

IRCT - United Against Torture- Healing and Justice for Survivors 2026-29

Key results:

The project will ensure improved access to justice and reparations for torture survivors and together with their families and communities supported their healing. This will be done through:

- International Rehabilitation Council for Torture Victims (IRCT) member centres have improved capacity to provide survivor centred rehabilitation services that help torture survivors, their families and communities to heal and improve their socio-economic situation.
- Torture survivors having greater recognition, access to justice and reparations through e.g. stronger laws and mechanisms to protect and uphold their human rights.
- IRCT member centres are financially resilient, compliant with donor standards, more visible and better positioned to access and manage external funding.

Justification for support:

Torture remains widespread – it is reported in more than 140 countries. Torture occurs often in relation to conflicts, which are on the increase. Torture is used for political oppression. Torture is often hidden and invisible. IRCT and its 172 member centres exposes torture and advocates for stronger anti-torture laws/policies. IRCT also support member centres' work with torture survivors with rehabilitation services including livelihood support. Support to IRCT provides Denmark with a strong platform for its anti-torture work allows the Danish MFA to access relevant and updated torture-related information from the whole world.

Major risks and challenges:

Continued changes in the development assistance landscape reduces funding to IRCT member centres, which in turn reduces the services they can provide. A backlash against human rights and democracy makes advocacy for the rights of survivors more difficult and increases the risks to torture survivors and member centres, necessitating continuous assessments of risks.

File No.	24/42001					
Country	Globally, 172 members in 78 countries, including 59 in the global south.					
Responsible Unit	HUMCIV					
Sector	15150 Democratic participation and civil society					
Partner	International Rehabilitation Council for Torture Victims (IRCT)					
	<i>DKK million</i>	2026	2027	2028	2029	2030
Commitment	9	9	9	9	-	36
Projected disbursement	9	9	9	9	-	36
Duration	2026-2029 (4 years)					
Previous grants	Since 1997. Latest: DED 2021-2024 + 2025 (DKK 27 + 9 million)					
Finance Act code	06.32.08.70					
Head of unit	Marie-Louise Koch Wegter					
Desk officer	Marie Groth Kruse					
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	

Objectives – Choose as relevant.

Torture survivors will have improved access to justice and reparations and together with their families and communities they will be supported to heal.

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

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

Justification for choice of partner:

IRCT has existed for 50 years and is the world's largest membership-based organisation specialising in treatment and documentation of torture with 172 member centres in 78 countries. It produces forensic evidence and publishes academic research through The IRCT Independent Forensic Expert Group (IFEG) is composed of 42 experts from 23 countries. The 2024 MFA review found IRCR "relevant as a global platform ... within Healing and Justice, capacity building, documentation, knowledge sharing, case handling, and advocacy. Services and deliverables are by donors considered relevant, timely and high quality."

Summary:

The project will advocate for anti-torture laws and improve the lives of torture survivors throughout. The IRCT supports capacity development of member centres globally, publish academic research, and conduct forensic investigations of torture. The project is a continuation of an existing project.

Budget (engagement as defined in FMI):

Outcomes 1 (Healing)	DKK 16.0 million
Outcome 2 (Justice)	DKK 16.5 million
Outcome 3 (Strong Movement)	DKK 0.9 million
Indirect expenses (Audit and administration)	DKK 2.6 million
Total	DKK 36.0 million

Project Document

International Rehabilitation Council for Torture Victims (IRCT) (2026–2029) United Against Torture – Healing and Justice for Survivors

1. Introduction

The present document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning "United Against Torture – Healing and Justice for Survivors 2026-2029" as agreed between the parties: The International Rehabilitation Council of Torture Victims (IRCT) and the Department for Humanitarian Action and Civil Society, Danish Ministry of Foreign Affairs. The project document is an annex to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below.

"The Documentation" refers to the partner documentation for the supported intervention, which is "United Against Torture - Healing and Justice for Survivors 2026-2029" including annex.

2. Context, strategic considerations, rationale and justification

Through the framework appropriation for human rights and democracy (HRD), Denmark supports the fight against torture. This project and partnership with the IRCT is thus part of the "MRD" grant portfolio (Human Rights and Democracy) in the MFA, which is managed by HUMCIV.

Civil-society support features prominently in the promotion of democracy and human rights and broadly encompasses support for local, Danish and international organisations, including those working on anti-torture and rehabilitation activities. Denmark prioritises normative flagship issues where we are recognised for our role, which also concerns working in favour of the abolition of torture. This partnership is to that end complimentary, and support towards the agenda also takes place through other partners such as for instance DIGNITY and the Danish Institute for Human Rights. Globally, the HRD agenda is pursued by contributing to international organisations, including EU and UN bodies, as well as coalitions such as the Convention Against Torture Initiative. Denmark ratified the Convention against Torture in 1987.

The IRCT is the world's largest membership-based organisation specialising in the treatment and documentation of torture and has existed since the 1970s. The IRCT is a long-standing partner of the MFA and has been a partner continuously since 1997. The annual funding from the MFA to the IRCT was DKK 9 million during the 2022-2025 period, constituting approximately 50% of IRCTs total budget. Other funding sources stem from the European Union (EU), the Swiss government, Sigrid Rausing Trust, private foundations and members' contributions.

A recent 2024 MFA Review found that the IRCT has provided significant follow-up on recommendations from previous MFA reviews and considerable improvements have been tracked. The review was therefore overall positive in its recommendations, while however also pointing toward a number of constructive actions to take for the future partnership. HUMCIV and the IRCT have engaged in follow up and will continue to track progress on recommendations.

2.1 Development problem addressed by the project

This project is presented in a context where the very principles of human rights and the rules-based world order are challenged by armed conflict, oppression and political attacks on the idea of multilateralism, human rights and the rule of law, including through reductions in funding available for the institutions and organisations that aim to protect and uphold the rules-based world order. Global geopolitical shifts, increasing authoritarianism, shrinking civil society space, local conflict and humanitarian crises, climate change and extreme social and economic inequality further compound these challenges.

Torture continues to take place regularly in all regions of the world and it has a devastating impact not only on the direct victims but also on their families and communities. In this way it negatively impacts millions of people each year, who as a result suffer from debilitating physical and mental health problems, increased poverty and marginalisation, and reduced ability to take charge of their own lives. Torture and ill-treatment are intrinsically linked with the general state of stability, democracy, human rights and poverty in the world.

Since most states refuse to acknowledge that torture is taking place, key actors in the judicial system risk political backlash if they hold perpetrators accountable and when they choose the path of impunity, this leads to a pervasive corruption of rule of law and democracy in those countries. In the experience of many IRCT member organisations, this lawlessness is a major contributor to violence and instability in their countries and regions.

Therefore, the project aims to address the interrelated problems of poverty, political instability and erosion of the rule of law through action directed at ensuring justice, reparations and healing for torture survivors.

2.2 Project context

Torture is still reported in [more than 140 countries](#) around the world, despite its absolute prohibition in international law, leaving hundreds of thousands of survivors, their families and communities severely traumatised. In May 2025, [the Copenhagen Peace Report](#) by The Hesbjerg Foundation, identified 56 active, armed conflicts, the highest number since WWII with documented torture cases in a majority of the conflicts including Ukraine, Gaza, Sudan, Israel, Syria, Sri Lanka, Iran, Afghanistan, Iraq, Ethiopia, Eritrea, DRC, Turkey, Egypt, Cameroun, etc. IRCT research shows that torture occurs for a multitude of reasons. In some contexts, it is a systematic practice of political oppression, in some it is rooted in discrimination against vulnerable groups and in others it happens because police use it as a tool to get confessions from innocent poor and marginalised people to crimes they did not commit. Torture and its victims are often hidden or ignored and do not exist in the awareness of public authorities or the general public.

Data collected by IRCT members from the [more than 80.000 torture survivors](#) supported each year and from regional hearings with survivors shows that the groups at highest risk of torture are persons living in poverty; political dissidents and protesters; and groups subject to systematic discrimination, including women, LGBTI persons and ethnic minorities. In the IRCT's experience, these groups are tortured to suppress political dissent, pro-democracy activism and the defence of human rights; as part of systemic discrimination; and as part of criminal "investigations" where innocent people are tortured to confess so the police can meet performance targets.

Because the geopolitical challenges to democracy and human rights are widely evident, they have created an increased awareness in the global public about the importance of human rights and

democracy. There is a growing realisation among states and the public that the global rules-based system is at risk, that most countries will suffer greatly if the system breaks down, and that it can only be protected if it is grounded in societies that are committed to human rights and the rule of law. The IRCT sees itself playing a clear role within this context, and has identified opportunities in that regard.

The Convention against Torture Initiatives (CTI) continues to drive ratification and implementation through state-to-state support. The CTI recently adopted a new strategy until 2030 setting a clear agenda for action in the coming years. The CTI plays a key role in the global fight against torture because it addresses the global torture challenges from a technical state perspective, which civil society organisations and UN mechanisms are not well placed to do.

Increasing numbers of people are willing to defend human rights, for themselves and for the most vulnerable among us. This engagement creates a strong foundation for exposing torture and forcing governments to start the difficult process towards justice and reparation.

This focus reflects well with Danish strategic priorities, as evident most recently within the Danish Africa Strategy from 2024, which envisages strengthening rights through a joint approach and local ownership. This approach is essential in creating change in the fight against torture because torture happens locally and the vast majority of survivors continue to live in local environments and communities where torture takes place.

For a more detailed context analysis, please see Annex 1.

2.3 Key challenges to be addressed

In order to move towards a world without torture, the IRCT has identified a number of challenges that need to be addressed concurrently in the upcoming IRCT strategic period:

1. Torture survivors remain disempowered

Torture stigmatises and silences survivors, destroys trust, and scars the social fabric of communities. Powerlessness is a key reason why torture has such a high impact on the mental health of survivors. For this reason, helping survivors take back the agency that was undermined by torture also makes rehabilitation processes more effective.

Despite improvements in recent years, torture survivors remain disempowered in many aspects of their pursuit of healing and justice. IRCT members have taken major steps forward to include survivors in their work and have been successful in supporting survivors to become anti-torture advocates. However, there is still a lot of work to be done in including survivors in the delivery of rehabilitation services. At the UN level, the present UN Special Rapporteur on Torture has been a leader in including survivors in her work through regional survivor hearings and meetings with survivors at the national level. However, other UN mechanism and decision makers at the regional and national level still have a long way to go in ensuring effective inclusion of survivors.

2. Capacity gap in IRCT member organisations

IRCT members are independent civil society organisations with a mission to provide health-based rehabilitation to support torture survivors in their healing process. Many also document cases and advocate against torture. They are staffed by a broad range of professionals including psychologists, social workers and doctors so that they can provide comprehensive support to torture survivors. They secure their own funding. They aspire to treat torture survivors according to internationally agreed IRCT Global Standards on Rehabilitation. For many IRCT members the lack of global awareness about

the scale of the torture problem means that the human and financial resources available for rehabilitation are insufficient to meet the needs of torture survivors globally. Many IRCT members and their staff work in contexts where it is dangerous to speak openly about their work and where there is limited professional support, which leaves them isolated and at high risk of burn out and vicarious trauma. This makes it very challenging for most IRCT members to meet the needs in the locations where they operate.

Consequently, many torture survivors, their families and communities do not receive the support they need to rebuild their lives and become productive members of their families and communities. This keeps them trapped in poverty, further marginalises women, children and LGBTI persons and significantly reduces their physical and mental health. This has ripple effects in the families, communities and societies exponentially increasing the number of persons affected and traumatised by torture and often resulting in economic and political instability and tension. In this way, torture continues to impact the lives of millions of people each year and as the UN Special Rapporteur on Torture noted in her first report: "Torture is a threat to international peace and security."

3. Caregivers suffer

Working to rehabilitate torture victims is crucial work. However, research shows that professional caregivers that work directly and indirectly with torture survivors are susceptible to developing conditions such as vicarious trauma, compassion fatigue, PTSD and burnout due to their continual exposure to traumatized survivors and the retelling and physical manifestation of traumatic events. IRCT member's staff who live and work within the same volatile environments as their clients where there is war and civil unrest, are even more susceptible to suffering from acute cases of these conditions.

A baseline survey carried out at the end of 2024 demonstrated that the main challenges experienced by staff members in IRCT member centres are fatigue, anxiety, low motivation, high staff turnover, a low sense of fulfilment and procrastination. However, only 46% of the respondents said that their organisations have the full capacity to respond to the above challenges. The remaining 54% highlighted that they require assistance in the form of mental health and wellbeing interventions and training, capacity development and financial resources. These needs are evident across all regions where the IRCT are engaged.

In the past year (2023-2025 period), the IRCT has also received urgent requests from member organisations in countries in crisis situations such as Lebanon, Palestine, Ukraine, Kenya, Turkey/Syria and Bangladesh for external supervision and other interventions for their staff members who are experiencing burnout and PTSD. This comes in addition to requests from many external partner organisations who request IRCT's expertise on this issue. Most recently, IRCT member TPO Nepal have been supporting IRCT members and partners in Bangladesh to address urgent staff burn out issues and develop long term care for caregiver policies.

The goal of Care4Caregivers+ is to ensure IRCT member staff continue to be able to provide the best care during the rehabilitation journeys of torture survivors, which is also articulated in Article 1 of the IRCT Global Standard of Rehabilitation.

4. Torture is systematically denied by perpetrators leading to lack of action

States routinely deny that torture happens within their formal structures. When credible allegations are made, they are met with impunity by those institutions that are supposed to protect survivors and

sanction the perpetrators. These institutions often lack the necessary technical capacity and independence from the institutions and individuals they are supposed to investigate. The impunity is enabled by disempowerment and social stigma experienced by many survivors, which means that the general public is often silent about the brutality that is carried out in their name. Survivors are also deprived of a space to tell their story, to get acknowledgement of the wrongs done to them, and avenues for action against perpetrators of torture to prevent further occurrences.

When there is no public acknowledgement that torture is taking place, it is difficult to convince state actors to prioritise and seriously tackle the issue through investigating and prosecuting perpetrators, providing reparation to victims and taking preventive measures. When states fail to act against torture it constitutes a systemic denial of one of the most fundamental human rights for all of its citizens. In addition, it has devastating effects on central state institutions that fail to address torture, including the police and the justice system, which are left deficient and corrupt and met by public mistrust.

5. Local change agents need international pressure and support

IRCT members across the world advocate for justice and reparations for torture survivors with their governments often in collaboration with other civil society organisations. They are best placed to document the local reality, to identify the best solutions and to push for change. During the current strategic period, they have successfully advocated for important national changes in more than 10 countries in all global south regions.

However, it can be difficult to engage decision makers and have them accept the problem, and even harder to convince them to prioritise action to address it. When positive change happens, it is often due to a combination of pressure from national civil society and international or regional human rights mechanisms. Ensuring that international and regional mechanisms apply effective pressure on national governments requires technical expertise and international networks that national civil society organisations often do not have. Furthermore, when effective pressure is applied, it is essential that national civil society organisations have access to fast and flexible funding and specialised expertise to allow them to react in a timely manner and engage effectively when there are political openings for change. During 2024 and 2025, IRCT international and national advocacy has as an example helped pressure the Chilean Government to start creating a reparations programme for survivors of torture during protests in recent years.

6. Global anti torture structures are fragile – threatening IRCT's change pathways

A 2021 evaluation of the IRCT's advocacy with UN human rights mechanisms demonstrated that IRCT's support for local member organisations to engage directly with UN human rights mechanisms is a highly effective change pathway whereby government actors are pressured to improve and IRCT members gain increased legitimacy and credibility as interlocutors for the state in the national change process. Recognising that the UN and regional mechanisms are essential in IRCT's efforts to create national change, the IRCT has a history of leadership in advocacy for strengthening the mechanisms it works with – especially the UNCAT and SPT. The better they function in general, the better pressure they create for IRCT members.

However, the current political and financial implications on the UN, its human rights system and the rules-based world order that it is founded on, challenges the effectiveness of this change pathway. It is therefore more important than ever that the organisations using the UN system also invest in its ability to function effectively and be as impactful as possible for rights holders on the ground. The UN Special

Rapporteur on Torture has highlighted on multiple occasions that input provided by the IRCT and its members is essential to her ability to effectively implement the mandate.

2.4 The IRCT's response to the global challenges – including past results and lessons learned

The IRCT is centrally placed to respond to the challenges described above through its position as a global association of local organisations that provide health-based rehabilitation to torture survivors in their communities and advocate with state agencies to end torture and ensure justice and reparations for survivors. The IRCT currently has 172 member organisations in 78 countries (89 organisations in 59 countries in the global south). The members of the IRCT govern the organisation and actively participate in the implementation of its strategy.

The IRCT has good experience in implementing localisation methodologies anchored in and connected to global standards, institutions and networks. The IRCT has currently refined this approach in its Global Strategy 2026-30 through a process that has strong member leadership and engagement. In practice, this means that the IRCT's interventions:

- Are locally owned and responsive to local needs but with global reach and impact;
- Are facilitated by the IRCT Secretariat with its 14 staff that provide leading expertise in knowledge sharing methodologies, advocacy networks and methods, forensic documentation of torture and best practices in financial management;
- Are primarily implemented by local member organisations that employ more than 4000 health professionals world-wide. This makes them cost effective and adapted to the local context in which they are implemented.

