to stop conflict before it starts. Governments and other actors can intervene most effectively to head off trouble when they know far in advance that it may be coming. Gender sensitivity will also remain a high priority for the organisation – not just in research and publications, but also in its internal practices as it seeks to promote more diversity, equity and inclusion throughout Crisis Group's ranks. Sections 4-9 present its plans for regional program work.

In Africa (Section 4), priorities include i) steering Ethiopia and Sudan, toward negotiated settlements of their internal and cross-border conflicts; ii) promoting a response to the Sahel's conflicts that better balances military operations with a political strategy while advocating for a quick return to civilian rule in countries where the military has seized power; and iii) curbing violence in the Great Lakes and avoiding fighting in the Democratic Republic of Congo among its neighbours.

In Asia (Section 5), priorities include to i) advocate for measures to address the economic and humanitarian disaster in Afghanistan while preventing renewed fighting; and ii) help contain conflict risks stemming from tensions between China, on one hand, and the United States or other actors, on the other. In Europe (Section 6), Crisis Group's goals include i) working to avoid direct Russian-Western confrontation; and ii) identifying opportunities to stop the fighting in Ukraine on terms acceptable to both sides.

In Latin America priorities (Section 7) include i) promoting realistic proposals for a negotiated settlement in Venezuela; and ii) helping find ways to reduce violence in Colombia's countryside as the Gustavo Petro administration takes power in August.

In the Middle East and North Africa (Section 8), the aim is to i) minimise risks of escalation between Iran and its partners, on one side, and the U.S. and its regional partners, on the other; ii) inform diplomacy aimed at ending the Yemen war; and iii) support efforts to stabilise Lebanon.

The U.S. Program will promote diplomatic solutions to crises around the world, looking critically at whether the non-military tools the U.S. presently relies upon for this purpose, such as sanctions and other economic policies, actually mitigate rather than exacerbate conflicts.

Crisis Group will complement this conflict-specific analysis with a robust **cross-cutting research agenda**. This can be seen in Section 10 which lays out plans for cross-regional work, including work on Jihad and Modern conflict and the Future of Conflict Program, which seeks to keep Crisis Group at the forefront of efforts to understand changes in the nature of war, focusing on the economics of conflict, climate, and conflict, and technology and war. The program also reinforces the field research country analysts do with data obtained through cutting-edge quantitative methods.

Selecting specific conflicts to cover and themes to pursue is no small task (p.11). The choices of regional priorities are those conflicts or potential conflicts that are likely to consume additional attention from the organisation over the coming year. These priorities are based on several criteria: to highlight a conflict because of its gravity, death toll, humanitarian consequences or geopolitical significance. It could also be because the conflict seems set to reach a turning point – violence might escalate or a peacemaking opportunity emerge. Or it could be that over time, Crisis Group carved out a niche that lends particular impact to its work on a given conflict. Of course, priorities can change over the course of the year, pursuant to events in the parts of the world the organisation covers.

Furthermore, in Section 13, Crisis Group outlines its **Dialogue Initiative** this work entails facilitating frank exchanges on sensitive political issues among conflict actors, always demand-driven so as not to duplicate what others do, and in partnership with organisations with relevant expertise whenever possible. It will seek to deepen dialogue promotion across the organisation and convene high-impact dialogues based on demand from stakeholders. It will also offer cutting-edge analysis of dialogue, settlement negotiations and peace agreements in its regional work.

The Workplan also discusses Crisis Group's ideas for **enhancing advocacy** and how its investment in global and regional advocacy will continue (Section 14). Advocacy priorities this year include i) better coordinating activities worldwide; ii) diversifying efforts; iii) investing in rapid reaction cells to coordinate crisis responses as conflicts erupt or worsen; iv) continuing to extend outreach beyond Crisis Group's traditional advocacy centres of Brussels, New York and Washington; and v) undertaking at least one full-fledged campaign, as well as several "surges" of efforts geared at shifting specific policies. Crisis Group will continue to regularly engage with the UN, European Union (EU) and African Union (AU) to shore up multilateralism as it faces its gravest challenges in decades.

To strengthen strategic communications the Workplan outlines in Section 15 how the **Communications and Outreach** Department will continue to develop new ideas, audiovisual outputs, interactive features and software upgrades to sustain Crisis Group's growing readership and visibility. In practice that means creating greater brand awareness, raising the global profile of Crisis Group's conflict prevention goals, and building a worldwide community around those objectives. The organisation is recruiting key staff to carry out this vision, including a Director for Strategic Communications and combined Advocacy and Communications officers in each of its regional programs. In the coming year, there will be further innovations in the communications work. In particular, Crisis Group will reinvigorate its social media strategies on all its channels and ramp up its audiovisual, interactive and multimedia output alongside its traditional publications.

Alignment with Danish priorities

The project is aligned with the purpose of the Stabilisation and Conflict Prevention frame.

Furthermore, Denmark emphasizes a **whole-of-government approach** to peace and stabilization to ensure a coherent, integrated stabilisation policy and action across the relevant Danish government actors. Following Denmark's strategy for development cooperation, 'The World We Share' under Objective 4, on delivering safety and security through peace-building and stabilisation, specifically on Denmark's objective to "fight the fundamental causes of fragility,

instability, crises and conflict through systematically integrating prevention in our activities, supporting conflict prevention, peace and stabilisation, and incorporating marginalised groups, women, children, young people, climate and human rights in everything [Denmark] does” there is alignment in mission and vision with Crisis Group. Strong conflict analysis to underpin all Danish policy and programming for peace and stabilisation efforts is key and Crisis Group’s core strengths provide a unique value added by providing analysis and advice to the international community on how to prevent, resolve or better manage deadly conflict through **independent** field research and formulate concrete policy prescriptions for conflict prevention.

