

# Extension of support to DIHR – A World where everyone is guaranteed full respect of their human rights

## Key results:















- 25 DIHR partners have achieved tangible impact on the integration of human rights and rule of law in their organisations and national human rights systems.
- State actors in 4 countries have become capable of ensuring an integrated implementation of human right and Sustainable Development Goals.
- State actors in 4 countries (2 in Africa) have developed measures to protect human rights in the context of business activities
- 6 business/financial actors/multi-actor or policy initiatives are concretely supporting conduct of human rights due diligence in global value chains.
- 6 state and business actors have engaged in protecting and respecting human rights in the context of digital transition.

## Justification for support:

- Implementation of the 2030 Agenda requires sustained defence of human rights, democracy and gender equality.
- Globally recognized technical expertise and experience makes DIHR a credible partner uniquely positioned to promote human rights in developing countries.
- The six months extension will align engagement with the calendar/fiscal year.

## Major risks and challenges:

- Contextual: shrinking democratic space, political instability
- Programmatic: limited organisational, administrative and financial ability amongst partners
- Institutional: loss of funding, cases of financial irregularities and of sexual exploitation, abuse and harassment
- Mitigation measures are in place to manage risks, however residual risks remain. Risks will be monitored, discussed during Annual Consultations and adoptions will be made as required.

File No.	23/32394					
Country	Interregional					
Responsible Unit	HUMCIV					
Sector	15160					
Partner	Institut for Menneskerettigheder					
DKK million	2025					Total
Commitment	20					20
Projected disbursement	20					20
Duration	1 July 2025 – 31 December 2025					
Previous grants	Original grant July 2021- June 2025: DKK 165 mill.					
Finance Act code	06.32.08.85					
Head of unit	Birgitte Nygaard Markussen					
Desk officer	Søren Vøhtz					
Reviewed by CFO	Karsten Ivar Schack					
Relevant SDG						
 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		

## Objective

The engagement objective is the protection and promotion of human rights in a development context. The strategic outcome is inclusive societies where states protect and business respect human rights, so no one is left behind.

## 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
<b>Total green budget (DKK)</b>	-	-	-	-

## Justification for choice of partner:

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

## Summary:

This is a six months extension of the engagement in order to align with the calendar/fiscal year as well as to allow better time to include consideration for DIHR's new strategy 2025-2028 in the planned coming engagement period. The purpose of this development engagement with DIHR is to continue to support Denmark's longstanding efforts to promote and protect human rights in developing countries. Establishment of long-term partnerships with duty bearers, business networks, multilateral organisations and rights holders to promote and protect human rights, rule of law, access to justice, good governance and responsible business.

## Budget (engagement as defined in FMI):

Cost extension of engagement	DKK 20 million
<b>Total</b>	<b>DKK 20 million</b>

# Development Engagement Document

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

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

**2021-2025**

28-06-2021

F2 # 2021-2917

## **1. Introduction**

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

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

### **1.1 Parties of development engagement**

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

### **1.2 Documentation**

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

### **1.3 Contributions**

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

DKK 165.000.000 (One Hundred Sixty Five Million Danish Kroner)

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

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

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

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

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

## 2. Background

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

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

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

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

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

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

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

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

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

### **3. DIHR as a partner**

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

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

<sup>3</sup> Information 30. October 2019

<sup>4</sup> New study by Erin Metz McDonnell "Patchwork Leviathan", 2020

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

#### 4. Lessons learned

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

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

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

## 5. Geographical presence

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

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

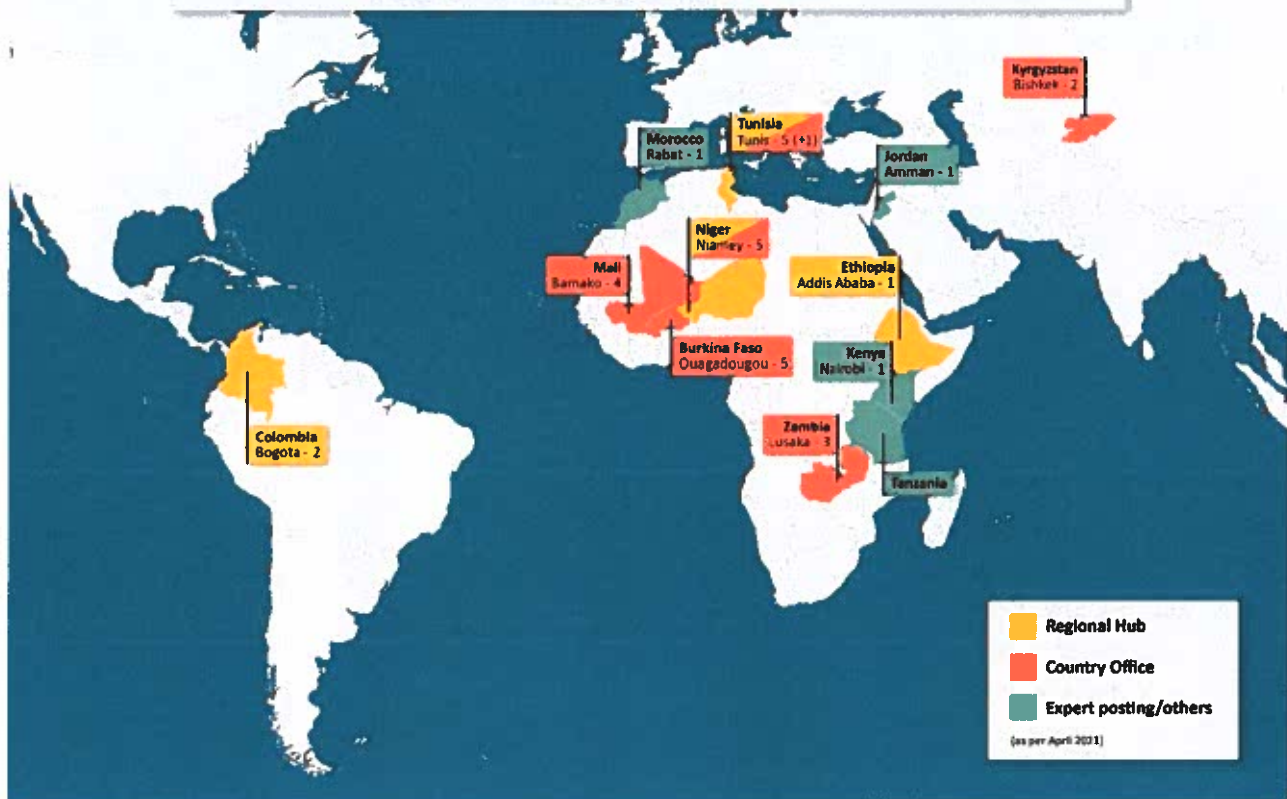
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<sup>7</sup> The digital tool is an algorithm that DIHR has developed in collaboration with the Danish social innovation company Specialisterne. <http://specialisterne.com/>

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



## DIHR's indicative global south outreach under the DED



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

## 6. Theory of Change

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

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

<sup>9</sup> This is fully in line with Danida Guidance Note on Adaptive Management – [www.amg.dk](http://www.amg.dk)

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

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

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

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

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

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<sup>10</sup> Danida Adaptive management principle

## **Learning and methodology transfer between DIHR and its partners**

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

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

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

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

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

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

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

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

DIHRs country-based work, in Denmark and abroad, underpins its work in multilateral forums and vice-versa. Its ambition is to maintain a virtuous learning cycle, where human rights development at

international level are continually incorporated into activities at national level, and outputs from human rights promotion and protection activities are documented and shared with human rights actors at regional and international level.