The features of the IRCT's organisational structure and methodologies enable it to create considerable impact.

During the strategic period 2022-25 the IRCT achieved the following key results:

- The IRCT membership collectively supported over 81,000 torture survivors to rebuild their lives, supported 15861 in legal proceedings, and conducted more than 4,000 advocacy activities in 2024 alone. Among the survivors supported, 55% were women and 56% were living in poverty.
- More than 90 IRCT members have staff certified in the Global Standards on Rehabilitation and are using them to assure quality and further develop the services they provide to torture survivors.
- More than 50 IRCT members have increased their capacity to provide livelihood as a component of rehabilitation or to integrate torture survivors in advocacy and provision of rehabilitation services.
- Enabled torture survivors to speak directly to decision makers in more than 35 occasions thereby ensuring that their experiences and perspectives become integral to national and global anti torture policy making.
- Provided evidence of torture, ill-treatment and extrajudicial executions in more than 100 cases worldwide, thereby ensuring that torture is exposed, states are confronted with their crimes, perpetrators are brought to justice and survivors access reparations.
- Supported IRCT members from more than 30 countries to advocate with UN human rights mechanisms and put pressure on their national governments to take concrete action against torture and in support of survivors at home.
- Built the capacity of more than 140 national civil society actors and state agencies to document and investigate torture and to advocate for the rights of torture survivors.

In December 2024, HUMCIV conducted a review of the IRCT, which overall presented a positive turn after previous critical reviews from earlier phases of MFA support. The review included a total of 12 recommendations, some of which have already been implemented since the finalisation of the report in December 2024. It concluded that the IRCT had achieved the following:

- The IRCT presented evidence of how it has followed-up and addressed previous critical assessments and recommendations from reviews since 2015. The review found that the IRCT has made progress in the following areas, including i) establishing a clear trend towards a more diversified funding base, ii) documentation of results in a more robust annual progress reporting framework and iii) facilitated a stronger membership engagement with an ExCom supporting the strategic directions emerging from Member organisations and their day-to-day needs for a membership platform.
- The IRCT complies with MFA requirements and conditions regarding financial management and documentation supporting annual consultations with the MFA and annual reporting. IRCT demonstrates a good approach to financial operations and governance, enabling IRCT to access financial information and overviews based on real-time data.
- The IRCT has improved its focus on and methodologies for membership engagement in the governance of the IRCT and the implementation of its global strategy.
- The IRCT's work on the Istanbul Protocol and Torture Journal was considered by the review to be significant.

Areas for improvement were also identified, some of which include:

- A recommendation included suggestions for developing the new IRCT strategy, which have been taken into consideration during the recent development of this.
- Two recommendations related to improvements and simplification of reporting were included and are being discussed between the IRCT and HUMCIV.
- It was recommended that the IRCT improve on its risk management, and this work has begun, as described also in section 9 of this project document.
- There was a recommendation that the IRCT revise its sub-grants format, which has been undertaken.
- Another recommendation concerned the facilitation of access to IRCT's complaint mechanism and training on anti-corruption, PSEAH and complaints procedures, which is also underway in terms of implementation or otherwise in progress.
- A recommendation regarding the development of an approach to VFM assessments has also been undertaken and is ongoing, see section 8.2. *Value for Money Statement* for further details

Through the experience of implementing its 2022-25 Global Strategy, the IRCT highlights a number of key lessons that it brings into the new strategic period and new phase of the partnership with the MFA. The main ones are:

- *GSR has become a global point of reference for quality services*

The Global standards developed by IRCT members and adopted in 2020 have become a key reference point for IRCT members and other actors in rehabilitation when assessing and developing the quality of their services. A 2024 external evaluation concluded "The Global standards provide a common language which health professionals across countries actively use in their exchange on rehab, methodologies and when seeking solutions to new challenges." 105 members have a staff member who is certified in GSR and can function as focal point within their organisation.

- *Survivors are becoming an important voice in the fight against torture*

Survivors' voices and experiences are becoming more and more important to a credible anti-torture discourse. During the last strategic period, the IRCT supported the development of survivor participation methodologies in its membership with more than 40 members reporting improved capacity in this area. The IRCT also supported survivors to participate in key decision-making spaces including at the EU, with the UN Special Rapporteur on Torture and in multiple national jurisdictions.

- *IRCT members are more active in implementing the strategy*

During its last strategic period, the IRCT provided a space, knowledge and funding for integration of livelihood support in rehabilitation services with the aim of enhancing holistic rehabilitation, and inclusion of torture survivors in rehabilitation and anti-torture advocacy with the aim of improved survivor agency and more impactful advocacy. This marked a significant milestone in the ongoing organisational reform of the IRCT towards an organisation that bases its strength on the active engagement and leadership by its locally based member organisations. There is still untapped potential for efficiency and effectiveness by further developing IRCT's peer-to-peer capacity building methodologies.

- *IRCT members can become even stronger if they improve their administrative capacities*

Over the past 2 years the IRCT has implemented a virtual financial assessment modality prior to sub granting which has increased focus on strong and simple systems. Basic improvement of administrative capacities (such as handling finances, reporting, anti-corruption and safeguarding procedures, compliance) is the foundation for strong civil society organisations. The objective is better project management, following donor requirements, attracting new funding and growing sustainably.

- *Exposing torture creates improved conditions for justice and change*

During the last strategic period 2022-25, the IRCT has seen and contributed to promising positive developments in many countries and with regional and UN human rights mechanisms. An increasing number of countries are now investigating and prosecuting perpetrators and developing reparations programmes for victims and survivors. This is particularly true in situation of political power shifts where there is an increasing willingness to advance justice and reparations for past atrocities contrary to what has been the trend in past decades where political rivals would otherwise avoid investigating the crimes of their opponents in favour of looking forward. For instance, UN human rights mechanisms have taken important steps to open their doors to torture survivors so they receive the opportunity to share their experiences and be part of the dialogue with the world's leading anti-torture experts on what more can be done to end it. This is an important opportunity, which the current IRCT strategy will build on.

- *The IRCT is much stronger when it collaborates with others*

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

In the last strategic period, the IRCT deepened its collaboration with other actors working to maximise its global impact. The European Union (EU) funded #UnitedAgainstTorture consortium brings together the global memberships of the World Organisation Against Torture ([OMCT](#)), the International Rehabilitation Council for Torture Victims ([IRCT](#)) and the International Federation of Action by Christians

for the Abolition of Torture ([FIACAT](#)) with the Association for the Prevention of Torture ([APT](#)), [Omega Research Foundation](#) and [REDRESS](#). The consortium is gaining momentum and supports over 200 local human rights organisations to create change. The IRCT collaborates with Human Rights Watch, Amnesty International, Doctors Without Borders and World Medical Association. This has proven to be an effective methodology that the IRCT will continue in its new strategy period.

The IRCT receives funding from the EU, Swiss government, Sigrid Rausing Trust and other foundations. These sources of funding allow for synergies between the different project activities, at times enhancing a particular strategic theme, for example, survivor engagement or advocating with state mechanisms, and at other times allowing the IRCT to address new themes or challenges.

2.5 Justification and strategic alignment

The project links strongly to key Danish foreign policy and development priorities on strengthening human rights and democracy, and in particular the protection against torture. This has been a longstanding priority for Denmark most recently confirmed in the Africa Strategy, the current Danish Development Policy Strategy, as well as within the Foreign and Security Policy Strategy, and is further expected to be a priority also in the new Development Policy Strategy.

An example is the alignment seen in the contributions to the recent Africa Strategy's aim to strengthen rights through a joint approach and local ownership. With its global network of local organisations supporting torture survivors to thrive in the communities and to claim their rights with local duty bearers, the IRCT as an organisation aims to align itself with the principles of localisation and local ownership.

The central principle of the sustainable development goals (SDGs) is to 'leave no one behind'. IRCT's mission is to service those who experience torture, which is rooted in being left behind; through inequality, poverty, discrimination, and lack of access to other rights such as the right to health and justice. In addition, without holistic rehabilitation and protection, many survivors are further marginalised, oppressed, and plunged into poverty because of losing or not being able to gain a livelihood. Overall, the IRCT's work links to SDGs 1, 3, 5, 10, 16 and 17.

In 2024, 56% of survivors supported by the IRCT were living in poverty putting them at increased risk of torture and further complicating the healing journey. Livelihood focused activities is a key component of the rehabilitation services provided by IRCT members and through the last strategic period, the IRCT documented how this work contributes to reducing poverty in families and entire communities.

Torture is also closely linked to national and international security and stability. In countries where torture is systemic or widespread, it erodes trust in public authorities, creates tension between communities, and economic devastation. All of these elements are key drivers of instability and can be alleviated if individual survivors and their communities are supported to heal from their trauma.

Finally, the project is centrally anchored in the global human rights system composed of treaties and monitoring mechanisms within the UN and regional bodies. This is a central component of the rules-based world order, currently facing challenges from multiple sides. The IRCT specifically works within the context of the UN Convention against Torture and human rights bodies such as the UN Human Rights Council, the UN Committee against Torture and the African Commission on Human and Peoples Rights (ACHPR). By insisting on the application of international laws and by engaging with and strengthening these mechanisms, the IRCT contributes to protecting and preserving the rules-based order.

- *Alignment with priorities of IRCT members and torture survivors*

Within the IRCT, the projects focus has been developed through extensive consultation and communication with the IRCT membership throughout the last strategic period. These include evaluations of thematic work streams, regional virtual consultations, input from IRCT governance bodies, and finally a day of global consultation where all IRCT members had the opportunity to provide input to the IRCT 2026-29 Global Strategy. Drawing on this input, the project responds to the key priorities and needs of IRCT members in the current geopolitical context in which they work. For example, the Executive Director of Gaza Community Mental Health Program (GCMHP) noted IRCT's consistency in assistance through difficult times, and CAPS Colombia identified the IRCT's Global Standards on Rehabilitation as contributing quality to the IRCT movement.

The project has also been developed in close consultation with torture survivors. The IRCT's Survivor Advisory Board has been involved through the process of developing the project and in addition, it draws on lessons learned from three regional consultations held with torture survivors in Latin America, Africa and Asia. Among the outcomes from these consultations were regional policy statements through the [Bogota](#) and [Nairobi](#) Declarations and the establishment of regional survivor networks, with whom the IRCT is in regular contact. The Nairobi declaration was subsequently presented during the plenary session of the African Commission on Human and Peoples' Rights (ACHPR) in the fall of 2024.

- *Collaboration with other Danish and International stakeholders*

The IRCT brings perspective from 172 strong civil society voices to the attention of Danish civil society networks. The IRCT does this to make best use of available resources and to share its own tools and knowledge, and use of IRCT professional, global mental health capacity and share experience affecting policy change with the broader human rights and development sector in Denmark and globally. For example, the IRCT is actively using the DanChurchAid administered platform [FABO.org](#) as an IRCT membership community/knowledge sharing virtual platform for the global membership, instead of financing and developing IRCT's own virtual platform. The IRCT is also active in relevant working groups under Global Focus. The IRCT also contributes its torture eradication and policy influencing expertise in the Danish Institute for Human Rights advisory board and the International Accountability Platform on Belarus led by DIGNITY.

Internationally, the IRCT continues to be a relevant actor on torture related to political dialogues at the UN in Geneva, with the EU and at the African Commission for Human and Peoples Rights (ACHPR). The IRCT has structured collaborations with Human Rights Watch, Amnesty International and Doctors Without Borders, and is an active member in the United Against Torture Consortium (UATC). Responding to current challenges toward the rules-based order, the IRCT aims to further scale up this engagement and cooperation during this project period.

- *Alignment with other cross-cutting priorities*

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

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

The IRCT gathers global impact data annually, including gender disaggregated data, to monitor who is reached by the support. The IRCT takes steps to identify and mitigate any biases in access to the rehabilitation or justice services provided. This project will monitor use of the Global Rehabilitation Standards among the IRCT's members, which include equality, inclusion, and accountability elements. The IRCT will continue to pursue *gender and LGBTQ+* focused themes, to deter the enablers of torture, and respond to lack of sufficient care and justice, for those facing systemic marginalisation. The strategic priorities for the period include a focus on participation and empowerment of survivors in the design of their healing journey, including livelihood support, seeking justice safely and speaking publicly about their experience and needs.

The IRCT is aware of its *climate* impact and is committed to operating with a minimal carbon footprint, following major changes to its policies in the past two years. Beyond carbon mitigation, IRCT's online platform FABO.org, provides virtual training and knowledge sharing opportunities which means greater resilience to potential climate shocks in most member locations and to enable partners and others to use advanced technology. Although climate stresses for example climate-induced migration, may lead to an increase in torture and impact access to justice, the IRCT will monitor these climate risks or impacts, and report, advocate for change and adjust methods and work approaches as relevant.

3. Project Objective

The United Against Torture- Healing and Justice for Survivors Project objective is that torture survivors will have improved access to justice and reparations and together with their families and communities they will be supported to heal. This will be measured against two key indicators, which are:

- a. # of survivors, their families, and communities receiving rehabilitation services (disaggregated by gender and poverty level).
- b. # State institutions or civil society actors that take positive steps to ensure justice and reparations for torture survivors.

4. Theory of change and key assumptions

The IRCT has developed the theory of change through extensive consultations with its member organisations, governance and key external stakeholders. It is also based on a series of evaluations of thematic work streams conducted with IRCT members during the strategic period 2022-25. The theory of change is based upon the following key strategic advantages of the organisation:

1. The IRCT is a global network comprising more than 4000 health professionals supporting more than 80.000 torture survivors each year. This makes the IRCT an expert on health-based rehabilitation and documentation of torture and its consequences; and it provides access to the experiences of torture survivors, which the IRCT can turn into credible information about global and local torture practices and the best way to address them.
2. The IRCT has developed a working culture where members participate actively in the implementation of its strategy by developing and sharing knowledge and expertise within other network members to make sure that torture survivors everywhere benefit from the most recent and effective rehabilitation practices. These are shared through online modalities including webinars and knowledge platforms.
3. Based on the Global Standards of Rehabilitation, the IRCT has developed expertise within three thematic aspects of rehabilitation: Supporting survivor engagement in anti-torture work;

integrating livelihood and rehabilitation; and strengthening organisations with care-for-caregiver methodologies.

4. The IRCT is effective and impactful in utilising its health-based expertise to expose torture and influence legal and political processes to strengthen torture victims' rights and prevent torture. IRCT does this in mutually beneficial collaboration with a large network of global and local anti-torture actors. IRCT continues to grow this network and to deepen collaboration where its health expertise can contribute to stronger impact.

The project will be implemented on the basis of these core strengths to create global impact in the fight against torture. The focus will be on supporting IRCT members in the 52 ODA countries out of 78 countries where IRCT members are located. Those are often the members at highest risk and with the most limited resources. The majority of IRCT activities, technical and financial support is geared towards addressing torture in DAC countries. The sense of solidarity in the IRCT network results in frequent action taken by the IRCT's resource stronger members to support member contributions, support members under threat by providing safe spaces, psycho-social care and political outreach, and collaborative public statements at strategically relevant times.

On this basis, the IRCT intends to implement the project through the following theory of change.

If:

- The IRCT facilitates development and exchange of knowledge, expertise and best practices in rehabilitation between its members, through webinars, scientific exchanges, member-to-member exchanges; and subgrants to develop and integrate new practices;
- The IRCT exposes torture and advocates for stronger anti-torture laws and policies; making available our world-leading expertise on investigation and documentation of torture and on reparations for survivors; and
- The IRCT helps its members strengthen their administrative and financial practices.

Then:

- IRCT members will provide more effective rehabilitation with significant socio-economic impact. This will happen because they have access to knowledge and good practices to strengthen their rehabilitation services and because they develop stronger methodologies for including torture survivors in their work and caring for staff of anti-torture organisations.
- State institutions and civil society actors will address torture more effectively. This will happen because they will have higher awareness of its prevalence, have more access to expertise, useful tools and resources, leading to the creation of more effective laws, mechanisms, and policies; and
- The IRCT will be a stronger movement based on member organisations that operate according to best practices and therefore are more sustainable. This will happen because they receive targeted support in financial management, compliance, and organizational capacity, enabling them to better align with donor expectations, attract funding, and deliver lasting impact.

Ultimately this will contribute to a situation where:

- Torture survivors will have greater recognition, improved access to justice and reparations and together with their families and communities they will be supported to heal. This will make a significant contribution to 'Leaving No One Behind' by improving wellbeing and reducing poverty in a highly vulnerable population and at the same time contributing to national and international peace and security.

Key assumptions:

- Political willingness: States continue to engage meaningfully with international and regional human rights mechanism and in processes to create change at the national level.
- Civil society space: Civil society space allows for robust activity and dialogue with state institutions on eradication of torture.
- Continued financial support: IRCT, our member organisations and other partners continue to receive financial support from donors to work against torture;
- Stable regional and UN human rights mechanisms: Regional and UN human rights mechanisms continue to be financially operational and deliver quality monitoring and evaluation of national human rights situations.
- Continued collaboration among our international partners: International civil society organisations, such as Human Rights Watch and Amnesty International, continue to be active in the fight against torture and collaborate with the IRCT.