Geographically, fragile countries and contexts where Crisis Group has extensive coverage are the same where Danish foreign policy interests are at stake, namely **MENA, Horn of Africa, Sahel and Afghanistan**.

Furthermore, with regards to Denmark’s objective to “support and strengthen multilateral cooperation in relation to fragility, conflict and violence and the cornerstone [being] the Danish candidature to the UN Security Council in 2025-26” with over more than twenty-five years of experience, Crisis Group has covered in-depth almost every conflict on the UN’s agenda. Crisis Group has frequently shared its analysis and policy ideas with Council members ahead of key debates in the Security Council, including prior to negotiations on major resolutions, or before the visits of Security Council members to conflict-affected areas. Crisis Group is well positioned to support Denmark’s capacity to contribute to international peace and security through Danish membership of the UN Peacebuilding Fund and the UN Security Council, if Denmark is elected.

To comply with UNSCR 1325 and subsequent resolutions on **women, peace and security**, UNSCR 2250 on youth, peace and security as well as other international law to which Denmark is a party, it is imperative that those engaging in stabilisation activities are aware of the implications of their initiatives across gender and youth. This aligns with Crisis Group’s Gender Strategy, aiming to further mainstream gender within the organisation’s analysis and policy prescription. For example, in the financial year 2021-2022, Crisis Group’s [work](#) helped shape the conversation around women’s rights amid the Taliban’s takeover of Afghanistan in 2021 and analysed the [gendered nature of the war in Ukraine](#) following Russia’s February 2022 invasion. Crisis Group also shared recommendations on the achievements and challenges of the Women, Peace and Security Agenda and kept working to improve state policies on the repatriation of Western women and children affiliated with ISIS. Crisis Group published several important [reports](#) focused primarily on gender dynamics in conflict settings and continued to advocate for more refined, gender-transformative policy responses to a number of key policymakers active in the gender and security sphere.

Engagement partner(s)

This programme will be implemented by the International Crisis Group. Since 1995, Crisis Group has worked to prevent and resolve global conflict and establish the conditions required for lasting peace and security. In Crisis Group’s 27th year of operation, it has a documented track record of coordinating large scale projects and managing funds from a variety of sources including government, foundation, and private sector.

The MFA has a history of good collaboration with Crisis Group and has previously provided core support to its operation, including:

- A core contribution of 10,5 million DKK in 2013
- An additional contribution of 3,5 million DKK in 2016
- A new core contribution of 7 million DKK in 2017
- A new core contribution of 7 million in 2020

Crisis Group also partners with and receives funding from other like-minded donors; recent examples include:

- From 2019 to 2023, the Dutch Ministry of Foreign Affairs (MFA) provides the Crisis Group with € 5.4 million (€ 4 million in core funding and € 1.4 in earmarked funding) within the framework of a Strategic Partnership. Crisis Group staff undertook regular, tailored engagement with Dutch officials, providing early warning and conflict analysis as well as actionable policy recommendations on priority countries of the Dutch MFA (amongst others Mali and Iraq) through private briefings, participation in seminars/workshops and annual High Level Dialogues.
- From 2020 to 2022, the EU awarded Crisis Group with a 3-year grant in the amount of € 2.5 million to support a project “Strengthening EU Early Warning, Conflict Prevention and Crisis Response ”, aimed to support the EU to better act, alone or with others, to prevent the emergence, re-emergence or escalation of violent conflict

around the world, and improve its responses to crises and violent conflicts, establishing conditions for long-term peace and security. The project spanned 50 countries including Nigeria, Colombia and the Philippines.

Theory of Change and assumptions

Crisis Group conducts in-depth field research, during which analysts speak to all sides involved in a conflict. Their interlocutors include (but are not limited to) both powerful elites and marginalised constituencies, amongst others women and youth. Analysts often enjoy unique access to the conflict parties, thanks to Crisis Group's extensive networks and reputation as a neutral and trusted source of field-centred analysis. In most cases, these networks and reputations were developed during many years covering the country or region.

Combined, this allows analysts the space to think outside the box and go beyond the existing orthodoxy when formulating avenues for conflict resolution. Specifically, on the basis of this balanced field research and expert analysis, Crisis Group is able to present fresh insights regarding the drivers of conflicts, potential spoilers as well as opportunities for their prevention or resolution, and to recommend pragmatic, gender-sensitive policy options to contribute to sustainable conflict resolution.

To maximise the reach of its conflict analysis and policy recommendations, in particular among those stakeholders who are in a position to influence the situation on the ground, Crisis Group employs a unique combination of publications and targeted advocacy activities. Its wide range of publication formats [**output**], ranging from visual explainers to the well-known traditional reports, all of which are made publicly available, is tailored to the information requirements and pre-existing knowledge of different audiences. The reach of each of Crisis Group's written products is amplified through a tailor-made communications strategy, relying on the creation of attractive media products (videos, op-eds, etc.) and on timely and strategic engagement with media outlets and journalists [**output**].

Well-timed advocacy activities [**output**] are used to promote Crisis Group's in-depth conflict analysis and pragmatic policy recommendations to targeted national and subnational authorities, international partners and regional bodies, and other actors who are well-placed to influence the prospects for conflict resolution. At the same time, these regular discussions with a wide variety of conflict stakeholders allow Crisis Group to continuously refine and update its analysis and recommendations in light of ongoing changes in the context as well as feedback from interlocutors.

By providing key conflict stakeholders with fresh insights and policy ideas [**output**], including by shedding light on the perspectives of rival actors with whom no direct communication channels may exist, Crisis Group deepens these actors' awareness of the conflict and its costs, as well as their understanding of sticking points, opportunities and viable courses of action to support inclusive peace processes and political transitions [**immediate outcome**].

