

In Defence of Fundamental Values: Realizing Human Rights, Justice, and Equality for All

Key results:

The project has two objectives: i) Rule of Law: Governance is based on international human rights norms and standards; and 2) Sustainable and just development: Citizens, individuals and affected groups assert their rights and have equal access to rights fulfilment.

The project will support national human rights systems and increase accountability. It will also support the work of academia and civil society to further promote human rights.

Finally, the project will contribute to ensuring responsible business conduct.

Justification for support:

There is increased pressure on the global human rights systems. More authoritarian regimes and an erosion of international legal norms threaten democracy and sustainable development. Adding to this are climate change that disproportionately affect marginalised groups, and digital technologies are increasingly used to monitor and suppress dissent and to restrict freedom of expression and assembly.

Reviews over the years have proved that DIHR has the capacity necessary to implement MFA grants.

The project is aligned with Danish priorities, including the current Danish strategy for development cooperation, “*The World We Share*” which emphasises the importance of human rights as a cross-cutting foundation for Danish development cooperation with a particular focus on the rights of women and girls and the most vulnerable.

The project’s focus on Sub-Saharan Africa aligns well also with the Danish strategy for Africa, “Africa’s century – strategy for strengthened Danish engagement with African countries”, and the support also to the Eastern neighbourhood countries aligns with the increased Danish focus on this part of the world.

Major risks and challenges:

The global backlash on human rights can increase the risk partners taking, thus curtailing some of the activities and lead to less than planned results of the project. Changes in the political landscape can also impact funding or implementation. To mitigate this, DIHR will continue to develop its research and partnerships, and through its focus on root causes of human rights issues will be to maintain relationships.

File No.	24/42004					
Country	Multiple, including Sub-Saharan Africa, EU's Eastern neighbourhood countries, MENA, Latin America, and Asia					
Responsible Unit	HUMCIV					
Sector	Human Rights					
Partner	Danish Institute for Human Rights (DIHR)					
	DKK million	2026	2027	2028	2029	2030
Commitment	44	44	44	44	44	220
Projected disbursement	44	44	44	44	44	220
Duration	2026-2030 (5 years)					
Previous grants	DED 2021-2025					
Finance Act code	06.32.08.85					
Head of unit	Marie-Louise Koch Wegter					
Desk officer	Marie Groth Kruse					
Reviewed by CFO	YES: Karsten Ivar Schack					

Relevant SDGs [Maximum 1 – highlight with grey]

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life Below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Objectives – Choose as relevant.

- 1 Rule of Law: Governance is based on international human rights norms and standards.
2. Sustainable and just development: Citizens, individuals and affected groups assert their rights and have equal access to rights fulfilment.

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

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%				10%
Total green budget (DKK)				

Justification for choice of partner:

DIHR is established by law. DIHR has long-term experience with implementing similar MFA grants. No other similar Danish organisation exists. DIHR is well-respected internationally.

Summary:

The project will ensure governance is based on international human rights norms and standards and that citizens, individuals and affected groups assert their rights and have equal access to rights fulfilment. This will be done through support to national human rights systems and to academia and civil society. The project will also contribute to increasing responsible business conduct. The support is aligned with Danish development priorities, including a focus on human rights and the most vulnerable, including women and girls. The project will among other be implemented in key Danish priority areas, e.g. Africa and Eastern neighbouring countries.

Budget (engagement as defined in FMI):

Engagement 1 – the development project	[insert DKK million]
Engagement 2 - auxiliary activities, such as advisors, M&E and reviews (repeat as relevant)	[insert DKK million]
Engagement 3 – un-allocated funds	[insert DKK million]
Total	220 DKK million

Project Document

Support to the Danish Institute for Human Rights (2026–2030)

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In Defence of Fundamental Values: Realizing Human Rights, Justice, and Equality for All

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1. Introduction, Context, Rationale, and Justification

1.1 Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning Support to the Danish Institute for Human Rights (2026–2030), as agreed between the parties: Danish Institute for Human Rights (hereafter DIHR) and the Department of Humanitarian Action and Civil Society in the Ministry of Foreign Affairs of Denmark (hereafter HUMCIV).

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 within the document.

The Danish Institute for Human Rights (DIHR) is Denmark's National Human Rights Institution (NHRI), established by an act of Parliament. At the request of Inatsisartut, Greenland's parliament, DIHR also serves as the National Human Rights Institution for Greenland.

As Denmark's National Human Rights Institution, the Danish Institute for Human Rights is mandated to promote and protect human rights in Denmark, Greenland and abroad on the basis of the UN Paris Principles. The Institute helps ensuring that human rights are recognised, respected, and observed – in the legislative process, in citizens' interactions with authorities, and in the wider society. The Institute strives to build support for human rights as a foundation for freedom, equality, and justice.