A more detailed results framework is included in Annex 3.

Given the dynamic and rapidly evolving contexts in which the IRCT works, the project is designed to be agile and flexible. New developments may also lead to new opportunities opening up in some contexts, and deteriorating situations might make it impossible to operate in others. Any changes to outputs or outcomes will be made in consultation with HUMCIV, the MFA, and will be made according to the MFA Guidance Note for Adaptive Management and other applicable MFA guidelines, including the Guidelines for programmes, projects, country strategic frameworks & hard earmarked multilateral support.

5. Summary of the results framework

For results-based management, learning and reporting purposes HUMCIV, the MFA, will base the actual support on progress attained in the implementation of the project as described in the documentation. Progress will be measured through the IRCT's monitoring framework focusing on key outcomes and corresponding outputs and their associated indicators.

A more detailed results framework with output levels is inserted in Annex 3. Below is a results framework at outcome level.

Project	United Against Torture – Healing and Justice for Survivors
Project Objective	Torture survivors will have improved access to justice and reparations and together with their families and communities they will be supported to heal.
Impact Indicator	<p>a. # of survivors, their families, and communities receiving rehabilitation services (disaggregated by gender and poverty level).</p> <p>b. # State institutions or civil society actors that take positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities.</p> <p><i>Note: The IRCT and its global membership operate in a context where it is not possible to determine the total number of torture survivors that exist globally. Many survivors do not disclose what happened to them, many are still in a place of detention and the majority live in places where no rehabilitation services are available. Therefore, the IRCT is not able to determine the percentage of the total</i></p>

	<i>torture survivor population that it supports. Instead, the IRCT focuses its efforts on increasing the number of survivors that receive its services, strengthening the impact of its interventions and reaching out to survivor groups that are underrepresented in our clinics.</i>
Baseline	<p>a. Baseline will be produced based on IRCT's annual impact data collection for the year 2025. In 2024, the IRCT membership supported a total of 81.393 torture survivors worldwide. However, with the USAID funding terminations, many IRCT members have had to reduce the capacity of their services during 2025. Therefore, the 2025 impact data will provide a more accurate and relevant baseline.</p> <p>b. During 2024, 15 State institutions and civil society actors took positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities.</p>

Project Title		United Against Torture – Healing and Justice for Survivors	
Outcome 1: Healing		IRCT members have improved capacity to provide survivor centred rehabilitation services that help torture survivors, their families and communities to heal and improve their socio-economic situation. This will be achieved through the implementation of the Global Standards on Rehabilitation and the integration of thematic approaches such as livelihoods, survivor engagement, and care for caregivers, leading to more comprehensive support.	
Outcome indicator		<p>a. % of IRCT members in the global south that report having improved the impact of their rehabilitation services through the use of IRCT resources and support.</p> <p>b. # of instances where IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.</p>	
Baseline	2024		<p>a. Baseline is zero. Most IRCT members have already improved their rehabilitation services through the use of IRCT resources and support. However, the strengthening of rehabilitation services is an ongoing process as the needs of survivors, good practices and organisational capacities evolve over time. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT. Therefore, it is most meaningful for the IRCT to measure the % from zero when a new project begins.</p> <p>b. Baseline is zero. Most IRCT members have already improved their capacity within one of more of the three thematic approaches. However, the national context, survivors' needs and organisational capacities evolve over time. This means that the need to further develop and adapt thematic approaches continues to be there. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT.</p>

			Therefore, it is most meaningful for the IRCT to measure the # of instances from zero when a new project begins.:
Target	2029		<ul style="list-style-type: none"> a. 45% of IRCT members in the global south will report having improved the impact of their rehabilitation services through the use of IRCT resources and support. b. 30 IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.
Outcome 2: Justice			Torture survivors have greater recognition, access to justice and reparations through public exposure of the violations, strengthened civil society, and stronger laws and mechanisms to protect and uphold their human rights.
Outcome indicator			<ul style="list-style-type: none"> a. # of instances where IRCT expertise and evidence is used for publicly exposing torture, strategic litigation, prosecution or public advocacy. b. # of State institutions that receive recommendations, express commitment and/or take steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities (disaggregated by region and percentage of countries where IRCT interventions yield results). c. # of global and regional anti-torture legal frameworks and mechanisms that strengthen their policies or practices in the areas of survivor inclusion, accountability/justice and reparations based on IRCT advocacy and support.
Baseline	2024		<ul style="list-style-type: none"> a. In 2024, the IRCT contributed to exposing torture, strategic litigation, prosecution or public advocacy in 10 instances b. In 2024, 7 State institutions received recommendations, expressed commitment and/or took steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities. c. In 2024, 3 global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.
Target	2029		<ul style="list-style-type: none"> a. By 2029, the IRCT will have contributed to exposing torture, strategic litigation, prosecution or public advocacy in 25 instances b. By 2029, 30 additional State institutions will have received recommendations, expressed commitment and/or took steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities. c. By 2029, 6 additional global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.
Outcome 3: Strong Movement			IRCT members are financially resilient, compliant with donor standards, more visible and better positioned to access and manage external funding through

		strengthened financial systems, improved audit readiness, as well as safeguards and compliance with anti-corruption requirements.	
Outcome indicator		a. # of member organizations demonstrating improved financial reporting (as measured through financial assessments or audit feedback). b. # member centers adopting anti-corruption and safeguarding policies. c. # of followers of IRCT's YouTube and LinkedIn accounts	
Baseline	2024		a. Baseline is zero because this is a programme of gradual improvement that potentially can help all members in the global south. b. This is a new area of strategic intervention in response to the MFA 2024 review recommendations. The baseline will be developed during 2025. c. At end 2024 IRCT had 7,948 LinkedIn followers and 43,000 YouTube followers
Target	2029		a. By 2029 All subgrant recipients demonstrate improved financial reporting. b. By 2029 60% of members have adopted anti-corruption and safeguarding policies. c. IRCT has 20,000 LinkedIn followers and 100,000 YouTube followers

6. Inputs/budget

As per the agreement, the IRCT will administer the grant according to Danida's Financial Management Guidelines for development cooperation. The IRCT is responsible for all financial planning and management according to the MFA Guidelines including procurement, work planning, financial progress reporting, accounting, and auditing.

The Danish grant is allocated strictly to activities that contribute directly to the expected outcomes. The IRCT shall ensure that all expenditures align with the approved budget and deliver on measurable impact. Funds are managed with a strong focus on economy, efficiency, and effectiveness, and spending decisions are guided by value-for-money principles. Regular monitoring and financial oversight mechanisms are in place to ensure compliance with donor requirements and to maximize the use of resources for meaningful results.

The budget is presented below, with a more detailed budget provided in Annex 5.

Budget Line (all amounts in DKK 1,000)	Budget	2026	2027	2028	2029
Outcome Healing	16,021	4,010	3,987	4,013	4,011
Output 1.1. Global Center of Excellence	4,896	1,221	1,245	1,217	1,213
Output 1.2 Survivor Engagement	4,691	1,177	1,164	1,174	1,176
Output 1.3 C4C+	3,761	933	917	957	953
Output 1.4 Livelihoods	2,672	678	660	664	669
Outcome Justice	16,443	4,107	4,129	4,103	4,104
Output 2.1. Investigation and Documentation programme	8,174	2,047	2,047	2,040	2,040
Output 2.2. UN and regional advocacy programme	4,266	1,056	1,081	1,065	1,064
Output 2.3. National advocacy programme	2,606	659	653	647	647
Output 2.4. Global Center of Expertise on justice for torture survivors	1,397	345	348	351	353
Outcome Strong Movement	901	224	225	226	226
Output 3.1. Financial Resilience and Donor Compliance	393	97	98	99	99
Output 3.2. Movement visibility	508	127	127	127	127
A.Total Direct Cost	33,365	8,341	8,341	8,341	8,341
----of which is					
----spent directly on activities	20,710	5,219	5,185	5,163	5,142
----spent directly through transfers to local independent partners	3,869	959	970	970	970
----spent on OUTCOME-allocated programme supporting cost (andele af administrative medarbejders lønninger, IT-systemer, kontorstøtte, husleje, kontormaterialer, forsikringer)	8,787	2,163	2,186	2,208	2,229
B. Indirect Cost:					
Audit	300	75	75	75	75
Administration (Max. 7 % of direct cost)	2,336	584	584	584	584
B.Total Indirect Cost	2,636	659	659	659	659
Total Budget A+B	36,000	9,000	9,000	9,000	9,000
GRANT (annual liquidity required / disbursement plan)	36,000	9,000	9,000	9,000	9,000

The IRCT receives additional funding from the EU, Swiss Government, Sigrid Rausing Trust, and others, which are mapped under separate donor codes and dedicated budget lines to ensure proper use, financial accountability, and reporting compliance. This coding system also ensures that the same activities cannot be charged to multiple funding sources, thereby preventing duplication and maintaining financial integrity.

The above amounts are subject to change as per relevant MFA guidelines in case amendments are made to outputs or outcomes as described also in the context section (section 2) and in section 5 on the result framework changes.

7. Institutional and Management arrangement

The IRCT has experience and access to 172 civil society actors in the field alongside technical expertise which the partnership will benefit from. Possible opportunities for collaboration to achieve common goals will also be sought. HUMCIV has found the IRCT willing to contribute to strategy development and to strategic advocacy interventions, and the IRCT has further provided written inputs and access to relevant experts as needed by the MFA (however mainly towards INTJUR). HUMCIV has a practise of facilitating IRCT contact to Danish embassies, so that IRCT members can collaborate on joint policy initiatives, networking and the exchange of knowledge. The partnership is constructive and the IRCT is a valued partner in that regard.

Management

While HUMCIV, the MFA, is the owner of the project, the IRCT is overall responsible for the implementation of the project in line with relevant MFA guidelines.

HUMCIV meets with the IRCT in annual consultation on results, financial reporting and challenges. HUMCIV will carry out a review of the IRCT during the project period, estimated half way through the 2026-2029 cycle.

HUMCIV shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project.

After the termination of the project support, HUMCIV reserves the right to carry out evaluations.

IRCT structures

The IRCT secretariat (14 staff 9f/5m and 2 students) is led by the IRCT Secretary General who is responsible to the General Assembly elected Executive Committee (Ex Com), which is composed of 7 members, one from each region: Sub Saharan Africa, Asia, Middle East/North Africa, Europe, North America, Latin America and Pacific. The Ex Com oversees the organisation by ensuring accountable and strategic governance, with close monitoring of implementation of the IRCT strategy and cost-effective use of funds. The IRCT secretariat reports quarterly to the Ex Com on achievements and challenges against the IRCT Results Based Framework and Ex Com approved annual budget. Learnings, delays, challenges, risks and under/overspend from approved budget are debated and assessed before approval of quarterly reporting by Ex Com. In addition to quarterly reporting, the IRCT secretariat produces an annual report and audited financial statements which are approved by Ex Com and made publicly available on IRCT website.

The IRCT secretariat communicates proactively with the global membership as described in the communication plan in annex 7.

A majority of IRCT secretariat staff spend 100% of their time working to support members in the ODA countries. Select staff (SG, DO, etc.) have a global profile and therefore use a small portion of their time supporting activities and members which include both ODA and non-ODA countries. The MFA grant is only spent on ODA countries and possible MFA funds spent on non-ODA countries should be paid back.

The IRCT also enhances its impact through strategic collaboration with a number of external actors. In particular:

- The IRCT receives pro-bono support from external experts for the production of Torture Journal and its documentation and investigation work through the Independent Forensic Expert Group (IFEG).
- The IRCT collaborates with the other global anti-torture NGOs under the United Against Torture Coalition (UATC). Through the coalition joint activities are organised and a broader scope of activities are coordinated to ensure mutual reinforcement and avoid overlap. The UATC is supported by the European Union through a project that started in June 2023.
- The IRCT collaborates with other larger organisations with whom their work intersects. This includes larger IRCT members that are active outside their own country such as CSVR (South Africa), CVT (USA), DIGNITY (Denmark), Freedom From Torture (UK), and Restart (Lebanon); global campaigning organisations such as Human Rights Watch and Amnesty International; and medical professional associations such as the World Medical Association (WMA).

This collaboration brings added value to the work of the IRCT and ensures that all IRCT interventions maximises its potential for efficiency and impact.

Monitoring and Evaluation

The IRCT uses Podio as its monitoring platform and as noted in the 2024 MFA review IRCT staff will continue to improve the use of options in Podio. Data collected is used by responsible staff to document impact and improvements but also to identify new engagement opportunities with the relevant IRCT members to further build on the achievement. In selected cases IRCT may carry out field visits to the partners to clarify outstanding issues or support as needed. Evaluations are undertaken for specific strategic themes. These evaluations are both used to assess relevance and impact of the interventions which in turn informs future activity design and the monitoring and evaluation focus.

IRCT monitors and assesses risks on a quarterly basis, reporting to Ex Com. For more, please refer to section 9.

Reporting

Reporting will be done in accordance with applicable MFA guidelines. The IRCT will provide an annual narrative report to HUMCIV. In addition, the IRCT will prepare a separate document to HUMCIV with an update on progress as per the IRCT results framework as described in section 5 of this document with information on quantitative data relative to targets per output. This document will include information that ensures accountability and value for money.

INTJUR receives information from the IRCT on issues that can inform various relevant engagements. As a strategic partner in the global fight against torture, the IRCT produces information both in the form of annual reporting and more regular information exchange from the IRCTs ongoing knowledge and policy development.

Annual consultations between the IRCT and HUMCIV will take place in the third or fourth quarter each year. During the consultations, the IRCT will report on progress and challenges related to the implementation of the grant and consult with HUMCIV. Additionally, general developments of mutual interest, lessons learned and challenges from implementation and other will be discussed. The meeting will also discuss the following year's work plan and budget.

The following table outlines the general reporting schedules.

<i>Activity</i>	<i>Date</i>	<i>Content</i>
Relevant support/inputs to MFA on mutually relevant topics (virtual financial assessments, policy inputs)	Throughout grant period	HUMCIV and INTJUR
Progress to HUMCIV and INTJUR report	31 March 2027	Results framework reporting to HUMCIV. Reporting to INTJUR, as requested on specific issues. MFA Financial and narrative reports 2027, annual budget

		and work plan the year following the reporting period.
Annual Reporting 2027	30 June 2027	The Annual Organisational Audit Report for 2026 including a financial statement of the grant, see details under chapter 8 financial management. Annual Narrative Report 2026.
Budget 2026-2029	1 Oct. 2027	Revised budget 2026-2029. Important input for the annual consultations.
Annual Consultations	Q3/Q4 2027	Reporting on progress and challenges related to implementation of the 2026 grant.
Progress to HUMCIV and INTJUR report	31 March 2028	MFA Financial and narrative reports 2027, annual budget and work plan the year following the reporting period
Annual Financial Report 2027	30 June 2028	The Annual Organisational Audit Report for 2027 including a financial statement of the grant, see details under chapter 8 financial management. Annual Narrative Report 2027.
Budget 2026-2029	1 Oct. 2028	Revised budget 2026-2029.
Annual Consultations	Q3/Q4 2028	Reporting on progress and challenges related to implementation of the 2027 grant.
Progress to HUMCIV and INTJUR report	31 March 2029	MFA Financial and narrative reports 2027, annual budget and work plan the year following the reporting period
Annual Financial Report 2028	30 June 2029	The Annual Organisational Audit Report for 2028 including a financial statement of the grant, see details under chapter 8 financial management. Annual Narrative Report 2028.
Budget 2026-2029	1 Oct. 2029	Revised budget 2026-2029.
Annual Consultations	Q3/Q4 2029	Reporting on progress and challenges related to implementation of the 2028 grant and the future prospects, including MFA funding.
Progress to HUMCIV and INTJUR report	31 March 2030	MFA Financial and narrative reports 2029, annual budget and work plan the year following the reporting period
Annual Financial Report 2028	30 June 2030	The final Annual Organisational Audit Report for 2029 including a financial statement of the grant, see details under chapter 8 financial management.

		The final Annual Narrative Report 2029.
Annual Consultations	Q3/Q4 2030	Final reporting on progress and challenges related to implementation of the grant 2029 and any future prospects, including MFA funding.

8. Financial Management, planning and reporting

General Financial Management of the MFA Grant

The financial administration of the MFA grant follows the AMG General Guidelines for Financial Management. All eligible expenses must comply with these guidelines, unless otherwise agreed in writing between the IRCT and the MFA.

The IRCT has been assessed as having sufficient financial and administrative capacity (see Annex 2). MFA funds not used within one year can be carried forward, provided these falls within the approved project period. Unspent funds and interest at the end of the project period should be paid back. Use of unallocated funds requires prior MFA approval. The grant is in DKK, and any currency loss must be absorbed within the total amount. A dedicated bank account is used for this grant.

The IRCT may adjust budget headings in line with applicable MFA guidelines. Any deviations beyond permitted limits must be approved by the MFA.

Disbursement and Co-Financing Conditions

The project runs from 1 January 2026 to 31 December 2029. The MFA will disburse the grant in alignment with the project timeline, with the first disbursement taking place early 2026, and the final disbursement in 2029 ahead of project completion and subsequent final reporting.