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



## What we want

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

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

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

## Why we can

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

## What we achieve

### STRATEGIC OUTPUTS

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

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

### STRATEGIC OUTPUT INDICATORS

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

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

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

## Who we work with

### Our partners

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

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

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

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

## What we do

### Our ambitions

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

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

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

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

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

## Who we are

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

## 7. Development engagement objective and results framework

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

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

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

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

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

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

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<sup>11</sup> Annex 3 includes a more elaborated version of the Results Framework.



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

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

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

Target (2022/23)	<ul style="list-style-type: none"> <li>• All programmes have positive chains of changes.</li> <li>• DIHR has expanded its partnerships.</li> <li>• Training impacts positively on the results of DIHR's implemented programmes.</li> <li>• DIHR has developed a digital strategy for external and internal training.</li> <li>• New regional / local offices and new partnerships have been established.</li> <li>• Research based input on emerging issues have been delivered.</li> </ul>
Target (2023/24)	<ul style="list-style-type: none"> <li>• All programmes have positive chains of changes with important outcomes.</li> <li>• DIHR has communicated achievements in reporting and when relevant to the public.</li> <li>• Training material is updated.</li> <li>• Research based input to emerging issues has been delivered.</li> <li>• All International departments contributed to the "Concepts and Methods Toolbox".</li> </ul>
Target (2024/25)	<ul style="list-style-type: none"> <li>• 38 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors) with whom DIHR have partnered have achieved tangible major or important outcomes on their human rights agenda.</li> <li>• DIHR has communicated its main validated achievements in reporting and when relevant to the public.</li> <li>• DIHR has research-based concepts and methods on how to work with human rights on emerging issues.</li> <li>• DIHR has a comprehensive, coherent, and accessible digital training for external and internal (included onboarding) training.</li> </ul>
Output 1	Support rule of law by well-functioning national and regional human rights systems.
Means of verification	Input from DIHR monitoring system: Outcome Harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 1.1	In 2024 and by end-reporting medio 2025, DIHR has achieved at least 2 additional state actors catalysing human rights coordination, enhancing respect for human rights, engaging in regional and international human rights systems and/or ensuring a human rights-based framework for digitalization (good e-governance).
Output indicator 1.2	The Engagement has added value to the process of ensuring that 9 law enforcement actors have completed the process of becoming human rights compliant law enforcement services.
Output indicator 1.3	4 state or non-state justice actors in minimum 2 countries in Africa are equipped to provide effective justice services, which are available, accessible, acceptable, and of good quality.
Output indicator 1.4	5 new engagements on youth and / or other rights holders as well as with human rights actors at regional and local level.
Output 2	Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind.
Means of verification	Input from DIHR monitoring system: Outcome Harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme

	Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 2.1	State actors in 4 countries have capacity and tools to ensure integrated implementation of human right and Sustainable Development Goals with accountability for rightsholders.
Output indicator 2.2	4 global, and regional sustainable development and human rights actors are using human rights tools and data to accelerate Sustainable Development Goals implementation and ensure accountability for groups of rights holders.
Output 3	Support responsible business conduct through integration of human rights standards in the governance of global value chains.
Means of verification	Input from DIHR monitoring system: Outcome Harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 3.1	State actors in 4 countries (at least 2 in Africa) supported by regional and international policy developments are developing and/or implementing policy and regulatory measures to protect human rights in the context of business activities including in relation to the energy and digital transitions. In one country, state actors have taken specific steps to protect human rights in the context of digital transition. In one additional country, state actors have taken specific steps to protect human rights in the context of the energy transition.
Output indicator 3.2	4 global or regional business/financial actors/multi-actor initiatives are collaborating with DIHR to support the conduct of human rights due diligence including in relation to the digital and energy transitions. At least one business/financial actors/multi-actor initiative with a focus on digital technologies is aligned with and/or promotes business and human rights standards. At least one additional initiative of business and other actors engaged in energy transition projects take steps to further respect for human rights.
Output 4	We have captured change and adapted through learning, context and research knowledge and partnerships.
Means of verification	Input from DIHR monitoring system: Outcome Harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, triangulation of key outcome statements, participatory workshops validating outcomes and their relevance for programme Theory of Change, communicated case stories in reports, social media and other media, Methods and Concepts Toolbox, context analysis dated 2021 – 2024, research products on emerging issues 2021 – 2024, digital training strategy, DIHR training material, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.
Output indicator 4.1	DIHR has established and carried out yearly processes where we have captured and documented change, developed min. 2 additional concepts and methods for our work and communicated and learned from results and research knowledge to adapt programmes to evolving contexts.

	Two research articles on validation documentation and on change patterns and assumptions, and research-based input to approaches to emerging issues such as human rights and digital transition and e-governance and human rights and energy transition.
Output indicator 4.2	DIHR has at least 4 regional offices that are firmly rooted through context knowledge and functions as coordinating entities between DIHR HQ and partners and stakeholders. All major activities subject to context analysis.

## 8. Risk management

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

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

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

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

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

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

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

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

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

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

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

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

## **9. Budget**

The table below presents a budget summary at output level. The budget reflects inputs from this specific grant. In the event that other grants are added to achieve the same outputs, then the budget and results matrix should be updated to include all such co-funding. Further specifics are found in annex 4 – budget details.

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

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

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

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

## 10. Monitoring – key tool for adaptive management.

DIHR has integrated principles for adaptive management throughout all its international programmes to meet its needs for responding in a rapid and agile way to the complexity, uncertainty, politics and risk associated with the implementation of programmes in complex and complicated environments. Adaptive management includes frequent reflection and learning, and accountability for this learning. The learning is based on systematic monitoring that harvests broad output, outcome and context evidence.

Therefore, DIHR has embarked on a major upgrade of its ability to report on outcomes using Outcome Harvesting techniques in combination with the introduction of theories of change for all international programmes<sup>12</sup>. Outcome Harvesting is designed for situations where development partners want to learn more about achievements rather than activities and focuses more on effects rather than processes. More importantly, Outcome Harvesting functions as a key tool for adaptive management as the analysis and reflections on collected outcome data lead to adjustments of programme theories of change and to the

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



adaptation of the programmes to evolving environments. Hence, the result frames are reviewed at least once a year, which also impacts on programme budgets. Such revisions are available to the MFA upon request. DIHR applies this approach through biannual outcome data collection and follow-up sense-making workshops.