As one of the longest-standing independent institutions of its kind, the Danish Institute for Human Rights brings valuable expertise and a unique ability to engage with state actors globally — often in contexts where access is otherwise limited. Recognizing that states have the duty to uphold human rights, while at times are also responsible for some of the worst human rights violations, the Institute will partner with actors that are working towards improvements of human rights.

Internationally, DIHR works with NHRIs in other countries, national ministries, judicial systems, police forces, civil society organizations, the private sector, and academia to help build stronger, more coherent human rights systems where all actors fulfill their responsibilities.

Four core features underpin the international work of the Danish Institute for Human Rights:

- Legitimacy – DIHR's internationally recognized mandate allows it to engage credibly with state actors to advance human rights.
- Local Approach – Emphasizing local ownership, DIHR rejects one-size-fits-all solutions, working instead in equal partnership with local stakeholders.
- Research Capacity – DIHR bridges theory and practice, linking ground-level insights with academic research and international human rights frameworks.
- Proven Track Record – With a history of delivering sustainable change, DIHR consistently furthers human rights through measurable results.

Internationally, DIHR plays a vital role in driving systemic human rights progress in an increasingly complex landscape. It champions accountability, transparency, and resilience within global human rights systems. DIHR's strategic ambition includes shaping human rights discourse and pioneering innovative solutions. To this end, it has developed Strategy 2030, built on four strategic goals:

- A clearly defined profile as National human Rights Institution;
- Sustainable, systemic improvements in human rights;
- Being on the forefront of emerging human rights agendas;
- Strengthen visibility, legitimacy, and support for human rights.

In response to growing threats to international law and democratic governance — including the erosion of the rule of law and increased authoritarianism — the Institute's Strategy 2030 emphasizes the importance of defending human rights standards and promoting international, rights-based cooperation. Strategy 2030 further commits to working collaboratively with public institutions, civil society, and economic stakeholders, grounded in universal human rights, equality, and local leadership.

Expanding international engagement is central to DIHR's ambition to make a greater global impact. Partnerships are key to DIHR's approach. By working with National Human Rights Institutions (NHRIs), government entities, civil society, academia, and the private sector, DIHR co-creates sustainable human rights solutions. These partnerships prioritize local ownership, capacity-sharing, and context-specific strategies, as outlined in the Partnership Strategy (cf. Annex 7). By empowering local actors and aligning with universal values, DIHR ensures its interventions are impactful and lasting.

This document presents DIHR's strategic engagement with the Ministry of Foreign Affairs (MFA) for 2026–2030, aligned with the Theory of Change (see Chapter 2). It focuses on two overarching objectives: strengthening the Rule of Law and promoting Just and Sustainable Development. These reflect DIHR's commitment to building resilient human rights systems and institutions and countering democratic backsliding.

DIHR engages in partnerships and activities across the globe. They do so in a number of countries where Denmark is also present by representation through embassies or other. Beyond the partnerships anchored within HUMCIV, which also counts the Digital Democracy Initiative (DDI), they hold a number of engagements across the MFAs total portfolio, ranging from bilateral engagements to engagements with departments across the Ministry, from which they can draw upon and seek synergies to ensure complementarity between the different engagements. Total Danida funding targeted to their international work made out 76,9 mio. DKK in 2023.

Human rights is a cornerstone of Denmark's foreign policy and development cooperation. This commitment is enshrined in the Law on Danish International Development Cooperation, which in its very first paragraph highlights the promotion of human rights and democracy in accordance with the UN Charter, the Universal Declaration of Human Rights, and the UN's human rights conventions amongst the key objectives.

By working closely with the Danish Institute for Human Rights, the Ministry of Foreign Affairs reaffirms this commitment, aligning with Denmark's global priorities and legal framework. This collaboration addresses systemic human rights challenges through approaches that are both tested and innovative, contributing to just, inclusive, and resilient societies worldwide.

1.2 Background and Context

(1.2)

1.3 Lessons learned

HUMCIV has held regular consultations with DIHR throughout previous phases of support, and strategic consultations and reviews have been carried out accordingly.

Based on the recent Mid-Term Review, HUMCIV has decided that the support to DIHR will be provided as soft earmarked funding toward the results areas as described within the documentation. As such, results and reporting are to be aligned with the modality of support.

The 2024 Mid-Term Review of DIHR's support under the 2021–2025 cycle with the MFA, has highlighted several important learnings that has shaped the strategies and programming presented in this document. These insights reflect DIHR's evolving role as a global human rights leader ever keen to improve and optimize its impact. Below, lessons learned are reflected upon, especially regarding the relation to MFA cross-cutting priorities.