To enhance the overall impact and reach of the engagement, co-financing from other external donors such as EU funding is permitted. This includes support for Allocated Programme Support Costs, as long as the co-financed projects are aligned with the engagement's objectives, meet the OECD/DAC criteria for Official Development Assistance (ODA), and are budgeted as direct activity costs.

Accountability, Procurement, and Reporting

The IRCT will submit an annual financial report to HUMCIV together with the annual narrative report. These will be submitted alongside the signed audited annual accounts related to the project. A separate final audit report will not be prepared, as the project accounts are included in IRCT's organisations audit, which is conducted annually in accordance with applicable audit standards.

Financial management of activities is carried out through close monitoring, regular financial reporting, and compliance checks, ensuring that all expenditures are aligned with the objectives and conditions of the grant agreement. The IRCT is guided by accountability, transparency, and cost-efficiency. The procurement of goods, services, and consultants is governed by IRCT's internal Procurement Procedure. Segregation of duties is maintained throughout financial processes. Annual external audits are conducted and shared with the MFA.

IRCT Financial Monitoring of Subgrants to Member Centres

IRCT monitors subgrants provided to member centres that meet its membership criteria. Before any funds are transferred, pre-signature contract reviews are conducted, and IRCT signs agreements outlining disbursement terms, budget, reporting obligations, and donor-specific requirements. Partners must submit financial reports with supporting documentation, and additional information may be requested from non-members.

Monitoring is based on the standardized framework described in the “IRCT Monitoring Guidance”, ensuring financial oversight, risk management, and compliance with donor expectations. This process begins with a Pre-Contract Financial Assessment, verifying financial viability. It is supported by online tools for budget follow-up, project performance tracking, and financial checks.

A hybrid model of virtual and onsite monitoring is applied, with priority given to virtual methods to increase efficiency and reduce costs. Monitoring is carried out by trained IRCT staff using standardized templates and reporting tools.

During financial assessments and regional workshops, IRCT member centres have expressed interest in receiving more support on financial compliance, anti-corruption, audits, and sharing of lessons learned. This support strengthens local financial capacity, promotes transparency, and improves budget management.

8.1. Safeguarding

As per the recommendations of the 2024 MFA review the IRCT has committed to increase focus on anti-corruption, safeguarding and visibility of messaging about safeguarding with its members. It will immediately be reported to HUMCIV and actions will be taken to a stop, investigated and prosecuted according to applicable laws.

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

Anti-corruption, anti-terror, PSEAH and other measures

The IRCT and any partner contracted under this project, must take responsibility for preventing corruption, including by actively working with risk management, sound financial management, transparency, and value for money while spending and procuring. This includes a responsibility to commit to recognized standards of transparency, probity, and accountability. No fraud, bribery, or corruption can be tolerated under the project. Upon suspicion or awareness of specific cases of corruption involving staff members and/or implementing partners, the IRCT is obliged to immediately notify the MFA in accordance with the “Zero Tolerance” Anti-Corruption Policy of the MFA. A standard

corruption clause applies between the parties of this project and shall be inserted in agreements signed with any recipients of funding under the project. The IRCT is expected to revisit the anti-corruption approach and the mechanisms applied. The MFA will follow up on this during yearly consultations. Similarly, the IRCT is committed to prevent sexual exploitation, abuse and harassment (PSEAH).

The IRCTs own Code of Conduct shall apply to all staff working under the project. Partners will be contractually obliged to comply with international PSEAH standards. The IRCT must take responsibility for ensuring that partners have a functioning code of conduct and other PSEAH policies and procedures in place. This will be monitored by the IRCT during partner capacity assessments. Incidents of PSEAH can be reported through the IRCTs internal grievance handling mechanisms or through the MFA's equivalent.

The IRCT will also ensure to adhere to Article 11, Restrictive Measures (sanctions) and Anti-Terrorism. Denmark/The Parties are firmly committed to ensure that any activity under this Agreement is in full compliance with United Nations (UN) Security Council Sanctions [and] European Union (EU) Restrictive Measures. Moreover, consistent with UN Security Council Resolutions relating to terrorism, including but not limited to, UNSC Resolution 1373 (2001), 1267 (1999), 2462 (2019), and EU autonomous measures to combat terrorism, the Parties are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Accordingly, the Implementing Partner agrees that it and/or its implementing partners (including contractors, sub-contractors and sub-grantees) will take all reasonable steps to secure that no funds in relation to the Project/Programme will – directly or indirectly – benefit persons, groups or entities associated with terrorism or subject to UN Sanctions or EU restrictive measures.

If, during the course of implementation of this project, the IRCT discovers that any funds in relation to the project have been made available to, or for the benefit of, persons, groups or entities associated with terrorism or subject to UN Sanctions or EU Restrictive Measures, it must inform the MFA immediately. The IRCT and the MFA shall promptly consult each other with a view to jointly determining remedial measures in accordance with their respective applicable legal framework. Such measures may include, but shall not be limited to, the reallocation of the remaining MFA funds under the Agreement.

Any violation of this clause is ground for immediate termination of the Agreement returning to the MFA all funds advanced to the IRCT under it.

8.2. Value for Money Statement

The IRCT implements its mandate in a way that ensures value for money in accordance with the following key principles:

1. Economy: The IRCT runs a highly cost-effective operation. Among the key features are:

- Minimal funds spent on office space, utilities, and administrative overhead.
- Extensive use of pro bono services (legal advice, psychosocial support, organisational development, medico-legal evaluations (International Forensic Experts Group (IFEG) and the editorial board of Torture Journal).
- Leveraging internship contributions where appropriate to supplement staff efforts.
- Remote and hybrid working models, reducing costs for physical infrastructure and strengthening staff retention.
- Regular budget reviews and cost-monitoring mechanisms to detect savings opportunities early.
- Combining multiple activities (trainings, field visits, human rights documentation) into single trips to save travel costs.

- Digitalisation of processes to cut down printing, postage, and administrative material expenses.
- Procuring goods and services at the best possible price while maintaining acceptable standards.

2. Efficiency: The IRCT operates with a high degree of efficiency to ensure that its interventions are implemented with the least possible cost while guaranteeing impact. This includes:

- Implementing most activities through online platforms.
- Lean staffing model, ensuring that roles are multifunctional and resources are maximized.
- Staff care is a key focus, with an emphasis on preventative measures and management support to reduce resource-heavy 'sick leave' and related challenges.
- Actively identifying and using IRCT members' skills for the benefit of the global movement. For example, Health Advisory committee quality checked the e-learning course for Global Standards and are supporting the development of a Care4Caregivers+ manual.
- Collaborating and coordinating with other organisations working in the same spaces to ensure synergies and avoid duplication.
- Use of Podio monitoring system to track progress toward outputs and outcomes.

3. Effectiveness – Delivering results that matter

- The IRCT strategy and interventions aims to make a health-based and global contribution to healing and justice in the fight against torture. It focuses on interventions that utilize and enhance the skills and interventions of its members and international and national partners.
- By activating the IRCT's membership of 4000 health professionals to be engaged in international advocacy, rehabilitation, and care4caregivers+, IRCT's global impact is considerable.
- Globally and regionally, the IRCT coordinates its interventions with the United against Torture Consortium (UATC) and other global actors such as Human Rights Watch and Amnesty International to avoid duplication and ensure impact.
- Nationally, the IRCT coordinates with its members at the country level and with other actors where relevant to ensure that interventions reinforce ongoing work.
- For UN advocacy, the IRCT provides access to its network with diplomats and experts in Geneva, and its expertise in UN advocacy, while IRCT members provide detailed knowledge about torture in relevant countries and the most important recommendations to address it.
- The IRCT uses subgrants as a highly agile and effective tool to reinforce national rehabilitation and advocacy efforts. All subgrant narrative reports are assessed twice each year.

4. Equity & Sustainability – Lasting, inclusive change

- IRCT interventions focus on marginalised and under-served survivors, including women, children, LGBTQ+, and displaced persons thorough local small civil society organisations at grass roots levels. The IRCT collects annual data on survivors served globally to better understand the groups that it serves and identify any gaps or blind spots in service provision.
- The IRCT works to build survivor leadership in the fight against torture at national, regional and global level. This ensures that survivors' needs and expressed opinions are central to the prioritisation of IRCT interventions.
- The IRCT membership model for collaboration with local rehabilitation centres ensures engagement is long term and focused on the sustainability of the organisations. To ensure this, IRCT focus on strengthening the cores structures of IRCT members such as administration, fundraising and care for caregivers, while at the same time supporting them in more substantive initiatives including rehabilitation and advocacy.

- The IRCT's engagement with state actors is always focused on ensuring sustainable change at the national level. The IRCT works with UN and regional mechanisms to create the necessary political willingness before it engages state actors directly. When these engagements happen, they are focused on incremental steps forward that are sustainable within the institutions when the IRCT steps out.

9. Risk Management

Given the political, economic and social environment in which the healing and justice activities of the IRCT global movement are implemented there are a variety of risk indicators to monitor regularly, not least the use of advanced technologies related to fraud and AI. In addition, continued changes in the development assistance landscape may reduce funding to IRCT member centres, which in turn reduces the services they can provide. A backlash against human rights and democracy makes advocacy for the rights of survivors more difficult and increases the risks to torture survivors and member centres, necessitating continuous assessments of risks.

Speaking out against torture and working in often challenging environments and under political pressure creates a range of risks that needs to be continuously analysed, monitored and mitigated at several levels:

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

The IRCT governance monitors risks through quarterly reporting. The IRCT management has twice monthly management meetings during which risks are reviewed. The IRCT members proactively

communicate with the IRCT secretariat and other members, as situations evolve. The IRCT and HUMCIV enjoy good cooperation and dialogue in acute situations, especially related to the risk of human rights defenders being targeted. The conversation on risks will be incorporated in the annual consultations between the IRCT and the MFA. Abovementioned risks may also impact on HUMCIV and the MFA at large, depending on the category of risk. See Annex 4 for the detailed IRCT Risk Management Matrix.

10. Closure

The capacity of the majority of the IRCT members remains insufficient and immediate self-reliance is not expected in the near future, making IRCT support important.

Given the global challenges in the funding environment the IRCT conducts scenario planning to maintain flexibility and quickly adjust to new financial circumstances. For this purpose, best, middle and worst-case scenarios are mapped out, and an IRCT exit strategy will be developed to ensure that all obligations can be met, relevant activities and assets are handed over, final reporting is conducted and the organisation closed properly.

Any considerations toward an exit strategy shall thus be included in the project, and should be touched upon within the MFA review. Any management of an exit process would be guided by a plan or strategy. The IRCT as the partner would be consulted on this plan to ensure inclusion and realistic prospects. The specific context at the time of the exit decision is critically important in determining strategic options in the exit strategy. This would be based on an analysis of the role of the partner, Danish development cooperation in general and the rationale for any Danish exit. Any exit plans should be based on partnership and mutuality.

Annexes

Annex 1: Context Analysis

1. Overall Development Challenges, Opportunities and Risks

Torture is still reported in **more than 140 countries** around the world, despite its absolute prohibition in international law, leaving hundreds of thousands of survivors, their families and communities severely traumatised. IRCT's research shows that torture occurs for a multitude of reasons. In some contexts, it is a systematic practice of political oppression, in some it is rooted in discrimination against vulnerable groups and in others it happens because police use it as a tool to get confessions from innocent poor and marginalised people to crimes they did not commit. Torture and its victims are often hidden or ignored and do not exist in the awareness of public authorities or the general public.

Data collected by IRCT members **from the more than 80.000 torture survivors** supported each year and from regional hearings with survivors indicate that the groups at highest risk of torture are persons living in poverty; political dissidents and protesters; and groups subject to systematic discrimination, including women, LGBTI persons and ethnic minorities. In the IRCT's experience, these groups are tortured to suppress political dissent, pro-democracy activism and the defence of human rights; as part of systemic discrimination; and as part of criminal "investigations" where innocent people are tortured to confess so the police can meet performance targets.

The IRCT has also identified significant opportunities. Because the geopolitical challenges to democracy and human rights are so widely felt and so visible, they have created an unprecedented awareness in the global public about the importance of human rights and democracy. There is a growing realisation among states and the public that the global rules-based system is at risk, that most countries will suffer greatly if the system breaks down, and that it can only be protected if it is grounded in societies that are committed to human rights and the rule of law.

Increasing numbers of people are willing to stand up and speak up to defend human rights – for themselves and for the most vulnerable among us. This engagement creates a strong foundation for exposing torture and forcing governments to start the difficult process towards justice and reparation. This relates to the Danish Africa Strategy, which envisages strengthening rights through a joint approach and local ownership. This local ownership approach is essential to creating change in the fight against torture because torture happens locally and the vast majority of survivors continue to live in the local environments and communities where the torture took place.

The IRCT is a global association of local organisations that provide health-based rehabilitation to torture survivors in their communities and advocate with State agencies to end torture and ensure justice and reparations for survivors. The IRCT currently has 172 member organisations in 78 countries (89 organisations in 59 countries in the global south). The members of the IRCT govern the organisation and are actively participating in the implementation of its strategy. The IRCT has experience in implementing localisation methodologies anchored in and connected to global standards, institutions and networks. The IRCT is currently refining this approach in its Global Strategy 2026-30 through a process that has strong member leadership and engagement.

In order to move towards a world without torture, the IRCT has identified a number of challenges that

need to be addressed concurrently in the upcoming strategic period:

1. Torture survivors remain disempowered

Torture stigmatises and silences survivors, destroys trust, and scars the social fabric of communities. Powerlessness is a key reason why torture has such a high impact on the mental health of survivors. For this reason, helping survivors take back the agency that was undermined by torture also makes rehabilitation processes more effective.

Despite improvements in recent years, torture survivors remain disempowered in many aspects of their pursuit of healing and justice. IRCT members have taken major steps forward to include survivors in their work and have been successful in supporting survivors to become anti-torture advocates. However, there is still a lot of work to be done in including survivors in the delivery of rehabilitation services. At the UN level, the present UN Special Rapporteur on Torture has been a leader in including survivors in her work through regional survivor hearings and meetings with survivors at the national level. However, other UN mechanism and decision makers at the regional and national level still have a long way to go in ensuring effective inclusion of survivors.

2. Capacity gap in IRCT member organisations

IRCT members are independent civil society organisations with a mission to provide health-based rehabilitation to support torture survivors in their healing process. Many also document cases and advocate against torture. They are staffed by a broad range of professionals including psychologists, social workers and doctors so that they can provide comprehensive support to torture survivors. They secure their own funding. They aspire to treat torture survivors according to internationally agreed IRCT Global Standards on Rehabilitation. For many IRCT members the lack of global awareness about the scale of the torture problem means that the human and financial resources available for rehabilitation are insufficient to meet the needs of torture survivors globally. Many IRCT members and their staff work in contexts where it is dangerous to speak openly about their work and where there is limited professional support, which leaves them isolated and at high risk of burn out and vicarious trauma. This makes it very challenging for most IRCT members to meet the needs in the locations where they operate.

Consequently, many torture survivors, their families and communities do not receive the support they need to rebuild their lives and become productive members of their families and communities. This keeps them trapped in poverty, further marginalises women, children and LGBTI persons and significantly reduces their physical and mental health. This has ripple effects in the families, communities and societies exponentially increasing the number of persons affected and traumatised by torture and often resulting in economic and political instability and tension. In this way, torture continues to impact the lives of millions of people each year and as the UN Special Rapporteur on Torture noted in her first report: "Torture is a threat to international peace and security."

3. Caregivers suffer

Working to rehabilitate torture victims is crucial work. However, research shows that professional caregivers that work directly and indirectly with torture survivors are susceptible to developing conditions such as vicarious trauma, compassion fatigue, PTSD and burnout due to their continual exposure to traumatized survivors and the retelling and physical manifestation of traumatic events. IRCT member's staff who live and work within the same volatile environments as their clients where

there is war and civil unrest, are even more susceptible to suffering from acute cases of these conditions.

A baseline survey carried out at the end of 2024 demonstrated that the main challenges experienced by staff members in IRCT member centres are fatigue, anxiety, low motivation, high staff turnover, a low sense of fulfilment and procrastination. However, only 46% of the respondents said that their organisations have the full capacity to respond to the above challenges. The remaining 54% highlighted that they require assistance in the form of mental health and wellbeing interventions and training, capacity development and financial resources. These needs are evident across all regions where the IRCT are engaged.

In the past year (2023-2025 period), the IRCT has also received urgent requests from member organisations in countries in crisis situations such as Lebanon, Palestine, Ukraine, Kenya, Turkey/Syria and Bangladesh for external supervision and other interventions for their staff members who are experiencing burnout and PTSD. This comes in addition to requests from many external partner organisations who request IRCT's expertise on this issue. Most recently, IRCT member TPO Nepal have been supporting IRCT members and partners in Bangladesh to address urgent staff burn out issues and develop long term care for caregiver policies.

The goal of Care4Caregivers+ is to ensure IRCT member staff continue to be able to provide the best care during the rehabilitation journeys of torture survivors, which is also articulated in Article 1 of the IRCT Global Standard of Rehabilitation.