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

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

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

The system ensures a high degree of continuous learning during the implementation as the collected outcomes are systematically analysed in relation to the Theory of Change and are thus used as vital source of information for adjusting and adapting the theory of change to the context by revising the theory itself and / or revising implementation modalities. Hence, the system works by identifying achieved outcomes ex-post and associating them as far as possible with the results foreseen in the ToCs, both at programme level and at the level of the international strategy, to ensure effective adaptation of the programme to the context and assess the validity of the international strategy. Beside the process of analysis of the outcomes in relation to the results envisaged in the Theory of Change, the analysis also focuses on the assumptions underlying the Theory of Change and the differentiated contexts related to programme implementation. An aim is to monitor the continued plausibility of the Theory of Change in relation to changing and evolving contextual settings.

While PAR and Outcome Harvesting provide data for regular reporting, DIHR furthermore monitors the implementation of its international engagements through partner and other stakeholders visiting missions and through the commission of reviews (often mid-term reviews) conducted either by internal or external consultants as agreed with each donor. A midterm review is an important tool for assessing

the relevance and the effectiveness of programme implementation according to its theory of change. Such a review in the beginning of 2023 will constitute an excellent opportunity for a more thorough assessment of the new support model applied to the DIHR-MFA grant agreement.

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

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

## **11. Management arrangements**

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

### **a. Applicable Guidelines**

For eligibility of expenses, the grant is administered according to the MFA’s Guidelines on Country Strategic Frameworks, Programmes and Projects<sup>14</sup> and the General Guidelines for financial management – unless exemptions or other more specific details are made in this document.

### **Exemptions to the General Guidelines and additions to the General Guidelines**

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

### **b. Reporting procedures**

The following reporting schedule must be respected:

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<sup>13</sup> Danida Guidance Note on Adaptive Management

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

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

### c. Annual Consultations

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

## 12. Financial management

The following financial management arrangement applies to this development engagement:

### a. Applicable Guidelines

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

Reference is made to Danida's General Guidelines for Financial Management – for development cooperation<sup>15</sup>.

#### **b. Special conditions and exemptions and additions**

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

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

#### **c. The grant and its disbursement**

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

Funds will be transferred in Danish Kroner from MFA to:

- Account name: Danish Institute for Human Rights
- Bank name: Danske Bank
- Bank Address: Girostrøget 1, 0800 Høje Taastrup

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

<sup>16</sup> 'Den fællesakademisk lønsskala' via Moderniseringsstyrelsen, [www.modst.dk](http://www.modst.dk)

- Registration no.: 0216
- Account no. 4069173454

The Parties foresee the following disbursement schedule:

Date	Amount
01.08.2021	25.000.000 <sup>17</sup>
01.02.2022	20.000.000
01.08.2022	20.000.000
01.02.2023	20.000.000
01.08.2023	20.000.000
01.02.2024	20.000.000
01.08.2024	20.000.000
01.02.2025	20.000.000
<b>Total</b>	<b>165.000.000</b>

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

#### **d. Accounting requirements**

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

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

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

#### **e. Budget and expense ceilings**

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

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

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

#### **f. Budget reallocations**

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

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

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

#### **g. Procurement of goods and services**

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

#### **h. Transparent recruitment**

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

#### **i. Audit requirements**

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

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

#### **j. Interest and unspent funds**

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

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

### **13. Monitoring and Evaluation by MFA**

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

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



information, and documentation. The MFA reserves the right to carry out an evaluation after the termination of the grant period.

#### **14. Anti-corruption**

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

#### **15. Child labour**

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

#### **16. Prevention of sexual exploitation, abuse and harassment**

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

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

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

DIHR confirms

1. that it has adequate policies/standards or frameworks in place to prevent SEAH<sup>18</sup>,
2. that all employees have been informed about these policies/standards/frameworks; and
3. that there are appropriate SEAH reporting procedures and complaint mechanisms in the organisation including the protection of victims of SEAH and that prompt and adequate action is taken if SEAH is observed, reported, or suspected.

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

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

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<sup>18</sup> 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.

## 17. Transfer of ownership

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

## 18. Suspension

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

## 19. Entry into force, duration and termination

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

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

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

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

## 20. Prerequisites

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

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

## 21. Signatures

**For the Danish Institute for Human Rights**

Date: 30. 06. 2021

Name: **Dorthe Elise Svinth**

Bestyrelsesformand, DIHR

Signature: 

**For the Ministry of Foreign Affairs**

Date: 1/7 2021

Name: **METTE THYGESEN**

Signature: 

## **ANNEXES**

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

### **Standard Annexes**

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

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

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

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

Strategic outcome	Inclusive societies where states protect and business respect human rights, so no one is left behind	Corrections/ Justifications
Outcome indicator	<ul style="list-style-type: none"> <li>25 DIHR partners* have achieved tangible impact on the integration of human rights and rule of law in their organisations and national human rights systems.</li> <li>The DIHR DED Engagement Programme has added value for impacting on totally 38 state and non-state actors* in developing countries worldwide (including global and regional actors and business / financial actors).</li> <li>State actors in 3 countries have become capable of ensuring an integrated implementation of human right and Sustainable Development Goals.</li> <li>4 global and regional human rights actors have up taken the use of human rights tools and data to accelerate Sustainable Development Goals implementation.</li> <li>State actors in 4 countries (2 in Africa) have developed measures to protect human rights in the context of business activities.</li> <li>6 global or regional business and financial actors/multi-actor initiatives have used tools and analyses to conduct human rights due diligence.</li> </ul>	<p>Target increased from 19 to 25 DIHR partners for the full DED period covering second half of 2021 until end of 2025.</p> <p>*The way DIHR partners as well as state and non-state actors are counted, is by drawing a list of social actors from the Outcome Harvesting database (cf. List of Social Actors, Annex 1, Annual DED Results Report 2023). Through this list of social actors, it is possible to count all <u>state and non-state actors</u> that DIHR has impacted. This is based on the OH methodology's definition of an Outcome: <i>The observable change in the relationships, actions, policies or practices of a social actor (individual, group, community, organisation, institution) influenced by the activities of the project or programme.</i> Based on the above-mentioned list, it is also possible to count the number of <u>partners</u> that have achieved tangible impact. This is done by counting the social actors that have a MoU, and thus an official partnership, with DIHR (cf. List of Social Actors, Annex 1, Annual DED Results Report 2023).</p>
Means of verification	Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of	

	key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.	
Baseline (2020/21)	<ul style="list-style-type: none"> <li>The earlier DIHR Framework Agreement has funded partnerships with 8 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors) who pursues human rights agendas. However, DIHR has 38 partnerships that are funded by others.</li> </ul>	
Target for 2021 (6 months)	<ul style="list-style-type: none"> <li>Outcome Harvesting has shown the initial positive chains of changes in program implementation.</li> <li>DIHR has expanded its partnerships.</li> <li>DIHR has coordinated the provision of research-based inputs on concepts and methods, including on emerging issues.</li> <li>DIHR has an integrated “gender approach” for its international work.</li> </ul>	
Target for 2022	<ul style="list-style-type: none"> <li>All programs have positive chains of changes.</li> <li>DIHR has expanded its partnerships.</li> <li>Training impacts positively on the results of DIHR’s implemented programs.</li> <li>DIHR has developed a digital strategy for external and internal training.</li> <li>New regional / local offices and new partnerships have been established.</li> <li>Research based input on current and emerging issues have been delivered.</li> </ul>	
Target for 2023	<ul style="list-style-type: none"> <li>All programs have positive chains of changes with important outcomes</li> <li>DIHR has communicated its achievements in reporting and when relevant to the public.</li> <li>Training material is updated.</li> <li>Research based input to current and emerging issues has been delivered.</li> </ul>	