In turn, these new insights and/or policy ideas [**immediate outcome**] can lead stakeholders to place conflict issues (higher) on the policy-making agenda and/or to (re)consider and debate steps that may hitherto have stayed under the radar or been dismissed [**intermediate outcome**].

Ultimately, by increasing understanding of conflict drivers, of the cost of continued conflict and of opportunities for conflict resolution [**immediate outcome**] and by facilitating a deepening and refreshing of policy debates [**intermediate outcome**], Crisis Group's work contributes to increased individual or collective action by decision-makers to develop and adopt inclusive policies that effectively prevent, resolve or mitigate the effects of deadly conflict [**ultimate outcome**].

In its work, Crisis Group is able to rely on the following **enabling factors**:

- Country/regional expertise accumulated during years of coverage
- Extensive networks of contacts, at different levels and with different types of stakeholders
- Reputation of independence, impartiality and neutrality
- Recognised stature and visibility of Crisis Group analysis and recommendations in policy-making circles

Crisis Group's Theory of Change is based upon these **assumptions**:

- Crisis Group staff continue to have the field access and contacts to conduct innovative research, which allows them to formulate new analytical insights and pragmatic policy recommendations.
- Conflict stakeholders at subnational, national and international level continue to be willing to engage with Crisis Group and consider its conflict analysis and policy recommendations.

- The failure of stakeholders to pursue certain courses of action that could help prevent, mitigate or resolve conflict is, at least in part, due to an incomplete understanding of the conflict and/or of the feasibility and benefits of these courses of action.

Results framework

The objective(s) of the peace and stabilisation cooperation among the parties is to support Crisis Group's research, analysis, policy formulation and advocacy efforts, which complement and reinforce efforts of national governments including Denmark, the EU, the UN, other regional and international organisations, as well as wider stakeholders to conflict, including opinion makers and peace actors, to prevent or resolve conflicts and build a lasting peace. The collaboration will support Danish foreign policy priorities across different contexts and at the UN. In particular it will deliver: (i) reliable field-based research and conflict analysis; (ii) practical policy recommendations (with a tailored component for Denmark's work on UN Security Council matters); (iii) pragmatic advocacy and timely communications that shape the understanding and alter the behaviour of conflict actors and those who influence them.

The Danish MFA will base the actual support on progress attained in the implementation of the engagement as described in the documentation. Progress will be measured through the International Crisis Group's monitoring framework.

For Danish reporting purposes, the following key outcome and output indicators have been selected to document progress:

Project title		Core funding for International Crisis Group 2023-2024	
Project objective		Support Crisis Group's research, analysis, policy formulation and advocacy efforts, which complement and reinforce efforts of national governments including Denmark, the EU, the UN, other regional and international organisations, as well as wider stakeholders to conflict, including opinion makers and peace actors, to prevent or resolve conflicts and build a lasting peace.	
Impact Indicator		More peaceful and responsive policies towards deadly conflict	
Baseline	Year	2022	A wide range of policymakers, including national governments, regional and international organisations and wider stakeholders to conflict, are supported in their effort to prevent and resolve an estimated 55 conflict situations worldwide.
Target	Year	2024	Qualitative evidence of improved and more well-informed policies of policymakers and stakeholders to conflict regarding deadly conflicts and crises.

Outcome		<ul style="list-style-type: none"> - Greater awareness and improved understanding on the part of national governments, the EU, the UN and other regional and international organisations, opinion makers, parties to conflict and peace actors of emerging and actual conflict risks and of the underlying dynamics and root causes of specific conflict situations (awareness and knowledge). - Key conflict stakeholders place conflict issues (higher) on the policy-making agenda and/or to (re)consider and debate steps that may hitherto have stayed under the radar or been dismissed (attitudes and behaviour). 	
Outcome indicator		<ul style="list-style-type: none"> - Awareness and understanding: Statements, including via social media, showing a change in awareness or knowledge among key conflict stakeholders. Qualitative feedback received from key stakeholders regarding the relevance and usefulness of Crisis Group's analysis and recommendations - Attitudes and behaviour: changes in discourse/rhetoric by key stakeholders over particular issues reflecting Crisis Group's recommendations, renewed engagement between stakeholders following Crisis Group's recommendations, etc. 	
Baseline	Year	2022	Relevant stakeholders are informed about Crisis Group's analysis and policy recommendations in around 55 conflict situations worldwide.

Target	Year	2024	Qualitative evidence of changes in awareness, understanding, attitudes and behaviour by relevant stakeholders, reflecting Crisis Group's recommendations towards improving conflict situations worldwide.
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Output	<ul style="list-style-type: none"> - Expert field-based research and analysis and sharp-edged policy recommendations - High-level advocacy and engagement with policymakers and other stakeholders to conflict across the world in local, regional and international capitals - Targeted communications leveraging traditional and digital media to extend the access to and influence of Crisis Group's findings and policy prescriptions 		
Output indicator	<ul style="list-style-type: none"> - Number of published Crisis Group reports and briefings providing analysis and actionable policy prescriptions - Number of shorter published pieces and multimedia outputs - Number of CrisisWatch bulletins, which summarises the state of play in some 70 situations of conflict or potential conflict in the world and identifies risks of deterioration and opportunities for progress - Number of advocacy and public awareness events (including roundtables, policy seminars and workshops, private briefings, etc). - Key user metrics, including number of publication downloads, visits to the Crisis Group website, media mentions of Crisis Group's work, retweets of Twitter messages. 		
Baseline	Year	2022	<ul style="list-style-type: none"> - 58 reports and briefings published - 300 commentaries, op-eds, statements, conflict alerts, briefings notes, videos and podcasts published - 1500 high-level advocacy meetings - 12 issues of CrisisWatch, Crisis Group's monthly early warning bulletin - 50,000 media mentions per year
Annual target	Year 1	2023	<ul style="list-style-type: none"> - Some 60 detailed reports and briefings covering some 55 conflict situations around the world, containing between them several hundred separate policy recommendations - Some 310 short published pieces and multimedia outputs (including conflict alerts, statements, commentaries, Q&As, photo essays, podcasts, videos and visual explainers) - 12 issues of CrisisWatch, Crisis Group's monthly early warning bulletin - Continuous media outreach, including through publication of op-eds in leading local and international outlets and significant interviews in major news outlets - Some 2000 private briefings, roundtables, policy seminars and workshops with policymakers and targeted stakeholders
Annual target	Year 2	2024	<ul style="list-style-type: none"> - Some 60 detailed reports and briefings covering some 55 conflict situations around the world, containing between them several hundred separate policy recommendations - Some 310 short published pieces and multimedia outputs (including conflict alerts, statements, commentaries, Q&As, photo essays, podcasts, videos and visual explainers) - 12 issues of CrisisWatch, Crisis Group's monthly early warning bulletin - Continuous media outreach, including through publication of op-eds in leading local and international outlets and significant interviews in major news outlets - Some 2000 private briefings, roundtables, policy seminars and workshops with policymakers and targeted stakeholders