4. Torture is systematically denied by perpetrators leading to lack of action

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

When there is no public acknowledgement that torture is taking place, it is difficult to convince state actors to prioritise and seriously tackle the issue through investigating and prosecuting perpetrators, providing reparation to victims and taking preventive measures. When states fail to act against torture it constitutes a systemic denial of one of the most fundamental human rights for all of its citizens. In addition, it has devastating effects on central state institutions that fail to address torture, including the police and the justice system, which are left deficient and corrupt and met by public mistrust.

5. Local change agents need international pressure and support

IRCT members across the world advocate for justice and reparations for torture survivors with their governments often in collaboration with other civil society organisations. They are best placed to document the local reality, to identify the best solutions and to push for change. During the current strategic period, they have successfully advocated for important national changes in more than 10 countries in all global south regions.

However, it can be difficult to engage decision makers and have them accept the problem, and even harder to convince them to prioritise action to address it. When positive change happens, it is often

due to a combination of pressure from national civil society and international or regional human rights mechanisms. Ensuring that international and regional mechanisms apply effective pressure on national governments requires technical expertise and international networks that national civil society organisations often do not have. Furthermore, when effective pressure is applied, it is essential that national civil society organisations have access to fast and flexible funding and specialised expertise to allow them to react in a timely manner and engage effectively when there are political openings for change. During 2024 and 2025, IRCT international and national advocacy has as an example helped pressure the Chilean Government to start creating a reparations programme for survivors of torture during protests in recent years.

6. Global anti torture structures are fragile – threatening IRCT's change pathways

A 2021 evaluation of the IRCT's advocacy with UN human rights mechanisms demonstrated that IRCT's support for local member organisations to engage directly with UN human rights mechanisms is a highly effective change pathway whereby government actors are pressured to improve and IRCT members gain increased legitimacy and credibility as interlocutors for the state in the national change process. Recognising that the UN and regional mechanisms are essential in IRCT's efforts to create national change, the IRCT has a history of leadership in advocacy for strengthening the mechanisms it works with – especially the UNCAT and SPT. The better they function in general, the better pressure they create for IRCT members.

However, the current political and financial implications on the UN, its human rights system and the rules-based world order that it is founded on, challenges the effectiveness of this change pathway. It is therefore more important than ever that the organisations using the UN system also invest in its ability to function effectively and be as impactful as possible for rights holders on the ground. The UN Special Rapporteur on Torture has highlighted on multiple occasions that input provided by the IRCT and its members is essential to her ability to effectively implement the mandate.

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8. Rehabilitation of torture survivors is key to implementing the Sustainable Development Goals

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

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

Torture creates deep and long-lasting physical and psychological trauma in survivors who experience serious health consequences such as physical disability, Post-Traumatic Stress Disorder (PTSD) and depression. These consequences have cascading effects on the health and social functioning of family members and often also at the community level. By providing rehabilitation to more than 80.000 survivors annually, IRCT help them, their families, and communities to improve their health (SDG 3).

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

2. Political Economy and Stakeholder Analysis

a. Global level

IRCT operates in a context where the very principles of global human rights and the rules-based world order are challenged by armed conflict, political oppression and political attacks on the very idea of multilateralism, human rights and the rule of law, including through reductions in funding available for the institutions and organisations that protect and uphold the rules-based world order. Global geopolitical shifts, increasing authoritarianism, shrinking civil society space, local conflict and humanitarian crises, climate change and extreme social and economic inequality further compound these challenges.

Torture continues to take place regularly in all regions of the world and it has a devastating impact not only on the direct victims but also on their families and communities. In this way it negatively impacts millions of people each year, who as a result suffer from debilitating physical and mental health problems, increased poverty and marginalisation, and reduced ability to take charge of their own lives. As a tool of political oppression, war, discrimination and punishment of dissent, torture and ill-treatment is intrinsically linked with the general state of stability, democracy, human rights and poverty in the world.

Since most states refuse to acknowledge that torture is taking place, key actors in the judicial system risk political backlash if they hold perpetrators accountable and when they choose the path of

impunity, this leads to a pervasive corruption of rule of law and democracy in those countries. In the experience of many IRCT member organisations, this lawlessness is a major contributor violence and instability in their countries and regions.

Nevertheless, the UN's multiple human rights mechanisms continue to further develop and enhance global standards. In relation to torture, the global commitment to absolute prohibition continues and in the expert mechanisms, strong complementary standards continue to be developed including on sexual torture and the participation of torture survivors in global anti torture policy development.

The global anti-torture agenda is further strengthened by the Convention against Torture Initiative (CTI), which has just adopted its new strategy building on a decade of significant achievements towards global ratification and implementation of the Convention against Torture. From the perspective of the IRCT and the national civil society organisations they work with, this is has been helpful in two ways: 1) it has provided a vehicle for them to channel their expertise (for example, on the right to rehabilitation) into discussion between States that they would otherwise not be able to access at the same scale; 2) it has allowed them to focus their resources on the issues where their position as independent civil society organisations and their specialised expertise can take the agenda further than otherwise possible through bilateral cooperation.

Finally, the World Medical Association continues to play a very significant role in the global fight against torture through the resolutions of its General Assembly and its bilateral engagement with national medical associations. This impact has been seen for decades and most recently in through its [statement](#) recognising the IRCT's Global Standards on Rehabilitation in 2023.

b. Regional level

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

- The African Commission on Human and Peoples Rights (ACHPR) adopted a General Comment on the right to redress and rehabilitation, which provides a strong framework for better implementation of torture survivors' rights in the Africa region.
- The Committee for Prevention of Torture in Africa (CPTA) has developed Standard Operating Procedures for receiving individual cases from torture victims. The IRCT was a key expert resource for this process.
- Based on IRCT forensic evidence, the Economic Community of West African States (ECOWAS) Court has issued ground-breaking decisions finding violations of the torture prohibition in the Gambian and Nigeria. This is a promising step towards increased judicial accountability for torture in the Africa region.
- The Inter-American Court of Human Rights issued an important decision in the Azul case finding that police violence against an LGBTI person based in discriminatory intent constituted torture. This is a very significant development towards addressing the widespread practice of discrimination-based torture in Latin America.
- The European Union continues to have a strong focus on torture in its foreign policy executed by the European External Action Service (EEAS). This is extremely helpful as a pressure mechanism when the IRCT and it's members work to increase the pressure on individual States to improve their anti-torture action.

c. National political level

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

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

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

- Achievements often take long to materialise. The change often happens in incremental steps and it is often necessary to drive each step by generating pressure from the UN and other human rights mechanisms. The incremental development of a reparations programme for Yazidi Survivors of ISIS in Iraq provides an illustrative example of this point.
- The fight against torture is intrinsically linked with the overall political developments in individual countries and their commitment to democracy and human rights. This means that sometimes the achieved changes are rolled back when national politics change.
- On occasion it must be accepted that if there is no political willingness to protect human rights and eradicate torture, then the collaboration with state agencies will not achieve results. For the IRCT it is important to identify these situations so that its intervention model can shift from cooperation to denouncing violations. The IRCT must be very focused on identifying the political problems that may prevent technical solutions for working so that it can address them with political solutions.

d. *Stakeholders*

The IRCT operates in this political context with a high number of other stakeholders who have mutually complementary mandates and expertise areas. These include State institutions, independent human rights monitoring mechanisms and national preventive mechanisms, global and local civil society organizations, four UN mechanisms, several regional mechanisms with torture- specific mandates and many international, regional, and national health actors who implement anti- torture activities. In its 2022-25 Strategy, the IRCT made a strategic decision to enhance its collaboration with all these actors where relevant to maximise the impact of its expertise and interventions. This approach generated enhanced impact through the strategic period and the IRCT will therefore continue to build on and strengthen this approach. The following describes the main stakeholder groups and how the IRCT will relate to them:

- The IRCT will engage with UN and regional human rights mechanisms with a specific focus on their mandates to monitor individual country implementation of international human rights standards. The IRCT's impact research has demonstrated that this is a highly effective way to put pressure on States to change.
- The IRCT will engage with international human rights campaigning organisations such as

Human Rights Watch and Amnesty International because internal assessments have demonstrated that combining their campaigning capacity with technical expertise is highly impactful.

- The IRCT will continue to develop its collaboration with other global anti-torture organisations (APT, OMCT, FIACAT, OMEGA Foundation and REDRESS) under the auspices of the United Against Torture Coalition created by the six organisations in 2023. The focus will be on (1) joint global advocacy interventions and (2) coordination of country-oriented action and structured engagement with other actors such as the Convention against Torture Initiative (CTI).
- The IRCT will actively support larger or technically strong member organisations of the IRCT to engage further in the work of the IRCT, including coordinating international activities where there are shared interests. IRCT's aim is to make sure that the significant resources held in these organisations contribute to building capacity of other IRCT members and to the overall objectives of IRCT's strategy. These members include the Centre for Victims of Torture (CVT), Freedom from Torture, DIGNITY, Zentrum Überleben, Centre for the Study of Violence and Reconciliation (CSV), Restart Center and African Centre for Treatment and Rehabilitation of Torture Victims (ACTV), TPO Nepal and CAPS Colombia.
- As a network, the IRCT will support its individual member organisations to collaborate with other civil society organisations, National Preventive Mechanisms and State agencies, with a primary focus on joint advocacy interventions and developing their capacity to document torture and provide rehabilitation to victims.
- The World Medical Association, regional and national associations of health practitioners play a key role in eradicating torture practices that take place in health settings such as forced virginity testing, forced anal examinations and conversion therapy. The IRCT will engage them to ensure that health professionals receive clear instructions on their ethical duty to not engage in practices that constitute torture.

3. Fragility, Conflict and Resilience

Torture also has close links with national and international security and stability. In countries where torture is systemic or widespread, it erodes trust in public authorities, creates tension between communities, and economic devastation. All of these elements are key drivers of instability and can be alleviated if individual survivors and their communities are supported to heal from their trauma.

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

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

processes play a key role in ensuring that this participation is effective.

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

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

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

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

Torture is prohibited by international and regional treaties and also in many countries in domestic criminal law. The UN Convention against Torture, which has been ratified by 117 countries, provides the primary global legal framework. This is supplemented and given more detail by a series of other legal and policy instruments including the Optional Protocol to the Convention against Torture (OPCAT), General Comments from the UN Committee against Torture and resolutions from the UN General Assembly and Human Rights Council 1,2. Together these instruments provide a comprehensive framework to end torture, which can be summarised as follows. States must:

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

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

The overarching problem for torture survivors and persons at risk of torture is that these legal frameworks are very poorly implemented often due to a lack of political will and technical capacity. When torture is not addressed and survivors are not supported, the trauma continues and spreads

through families and communities and the institutions responsible for addressing torture become corrupted and, thus, further weakened in their ability and willingness to address the problem.

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

Human Rights Based Approach (HRBA)

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

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

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

Participation: This project has a central focus on inclusion and empowerment of torture survivors as the primary rights- holders. This project will develop torture survivors' ability to participate and control

their own rehabilitation process and provide those that wish with the opportunity to speak up about their cases and become anti-torture advocates. The IRCT will actively promote the creation of spaces where torture survivors can address policy makers so that their experiences influence anti-torture policies. Many IRCT members already have extensive experience in this field and they have committed to making their expertise and experience available to the broader membership.

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

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

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

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

Gender: The 2016 report by the Special Rapporteur on Torture highlighted the need to take a gender informed approach to the definition of torture and called for increased attention to fighting gender-based torture. In her 2024 report to the UN General Assembly the Special Rapporteur focused on sexual torture and called for an increased use of the anti-torture framework to address sexual and gender-based violence in conflict. The IRCT was a key actor in the development of the report and the sharing of knowledge on its implementation after the publication. The experiences and practices highlighted by the Special Rapporteur are echoed in the experience of the IRCT. According to the information collected from the IRCT's global membership, 55% of the torture survivors supported by IRCT members in 2024 were women and 11.577 disclose being subjected to sexual and gender-based violence. The data and experience of IRCT members also demonstrates that it is more difficult for victims of gender-based torture to disclose and complain about torture due to societal stigma and the

support services not being geographically available.

Sexual orientation can also be a deciding factor both in the type of victim targeted and the method of torture used. In many countries, hetero-normativity and homophobic views are still so prevalent that state authorities openly support abusive practices. While the IRCT has been successful in convincing UN anti-torture mechanisms that certain practices constitutes torture, victims living in countries where homosexuality is prohibited are still unable to report their cases to the police or to seek help in public hospitals due to fear of more abuse. Since gender-based violence and torture is particularly difficult to prove in court due to structural biases, the forensic medical evidence produced in this project will be essential in such cases.

5. Inclusive sustainable growth, climate change and environment

Using a forward-looking, cost-and climate efficient strategy, the project will utilise relevant tele- health tools and digital platforms in order to maintain a climate relevant, high level of connectivity with torture survivors, development partners and policy actors.

The IRCT is aware of its climate impact and is committed to operating with a minimal carbon footprint, following major changes to policies in the past two years. The IRCT have invested in digital communications methods, allowing members and governing structure to meet, learn and share knowledge without travel. IRCT operations continue to reduce in footprint, and the IRCT have been able to significantly reduce office area and power usage at the Secretariat and will continue to be aware of and take opportunities to decrease the carbon footprint further where possible.

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

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

The project is strongly linked to Danish foreign policy and development priorities. Most importantly, it contributes to the global enjoyment of human rights and in particular protection against torture, which has been a longstanding priority for Denmark most recently confirmed in the 2024 Africa Strategy. In particular, this relates to strengthen rights through a joint approach and local ownership. With their global network of local organisations supporting torture survivors to thrive in the communities and to claim their rights with local duty bearers, the IRCT as an organisation fully aligns with the principles of localisation and local ownership.

The central principle of the sustainable development goals is to 'leave no one behind'. IRCT's mission is to service those who experience torture, which is rooted in being left behind; through inequality, poverty, discrimination, and lack of access to other rights such as the right to health and justice. In addition, without holistic rehabilitation and protection, many survivors are further marginalised, oppressed, and plunged into further poverty because of losing or not being able to gain a livelihood. In 2024, 56% of survivors supported by the IRCT were living in poverty putting them at increased risk of torture and further complicating the healing journey. Livelihood focused activities is a key component

of the rehabilitation services provided by IRCT members and through the last strategic period, the IRCT has documented how this work contributes to reducing poverty in families and entire communities.

Torture also has close links with national and international security and stability. In countries where torture is systemic or widespread, it erodes trust in public authorities, creates tension between communities, and economic devastation. All of these elements are key drivers of instability and can be alleviated if individual survivors and their communities are supported to heal from their trauma.

Finally, the project is centrally anchored in the global human rights system composed of treaties and monitoring mechanisms within the UN and regional bodies. This is a central component of the rules-based world order, which is currently being challenged from multiple sides by political attacks and funding reductions. The IRCT specifically works within the context of the UN Convention against Torture and human rights bodies such as the UN Human Rights Council, the UN Committee against Torture and the African Commission on Human and Peoples Rights (ACHPR). By insisting on the application of international laws and by engaging with and strengthening these mechanisms, the IRCT can make a significant contribution to protecting and preserving the rules-based world order.

- *Alignment with priorities of IRCT members and torture survivors*

The project has been developed on the basis of extensive consultation with the IRCT membership throughout the last strategic period. These include evaluations of thematic work streams, regional consultations, input from IRCT governance bodies and finally a day of global consultation where all IRCT members had the opportunity to provide input to the IRCT's 2026-29 Global Strategy. Drawing on this input, the project responds to the key priorities and needs of IRCT members in the current geopolitical context in which they work.

The project has also been developed in close consultation with torture survivors. The IRCT's Survivor Advisory Board has been involved through the process of developing the project and in addition, it draws on lessons learned from two regional consultations held with torture survivors in Latin America and Africa. Among the outcomes from these consultations were regional policy statements through the Bogota and Nairobi Declarations and the establishment of regional survivor networks, with whom IRCT are in regular contact.

- *Collaboration with other Danish and International stakeholders*

IRCT is increasingly engaging in Danish civil society networks. IRCT does this to make best use of available resources and to share its own tools and knowledge, and use of IRCT professional, global mental health capacity and share experience affecting policy change with the broader human rights and development sector in Denmark and globally. For example, IRCT is actively using the DanChurchAid administered platform [FABO.org](https://fabo.org) as an IRCT membership community/knowledge sharing virtual platform for the global membership, instead of financing and developing IRCT's own virtual platform. The IRCT is also active in strategically relevant working groups under Global Focus. The IRCT also contributes its torture eradication and policy influencing expertise on the Danish Institute for Human Rights advisory board and the International Accountability Platform on Belarus led by DIGNITY.

Internationally, the IRCT continues to be a key actor on torture related political dialogues at the UN in Geneva, in the EU and at the African Commission for Human and Peoples Rights (ACHPR). The IRCT have structured collaborations with Human Rights Watch and Amnesty International and are one of the most active members in the United Against Torture Consortium (UATC). Responding to the current challenges considering the rules-based order, IRCT will further scale up this engagement and

cooperation during the period of this project.

Annex 2: MFA Partner Assessment

This capacity assessment was developed during the development of the IRCT 2026-2029 Project Document, based also upon relevant recent IRCT documentation and from the latest MFA Review conducted in 2024. For a complete overview of the status of implementation of the recommendations from the Review, please refer to Annex 8. For further details, please refer to the 2024 Review report.