		<ul style="list-style-type: none"> <li>All International departments have contributed to the “Concepts and Methods Toolbox”.</li> </ul>	
Target for 2024		<ul style="list-style-type: none"> <li>At least 19 DIHR partners have achieved tangible outcomes in terms of integration of human rights and rule of law in their organisations and national human rights systems.</li> <li>38 state and non-state actors in developing countries worldwide (including global and regional actors and business / financial actors) have achieved tangible major or important outcomes on their human rights agenda.</li> </ul>	
Accumulated Target for 2025 (end of programme)		<ul style="list-style-type: none"> <li>Accumulated, at least 25 partners have achieved tangible outcomes in terms of integration of human rights and rule of law in their organisations and national human rights systems.</li> <li>Accumulated, more than 38 State and non-state actors worldwide (including global and regional actors and business / financial actors) have achieved tangible outcomes on human rights.</li> </ul>	Targets for indicators 3-7 above are included under Output 2 and 3.
Output 1		Support rule of law by well-functioning national and regional human rights systems	
Means of verification		Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.	
Output indicator 1.1		In 2024 - by end-reporting medio 2025 - DIHR has achieved at least 4 additional state actors catalysing human rights coordination, enhancing respect for human rights and / or engaging in regional and international human rights systems.	Target increased from 2 to 4 for the full DED period covering second half of 2021 until end of 2025.
Baseline	Year	2020/21 <ul style="list-style-type: none"> <li>0 current partnerships are funded by the earlier Framework Agreement, however other sources fund programmes that</li> </ul>	



			partners with 3 Governmental Human Rights Focal Points and 5 NHRIs worldwide.	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>At least two chains of changes / outcomes<sup>1</sup> are recorded regarding changes in the normative framework (<i>such as adoption of legislation, policy, procedures, national action plans etc.</i>).</li> <li>In partner countries, at least two chains of changes / outcomes are recorded regarding public authorities' implementation of international / regional treaty body, Human Rights mechanism or Universal Periodic Review recommendations.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>DIHR has established 2 additional MoUs with Governmental Human Rights Focal Points, National Human Rights Institutions or other actor in the National Human Rights Systems (<i>such as line ministries; local authorities; parliaments</i>)</li> <li>The chain(s) of changes recorded in year one is continued in year 2; at least at least one new chain of changes / outcomes is recorded regarding international networking amongst Governmental Human Rights Focal Points</li> <li>DIHR and other actors have got access to new guidance on Governmental Human Rights Focal Points and/or key actors involved in implementing Human Rights in the national contexts.</li> </ul>	
Target	Year	2023	<ul style="list-style-type: none"> <li>Chains of changes / outcomes are continued. At least two chains of change are recorded with significance valued no lower than 'important' by peer assessor per partner<sup>2</sup>.</li> </ul>	

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

<sup>2</sup> "important" = Progressing toward the overall goal.

			<ul style="list-style-type: none"> <li>Chains of changes / outcomes show that DIHR and other actors are applying new guidance on Governmental Human Rights Focal Points and/or key actors involved in implementing Human Rights in the national contexts.</li> </ul>	
Target	Year	2024	<ul style="list-style-type: none"> <li>Additional Governmental Human Rights Focal Points, National Human Rights Institutions or other actor in the National Human Rights System (<i>such as line ministries; local authorities; parliaments</i>) have fulfilled their mandated and context relevant tasks</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Accumulated, 4 additional state actors catalysing human rights coordination, enhancing respect for human rights and / or engaging in regional and international human rights systems</li> </ul>	
Output indicator 1.2		The DED has supported, including through co-financing of EU financed projects, strengthening the capacity of 12 security actors in Africa to become human rights compliant, underpinned by strategic collaboration with the African Commission on Human and Peoples' Rights, and at least two NHRIs are able to monitor the human rights situation in conflict zones.		Due to the political situation and military coups in the Sahel countries, the Institute has had to pause collaboration and partnerships with security actors in the region while staying present to the extent possible. The NHRI part of the indicator is covered under Output indicator 1.1 (with an increased target).
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>5 of the 12 partnerships with security actors in Africa were financed by the Framework Agreement before 2020. Since 2020, partnership with all 12 security actors in West Africa has been funded by the EU Trust Fund to Sahel, which includes DED co-financing.</li> </ul>	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>In West Africa, seven additional chain of changes is recorded regarding the development of human rights compliant security actors.</li> <li>In East Africa, one additional chain of change has started regarding the development of human rights compliant security actors.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>The chain(s) of changes recorded in year 2021 is continued in 2022; at least one new chain of change regarding the</li> </ul>	

			development of human rights compliant law enforcement is initiated.	
Target	Year	2023	<ul style="list-style-type: none"> <li>Chains of changes from 2022 are continued. At least one chain of change is recorded with significance valued no lower than 'important' by peer assessor per partner.</li> </ul>	
Target	Year	2024	<ul style="list-style-type: none"> <li>In East Africa at least one new intervention regarding the development of human rights compliant law enforcement is initiated.</li> <li>The strategic collaboration with the African Commission on Human and Peoples' Rights has recorded on chain if change with significance value no lower than "important".</li> <li>At least two NHRIs in West Africa are able to monitor human rights violations in conflict zones.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Strengthening the capacity of accumulated 12 security actors in Africa to become human rights compliant</li> </ul>	
Output indicator 1.3		4 state or non-state justice actors in minimum 2 countries in Africa are equipped to provide effective justice services, which are available, accessible, acceptable, and of good quality.		
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>0 current partnerships are funded by the earlier Framework Agreement, however other sources fund 8 DIHR access to justice partnerships in China, Kyrgyzstan and Zambia. DIHR has 30 years' experience implementing Access to Justice programmes worldwide.</li> </ul>	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>In each partner country, at least one additional (baseline 2020) chain of changes is recorded regarding the provision of effective justice services, which are available, accessible, acceptable, and of good quality.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>The chain(s) of changes recorded in year 2021 is continued in 2022; at least one new chain of change in each partner country regarding the provision of effective justice services, which are available, accessible, acceptable, and of good quality.</li> </ul>	