1.3.1 General lessons learned

Partnership approach and local leadership: DIHR's commitment to fostering long-term partnerships and supporting local leadership has been a central strength. However, the Mid-Term Review highlighted the need to deepen these collaborations by increasing direct funding to local partners and developing clearer criteria for supporting local presence. Ensuring that efforts remain context-specific and impactful requires a greater emphasis on co-creation and local ownership based on universal values, something that DIHR has integrated into its work and explicitly committed to a new Partnership Strategy, referenced in section 2.4 and attached as annex 7.

Strategic coherence and programmatic focus: While the Mid-Term Review commended DIHR's ability to connect global expertise with local needs, it also recommended a more strategic approach to working in countries and/or regions that set out the results DIHR wants to achieve over the entire strategy period across partnerships, thematic areas and types of funding. Thus, DIHR has started to develop Country Strategic Frameworks to promote strategic coherence in focus countries.

Documentation of results: The Mid-Term Review states that the adoption of the Outcome Harvesting methodology has led to a more systematic and coherent monitoring of DIHR contribution to changes and results. Thus, DIHR will follow the recommendation that the use of the methodology is continuously supported by the DIHR MEAL team combined with quality assurance of the outcome database.

Value for Money (VfM): A key finding of the Mid-Term Review was the need to enhance DIHR's value-for-money strategies and thus a Value for Money approach has been developed as elaborated upon in section 3.5 below.

Risk assessment and management: DIHR recognizes the importance of ensuring robust risk management in its programming. This involves not only identifying potential political and operational risks but also utilizing adaptive strategies to mitigate these risks. DIHR has strengthened its risk assessment frameworks, focusing on continuous monitoring and contingency planning to address emerging threats (ref. section 3.3. of this document).

1.3.2 Lessons learned on MFA cross-cutting priorities

Human Rights Based Approach: Human rights are at the centre of DIHR's work and the Mid-Term Review found that compliance with the HRBA is good: a DIHR guidance note on the HRBA was produced in 2016 and updated in 2022, international human rights standards are observed and promoted; there is a focus on rights holders and duty bearers; projects address gender equality, discrimination and social inclusion; and NHRI and others are supported to hold duty-bearers to account.

Leave No-One Behind: The Mid-Term Review found that compliance with the Leave No-One Behind principle is very good and there is a strong and increasing focus on vulnerable people's and marginalized groups' needs, rights, dignity and voice through projects and tool development, particularly around citizen-generated data, support to indigenous peoples and human rights defenders, and access to justice for women and the poor. Thus, such initiatives will be continued as part of this agreement.

Gender: Gender equality and non-discrimination are key human rights principles, and as such integral to the work of DIHR. Moreover, DIHR has made significant strides in the past cycle related to incorporating gender into its work. This work includes a formalized Gender Justice Approach, as recommended by the Mid-Term Review, which was finalised in 2024. This includes guidelines on addressing the rights of all, regardless of sex, gender, sexual orientation, gender identity or expression, with reference to human rights obligations authoritatively defined in international and regional treaties and soft law instruments. Together with DIHR's practical guidelines, this helps ensure a consistent approach across initiatives, all aimed at ensuring an intersectional, human rights-based approach based on the three key dimensions of gender justice: recognition, redistribution and representation.

Climate change: Climate change is already negatively impacting the full spectrum of human rights from the right to life itself, to the rights to food, water, health, cultural rights and many other rights in all regions of the world. Thus, DIHR works to promote the human rights obligations of States and the responsibilities of companies in the context of climate change and the green transition. The introduction of this type of work is seen by the Mid-Term Review view as appropriate and relevant and will be continued in this agreement as explained in chapter 2.

1.4 Rationale and Justification

The two overall objectives of the Theory of Change presented in chapter 2 – ‘Rule of Law’ and ‘Just and Sustainable Development’ - serve as guiding principles for the engagement between DIHR and the Danish MFA. These objectives respond directly to the pressing need for governance systems based on international human rights standards and the equitable realization of rights for all.

Rule of Law: This work focuses on strengthening governance frameworks that adhere to international human rights norms. This includes supporting NHRIs, government actors and state actors including security actors, judicial systems, and other accountability mechanisms to ensure transparency, justice, and the protection of fundamental rights. DIHR’s work aligns with Denmark’s foreign policy priorities by promoting justice, accountability, and governance reforms including in fragile and conflict-affected regionsⁱ.

Just and Sustainable Development: In pursuing Just and Sustainable Development, DIHR emphasizes gender justice and the redistribution of power, representation, and recognition for marginalized groups. By integrating human rights into climate action, digital governance, and other policy areas, DIHR aims to strengthen governance systems that allow all humans to enjoy equal, inalienable rights. This aligns with Denmark’s broader goals of sustainable development and gender equality as per ‘The World We Share - Denmark’s Strategy for Development Cooperation’ⁱⁱ.