1. IRCT

IRCT originates from a collaboration between Danish doctors and human rights groups 50 years ago and is now the world's largest membership-based organisation specialising in treatment and documentation of torture. The IRCT Secretariat is based in Copenhagen with an office in Brussels. IRCT have 172 member centres in 78 countries across the world, most in the global south, staffed by a total of around 4,000 professionals – doctors, psychologists, lawyers, social workers, physiotherapists, and others. The IRCT network consist of civil society organisations and independent experts dedicated to advocate against torture and to support survivors of torture to heal and rebuild their lives through rehabilitation, including medical, psychological, legal and social support.

The IRCT and its members also produce forensic evidence and publish academic research. IRCT's Torture Journal is the leading academic source for peer-reviewed research and debate from the medical and legal frontiers of torture rehabilitation and prevention. The 2024 MTR by the Danish MFA noted that the journal is valued by donors and international partners.

The IRCT has an Independent Forensic Expert Group (IFEG) composed of 42 experts from 23 countries, all of whom are specialised in the forensic investigation and documentation of torture and ill-treatment. The IRCT covers travel and investigation cost of the IFEG while the experts are working pro-bono. The documentation provided by IFEG for legal cases and public advocacy was highly useful, according to the 2024 Review.

IRCT members supports around 80,000 torture survivors annually and engage in over 12,000 advocacy interventions - including at the UN in Geneva and with regional and national courts and policy makers - to promote justice and reparations for victims, and to end torture.

The 2024 Review found that IRCT external partners considered IRCT a valued partner.

IRCT is a long-standing partner of the MFA and has had MFA contracts continuously since 1997. The annual funding from the MFA to the IRCT was DKK 9 million during 2022-25, constituting approximately 50% of IRCTs total budget. Other funding sources are European Union, Swiss government, Sigrid Rausing Trust, private foundations and members' contributions - most of the additional funding is earmarked and restricted.

2. Strategic considerations

The current global context is a world where human rights and rights-based institutions are under immense pressure. Armed conflicts and political oppression are wide-spread, and funding for organisations working with up-holding rights and the rule of law is diminishing. Torture is as widespread as ever and is impacting millions of people every year.

As a response to this, the IRCT initiated, in the spring of 2025, the work towards development of a new strategy, the 2026-30 IRCT Strategy. The strategy builds on experiences learned from the previous IRCT strategy, a realisation that more and more people are willing to stand up to human rights violations, including torture. The strategy has three goals: i) Healing, ii) Justice, and iii) Strong Movement.

Promotion of human rights is one of the objectives of Denmark's development cooperation. The new IRCT strategy is furthermore aligned with the Danish Africa Strategy. The strategy envisages a strengthening of rights through joint approaches and local ownership, both of which are important for the fight against torture and in line with the work of the IRCT.

The current Danish strategy for development cooperation will soon be replaced by a new strategy, where the prevention of torture is expected to feature. The new strategy is expected to also be aligned with the Danish Foreign and Security Policy Strategy from 2023. The Foreign and Security Policy Strategy is clear that the Danish policy is based on fundamental values including especially democracy and human rights, and the right to a life free from torture.

Overall, the strategic value of IRCT's work with regard to rights and torture is well-aligned with relevant Danish Strategies.

3. Technical capacity

The IRCT uses a series of methodologies to implement its mandate. These include capacity development through trainings and webinars; member-to-member learning; knowledge sharing; advocacy and documentation and investigation of torture cases. The main elements of IRCT's activities are listed below.

- Through its Global Center of Expertise on Rehabilitation, IRCT collects knowledge and expertise on rehabilitation and makes it available to members. This includes the publication of the Torture Journal, webinars and peer-to-peer support by IRCT members.
- IRCT also has a Global Center of Expertise on Justice for Torture Survivors where tools and resources on advocacy, and documentation and investigation of torture are available.
- IRCT provides technical support to members on approaches to engagement with survivors and support survivors in developing advocacy skills and/or speak at public events.
- IRCT provides knowledge and support on mental health and well-being to staff of its members caring for survivors, including training, sub-grants, etc.
- Through its members, IRCT support survivors to improve their livelihoods.
- IRCT provides evidence and expertise on torture and other human rights violations to state institutions and civil society. IRCT also advocate with the UN and regional bodies for justice and repatriation for survivors.
- IRCT supports its members in developing their capacity, including in financial management, donor compliance (e.g. anti-corruption and safeguarding policies) and budgeting.

The 2024 Review found that the IRCT Secretariat provides "relevant, timely and quality services and support to both members as well as to international partners including the MFA." The Review also noted that there was room for improving if IRCT provided more qualitative information at outcome level in its reporting to the MFA.

The Review reported that IRCT "has provided significant and successful follow-up on all previous recommendations from MFA reviews" and had 12 new recommendations. IRCT has concluded or is in the process of following up on almost all of these recommendations.

The recommendations included suggestions for developing the new IRCT strategy, which have been considered during the recent development of the strategy. Implementation of two recommendations related to improvements and simplification of reporting. IRCT will also, as recommended, improve on its risk management and will review its sub-grants format. Other recommendations such as facilitation

of access to IRCT's complaint mechanism and training on anti-corruption, PSEAH and complaints procedures have either been implemented or are in progress. A recommendation regarding a simplification of the audit process is currently being considered, and a recommendation regarding development of an approach to VFM assessments is also ongoing.

4. Administrative Capacity

The 2024 Review found that the IRCT governance is effective and that there are relevant skills and capacities at the IRCT Secretariat, allowing for the provision of quality services. It was found that the IRCT is compliant with the MFA's requirements and conditions regarding financial management and documentation supporting annual consultations with the MFA and annual reporting. The IRCT demonstrates a good approach to financial operations and governance, that enables the IRCT to access financial information and overviews based on real-time data.

The IRCT Secretariat has 14 staff of which 3 are support staff within finance, IT, HR, etc.

The IRCT has a well-structured complaints mechanism with policies and pathways for addressing complaints.

By the end of 2024, 100% of the received 2021-2024 MFA funds had been booked as expended in the financial statements, showing a good match between plans and actual expenditures.

5. Summary of key features of IRCT

The below table summarizes the key features of IRCT.

Name of Partner	Core business	Importance	Influence	Contribution	Capacity	Exit strategy
	<i>What is the main business, interest and goal of the partner?</i>	<i>How important is the project for the partner's activity-level (Low, medium high)?</i>	<i>How much influence does the partner have over the project (low, medium, high)?</i>	<i>What will be the partner's main contribution?</i>	<i>What are the main issues emerging from the assessment of the partner's capacity?</i>	<i>What is the strategy for exiting the partnership?</i>
International Rehabilitation Council for Torture Victims (IRCT)	Global network of civil society organisations and independent experts supporting survivors of torture to heal and rebuild their lives through rehabilitation,	Medium to high. The project will make up approximately 45-50 of international activity turnover.	High. IRCT delivers results that are determined by IRCT and at the same time aligned with Danish development priorities.	IRCT will manage the MFA grant. IRCT will provide training to member centers, support healing of torture survivors, assist in documenting torture, advocate for justice, and support the	IRCT is a well-respected organisation with sufficient capacity to implement MFA grants.	It is almost certain there will remain a need for continued support to torture victims, including improved capacity to support them and more work on providing

	including medical, psychological, legal and social support.			livelihoods of torture victims, IRCT's work is aligned with Danish development priorities.		evidence on torture.
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Annex 3: Theory of Change, Scenario and Result Framework

The IRCT has developed the theory of change through extensive consultations with its member organisations, governance and key external stakeholders. It is also based on a series of evaluations of thematic work streams conducted with IRCT members during the strategic period 2022-25. The theory of change is based upon the following key strategic advantages of the organisation:

1. The IRCT is a global network comprising more than 4000 health professionals supporting more than 80.000 torture survivors each year. This makes the IRCT an expert on health-based rehabilitation and documentation of torture and its consequences; and it provides access to the experiences of torture survivors, which the IRCT can turn into credible information about global and local torture practices and the best way to address them.
2. The IRCT has developed a working culture where members participate actively in the implementation of its strategy by developing and sharing knowledge and expertise within other network members to make sure that torture survivors everywhere benefit from the most recent and effective rehabilitation practices. These are shared through online modalities including webinars and knowledge platforms.
3. Based on the Global Standards of Rehabilitation, the IRCT has developed expertise within three thematic aspects of rehabilitation: Supporting survivor engagement in anti-torture work; integrating livelihood and rehabilitation; and strengthening organisations with care-for-caregiver methodologies.
4. The IRCT is effective and impactful in utilising its health-based expertise to expose torture and influence legal and political processes to strengthen torture victims' rights and prevent torture. IRCT does this in mutually beneficial collaboration with a large network of global and local anti-torture actors. IRCT continues to grow this network and to deepen collaboration where its health expertise can contribute to stronger impact.

The project will be implemented on the basis of these core strengths to create global impact in the fight against torture. The focus will be on supporting IRCT members in the 52 ODA countries out of 78 countries where IRCT members are located. Those are often the members at highest risk and with the most limited resources. The majority of IRCT activities, technical and financial support is geared towards addressing torture in DAC countries. The sense of solidarity in the IRCT network results in frequent action taken by the IRCT's resource stronger members to support member contributions, support members under threat by providing safe spaces, psycho-social care and political outreach, and collaborative public statements at strategically relevant times.

On this basis, the IRCT intends to implement the project through the following theory of change.

If:

- The IRCT facilitates development and exchange of knowledge, expertise and best practices in rehabilitation between its members, through webinars, scientific exchanges, member-to-member exchanges; and subgrants to develop and integrate new practices;
- The IRCT exposes torture and advocates for stronger anti-torture laws and policies; making available our world-leading expertise on investigation and documentation of torture and on reparations for survivors; and
- The IRCT helps its members strengthen their administrative and financial practices.

Then:

- IRCT members will provide more effective rehabilitation with significant socio-economic impact. This will happen because they have access to knowledge and good practices to strengthen their

rehabilitation services and because they develop stronger methodologies for including torture survivors in their work and caring for staff of anti-torture organisations.

- State institutions and civil society actors will address torture more effectively. This will happen because they will have higher awareness of its prevalence, have more access to expertise, useful tools and resources, leading to the creation of more effective laws, mechanisms, and policies; and
- The IRCT will be a stronger movement based on member organisations that operate according to best practices and therefore are more sustainable. This will happen because they receive targeted support in financial management, compliance, and organizational capacity, enabling them to better align with donor expectations, attract funding, and deliver lasting impact.

Ultimately this will contribute to a situation where:

- Torture survivors will have greater recognition, improved access to justice and reparations and together with their families and communities they will be supported to heal. This will make a significant contribution to 'Leaving No One Behind' by improving wellbeing and reducing poverty in a highly vulnerable population and at the same time contributing to national and international peace and security.

Key assumptions:

- Political willingness: States continue to engage meaningfully with international and regional human rights mechanism and in processes to create change at the national level.
- Civil society space: Civil society space allows for robust activity and dialogue with state institutions on eradication of torture.
- Continued financial support: IRCT, our member organisations and other partners continue to receive financial support from donors to work against torture;
- Stable regional and UN human rights mechanisms: Regional and UN human rights mechanisms continue to be financially operational and deliver quality monitoring and evaluation of national human rights situations.
- Continued collaboration among our international partners: International civil society organisations, such as Human Rights Watch and Amnesty International, continue to be active in the fight against torture and collaborate with the IRCT.

Results framework

2029 year to be added to below version.

Project	United Against Torture – Healing and Justice for Survivors
Project Objective	Torture survivors will have improved access to justice and reparations and together with their families and communities they will be supported to heal.
Impact Indicator	<p>a) # of survivors, their families, and communities receiving rehabilitation services (disaggregated by gender and poverty level).</p> <p>b) # State institutions or civil society actors that take positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities.</p> <p><i>Note: The IRCT and its global membership operate in a context where it is not possible to determine the total number of torture survivors that exist globally. Many survivors do not disclose what happened to them, many are still in a place of detention and the majority live in places where no rehabilitation services are available. Therefore, the IRCT is not able to determine the percentage of the total torture survivor population that it supports. Instead, the IRCT focuses its efforts on increasing the number of survivors that receive its services, strengthening the impact of its interventions and reaching out to survivor groups that are underrepresented in our clinics.</i></p>
Baseline	<p>a) Baseline will be produced based on IRCT's annual impact data collection for the year 2025. In 2024, the IRCT membership supported a total of 81,393 torture survivors worldwide. However, with the USAID funding terminations, many IRCT members have had to reduce the capacity of their services during 2025. Therefore, the 2025 impact data will provide a more accurate and relevant baseline.</p> <p>b) During 2024, 15 State institutions and civil society actors took positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities.</p>

Outcome 1: Healing	IRCT members have improved capacity to provide survivor centred rehabilitation services that help torture survivors, their families and communities to heal and improve their socio-economic situation. This will be achieved through the implementation of the Global Standards on Rehabilitation and the integration of thematic approaches such as livelihoods, survivor engagement, and care for caregivers, leading to more comprehensive support. (SDG 1, SDG 3, SDG 8)	
Outcome indicator	<p>d. % of IRCT members in the global south that report having improved the impact of their rehabilitation services through the use of IRCT resources and support.</p> <p>e. # of instances where IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.</p>	
Baseline	2024	f. Baseline is zero. Most IRCT members have already improved their rehabilitation services through the use of IRCT resources and support.

		<p>However, the strengthening of rehabilitation services is an ongoing process as the needs of survivors, good practices and organisational capacities evolve over time. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT. Therefore, it is most meaningful for the IRCT to measure the % from zero when a new project begins.</p> <p>g. Baseline is zero. Most IRCT members have already improved their capacity within one of more of the three thematic approaches. However, the national context, survivors' needs and organisational capacities evolve over time. This means that the need to further develop and adapt thematic approaches continues to be there. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT. Therefore, it is most meaningful for the IRCT to measure the # of instances from zero when a new project begins.</p>
Target	2028	<p>h. 40% of IRCT members in the global south will report having improved the impact of their rehabilitation services through the use of IRCT resources and support.</p> <p>i. 25 IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.</p>
Outcome 2: Justice		Torture survivors have greater recognition, access to justice and reparations through public exposure of the violations, strengthened civil society, and stronger laws and mechanisms to protect and uphold their human rights. (SDG 5, 16, 17)
Outcome indicator		<p>j. # of instances where IRCT expertise and evidence is used for publicly exposing torture, strategic litigation, prosecution or public advocacy.</p> <p>k. # of State institutions that receive recommendations, express commitment and/or take steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities (disaggregated by region and percentage of countries where IRCT interventions yield results).</p> <p>l. # of global and regional anti-torture legal frameworks and mechanisms that strengthen their policies or practices in the areas of survivor inclusion, accountability/justice and reparations based on IRCT advocacy and support.</p>
Baseline	2024	<p>m. In 2024, the IRCT contributed to exposing torture, strategic litigation, prosecution or public advocacy in 10 instances</p> <p>n. In 2024, 7 State institutions received recommendations, expressed commitment and/or took steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities.</p> <p>o. In 2024, 3 global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.</p>
Target	2028	<p>p. By 2028, the IRCT will have contributed to exposing torture, strategic litigation, prosecution or public advocacy in 20 instances</p> <p>q. By 2028, 25 additional State institutions will have received recommendations, expressed commitment and/or took steps to</p>

		strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities. r. By 2028, 5 additional global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.
Outcome 3: Strong Movement		IRCT members are financially resilient, compliant with donor standards, more visible and better positioned to access and manage external funding through strengthened financial systems, improved audit readiness, as well as safeguards and compliance with anti-corruption requirements.
Outcome indicator		s. # of member organizations demonstrating improved financial reporting (as measured through financial assessments or audit feedback). t. #_member centers adopting anti-corruption and safeguarding policies. u. # of followers of IRCT's YouTube and LinkedIn accounts
Baseline	2024	v. Baseline is zero because this is a programme of gradual improvement that potentially can help all members in the global south. w. This is a new area of strategic intervention in response to the MFA 2024 review recommendations. The baseline will be developed during 2025. x. At end 2024 IRCT had 7,948 LinkedIn followers and 43,000 YouTube followers
Target	2028	y. By 2028 100% of subgrant recipients demonstrate improved financial reporting. z. By 2028 50% of IRCT members in the global south implement anti-corruption and safeguarding policies. aa. IRCT has 20,000 LinkedIn followers and 100,000 YouTube followers
Output 1.1		Global Center of Expertise on Rehabilitation Create a space where the IRCT collects and disseminates knowledge and expertise; inspires members and external stakeholders to improve the quality of their rehabilitation services provided to survivors; and supports members to adopt new practices based on member-to-member support and learning.
Output indicator		# of webinars where more than 70% of participants rate the experience as 'useful' for strengthening their work on rehabilitation # of instances of GSR-related peer-to-peer support by IRCT members # of Torture Journal articles published
Baseline	2024	7 out of 9 webinars in 2024 0 34 in 2024
Target	2026	7 out of 9 webinars 5 instances 30-35 articles
Target	2027	8 or 9 out of 9 webinars 5-8 additional instances

		n.	30-35 articles
Target	2028		<ul style="list-style-type: none"> 9 out of 9 webinars 5-10 additional instances 30-35 articles
Output 1.2		Survivor engagement	
		Survivor voices are more visible and impactful in work related to healing and justice through direct support to survivors to speak publicly to decision makers and support to IRCT members to strengthen their policies on survivor inclusion.	
Output indicator		# members who received support from IRCT or its member organisations with integrating more systematic approaches to survivor engagement # survivors supported to develop advocacy skills and/or speak publicly about their experiences (disaggregated by gender)	
Baseline	2024		<p>Baseline is zero. Because the capacity building initiative we are implementing are new compared to the achievements of the 2022-25 strategy. During the strategic period 2022-25, IRCT members received support to develop their methodologies for enabling torture survivors to engage in anti-torture advocacy work. This was a highly successful intervention that mainly achieved results in relation to torture survivors' possibilities for speaking up against violations. In 2024, IRCT supported survivors speaking at 21 different events.</p> <p>By end of Strategy period 2022-24, IRCT had supported survivors to speak at 34 international events approx. 20 survivors from Steering Committee 4f/1m, Survivor Advisory board 5f/2m and members.</p>
Target	2026		<ul style="list-style-type: none"> 5 IRCT members receive technical support 20 torture survivors supported to develop advocacy skills and/or speak at publicly about their experiences (disaggregated by gender)
Target	2027		<ul style="list-style-type: none"> 5 more members receive technical support 10 more torture survivors supported to develop advocacy skills and/or speak at publicly about their experiences (disaggregated by gender)
Target	2028		<ul style="list-style-type: none"> 5 more members receive technical support 10 more torture survivors supported to develop advocacy skills and/or speak at publicly about their experiences (disaggregated by gender)
Output 1.3		Care for Caregivers	