Risk management

Crisis Group's work inevitably involves security risks, related to both collecting data for research and its subsequent publication and dissemination. As an employer, the organisation is committed to protecting its staff from unnecessary risk as far as possible and to assisting individual employees and its interlocutors to minimise their exposure to danger. Crisis Group has a security team that meets regularly to review all potential security issues and threats, and ensure that rules and protocols are followed by field offices, as well as a comprehensive range of resources to mitigate the risk of unexpected incidents affecting staff and operations; allowing continued operation under challenging or difficult circumstances. Crisis Group mitigates risk by supporting staff at each level of operation - Program, Project, and individual analyst – to be able to fully assess risk and explore and set in place mitigation plans for a range of potential incidents. In depth procedures and processes in relation to differing levels of risks are explained further below.

The top three project level risks are:

Risk factor	Likelihood of occurrence	Impact	Risk response (mitigation action)	Residual risk (following response)	Background to assessment
Financial risk	Low	High	In order to mitigate financial risk within the organisation, in addition to the financial processes described below, Crisis Group regional offices prepare monthly cash requests, which are supported by a monthly forecast of anticipated expenditure. Head office transfers the cash requested each month and also monitors bank accounts of the local offices to ensure that cash reserves held in the local bank account do not exceed planned current monthly spend, plus one additional month of expenditure, in order to top local cash reserves mounting up. If an office exceeds the current month, plus one limit, the monthly cash request is either reduced by the excess cash held, or denied until the funds held balance is reduced.	Low	Need for controls on financial management
Operational risk	Medium	High	A central security team, consisting of staff with extensive experience on security-related issues in hostile environments, meets regularly to review all potential security issues and threats, and ensure that rules and protocols are followed by field offices. Field offices have additional local security guidelines to account for conditions in the relevant country and region, and staff who work in highly insecure areas and those who have a role in security management are sent to relevant training run by specialised companies. Human Resources has the responsibility to ensure that safety	Low	Ensure security of field staff

			and health related standards in all offices are up to standard and according to local law. In the event of a critical incident, such as kidnapping, detention, disappearance, or situations where a Crisis Group staff member is at risk of death, injury, or capture, a Crisis Unit would deal with the logistics and ensure contingent operations. Lastly, the security of interviewees is prioritised. Each staff member undergoes training on protecting their sources and must comply with strict instructions to take all possible measures to ensure confidentiality.		
Reputational risk	Medium	Medium	Crisis Group operates in challenging political environments, where the ambition, perspective, or approach of host governments is at times at odds with its work. Where necessary, Crisis Group may identify the behaviour of such governments or other actors as contributing to conflict or fragility. This can be perceived negatively by authorities and result in hostility against Crisis Group, and by extension against Denmark as its donor. To mitigate this risk, Crisis Group draws on its experience in complex political situations, with a range of measures, including adopting a constructive tone, maintaining open engagement with all parties, and fairly representing the view of all actors. Crisis Group remains respectful of all actors, even where it publishes research which is critical of them; thus ensuring that Crisis Group analysis retains its reputation of independence, neutrality, and impartiality.	Low	Respond to negative perception and hostile treatment from outside actors
Programmatic risk	Medium	High	Crisis Group experts are able to produce conflict analysis and formulate pragmatic policy recommendations because they have access to conflict contexts they cover, including through their network of contacts. If access is not possible or is limited, then this represents a programmatic risk that could challenge Crisis Group's ability to deliver its analysis. To mitigate this risk Crisis Group remains flexible and adaptive and (i) has developed alternatives for fulfilling field research using technology, including secure platforms to reach out to its extensive	Low	Respond to external restrictions of access to conflict locations and contacts locally.

			network of contacts and relying on vetted local stringers and also (ii) adapted its work by pursuing digital advocacy strategies via videos, podcasts and webinars.		
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Inputs/budget

Please refer to budget forecasts for 2023-2024 in Annex C. The following indicative disbursement schedule is agreed:

Date	Amount
Q1 2023	DKK 3,500,000
March 2024	DKK 3,500,000
	For a total of DKK 7,000,000 million over the 2-year grant period.

Crisis Group must return a letter or email with acknowledgement of receipt of funds no later than 14 days after having received the funds, signed by two duly authorized staff members.

Management arrangement

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions concerning this engagement. ICG, represented by its head office in Brussels, is responsible for the utilization of the grant and all narrative and financial reporting in line with the requirements outlined in this document. Within the MFA, the Department for Migration, Stabilisation and Fragility (MNS) will be responsible for the grant disbursements, follow up and the overall dialogue with Crisis Group. As appropriate, Danish Embassies will participate in country level discussions and/or field visits.