Target	Year	2023	<ul style="list-style-type: none"> <li>Chains of changes from 2022 are continued. At least one chain of change in each country is recorded with significance valued no lower than 'important' by peer assessor per partner.</li> </ul>	
Target	Year	2024	<ul style="list-style-type: none"> <li>4 state or non-state justice actors in min. 2 countries in Africa are equipped to provide effective justice services.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Accumulated, 5 state or non-state justice actors in min. 2 countries in Africa are equipped to provide effective justice services.</li> </ul>	
Output indicator 1.4		5 new engagements on youth and / or other rights holders as well as with human rights actors at provincial and local level.		
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>0 DIHR partner engages with youth and 1 partnership includes engagement with human rights actors at provincial or local level. Increasing inclusion of youth and partnering with local authorities are ambitions of the 2021 – 2024 DIHR strategy.</li> </ul>	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>In partner countries, at least one chain of changes is recorded regarding the implementation of human rights principles in relation to young people.</li> <li>In partner countries, at least one chain of changes is recorded regarding engagement with human rights actors at provincial or local level.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>The chain(s) of changes recorded in year one is continued in year 2; at least one new chain of change re implementation of human rights principles in relation to young people and engagement with human rights actors at provincial or local level is initiated.</li> </ul>	
Target	Year	2023	<ul style="list-style-type: none"> <li>Chains of changes are continued. At least one chain of change is recorded with significance valued no lower than 'important' by peer assessor per partner.</li> </ul>	

Target	Year	2024	<ul style="list-style-type: none"> <li>4 new engagements on youth and / or other rights holders as well as with human rights actors at provincial or local level.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Accumulated, 5 new engagements on youth and / or other rights holders as well as with human rights actors at provincial and local level.</li> </ul>	
Output indicator 1.5 (added as per 2024 annual consultations)		State actors, NHRIs and non-state actors with governance functions in at least 2 Eastern Neighbourhood countries are realising their catalytic roles within their national human rights systems.		In the Annual Consultations 2024, it was agreed to expand the DED to cover Eastern Europe with funding from the MFA Neighbourhood Programme
Target	Year	2024	<ul style="list-style-type: none"> <li>At least one partnership established with a state governance actor, and one with an NHRI in one or more Eastern Neighbourhood countries.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>State actors, NHRIs and non-state actors with governance functions in at least 2 Eastern Neighbourhood countries (accumulated) have realised their catalytic roles within their national human rights systems.</li> </ul>	
Output 2		Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind.		
Means of verification		Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.		
Output indicator 2.1		State actors in 4 countries have capacity and tools to ensure integrated implementation of human right and Sustainable Development Goals with accountability for rightsholders.		The number of countries was reduced from 4 to 3 during the 2024 annual consultations. The justification is that in 2023, we started a new partnership in one new country (Colombia), bringing the number of national level partnerships under this output to three in total. With the level of funding, we have for activities under the DED for the coming years, we deem it more prudent to continue

				working in these three countries and pursuing tangible change there, than adding a new country-level partnership with very limited scope for implementation of activities. On the other hand, the regional partnership with the Asia Pacific Network of National Human Rights Institutions to roll out our human rights defender monitoring tool The Right to Defend Rights, across the Asia-Pacific region (output 2.2), will actually expand our country-level outreach in that region.
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>0 current partnerships are funded by the earlier Framework Agreement, however other sources fund DIHR partners with 3<sup>3</sup> state actors worldwide on integrated implementation of human rights and Sustainable Development Goals.</li> </ul>	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>At least two additional partnerships (in Kenya and Honduras) are recorded regarding integrated implementation of human rights and Sustainable Development Goals.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>In each partner country, at least one new chain of change re state actors' integrated implementation of human rights and Sustainable Development Goals is recorded.</li> </ul>	
Target	Year	2023	<ul style="list-style-type: none"> <li>At least two additional partnerships are recorded regarding integrated implementation of human rights and Sustainable Development Goals. Previous chains of changes are continued, and in each partner country at least one chain of change is valued no lower than 'important' by peer assessor per partner.</li> </ul>	At least one additional partnership is recorded regarding integrated implementation of human rights and Sustainable Development Goals. Previous chains of changes are continued, and in each partner country at least one chain of change is valued no lower than 'important' by peer assessor per partner.
Target	Year	2024	<ul style="list-style-type: none"> <li>State actors in 3 countries have capacity and tools to ensure integrated implementation of human right and Sustainable Development Goals with accountability for rightsholders.</li> </ul>	

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



Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Accumulated, state actors in 3 countries have advanced capacity and tools to ensure integrated implementation of human right and Sustainable Development Goals with accountability for rightsholders.</li> </ul>	
Output indicator 2.2		4 global, and regional sustainable development and human rights actors are using human rights tools and data to accelerate Sustainable Development Goals implementation and ensure accountability for groups of rightsholders.		
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>The earlier Framework Agreement has sustained partnership with 3<sup>4</sup> global and regional actors on use of human rights tools data to accelerate Sustainable Development Goals implementation and ensure accountability. Other funds support additional 2 partnerships.<sup>5</sup></li> </ul>	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>At least one additional partnership is recorded regarding integrated implementation and monitoring of human rights and Sustainable Development Goals.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>At least two additional partnerships are recorded regarding integrated implementation of human rights and Sustainable Development Goals. For each partner, at least one chain of changes is recorded regarding integrated implementation and monitoring of human rights and Sustainable Development Goals.</li> </ul>	
Target	Year	2023	<ul style="list-style-type: none"> <li>At least one additional partnership is recorded regarding integrated implementation of human rights and Sustainable Development Goals. Previous chains of changes are continued and at least one chain of change is recorded with significance valued no lower than 'important' by peer assessor per partner.</li> </ul>	

<sup>4</sup> OHCHR, GANHRI and regional NHRI networks, Partners for Review

<sup>5</sup> CEPEI, Indigenous Navigator Consortium.

Target	Year	2024	<ul style="list-style-type: none"> <li>4 global, and regional sustainable development and human rights actors are using human rights tools and data to accelerate Sustainable Development Goals implementation and ensure accountability for groups of rightsholders.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Accumulated, 4 global, and regional sustainable development and human rights actors are increasingly using human rights tools and data to accelerate Sustainable Development Goals implementation and ensure accountability for groups of rights holders.</li> </ul>	
Output indicator 2.3 (added as per February 2024 annual consultations for 2023)			Analysis and documentation that underpins promotion of human rights compliance in climate change policies and actions has been produced and disseminated, and partnerships at country level have been established in 3 countries.	By end of 2023, we added this new element to respond adequately to the increased focus on climate change in development policy and action. Furthermore, the target has been increased from 2 to 3 countries for the full DED period until end of 2025.
Baseline	Year	2023	<ul style="list-style-type: none"> <li>Analysis and scoping on DIHR's potential role in promoting human rights compliance in climate change policies and action, and the first partnership established with the NHRI of Kenya.</li> </ul>	
Target	2024		<ul style="list-style-type: none"> <li>Analysis and documentation promoting human rights compliance in climate change policies and actions has been produced and disseminated.</li> <li>At least one partnership at country level has been established.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Partnerships with NHRIs, other state actors or CSOs have been established in 3 countries (accumulated), with the aim of identifying steps to address climate change-related human rights issues.</li> </ul>	
Output 3		Support responsible business conduct through integration of human rights standards in the governance of global value chains.		
Means of verification		Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, systematic triangulation of key outcome statements, and participatory workshops validating		