		Mental health and wellbeing of staff members of member centres is improved through IRCT knowledge products, capacity development, and organisational level peer to peer support.	
Output indicator		a. # of organisations that receive C4C+ sub-grants for capacity development training, external support and/or activities. b. # of organisations that receive organisational peer to peer support c. # of knowledge products produced based on expertise from the IRCT Secretariat	
Baseline	2024	d.	3
		e.	4
		f.	0
Target	2026	g.	3
		h.	4-6
		i.	2
Target	2027	j.	3
		k.	4-6
		l.	1
Target	2028	m.	3
		n.	4-6
		o.	2
Output 1.4		Integration of livelihoods support in rehabilitation	
		Socio-economic opportunities for torture survivors to enhance their agency, mental health and productivity.	
Output indicator		p. # members supported with sub-grants and # of torture survivors benefitting from the activities q. # of members supported with partnership approaches to livelihood	
Baseline	2024	r. In the period 2022-25, 20 IRCT members received subgrants and supported over 1237 survivors. s. 0	
Target	2026	t. 3 new subgrants – 150 survivors benefitting u. 5	
Target	2027	v. 3 new subgrants – 150 survivors benefitting	

			ww. 5
Target	2028		kk. 3 new subgrants – 150 survivors benefitting yy.5
Output 2.1		Investigation and Documentation programme Evidence and expertise on torture and related human rights violations is solicited and provided to State institutions and civil society actors.	
Output indicator		j. # of interventions where IRCT provides its expertise to States institutions and civil society actors on investigation and documentation of torture and related human rights violations.	
Baseline	2024		aa. 30 interventions
Target	2026		bb. 10-15 interventions
Target	2027		cc. 10-15 interventions
Target	2028		dd. 10-15 interventions
Output 2.2		UN and regional advocacy programme Advocacy interventions with UN and regional mechanisms advancing justice and reparations for torture survivors.	
Output indicator		ee. # Thematic advocacy interventions promoting stronger global or regional standards on justice, reparations, survivor participation, stronger human rights monitoring mechanisms, and stronger political commitment to human rights and the rule of law. ff. # of country focused interventions with UN or regional human rights mechanisms	
Baseline	2024		gg. 2-4 thematic interventions per year hh. 6-8 country focused interventions per year
Target	2026		6-8 thematic interventions at regional or global level addressing one or more of IRCT's policy priorities. 10-12 country focused interventions at UN or regional human rights mechanisms.
Target	2027		kk. 6-8 thematic interventions at regional or global level addressing one or more of IRCT's policy priorities.

			10-12 country focused interventions at UN or regional human rights mechanisms.
Target	2028		mm. 6-8 thematic interventions at regional or global level addressing one or more of IRCT's policy priorities. nn. 10-12 country focused interventions at UN or regional human rights mechanisms.
Output 2.3		National advocacy programme Advocacy interventions with State authorities and civil society institutions advancing local IRCT member priority issues related to justice and reparations for torture survivors	
Output indicator		oo.	# members supported with national advocacy through technical support and member-to-member sharing of good practices. pp. # members supported with sub-grants for national advocacy projects.
Baseline	2024	qq.	4-6 members supported r. 2-4 members supported
Target	2026	s.	4-6 members supported t. 2-4 members supported.
Target	2027	uu.	6-8 members supported v. 2-4 members supported.
Target	2028	ww.	7-9 members supported xx. 2-4 members supported.
Output 2.4		Global Center of Expertise on justice for torture survivors: A global center of expertise for IRCT members and external stakeholders, including State institutions and civil society actors, to access tools and resources on advocacy and the investigation and documentation of torture to strengthen their work.	
Output indicator		yy.	# of instances where tools and resources on investigation and documentation of torture are made available to IRCT members and other civil society partners or state agencies. zz. # of instances where expertise, advice and good practice examples on global, regional and national advocacy are made available to IRCT members and other civil society partners

Baseline	2024	aaa. bbb.	This is a new area of work so there is no baseline. This is a new area of work so there is no baseline
Target	2026	ccc. ddd.	10-15 instances 5-10 instances
Target	2027	eee. fff.	15-20 instances 10-15 instances
Target	2028	ggg. hhh.	15-20 instances 10-15 instances
Output 3.1		Financial Resilience and Donor Compliance IRCT delivers targeted support, guidance, and tools to strengthen member organizations' financial management, donor compliance, and project budget planning. This will aim to increase the sustainability and financial health of member organizations, enabling them to manage funding more efficiently and effectively respond to donor expectations.	
Output indicator		. # virtual capacity-building workshops conducted to enhance participants' knowledge and skills in donor compliance, budgeting, auditing, and financial reporting. . # virtual financial assessments carried out to evaluate member organizations' compliance with donor requirements and to strengthen their capacity for future fundraising opportunities. kkk. % of IRCT Secretariat staff that have completed safeguarding and anti-corruption trainings.	
Baseline	2024	l. mmm. nnn.	1 workshop 20 financial assessments. 100%
Target	2026	ooo. ppp. qqq.	1-2 workshops 100% of IRCT members that receive sub-grants from the IRCT will have a financial assessment. 100%
Target	2027	rr. ss. t.	1-2 workshops 100% of IRCT members that receive sub-grants from the IRCT will have a financial assessment. 100%
Target	2028	uuu. vv.	1-2 workshops 100% of IRCT members that receive sub-grants from the IRCT will have a financial assessment.

			www.	100%
Output 3.2		Movement visibility		
Output indicator		xxx. # communications products about members and their work yy. # Secretariat-facilitated trainings on developing professional communications standards for members		
Baseline	2024		zzzzz.	40 per year
			aaaa.	1-2 per year
Target	2026		bbbb.	50 per year
			ccc.	4-6 per year
Target	2027		dddd.	50 per year
			eeee.	4-6 per year
Target	2028		ff.	50 per year
			ggg.	4-6 per year

Annex 4: IRCT Risk Matrix

Contextual risks

<i>Risk Factor</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Risk response</i>	<i>Residual risk</i>	<i>Background to assessment</i>
Government interference in development/human rights funds/activities	Likely	Major	<p>IRCT has increased member centres capacities to develop innovative solutions, adjust their services to address new needs and effectively continue supporting torture survivors</p> <p>The IRCT Secretariat uses digital communication, e-learning and virtual consultation processes that can function to cost effectively maintain connection to members.</p> <p>The IRCT facilitates vital but limited funding support to members in crisis.</p>	Member centres still do not have full resources to maintain their work (due to ongoing lack of clarity about funding.)	Stop work orders, suspension and closure orders have been issued. Court cases to determine the legal foundation for the orders are ongoing.
AI generated data undermines anti-torture cases/communications	Likely	Significant	The IRCT and members continuously monitor for AI data, and come out and clearly state what is fake and what is not.	Public trust in stories, data and photos decreases	Incidents of AI generated stories exist and the public cannot distinguish between AI content and real stories
Backlash on human rights and democracy resulting in an unfavorable global policy environment for the fight against	Likely	Major	IRCT collaborates with anti-torture organisations, human rights organisations, and strategically relevant development organisations and actors to maintain a safe flow of continuous information.	The residual risk remains that little/no improved anti-	Maintaining an active network with influencers makes good development sense.

torture.			Joint risk assessment and management with member centres.	torture legislation is implemented but decision makers are aware of actions on the ground.	
Hackers infiltrate email/social media to defame human rights activists or derail funds	Likely	Minor	IRCT secretariat staff will provide international 'cover' through statements and use of influential network connections. Report incidents to International Financial institutions to pursue perpetrators. Alertness to hacking techniques, training on recognition and proactive behavior is required	New methods of hacking may appear and require immediate action.	Sludge of hate language exists Reported incidents
HR Funding declines/ disappears	Likely	Major	Publish impact data and practice-changing evidence at strategically relevant times/social media channels.	Residual risk due to donor govt change of focus	Past 5 years of support to IRCT

Programmatic risks

<i>Risk Factor</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Risk response</i>	<i>Residual risk</i>	<i>Background to assessment</i>
Torture survivors are put at risk by sharing their experience	Likely	Major	Timely conversation/assessment with local staff/members and care giver- also triangulate data, if possible, to determine security issues. Approaches to survivor engagement that create a	Even with all protection measures in place, perpetrators can come	Recent examples from relevant country contexts

			safe and secure space and assess and mitigate possible negative impacts will be identified and used.	out of nowhere.	
Member centres are put at risk of reprisals by speaking out against torture	Likely	Major	Timely conversation/assessment with local staff/members and care giver- also triangulate data, if possible, to determine security issues. Joint risk assessment and management with member centres.		Recent examples from relevant country contexts
Risk of partners' financial mismanagement and insufficient financial monitoring may lead to the misuse of funds, thus less funds available for programming.	Unlikely	Major	IRCT implements robust financial systems and conduct regular audits, with reinforcement through regular financial reporting. Monitoring of MCs and support to MCs in the form of training will increase their capacity.	There remain a risk of corruption and funds mismanagement in many of the countries in which IRCT members operate.	Negative impact on IRCT's reputation and the possibility of impeding the achievement of project objectives are consequences that may result from this risk.
HR Funding declines/disappears	Likely	Major	Publish impact data and practice-changing evidence at strategically relevant times/social media channels.	Residual risk due to donor govt change of focus	Past 5 years of support to IRCT

Members lack capacity to engage in anti-torture activities depending on resources available in each centre.	Unlikely	Minor	<p>IRCT provides multiple ways and forms of participation in IRCT activities, that are inclusive of members from low- resource environments.</p> <p>IRCT includes a mapping of available resources in the design of intervention strategies.</p> <p>Good practices to be followed including data protection and ethical behaviour and active communication need to be ensured to ensure trust and motivate engagement.</p>	Residual risk is absorbed by the flexible participation modalities provided by the IRCT	IRCT consults its members and responds to their needs on an ongoing basis.
IT system does not function, or IT security is breached	Unlikely	Major	<p>The IRCT Secretariat works with IT experts to set up a secure IT infrastructure, procedures and updated hardware and software. Continue virtual training with Human Rights Defenders to bring about proactive alertness and behaviour change regarding passwords, equipment and digital practice.</p> <p>The IRCT provides IT training to members and staff to ensure continued learning and decrease human error.</p>	A residual risk for IT failure and cyber-attacks, so engaging IT experts, continued training and insurance cover remain a priority.	Reliance on functioning and secure IT systems that protect personal information data has become increasingly important to the work of the IRCT and IRCT rely on these systems for the success of our work. At the same time cyber-attacks, faulty use of IT equipment and software and malfunctioning systems have become more frequent.

Institutional risks

<i>Risk Factor</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Risk response</i>	<i>Residual risk</i>	<i>Background to assessment</i>
Corruption or fraud	Likely	Major	IRCT proactively communicates about Anti-Corruption policy and requires all subgrantees to take online Anti-Corruption training prior to receipt of grants and attendance at training workshops. New IRCT secretariat staff must take an online course within 3 months of employment.	Corruption can take place, even in a proactive 'anti-corruption' atmosphere.	Corruption happens everywhere. People are human.
IRCT is negatively impacted by breach of anti-corruption policy	Unlikely	Major	IRCT has a strict anticorruption policy, which is mandatory for staff and members and referred to in IRCT service and consultancy contracts. Due diligence at IRCT secretariat includes mandatory online training for staff, activate discussions at staff meetings. IRCT has a digital complaint form to report suspicions of corruption cases. Cases or suspicion of corruption are reported to IRCT Compliance advisory board, IRCT ExCom, and donors and external partners as relevant. IRCT engages in NGO networks such as ISOBoR, Global Focus and BOND to continue learning and improving our processes to respond to the risk.	A residual risk remains; however, the policies, training, and monitoring will prevent incidents.	IRCT highly values accountability and acknowledges the severity of the harm that might come to finances, reputation and overall organisational functioning should this risk manifest.

IRCT financial transactions are breached.	Unlikely	Minor	IRCT has established and regularly updates its financial procedures, which are well known and followed by staff. Refresher trainings are provided, and there is ongoing, proactive oversight from IRCT management to ensure compliance and detect any irregularities early.	A residual risk remains because financial threats and mistakes can still happen, but IRCT reduce it through clear guidance, and regular checks.	IRCT aims to maintain high standards of financial integrity and transparency, ensuring trust from donors is upheld at all times.
Risk of partners' financial mismanagement and insufficient financial monitoring may lead to the misuse of funds, thus less funds available for programming.	Unlikely	Major	IRCT implements robust financial systems and conduct regular audits, with reinforcement through regular financial reporting. Monitoring of MCs and support to MCs in the form of training will increase their capacity.	There remain a risk of corruption and funds mismanagement in many of the countries in which IRCT members operate.	Negative impact on IRCT's reputation and the possibility of impeding the achievement of project objectives are consequences that may result from this risk.

Lack of reporting from partners puts timely delivery of IRCT contractual obligations at risk	Unlikely	Major	<p>The IRCT pre-screens the financial capacity of all partners. For local partners who are IRCT members, basic budget information is already on file as part of their membership obligations.</p> <p>The IRCT signs Memorandums of Understanding (MoUs) with all project partners. These MoUs include specific requirements for both financial and narrative reporting.</p> <p>To support compliance, IRCT provides standardized reporting templates and holds regular project meetings with partners to track progress and address challenges early.</p> <p>Cases of insufficient reporting are reviewed by the Advisory Board on Compliance and the Executive Committee (ExCom), who also evaluate the potential impact on a partner's membership status.</p> <p>The residual risk is minimized through clear processes, continuous communication, and active follow-up.</p> <p>.</p>	Residual risk should be minimized by clear processes and close dialogue.	<p>As a member-based organisation, IRCT understands the real-life challenges our members face in their local contexts whether it's limited resources, unstable environments, or administrative burdens. That's why the Secretariat and our governance bodies are committed to being more than just oversight mechanisms - aim to be active supporters. IRCT provide clear structures, tools, and one-on-one support to help ensure that our members can meet reporting requirements in a way that is both realistic and accountable. IRCT believe that clear communication and mutual respect are the</p>
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					foundation for success, even when circumstances are difficult.
IRCT does not receive funding applied for	Unlikely	Major	<p>IRCT diversifies its funding base and support members in their fundraising efforts.</p> <p>IRCT maintains a close dialogue with existing donors to align expectations and ensure satisfaction.</p> <p>As part of the financial planning, IRCT establishes three-year forecasts and financial scenarios.</p>	Residual risk remains of ever-changing donor priorities or access to grant opportunities.	IRCT is highly aware of the high importance to have a diverse donor portfolio. It is embedded in the IRCT's strategy to collaborate with new donors and expand the diversity of our funding, to complement the support provided by Denmark.
Members do not contribute financially, creating a financial and reputational risk for the organisation		Significant	<p>The ExCom and Council members lead a peer-to-peer outreach to the member centres in their regions to facilitate contributions.</p> <p>Targeted consultations are carried out to address concerns and obstacle, such as banking and transfer challenges</p> <p>A group of non-DAC members has instituted a solidarity fund to support DAC based centres.</p>	Given the positive response since the scheme was launched the residual risk is low and the impact can be buffere	Membership decided to include a voluntary member fee scheme in IRCT Statutes in 2019. The roll-out in 2020 and 2010 has demonstrated a high commitment to contributing to the IRCT.