Project activities will be implemented using Crisis Group’s methodology as follows:

Expert field research and analysis: In-depth field-centred research and analysis is performed by **analysts** based in, or close to, each action location, supervised by **Project and Programs Directors**, themselves acknowledged experts. Analysts conduct interviews with a wide range of stakeholders, from local and regional conflict actors, community and religious leaders, members of local government, civil society, and international actors. The aim is to include the views of all parties, to find out what is happening and why, and research the best possible policy options to address it.

Formulation of targeted policy recommendations: Crisis Group develops policy recommendations aimed at helping policy-makers and decision-takers within key governments and institutions respond positively in seeking to ameliorate crisis situations. They are devised through **consultation between the organisation’s country experts and senior staff, including the Policy team and President & CEO Comfort Ero, and sometimes Board members**. That many of Crisis Group’s staff and board members are former senior policy-makers, combined with the location of its offices in key decision-making policy centres means that Crisis Group is positioned to tailor and time recommendations for effective discussion and implementation.

Publication and quality control: All its publications undergo a careful, multi-stage review by its **Policy team, Cross-cutting Heads and Project and Program Directors**, including editing and fact checking by the **Editing team**. Expert peer review is frequently used, and **Crisis Group’s Board** is often consulted. In particular, the Gender team encourages drafters and reviewers to proactively and progressively integrate gendered conflict perspectives in reports and other public outputs. The review process also includes a focus on potential legal and security issues by its **General Counsel**. Crisis Group’s President, or his delegate, signs off on all reports before publication.

Advocacy and communication: In conjunction with the release of the organisation’s publications, Crisis Group’s **regional experts, Advocacy teams and senior staff** conduct targeted advocacy to ensure analysis and main recommendations reach those most concerned with the particular subject matter. Crisis Group staff enjoys regular and high-level access to policymakers and key conflict actors, including national governments and local actors in conflict-affected countries, the EU, the UN, regional and sub-regional bodies like the AU, OSCE, ASEAN, OAS or ECOWAS, rising regional actors and leading civil society actors. To amplify the organisation’s messages, reach new audiences, support a more local approach to advocacy, and build support for its policy recommendations, the **Communications team**, working closely with **Regional and Advocacy teams**, develops “derivative products”, including visuals (such as infographics, interactive maps, videos, photo essays, etc.) and determines a dissemination plan,

including (i) media outreach (including embargoed pre-releases of key reports, on-the-record interviews and placement of Crisis Group-authored op-eds in leading newspapers, (ii) social media outreach (including its wide-reaching web and the main social media channels such as Twitter, Facebook, LinkedIn, Youtube and Instagram), and (iii) campaigns.

Reporting frequency and format

Results and financial reporting schedule:

Date	Report
October 2023	Workplan for July 2023 - June 2024 from Crisis Group
November 2023	External audit report for July 2022 - June 2023 financial year from Crisis Group
March 2024	Core Narrative Report Calendar Year 2023 from Crisis Group
March 2024	Financial report on core expenditures and Danish contributions from Crisis Group covering 2023
July 2024	Workplan for July 2024 - June 2025 from Crisis Group
November 2024	External audit report for July 2023 - June 2024 financial year from Crisis Group
March 2025	Core Narrative Report Calendar Year 2024 from Crisis Group
March 2025	Financial report on core expenditures and Danish contributions from Crisis Group covering 2024
November 2025	External audit report for July 2024 - June 2025 financial year from Crisis Group

Crisis Group is obliged to inform the MFA immediately if irregularities in the management of funds are foreseen or have occurred.

Financial Management

The funds shall be transferred by MFA in accordance with the disbursement schedule outlined above. Crisis Group must return a letter or email with acknowledgement of receipt of funds, signed by two duly authorised staff members.

Any loss due to the variation of exchange rates between the grant in DKK and the national currency must be covered within the grant.

Accounts shall be kept in accordance with internationally accepted accounting principles and the organisation must follow the basic four-eye principles for all payments. Reference is made to Danida's "General Guidelines for Accounting and Auditing of Grants".

The accounts shall at all-time be kept updated according to international standards. The accounts shall be drawn up to the same level of detail as is done in the budget. The total budget cannot be exceeded and shall be used for the agreed purposes only.

The Grantee can utilize own internally approved rules and procedures, while adhering to conditions specified for the grant and relevant local and international laws and standards, that must be considered an integral part of the conditions for this grant.

Crisis Group has a dual-layered governance structure, constituting the Board of Directors – with fiduciary and management oversight- and the Board of Trustees – with a guidance role without fiduciary oversight. Fiduciary oversight by the Board of the Directors is supported by five Committees. Amongst these five committees is the Finance Committee and the Audit Committee. The first one oversees the financial management of the organisation. It reviews and approves the organisation's annual income, expenditure forecasts, actual financial performance against forecast, compensation levels of key staff and directors, and annual form 990 taxation return. On the other hand, the Audit Committee is responsible for approving the compensation of the external auditors and reviewing the audited financial statements.

Day to day business management is the responsibility of Crisis Group's President and CEO, working in concert with the Chief Financial Officer. Financial control within this management system is assured through its policies setting out

expenditure and levels of authorisation required for financial commitments and expenditures. On a day to day basis at the field office level, each field office has a staff member responsible for preparing local accounting records approved by the relevant Project Director and submitted to the finance team at the end of each month for review and uploaded into the accounting system. No staff member outside of finance has access to the accounting system.