		outcomes and their relevance for programme Theory of Change, field mission reports, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.	
Output indicator 3.1		State actors in 4 countries (at least 2 in Africa) supported by regional and international policy developments & dialogue are developing and/or implementing policy and regulatory measures to protect human rights in the context of business activities including in relation to the energy transition.	
Baseline	Year	2020/21 <ul style="list-style-type: none"> <li>0 current partnerships are funded by the earlier Framework Agreement, however, DIHR is assisting State actors at varying levels in 8 countries (Burkina Faso, Ethiopia, Ghana, Kenya, Tanzania, Zambia, and Honduras, Ukraine) to support development and adoption of National Action Plans and other policy and regulatory measures to address business and human rights challenges.</li> </ul>	
Target	Year	2021 (6 months) <ul style="list-style-type: none"> <li>At least two partnerships at national, regional or international level are expanded or consolidated.</li> <li>For each partner, at least one chain of changes is recorded regarding development / adoption or implementation of policy and regulatory measures to address business and human rights challenges.</li> </ul>	
Target	Year	2022 <ul style="list-style-type: none"> <li>The chain(s) of changes recorded in year one is continued in year 2; for each partner, at least one new chain of change is recorded re development / adoption / implementation of National Action Plans and/or other measures to address business and human rights challenges.</li> </ul>	
Target	Year	2023 <ul style="list-style-type: none"> <li>Chains of changes are continued. For each partner, at least one chain of change is recorded by peer assessor with significance valued no lower than 'important' by peer assessor per partner.</li> </ul>	

Target	Year	2024	<ul style="list-style-type: none"> <li>We have assisted state actors in four countries (two in Africa) to develop and/or implement National Action Plans and other policy and legal measures in Business and Human Rights.</li> <li>In one country, state actors have taken specific steps to protect human rights in the context of the energy transition.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>State actors in accumulated 4 countries have developed and/or implemented policy and regulatory measures to protect human rights in the context of business activities.</li> </ul>	
Output indicator 3.2		Six global or regional business/financial actors/multi-actor or policy initiatives are supporting the conduct of human rights due diligence including in relation to the energy transition.		Target increased from 4 to 6 for the full DED period from second half of 2021 until end of 2025.
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>DIHR already collaborates with business/financial actors/multi-stakeholder initiatives<sup>6</sup> but does not have a strategic approach to initiating or participating in multi-actor or policy initiatives on business and human rights.</li> </ul>	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>At least 2 multi-actor partnerships/policy initiatives are formalised and or expanded in scope.</li> <li>For each established multi-actor partnership/policy initiative, at least one chain of changes is recorded regarding steps to respect and support realisation of human rights.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>The chain(s) of changes recorded in year one is continued in year 2; for each partner, at least one new chain of change is recorded re steps taken to respect and support realisation of human rights.</li> </ul>	

<sup>6</sup> Collaborations vary in scope and level of formalisation but include at the moment: UNGC global and Denmark, GRI, Nordic Business Network for Human Rights. In addition, contractual or other type of relationships with associations of development finance institutions and institutional investors. Emerging relationships with business and other actors engaged in renewable energy and digital activities.

Target	Year	2023	<ul style="list-style-type: none"> <li>Chains of changes are continued. For each partner, at least one chain of change is recorded by peer assessor with significance valued no lower than 'important' by peer assessor per partner.</li> </ul>	
Target	Year	2024	<ul style="list-style-type: none"> <li>Four business/financial actors/multi-actor or policy initiatives are concretely supporting conduct of human rights due diligence in global value chains.</li> <li>We have contributed to policy developments at regional and international level in at least 2 instances.</li> <li>At least one initiative of business and other actors engaged in energy transition projects take steps to further respect for human rights.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Accumulated, 6 global or regional business / financial actors / multi-actor or policy initiatives are supporting the conduct of human rights due diligence including in relation to energy transition.</li> </ul>	
Output indicator 3.3		State and business actors have engaged in protecting and respecting human rights in the context of digital transition		This indicator was moved here in 2023 (instead of under outcome indicators). Furthermore, the target has been increased from 4 to 6 actors for the full DED period from second half of 2021 until end of 2025.
Target	Year	2023	<ul style="list-style-type: none"> <li>4 state and business actors have engaged in protecting and respecting human rights in the context of digital transition.</li> </ul>	
Target	Year	2024	<ul style="list-style-type: none"> <li>5 state and business actors have engaged in protecting and respecting human rights in the context of digital transition.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>Accumulated, 6 state and business actors have engaged in protecting and respecting human rights in the context of digital transition.</li> </ul>	
Output 4		We have captured change and adapted through learning, context and research knowledge and partnerships.		

Means of verification		Input from DIHR monitoring system: Outcome harvest database (PODIO), Power-BI analysis, peer reviewed outcomes, triangulation of key outcome statements, participatory workshops validating outcomes and their relevance for programme Theory of Change, communicated case stories in reports, social media and other media, Methods and Concepts Toolbox, context analysis dated 2021 – 2024, research products on emerging issues 2021 – 2024, digital training strategy, DIHR training material, mid-term internal or external review of the DIHR Engagement, tri-annual output-based Progress, Achievement and Risk (PAR) reporting.		
Output indicator 4.1		DIHR has established and carried out yearly processes where we have captured and documented change, developed min. 6 additional concepts and methods for our work and communicated and learned from results and research knowledge to adapt programmes to evolving contexts. Research and analysis is produced to support DIHR's international programmes and projects. Outcomes of this research and analysis are used to strengthen the expertise of our partners both domestically and in relation to international and regional mechanisms.		Target increased from 2 to 6 concepts and methods for the full DED period covering second half of 2021 until end of 2025.
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>From January to end November 2020, DIHR has harvested 169 outcomes with partners and stakeholders in 34 countries and 83 outcomes at regional and global level with collaborative intergovernmental / international organisations.</li> <li>In 2020 DIHR has conducted experience learning workshops on all programs with program teams to adapt implementation and Theory of Change to contextual changes and program experiences.</li> <li>A toolbox comprising methods and concepts for DIHR's international work is under construction.</li> <li>DIHR has started to develop the work on tech and human rights.</li> <li>A short paper on gender &amp; gender mainstreaming has been developed for the toolbox comprising methods and concepts for DIHR's international work.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>



Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>• DIHR has conducted the full learning outcome harvesting cycle twice in 2021 for all programs to provide input for adaptive management. The last cycle for 2021 is completed in Q1/22</li> <li>• DIHR has conducted at least one virtual (IT based) participatory interactive workshop for adaptive management with each program.</li> <li>• Outcome Harvesting has influenced revision of programs theory of change and context understanding.</li> <li>• DIHR has communicated its main validated 2021 achievements / case stories in reporting and when relevant to the public.</li> <li>• Research has supported the development of a toolbox comprising methods and concepts for DIHR's international work.</li> <li>• A formal structure or working on tech has been established. Research has supported international work through analysis, articles, teaching, trainings and seminars.</li> <li>• Data and analysis experts have contributed to the international work related to developing context analysis for new initiatives, data collection tools and data mining.</li> <li>• Training and onboarding material (internal and external, electronic and physical) has been updated and when relevant further developed.</li> <li>• DIHR has developed a specific "gender approach" for its international work.</li> <li>• Outcome Harvesting has fully integrated the collection of data relating to gender equality</li> </ul>	•
Target	Year	2022	<ul style="list-style-type: none"> <li>• DIHR has conducted the full learning outcome harvesting cycle twice in 2022 for all programs to provide input for adaptive management.</li> </ul>	

			<ul style="list-style-type: none"> <li>• Outcome Harvesting has influenced revision of programs and context understanding.</li> <li>• DIHR has communicated its main validated 2022 achievements in reporting and when relevant to the public.</li> <li>• DIHR has developed a digital strategy for external and internal training.</li> <li>• Research has supported international work through analysis, articles, teaching, trainings and seminars. All International departments have contributed to the toolbox comprising methods and concepts for DIHR's international work.</li> <li>• Data and analysis experts have contributed to the international work related to developing context analysis for new initiatives, data collection tools and data mining.</li> <li>• Training material (internal and external, electronic and physical) has been updated and when relevant further developed.</li> </ul>	
Target	Year	2023	<ul style="list-style-type: none"> <li>• DIHR has conducted the full learning outcome harvesting cycle twice in 2023 for all programs to provide input for adaptive management.</li> <li>• Outcome Harvesting has influenced revision of programs and context understanding.</li> <li>• DIHR will have communicated its main validated 2023 achievements in reporting and when relevant to the public.</li> <li>• Researchers have contributed to revising the toolbox comprising methods and concepts for DIHR's international work.</li> <li>• DIHR has achieved chain of changes by implementing its developed a digital strategy for external and internal training.</li> <li>• Research has supported international work through analysis, articles, teaching, trainings and seminars.</li> </ul>	

			<ul style="list-style-type: none"> <li>• Data and analysis experts have contributed to the international work related to developing context analysis for new initiatives, data collection tools and data mining.</li> <li>• Training material (internal and external, electronic and physical) has been updated and when relevant further developed.</li> </ul>	
Target	Year	2024	<ul style="list-style-type: none"> <li>• Outcome Harvesting has provided input for DED reporting.</li> <li>• In 2024 DIHR have communicated its main validated achievements in reporting and when relevant to the public.</li> <li>• DIHR have contributed to the development of at least 2 research-supported concepts and methods.</li> <li>• DIHR has a comprehensive, coherent and accessible digital training for external and internal (included onboarding) training.</li> <li>• Data and analysis experts have contributed to the international work related to developing context analysis for new initiatives, data collection tools and data mining.</li> </ul>	
Accumulated Target	Year	2025	<ul style="list-style-type: none"> <li>• The outcomes of all activities 2021 – 2025 (included) have been systematically collected, documented / validated and analysed.</li> <li>• The Outcome Analyses have been used for adaptive management.</li> <li>• DIHR have contributed to the development of at least 6 research-supported concepts and methods.</li> <li>• DIHR has a Learning Management System (LMS) for digital training and resources.</li> </ul>	
Output indicator 4.2		DIHR has at least 4 regional offices that are firmly rooted through context knowledge and functions as coordinating entities between DIHR HQ and partners and stakeholders. All new initiatives have been subject to context analysis.		
Baseline	Year	2020/21	<ul style="list-style-type: none"> <li>• All current initiatives have developed context analysis and theories of change.</li> </ul>	

			<ul style="list-style-type: none"> <li>Regional DIHR offices are in the process of being established in Ethiopia, Columbia and Tunisia. There is already one regional office in Niger.</li> </ul>	
Target	Year	2021 (6 months)	<ul style="list-style-type: none"> <li>All new initiatives initiated in 2021 have developed or updated context analysis and theories of change.</li> <li>Further regional / local offices are being registered and have license to operate.</li> </ul>	
Target	Year	2022	<ul style="list-style-type: none"> <li>All new initiatives initiated in 2022 have developed or updated context analysis and theories of change.</li> <li>Regional / local offices have become key liaison and implementation entities between DIHR Head Quarter and local stakeholders.</li> <li></li> <li>New initiatives are increasingly initiated from DIHR's regional / local offices.</li> </ul>	
Target	Year	2023	<ul style="list-style-type: none"> <li>All new initiatives initiated in 2023 have developed or updated context analysis and theories of change.</li> <li>All regional / local offices are key liaison and implementation entities between DIHR HQ and local stakeholders.</li> <li></li> <li>New initiatives are increasingly initiated from DIHR's regional / local offices.</li> <li>A stock-taking exercise about the role and efficiency of the regional / local offices set up vis-à-vis HQ has been undertaken.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Target	Year	2024	<ul style="list-style-type: none"> <li>All new initiatives initiated in 2021 -2024 have been subject to context analyses and theories of change.</li> <li>DIHR have at least 4 regional / country offices with emphasis on Africa.</li> <li>New initiatives are increasingly initiated from DIHR's regional / country offices.</li> </ul>	

Accumulated Target	Year	2025	<ul style="list-style-type: none"><li>• DIHR has at least 4 regional / country offices that are firmly rooted through context knowledge and functions as coordinating entities between DIHR HQ and partners and stakeholders.</li></ul>	
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Total budget 2021-2025 including bridging and Output 1.5