				d through budget adjustm ents.	
Persons travelling for the IRCT are put at harm during the travel	Unlikely	Minor	<p>IRCT has a comprehensive travel policy, and a travel security focal point.</p> <p>IRCT travel agency provides pre-travel security assessments and security alert during travel, and IRCT consults local members and other partners and agencies on the security situation in the country.</p> <p>Remedial measures are decided on this basis, incl. cancelation of the travel and alternative conduct of the activity, eg virtual.</p> <p>Travellers receive a pre-travel checklist and briefing and agreed check-in and emergency contact during travel.</p> <p>IRCT keeps a log of emergency contacts for each traveller.</p> <p>Travel is kept to a minimum also for financial and climate considerations.</p>	There is a residual risk, however this should be minimized by the preventive measures.	With the global reach of IRCT's work, there is frequent travel for secretariat and member staff as well as consultants. IRCT has collaborated with other NGOs, and, for example, the Danish Interagency Safety Network to strengthen our travel procedures.
The actions of the partner might impact on the Danish MFA's	Likely	Major	IRCT and its members all have long-term experience in operating in political sensitive contexts and will	When operating in fragile context	The context in which many IRCT members operate are fragile and carries high risks of interference,

reputation in the Danish public			be able to operate accordingly. Rigorous screening procedures of local partners are in place.	there remains a risk of providing support to partners that might harm Denmark's reputation.	misuse of funds, etc.
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Annex 5 - Grant Budget 2026-29					
Organisation: IRCT - International Rehabilitation Council for Torture Victims					
Project title "UnitedAgainsTorture"					
Project period: 01.01.2026 - 31.12.2029					
Budget Line (all amounts in DKK 1,000)	Budget	2026	2027	2028	2029
Outcome Healing	16,021	4,010	3,987	4,013	4,011
Output 1.1. Global Center of Excellence (GSR, T.J, webinars)	4,896	1,221	1,245	1,217	1,213
----spent directly on activities	3,499	876	897	866	860
----spent directly through transfers to local independent partners	298	75	75	75	75
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Output 1.2 Survivor Engagement	4,691	1,177	1,164	1,174	1,176
----spent directly on activities	2,877	728	712	719	718
----spent directly through transfers to local independent partners	716	179	179	179	179
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Output 1.3 Care4Caregivers + (C4C+)	3,761	933	917	957	953
----spent directly on activities	1,767	439	420	458	451
----spent directly through transfers to local independent partners	895	224	224	224	224
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Output 1.4 Integrating Livelihoods	2,672	678	660	664	669
----spent directly on activities	679	184	163	165	167
----spent directly through transfers to local independent partners	895	224	224	224	224
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Outcome Justice	16,443	4,107	4,129	4,103	4,104
Output 2.1. Investigation and Documentation programme	8,174	2,047	2,047	2,040	2,040
----spent directly on activities	6,598	1,658	1,654	1,644	1,642
----spent directly through transfers to local independent partners	478	119	119	119	119
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Output 2.2. UN and regional advocacy programme	4,266	1,056	1,081	1,065	1,064
----spent directly on activities	3,168	786	808	789	785
----spent directly through transfers to local independent partners	-	-	-	-	-
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Output 2.3. National advocacy programme	2,606	659	653	647	647
----spent directly on activities	922	250	230	222	219
----spent directly through transfers to local independent partners	586	138	149	149	149
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Output 2.4. Global Center of Expertise on justice for torture survivors	1,397	345	348	351	353
----spent directly on activities	298	75	75	75	75
----spent directly through transfers to local independent partners	-	-	-	-	-
----spent on OUTCOME-allocated programme supporting cost	1,098	270	273	276	279
Outcome Strong Movement	901	224	225	226	226
Output 3.1. Financial Resilience and Donor Compliance	393	97	98	99	99
Output 3.2. Movement visibility	508	127	127	127	127
A.Total Direct Cost	33,365	8,341	8,341	8,341	8,341
----of which is					
----spent directly on activities	20,710	5,219	5,185	5,163	5,142
----spent directly through transfers to local independent partners	3,869	959	970	970	970
----spent on OUTCOME-allocated programme supporting cost (andele af administrative medarbejderes lønninger, IT-systemer, kontorstøtte, husleje, kontormaterialer, forsikringer)	8,787	2,163	2,186	2,208	2,229
B. Indirect Cost:					
Audit	300	75	75	75	75
Administration fee (non-activity specific, max 7% of direct costs)	2,336	584	584	584	584
B.Total Indirect Cost	2,636	659	659	659	659
Total Budget A+B	36,000	9,000	9,000	9,000	9,000
GRANT (annual liquidity required / disbursement plan)	36,000	9,000	9,000	9,000	9,000

Annex 6: List of Supplementary Materials

N/A

Annex 7: IRCT Plan for Communication of Results

The overall goal of Communications during this project is to support and publicise the successful implementation by IRCT members of the goals on Healing and Justice for torture survivors. This Communications Strategy will cement the IRCT's standing as the world's leading expert on torture rehabilitation and prevention in the minds of an ever increasing and influential audience whose engagement will ensure the long-term viability of the organisation and our members' work.

Internally, the overall goal of Communications is, firstly, that the IRCT's governance has all the information required on the performance of the organisation to fulfil their mandate. Secondly, that the IRCT's diverse member centres know more about each other's work, grow in solidarity and exchange of knowledge, and thereby feel strengthened by their membership.

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

Through credibility, consistency and great story telling. All IRCT Communications rests on two key pillars of credibility: We are global; created and governed by 172 organisations across 78 countries who work every day to help over 80,000 torture survivors. And we are professional; staffed by over 4,000 doctors and lawyers. Amid a public discourse increasingly characterised by synthetic AI-driven content and emotive opinions, IRCT's Communications will always be authentic, and based on first-hand evidence. We speak when our members have something to say. We do not, as a general rule, communicate on subjects on which we do not have first-hand knowledge. Together with the adoption of professional best-practice journalism standards in all written and audio-visual communications, IRCT will thus ensure both credibility and consistency. Information generated by the organisation will reach the relevant audience, at the right time, in a manner that invites them to action and enables them to act. We will use AI and other technology to the extent that it serves our primary purpose of delivering quality, trustworthy information that seeks to expand the enjoyment of human rights for survivors of torture. IRCT has already pledged [publicly](#) that none of our published content will ever include AI content in the editorial process. We are a human rights organisation and everything our audience sees and hears published by us will always be made by and about human beings, not digital algorithms and avatars. To that end, IRCT has signed the UN's Global Digital Compact and endorsed Reporters Without Borders' 'Paris Charter on AI and Journalism'.

Great story telling aims to answer the crucial questions asked by any audience: Why should I care, and how does this affect me? Torture, by definition, is an unpleasant topic. Dwelling on an individual's severe physical or mental suffering can create a distance with an audience. To avoid this empathy gap, IRCT Communications will always strive to present survivors as persons with agency, relatable, but never sentimentalised. Great story telling is authentic because it considers the way the person wishes their own story to be told. Building on the success of the previous Strategy period's Survivors Speak Out [series](#), IRCT Communications will develop and train members on best practice journalism for interviewing torture survivors and publishing their stories, ensuring a survivor and member-led output. And great story telling sets that individual's story in a context that matters to everyone. In this Strategy period that context is the struggle between human rights and power, democracy and tyranny. Torture, as the ultimate abuse of power, is at the very heart of that struggle.

Who are the audiences the IRCT needs to address?

1. Interested members of the public
2. State officials and the international development community
3. Our Member Centres
4. Our donors and cooperation partners
5. Our Governance bodies, comprising the Executive Committee, Council, and our General Assembly
6. The IRCT donors

What are the goals for IRCT's main audiences?

Goals for IRCT audiences in 2026-28 are the following:

Interested members of the public read, view and engage with **IRCT Communications products daily on [YouTube](#), [LinkedIn](#), [Facebook](#) and [Instagram](#)** and thereby become better informed citizens able to exercise their human rights to oppose torture and improve the values of democracy in their societies. Over the Strategy period IRCT will grow its LinkedIn followers from 8k to 20k, maintaining its already proven 20% annual growth. And on YouTube we will grow our followers from 50k to 100k utilising the promotion of short clips that has worked so effectively over the last year of the current Strategy period.

Increasing numbers of State officials and members of the international development community read, view and engage with IRCT Communications products, particularly on LinkedIn, are thereby become better informed about the persistence of torture, the network of legal obligations in which they operate, and opportunities to improve laws and policies related to torture prevention and rehabilitation.

An increasing number of **members engage weekly** with sharing their own original content through YouTube, LinkedIn, Facebook, Instagram and on Fabo.org. Whenever possible, members have their original content promoted through IRCT's public media channels, including being edited to standards of professional journalism. By the end of the period, a majority of member centres have some of their original content reflected on IRCT's public media channels. An increasing number of members engage with IRCT Communications directly to produce audio-visual content in collaboration through our Communications training series. Up to five IRCT Members identified as leaders in their regions become part of the IRCT Communications Crew for that region. A targeted training series resulting in increased capacity and professionalisation of how to develop specific communication products to increase fundraising is completed.

Donors and cooperation partners receive **annual detailed narrative and audited financial reports** as per contract deadlines. These reports communicate clearly how IRCT works, the added value it brings to the field of anti-torture work, and the benefits of funding and/or collaborating with the IRCT. The IRCT's core funding is secured through the Strategy period, and we increase the number of additional sources of funding. Communications products are shared with United Against Torture consortium cooperation partners who reciprocate, and we track an increase in the mention of the IRCT and its members.

ExCom receive **quarterly monitoring reports** on implementation of specific indicators as related to the goals in IRCT's Strategy at least a week before they meet. Feedback on the quality and quantity of information in each report is taken at each ExCom meeting, and any required adjustments made. Secretary General uses email and online meetings to keep Governance bodies up to date with all relevant

IRCT activities and events in a manner that is predictable and allows them to provide feedback and be appropriately engaged in the work of the IRCT.

Members receive regular “What’s cooking” emails **every month** about IRCT activities and events and in relation possible engagement in processes (both internal and external) relevant to the work and mandate of the IRCT, in a manner that is predictable and following uniform formats. The frequency and content of such emails is set according to feedback either ad hoc or received or from IRCT’s annual global impact survey of members.

What are the key messages for this Communications Strategy?

Key message 1: Torture is central to the human rights struggle of our time. Under pressure from civil society, States increasingly use torture to suppress dissent or marginalise vulnerable communities, most often through police brutality. With its medical and legal expertise, the IRCT stands on the frontline of this global struggle against the abuse of power.

Key message 2: Torture silences survivors and censors communities. Justice starts with truth, and healing comes from speaking. IRCT members provide this space and amplify these voices, supporting torture victims to become human rights defenders, and strengthening civil society, including free media.

Key message 3: Poverty and torture are linked. Over half of torture survivors worldwide also live in poverty. Being poor makes you more likely to be tortured. Being tortured makes you more likely to be poor. Rehabilitation fails when basic needs are not met. Improving livelihoods for survivors breaks this link, restoring lost agency.

Key message 4: Justice will prevail, in the end. Despite huge challenges, human rights will win the struggle against oppression. The resilience and flourishing of torture survivors provide a powerful example of the human spirit to overcome the worst, an inoculation against anxiety and despair in an age of existential threats.

Key message 5: Torture persists; impunity remains rampant; rehabilitation is a right. Torture is an international crime and a violation of human rights law, absolutely prohibited always and everywhere, and to be prosecuted anywhere under universal jurisdiction. However, nearly all States continue to torture - Amnesty documented torture in 141 – and perpetrators most often escape justice. States who torture are obligated to provide rehabilitation, but member centres report systemic underfunding of the sector. The IRCT represents a significant proportion of the global torture rehabilitation capacity, but most survivors are still not receiving the care they need.

Key message 6: Collaboration is key. Eradicating torture is an immense challenge, requiring the combined efforts of all stakeholders. Plurality must be a source of strength, not competition. The IRCT actively seeks ways it can enhance the work of all anti-torture organisations, while continuing to lead the coalition advocating for effective investigation of torture and the rights of victims to rehabilitation.

Key message 7: Healing is justice. Justice is healing. We believe in a world without torture. But as long as States torture, the IRCT will work to ensure victims everywhere are able to access the best possible rehabilitation, as is their legal right, and to advance the access to justice which survivors consistently demand in order to heal.

Key message 8: Expertise is our greatest added value. The IRCT is rooted in five decades of the scientific study of torture. Our Torture Journal is the leading academic source of knowledge on torture rehabilitation and prevention. Our Independent Forensic Expert Group substantiates allegations of torture for leading human rights organisations and provides expert evidence in courts around the world. Our 172 members collaborated to produce the first Global Standards on Rehabilitation to ensure survivors receive the best possible support to rebuild their lives. The Secretariat leverages its expertise in law, development, advocacy and the media to provide professional services to our members and amplify the impact of their work, including at the EU and the UN.

What are the key products that will deliver on this Strategy?

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

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

[Survivors Speak Out](#): Human-interest stories about survivors.

[IRCT Shorts](#): Vertical-oriented 60 second videos showcasing IRCT members expertise and the survivors they support, aimed at YouTube audiences.

[IRCT Annual Report](#): A comprehensive, around 100 page, interactive report showcasing the global impacts of IRCT members implementing our Strategy goals of Healing, Justice and Strong Organisation. The Annual Report is the one-stop shop for anyone interested in not just what the IRCT does, but why, how and where. Laid out by a graphic designer, the Report aims to break the mould of usual NGO reports, by being both easily readable, and as a PDF, fully interactive, with links to videos and online content embedded in the variety of story-telling formats.

[IRCT Briefings](#): Detailed but easily digestible 3-4 page Briefings aimed at Diplomats and lawyers at Foreign Ministries, outlining States' compliance with their international obligations to prevent torture and provide victims with rehabilitation. Includes latest information on documented torture, legal reforms, and recommendations.

Annex 8: Process Action Plan for Implementation

Action/product	Deadlines	Responsible/involved units	Comment/status
Project budget is inserted into the proposal for the Finance Act	Proposal for the Finance Act of 2026 will be published Fall 2025	HUMCIV	
Process Action Plan for project development shared with partner	January 2025	HUMCIV	PAP to be updated at regular intervals by HUMCIV and Consultant (subject to HUMCIV approval)
Formulation, quality assurance and approval			
Initiate Tender for consultant for the programming assignment	January 2025	HUMCIV	Contract expected to commence by mid-February
Initiate development of Project Document and Annex	January - February 2025	Consultant and HUMCIV in dialogue and coordination with the partner	Standard project documents found via amg.um.dk → Bilateral cooperation → Guidelines for Country Strategic Frameworks Programmes and Projects
Tender for appraisal in August	May-June 2025	HUMCIV	
Draft Results framework and TOC	IRCT 12 May 2025	Consultant with IRCT, in coordination with HUMCIV	To be aligned with amount proposed in FFL26
Draft Project document and annexes	IRCT 12 May 2025	Consultant with IRCT, in coordination with HUMCIV	To be submitted to HUMCIV
Forward draft of project document to LÆRING for public consultation	IRCT 21 May 2025	HUMCIV	Early draft should provide sufficient outline of the intended project/programme without having all details in full
Public consultation period	May - June 2025 according to set schedule	LÆRING	
Meeting in Danida Programme Committee (PC)	IRCT 3 June 2025	LÆRING/HUMCIV	List of received responses from the consultation
Adjustment of project documents	IRCT June 2025	HUMCIV / Consultant / IRCT	Summary conclusions from the Programme Committee taken into

following feedback from PC			account. External Consultant with HUMCIV to quality assure, finalise and coordinate with IRCT
Draft Project documents and annexes submitted to LÆRING and external Consultant, for appraisal	IRCT 1 August 2025	HUMCIV / Consultant in dialogue and coordination with IRCT	IRCT submits to consultants, who, after revisions, then submits to HUMCIV for adjustment and approval
Appraisal IRCT: external	August - September 2025	External consultant	An independent view must be safeguarded during appraisal
Deadline for submission by external Consultant of <i>draft</i> appraisal report, including summary of conclusions and recommendations	IRCT 15 August 2025	External Consultant	
HUMCIV and IRCT provide feedback to draft appraisal reports	15-26 August 2025	HUMCIV, IRCT, consultant	
Deadline for submission of <i>final</i> appraisal report, including summary of conclusions and recommendations	29 August 2025	External Consultant (IRCT)	Key to integrate comments from IRCT and HUMCIV
Adjustment of project documents following feedback from appraisal	Sep 2025	HUMCIV, Consultant, IRCT	
Final Project Document, annexes and appropriation cover note	1 October 2025	HUMCIV, Consultant, IRCT	
Final Project Document, annexes and appropriation cover note forwarded to LÆRING		HUMCIV	HUMCIV submits to LÆRING
The minister approves project	Oct-Nov 2025		
Final deadline for approved project	Nov 2025	HUMCIV/LÆRING	
Initial actions following the Minister's approval			
LÆRING facilitates that grant proposals are published on	Nov 2025	LÆRING	

Danida Transparency after the Minister's approval			
Signing of legally binding agreement	After the Minister's approval	HUMCIV, IRCT	
Register commitment(s) in MFA's financial systems within the planned quarter	After agreement(s) are signed	HUMCIV	
Disbursement upon final FFL approval	2026	HUMCIV	

Annex 9: Quality Assurance Checklist or signed table of appraisal recommendations and follow-up actions taken, depending on whether the appraisal has been conducted by a development specialist

To be developed following appraisal.