Crisis Group undergoes monthly internal financial checks and an annual external audit. The internal review is carried out by the Financial Controller with oversight by the Chief Financial Officer who performs a monthly review of ledger balances and an analytical review of transactions. Crisis Group implements stringent internal financial performance standards via management and budget monitoring. Financial control is assured through Crisis Group's policies setting out procedures on anti-fraud, procurement, travel, business expenses and expenditure levels and approval limits. In particular, Crisis Group regional offices prepare monthly cash requests, which are supported by a monthly forecast of anticipated expenditure. Head office transfers the cash requested each month and also monitors bank accounts of the local offices to ensure that cash reserves held in the local bank account do not exceed planned current monthly spend, plus one additional month of expenditure, in order to top local cash reserves mounting up. If an office exceeds the current month, plus one limit, the monthly cash request is either reduced by the excess cash held, or denied until the funds held balance is reduced.

Furthermore, Crisis Group's financial and accounting records are externally audited annually by an internationally recognized external auditor and will be shared with the Danish MFA in November (2023, 2024, 2025). Crisis Group's financial accounts are prepared and audited in line with US Generally Accepted Accounting Principles (USGAAP). The external auditors (Gelman, Rosenberg & Freedman CPAs (GRF)), audit Crisis Group's financial statements which comprise the statement of financial position, the related statements of activities and change in net assets, functional expenses and cash flows for the year then ended. Based on the results of the audit, and if necessary, the auditors provide their recommendations via a letter to management which is reviewed by the Audit Committee. The audit looks to see that Crisis Group's accounting complies with the USGAAP and that the organisation complies to its internal financial policies.

Any unspent balance or any savings of project funds shall be returned to the Danish Ministry of Foreign Affairs together with any interest accrued from deposit of Danish funds. In case of jointly financed projects and baskets arrangement where a single account is used by multiple development partners, interests accrued need not be returned.

Monitoring and Evaluation

Overall, monitoring and evaluation of activities is the responsibility of Crisis Group.

The MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. To facilitate the work of the person or persons instructed to carry out such monitoring missions, Crisis Group shall provide these persons with all relevant assistance, information, and documentation. After the termination of the programme support the Danish Ministry of Foreign Affairs reserves the right to carry out evaluation in accordance with this article.

Representatives of the Auditor General of Denmark shall have the right to:

- i) Carry out any audit or inspection considering necessary as regards the use of the Danish funds in question, on the basis of 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

Monitoring Method:

Throughout the project period, Crisis Group staff will monitor project data (both quantitative and qualitative) to ensure that: (1) project activities are being implemented as designed and described in this application; (2) that outputs are timely, rigorously produced and are of good quality; and (3) that targeted stakeholders are being effectively consulted and/or reached. Monitoring processes include:

- Bi-monthly internal reports (SitReps) on regional Projects, and UN, U.S. and EU advocacy efforts, including review of all research, analysis, and advocacy activities and their progress toward achieving strategic objectives;

- Annual Workplan, outlining priorities and strategies, as well as the reports and other planned outputs for the coming twelve months, used for activity planning purposes and to ensure that Crisis Group rigorously assess the rationale and end impact of its work;
- Bi-annual meetings of the Board of Trustees, and regular interaction with Board of Directors, with mandated responsibility for fiduciary and other oversight of the organisation;
- Continuous communication between Crisis Group staff on progress against key research and advocacy objectives, activities, and results, and any challenges or issues;
- Continuous tracking of expenditure and adherence to the project budget, and
- Continuous monitoring of type and number of stakeholders engaged with; publication tracking; and policy impact.

Evaluation:

Crisis Group utilises a range of qualitative and quantitative approaches to evaluate the impact of its research and policy engagement. While attributing any one policy change or action taken to any one organisation is challenging in complex conflict contexts, Crisis Group seeks to assess its contribution to the overall outcomes achieved in specific situations of conflict. To measure its progress toward project results, Crisis Group will:

- Collect, maintain, and analyse data for specific indicators as well as track stakeholders' feedback, particularly on how Crisis Group's analysis and recommendations have influenced their thinking and decision-making, throughout the project period, and
- Produce an annual Core Report and impact review, in which Crisis Group will present a written evaluation of main activities and outcomes achieved during the prior year across all Programs. This will be submitted to the Danish MFA as well as the Board of Trustees for governance and accountability purposes.

Anti-corruption clause

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate termination of this Agreement and for such additional action, civil and/or criminal, as may be appropriate.

At the discretion of the Danish MFA, a further consequence of any such practise can be the termination of any ongoing projects funded by the Danish MFA.

Child labour clause

The Grantee shall abide by applicable national laws as well as applicable international instruments, including the UN Convention on the Rights of the Child and International Labour Organisation conventions. Any violation will be ground for immediate termination of the Agreement.

Prevention of sexual exploitation, abuse and harassment

The MFA has a zero tolerance for inaction approach to tackling sexual exploitation, abuse and harassment (SEAH) as defined in UNSG Bulletin ST/SGB/2003/13 and the definition of sexual harassment in UNGA Resolution A/RES/73/148. The Grantee, and its sub-grantees, will take appropriate measures to protect people, including beneficiaries and staff, from SEAH conducted by its employees and associated personnel including any sub-grantee staff and take timely and appropriate action when reports of SEAH arise. In the event that the Grantee receives reports of allegations of SEAH, the Grantee will take timely and appropriate action to investigate the allegation and, where warranted, take disciplinary measures or civil and/or criminal action.

Any violation of this clause will be ground for the immediate termination of this Agreement.

The [grantee] confirms:

- (1) that it has adequate policies/standards or frameworks in place to prevent SEAH¹;
- (2) that all employees have been informed about these policies/standards/frameworks; and
- (3) that there are appropriate SEAH reporting procedures and complain mechanisms in the organisation including the protection of victims of SEAH and that prompt and adequate action is taken if SEAH is observed, reported or suspected.

¹ In line/adherence with the Inter Agency Standing Committee's Minimum Operating Standard on prevention of SEA and/or the elements on prevention of SEA of the Core Humanitarian Standard on Quality and Accountability

In case the development engagement includes sub-grantees, the Grantee is responsible for ensuring that sub-grantees have adequate policies/standards and procedures in place for the prevention of SEAH.