Budget line	Total Budget excluding bridging and Output 1.5 (1000 DKK)	Total 2025 bridging (1000 DKK)	Total Budget Output 1.5 (1000 DKK)	Total Budget including bridging and Output 1.5 (1000 DKK)	2021 (1000 DKK)	2022 (1000 DKK)	2023 (1000 DKK)	2024 excluding Output 1.5 (1000 DKK)	2024 Output 1.5 (1000 DKK)	2024 including Output 1.5 (1000 DKK)	2025 excluding bridging and Output 1.5 (1000 DKK)	2025 bridging (1000 DKK)	2025 Output 1.5 (1000 DKK)	2025 including bridging and Output 1.5 (1000 DKK)
OUTPUT 1 - Total direct activity cost	13.040	2.233	5.359	20.633	1.410	4.073	3.679	2.725	1.717	4.442	1.153	2.233	3.642	7.029
OUTPUT 1 - Total direct activities via transfers to country offices or implementing partners	4.505	229	0	4.734	352	1.246	1.260	1.168	0	1.168	479	229	0	708
OUTPUT 1 - Total direct allocated programme-supporting (activity-specific) cost	23.166	500	2.117	25.784	4.007	7.277	6.982	2.820	670	3.490	2.079	500	1.448	4.027
OUTPUT 1 - Total direct cost (Support rule of law)	40.712	2.962	7.477	51.151	5.769	12.596	11.922	6.714	2.386	9.101	3.711	2.962	5.090	11.764
OUTPUT 2 - Total direct activity cost	18.945	2.937	0	21.881	2.134	4.095	4.451	4.654	0	4.654	3.611	2.937	0	6.548
OUTPUT 2 - Total direct activities via transfers to country offices or implementing partners	758	0	0	758	0	314	444	0	0	0	0	0	0	0
OUTPUT 2 - Total direct allocated programme-supporting (activity-specific) cost	9.761	2.202	0	11.963	1.152	1.770	2.077	2.789	0	2.789	1.973	2.202	0	4.175
OUTPUT 2 - Total direct cost (Support a human rights-based implementation of the 2030 Agenda)	29.463	5.139	0	34.602	3.286	6.179	6.971	7.443	0	7.443	5.584	5.139		10.723
OUTPUT 3 - Total direct activity cost	15.149	2.209	0	17.359	1.061	3.915	2.953	4.489	0	4.489	2.732	2.209	0	4.941
OUTPUT 3 - Total direct activities via transfers to country offices or implementing partners	1.098	113	0	1.211	0	149	505	330	0	330	113	113	0	226
OUTPUT 3 - Total direct allocated programme-supporting (activity-specific) cost	5.988	704	0	6.692	573	1.631	1.614	1.572	0	1.572	598	704	0	1.302
OUTPUT 3 - Total direct costs (Support responsible business conduct)	22.235	3.026	0	25.261	1.634	5.695	5.072	6.391	0	6.391	3.443	3.026		6.469
OUTPUT 4 - Total direct activity cost	29.052	4.056	0	33.108	2.682	6.744	6.475	9.776	0	9.776	3.375	4.056	0	7.431
OUTPUT 4 - Total direct activities via transfers to country offices or implementing partners	5.670	1.119	0	6.789	654	1.334	1.708	1.434	0	1.434	539	1.119	0	1.658
OUTPUT 4 - Total direct allocated programme-supporting (activity-specific) cost	13.553	1.606	0	15.159	1.801	3.242	3.818	3.306	0	3.306	1.385	1.606	0	2.992
OUTPUT 4 - Total direct costs (Captured change and adapt by learning)	48.275	6.781	0	55.056	5.137	11.320	12.002	14.516	0	14.516	5.300	6.781	0	12.081
Innovation fund - Total direct activity cost	8.795	427	0	9.222	119	900	2.649	4.689	0	4.689	437	427	0	864
Innovation fund - Total direct activities via transfers to country offices or implementing partners	517	0	0	517	0	0	517	0	0	0	0	0	0	0
Innovation fund - Total direct allocated programme-supporting (activity-specific) cost	3.650	216	0	3.866	64	361	1.218	1.790	0	1.790	217	216	0	432
Total direct costs (Innovation fund)	12.962	643	0	13.604	184	1.261	4.384	6.479	0	6.479	654	643	0	1.296
Unallocated funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A - Total direct cost: Programme specific activities supporting main outcome of 'Effective and self-sustaining national human rights systems and institutions in developing countries'	153.646	18.551	7.477	179.674	16.011	37.050	40.351	41.543	2.386	43.930	18.691	18.551	5.090	42.333
-----of which is														
-----spent through direct transfers to country offices and development partners	12.547	1.461	0	14.008	1.006	3.043	4.435	2.932	0	2.932	1.131	1.461	0	2.592
-----spent on direct allocated supporting cost (running costs) / Fair share	56.119	5.228	2.117	63.464	7.598	14.281	15.709	12.278	670	12.948	6.252	5.228	1.448	12.928
Administration fee (non-activity specific)	10.755	1.299	523	12.577	1.121	2.593	2.825	2.908	167	3.075	1.308	1.299	356	2.963
Audit	598	150	0	748	150	148	150	150	0	150	0	150	0	150
B - Total indirect cost	11.353	1.449	523	13.325	1.271	2.741	2.975	3.058	167	3.225	1.308	1.449	356	3.113
C - Contingency	0	0	0	0	0	0	0	0		0	0			0
Total budget (A+B+C)	165.000	20.000	8.000	193.000	17.281	39.792	43.325	44.601	2.553	47.155	20.000	20.000	5.447	45.446
GRANT	165.000	20.000	8.000	193.000	25.000	40.000	40.000	40.000	4.000	44.000	20.000	20.000	4.000	44.000

Budget for 2021 and 2022 represent actual consumption for 2021 and 2022 that is reported to MFA.



## ANNEX 9: QUALITY ASSURANCE CHECKLIST

File number/360-reference: \_ 23/32394 \_\_\_\_\_

Programme/Project name: Extension of support to DIHR – A World where everyone is guaranteed full respect of their human rights

Programme/Project period: \_\_July 2025 - December 2025 \_\_\_\_\_

Budget: \_\_DKK 20 mil. \_\_\_\_\_

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 ELK or other units are not involved in the process; i.e.

- (i) *internal appraisals* of appropriations up to DKK 10 Million where this checklist constitutes the appraisal.
- (ii) *external appraisals* of appropriations between DKK 10 – 43 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.

Presentation of quality assurance process:

*This is a limited extension of the present DED-agreement with DIHR. The activities are a continuation of the present arrangement. The programmatic and administrative capacity of DIHR is considered sufficient to accommodate the extension of activities.*

- ☐ The design of the programme/project has been appraised/appraisal checklist filled out, by someone independent who has not been involved in the development of the programme/project.

*Comments: The present DED with DIHR has been appraised. Furthermore, the DED has been subject to a mid-term review. The review team recommends the extension. While there are other recommendations and suggestions these are not considered to show any hindrance for a continued cooperation. Follow-up action is being planned.*

- ☐ The recommendations of the appraisal/comments in the appraisal checklist have been reflected upon in the final design of the programme/project.

*Comments: Yes, in the original design. The mid-term review is in process for follow-up.*

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

*Comments: Yes*

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

*Comments: Yes*

- ❑ 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: Yes ref. existing agreement*

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

*Comments: n.a.*

- ❑ 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: Yes*

- ❑ The theory of change (if applicable), results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

*Comments: There is an adjustment to the result framework that fits well with present DED*

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

*Comments: Yes*

- ❑ The agreed budget and financial reporting procedures provide an adequate basis for financial monitoring of funds.

*Comments: Yes*

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

*Comments: Yes*

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

*Comments: n.a.*

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

*Comments: Stakeholders and Partners are already or will be identified in course of implementation*

- ❑ 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: Yes*

- ❑ 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: Yes*

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

Date and signature of Desk Officer: 9/12/2024

A handwritten signature in blue ink, appearing to read "P. M. Nygaard Markussen".

Date and signature of Management: 10/12/2024

A handwritten signature in blue ink, appearing to read "B. M. Nygaard Markussen".

Birgitte Nygaard Markussen