Crisis Group's organisational culture is underpinned by its safeguarding principles to ensure that a safe and trusted environment which safeguards anyone who the organisation has contact with, including beneficiaries, staff and volunteers is maintained. Crisis Group has a clear policy for reporting incidents and further information regarding Prohibition of Harassment (including Sexual Harassment), Discriminatory Conduct and Bullying is available in the wider staff handbook.

Concerning incident reporting, Crisis Group has a whistleblowing policy to help ensure that Crisis Group complies with the highest standards of lawful and ethical behaviour with a clear complaint procedure for discrimination, harassment and bullying. This policy covers all employees, officers, consultants, contractors, volunteers and interns. The behaviour of staff is outlined in the organisation's handbook which is provided to staff during their first week of employment. Each supervisor is responsible for communicating and monitoring the ethical behaviour of his/her subordinates.

Crisis Group encourages and urges all staff members who feel that they have been harassed or discriminated against, or have suffered from or witnessed bullying, or have knowledge of such behaviour in the course of employment to contact/report to Crisis Group's Chief of Human Resources or the General Counsel immediately. Crisis Group puts a great deal of importance on seeing that such behaviour is not permitted and does not persist. For more information on investigation, outcome and accountability please see Crisis Group's Employee Handbook. Additionally, we will start conducting an annual and anonymous survey to track the mental well-being, stress, and psychological safety of all employees. The survey would include questions on perceptions of sexual exploitation, harassment and abuse within the organisation. Results would be shared in a transparent manner with the organization at large to allow for accountability and identification of actions to be taken to safeguard the general working environment.

Furthermore, in the next 12 months, Crisis Group plans to publish dedicated additions to our employment handbook addressing safeguarding. Once published, Senior Management will discuss the policy during an all staff call and emphasise that any staff that has input into the organisation's safeguarding practices or policy should contact HR, who will consider the comments and incorporate them into our policy and practices where it is sensible to do so. Crisis Group will reiterate that the HR department, General Counsel, and/or whistleblower contacts are available for staff/consultants who would like to express concern and/or report an issue.

At a strategic level, Crisis Group is in the midst of a lengthy process to develop a new Strategic Framework that would be operational in 2024. One of the four pillars of this effort is dedicated to Wellbeing & Diversity as these issues are a top priority for Crisis Group's President & CEO. Among other things, the internal working group examining Wellbeing & Diversity is reviewing our policies and practices on safeguarding, including sexual exploitation, abuse and harassment, to see how they can be improved. This may include reinforcing mechanisms for expressing concerns and/or reporting incidents.

Finally, we have recently published amendments to our Social Media Policy that address the rising problem of harassment online. In the near future, Crisis Group's Senior Management will discuss the policy on an all staff call and in smaller workshops led by an external consultant.

Anti-terrorism and restrictive measures

Consistent with United Nations (UN) Security Council Resolutions relating to terrorism, including UNSC Resolution 1373 (2001), 1267 (1999), 2462 (2019), the European Union's (EU) Consolidated list of persons, groups and entities subject to EU financial sanctions and other related resolutions the Parties are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism.

It is the policy of Denmark to seek to ensure that none of its funds are made available to, or for the benefit of, third parties - whether entities, individuals or groups of individuals - designated by the EU as subject to restrictive measures in the lists provided at www.sanctionsmap.eu or individuals, groups of individuals or entities associated with terrorism or designated by the UN Security Council and its committees.

The Implementing Partner undertakes to ensure that the activities funded under the Agreement at all times comply with all applicable rules and regulations including relevant UN and EU restrictive measures.

The Implementing Partner will inform the Danish MoFA immediately if, during the course of its activities, the Implementing Partner determines that funding provided to the Implementing Partner pursuant to this Grant agreement has been used or provided as described in this clause.

The Implementing Partner shall provide the Danish MoFA with an account of all the known facts, and shall continuously thereafter consult with the Danish MoFA on the further handling of the matter to jointly determine remedial measures in accordance with their respective applicable legal frameworks.

Any violation of this clause is ground for immediate termination of the Agreement.

Sustainability and exit

Institutional sustainability: Local ownership will be achieved by sustained engagement with the project's main local stakeholders. Through fostering exchange and the sharing of analysis and best practices among them, their capacity to support conflict prevention and resolution will be enhanced. Additionally, because many of Crisis Group's analysts are from the countries on which they work, the action will deepen national capacity for political and conflict analysis in the long term.

Policy sustainability: Crisis Group's work will improve access to publicly available information to support the prevention, mitigation and resolution of deadly conflict. It will support the channelling of this information, along with recommendations for responses, to key decision-makers and opinion-makers. In this context, the project is expected to have a sustainable impact on national and international policy-making. By promoting greater integration of prevention in addressing instability, the project favours a cost-effective policy approach of long-term strategic value and tremendous benefits to civilian populations. As such, the project offers a principled and durable approach to situations of actual or potential conflict.

Financial sustainability: The long-term sustainability of the action will be achieved through Crisis Group's ongoing efforts to sustain and expand its donor base and develop income from differing sectors including governments, foundations and private donors.

Public Diplomacy

Crisis Group informs the general public of its activities by producing detailed field-based reports and a variety of derivative products, setting out field-based research findings and policy recommendations and disseminating findings and policy recommendations by a variety of means, including:

- Publishing publications, free of charge, on www.crisisgroup.org. During Financial Year (FY) 2021-2022, Crisis Group's page views of publications on its website reached 5,2 million views representing a 26 percent rise from FY 2020-2021.
- Engaging with decision-makers, key conflict actors and policy-shaping communities in the form of oral briefings, dialogues and exchanges such as roundtable meetings, workshops, and policy seminars in Program countries and policy centers. During FY 2021-2022, Crisis Group recorded some 1,500 advocacy meetings with policymakers and conflict stakeholders. Specifically, over 2021-22, Crisis Group held around 25 meetings (in-person/calls) with diplomatic representatives and senior officials from the government of Denmark as a means of drawing attention to Crisis Group's research findings and recommendations and engage in deep policy dialogue and exchange with Denmark;
- Conducting continuous media outreach, including through social media, in order to generate coverage in influential outlets of Crisis Group's key findings and recommendations, and shape wider debate and dialogue. This is evidenced by the following indicators, which span FY 2021-2022 and provide an idea of general trends and achievement:
 - Crisis Group achieved a total of 67,940 media citations (including broadcast mentions) and Crisis Group had 28,633 subscribers to its mass mailing lists on 30 June 2022;
 - Twitter impressions reached 33.5 million representing a rise of 12 per cent compared to FY 2020-2021

Transparency

The Parties shall have the right to publish the Agreement, any documents or other informational data relating to the project on its internet site (the Danish MFA's website for such purposes is currently www.um.dk) and other relevant media.

The Implementing Partner is aware that the Danish MFA is subject to inter alia the Danish Access to public administration files act. Upon request for the disclosure of this Agreement, or any document related to this Agreement, the Danish MFA must in each case assess, if such document may be disclosed in whole, or, where there are grounds for confidentiality, disclosed in part.

Suspension

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

Entry into force, duration and termination

The contribution will be announced in a letter of commitment referring to this Project document and programme documentation.

The grant will have the duration of 24 months in accordance with the project period. The duration of the grant may be extended by mutual arrangement and within the agreed budget.

Notwithstanding the previous clause, the MFA may terminate the grant upon six months' written notice.

Signatures

For International Crisis Group

.....

Brett Moody

Chief Financial Officer, International Crisis Group

For the Government of the Kingdom of Denmark

.....

Ambassador Marianne Kress,

Director of the Department for Migration, Stabilisation and Fragility

Partner Assessment: International Crisis Group

1. Brief presentation of partners

The International Crisis Group (ICG) is the leading think tank on conflicts globally. The organization enjoys high credibility for its analytical insights and expert advice. The MFA assesses that ICG makes valuable contributions to conflict prevention and resolution in priority areas for Danish foreign and security policy, and that continued support is therefore appropriate.

The assessment is supported by the view of other donors and analysts. An independent evaluation by Organisation Development Support (ODS), commissioned by the Norwegian Ministry of Foreign Affairs as core donor to the partner concluded in 2019 that: “Overall, the evaluation found that Crisis Group adds significant value to the work of decision makers and the international policy community through research, analysis and tailored advice. We recommend that the Norway MFA continues supporting the work with a core grant which is crucial in enabling the Crisis Group in making positive contributions.”

2. Summary of partner capacity assessment

ICG’s capacity to implement and report is very good. Reporting is timely and of high quality. There are regular meetings between ICG representatives and the MFA, including for monitoring purposes. The MFA has not commissioned its own financial assessment; however, an assessment from 2020 commissioned by the French Ministry of Europe and Foreign Affairs concluded a generally low level of risk, with some areas of vigilance, which ICG has since addressed.

3. Summary of key partner features

Name of Partner	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the project/ programme for the partner’s activity-level (Low, medium high)?</i>	Influence <i>How much influence does the partner have over the project/ programme (low, medium, high)?</i>	Contribution <i>What will be the partner’s main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner’s capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
International Crisis Group (ICG)	Delivery of research, analysis and tailored advice to decision-makers on crises and conflict situations	Medium. The Danish contribution is important both financially and politically	High. The outputs to be delivered by ICG have been specified in the agreement.	Strengthening its core business	Strengths: strong field presence; focus on pragmatic policy recommendations; independence and credibility Weakness: Need to adapt some capacities	No special requirements after end of contract

					to new developments in conflict trends Opportunity: capacity to engage with stakeholders at different levels and throughout the world. Threat: Field work in hostile environments	
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ANNEX 9: QUALITY ASSURANCE CHECKLIST¹

File number/F2 reference: 2023-18944

Programme/Project name: Core support to International Crisis Group

Programme/Project period: 2023-2024

Budget: DKK 7 mio.

Presentation of quality assurance process:

The project is a continuation of core support to the International Crisis Group (ICG). The project documentation has been developed in cooperation between MNS and ICG. The accumulation principle means that an external appraisal was called for. Because of the relatively low complexity of the project, the appraisal was conducted by a development specialist from MNS, who had not otherwise worked on the project formulation. This approach was approved by Stephan Schonemann as Under-Secretary for Development Policy.

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: Sune Gudnitz conducted the appraisal independently of the development of the project

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

Comments: The recommendation relevant to the development of the project has been implemented in the project document by ICG agreeing to add a commitment to conduct annual surveys on sexual exploitation, abuse and harassment to be made available to staff

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

Comments:

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

Comments:

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:

¹ This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations, where development specialists from either ELQ or other units are not involved in the process; i.e. (i) internal appraisal of appropriations up to DKK 10 Million; (ii) external appraisals of appropriations between DKK 10 – 39 million and (iii) appraisal in exceptional cases. The checklist aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

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

Comments: Not applicable

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

Comments:

The programme/project is found sound budget-wise.

Comments:

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

Comments:

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

Comments: Marianne Kress, as head of department for MNS, met the core group of donors in a virtual format on 2 June 2022

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

Comments: The choice of partner is justified in the project description

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:

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: The above-mentioned issues are included in the project document

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

Comments:

In conclusion, the programme/project can be recommended for approval: **yes / no**

Date and signature of Desk Officer: 9/6-23 

Date and signature of Management: 9/6-23 