Denmark’s development cooperation and foreign policy priorities emphasize the importance of creating resilient, rights-based societies. This synergy between DIHR’s strategic and project objectives and Denmark’s foreign policy priorities ensures a cohesive approach to tackling global human rights challenges. Both are built on the premise of supporting state and non-state actors in promoting equality and strengthening judicial systems to foster accountability and justice.

DIHR’s unique expertise positions it to address these challenges effectively. Its track record (as well as external evaluations such as the MFA Mid-Term Review from 2024) demonstrate the transformative potential of equitable partnerships, capacity-strengthening, and rights-based approaches. Through initiatives such as enhancing NHRI capacity and integrating human rights principles into business practices, DIHR’s work embodies the values central to Denmark’s foreign policy priorities.

This Project Document reflects both the partnerships, but further DIHR’s, vision for a more just and equitable world. It builds on lessons learned from previous cycles, aligns with Denmark’s foreign policy and development cooperation priorities, and sets ambitious yet achievable objectives for the next four years. Thus, grounded in the analyses and reflections in this section as well as section 1.1, 1.2 and 1.3 the project design is based on the DAC evaluation criteria ‘relevance’ and ‘coherence’ (the other DAC evaluation criteria are mentioned section 2.2 and 3.5).

2. Program Presentation

2.1 Problem Analysis

As described in section 1.2, the global landscape is marked by intersecting crises that pose complex challenges to governance, justice and human rights. The rise of authoritarianism has curtailed fundamental freedoms, while shrinking civic space undermines the ability of civil society to hold governments accountable. Additionally, while economic development has permitted to lift millions of people out of extreme poverty in the last decades, adverse impacts of business activities and climate change are disproportionately felt by vulnerable groups, further exacerbating inequalities. The rollback of democratic norms has been accompanied by targeted attacks on human rights defenders, journalists, and marginalized communities.ⁱⁱⁱ Furthermore, rapid technological developments, including AI, involve tremendous challenges for the enjoyment of human rights.

Strides in human rights and accountability achieved over decades are being reversed in many regions, as states restrict freedoms and weaponize institutions to suppress dissent. National Human Rights Institutions (NHRIs) and civil society actors, often the frontline defenders of justice and equity, are operating in increasingly hostile environments. The erosion of judicial independence, targeted attacks on human rights defenders and crackdowns on freedom of expression illustrate the gravity of the situation. NHRIs, which are critical in addressing these challenges, frequently operate under restrictive conditions and with insufficient resources. Despite these obstacles - or, at times, exactly because of them – NHRIs and civil society remain critical actors in promoting accountability, justice, and equity.

The global rise of authoritarianism has also intensified attacks on the international human rights system. Some states increasingly work to dilute norms and weaken international accountability mechanisms^{iv}. This undermines rule of law and threatens the very principles and foundations that underpin democratic governance both internationally and nationally. These systemic challenges often manifest in weak governance systems where marginalized groups face barriers to participation and representation, and their needs are not adequately addressed in public policies. Women, youth, and minorities are particularly affected, with limited access to resources and opportunities and these vulnerabilities are further exacerbated by the consequences of climate change.

Despite these challenges, there have been notable successes. These include the resilience of local civil society actors as well as the strengthening of some NHRIs' and government actor's capacities to address human rights violations. This underscores the importance of DIHR's role in collaborating with these institutions, sharing capacities, and fostering systemic change to address root causes of injustice. Robust and innovative approaches, implemented in close partnership with local actors, are essential for upholding human rights in this era of increasing volatility. The two boxes below show examples of the DIHR track record in this regard.

EXAMPLE OF RESULTS WITH NHRIs

Outcome: On 7 September 2023, Kenya, the Kenya National Commission on Human Rights (KNCHR) submitted to the Kenyan National Statistical Office aggregated data on killings, disappearances, and arbitrary detention in Kenya of human rights defenders for the years 2020, 2021, and 2022 as official national statistics in this regard.

DIHR contribution: DIHR developed the Right to Defend Rights Tool which includes data collection on SDG 16.10.1: killings, disappearances and arbitrary detention of defenders. DIHR supported KNCHR to use this tool and to hold validation workshops with state and non-state actors on the situation of human rights defenders in Kenya.

EXAMPLE OF RESULTS WITH GOVERNMENT ACTORS AND CSOs

Outcome: In Zambia, in 2024, the Judiciary discharged, withdrew, acquitted, diverted or pronounced non-custodial sentences in 65% (1,985 out of 3,048) of the criminal cases which were closed with legal representation provided by legal aid assistants from the 9 Legal Services Units (LSUs) in Lusaka, Choma, Livingstone, Mazabuka, Kitwe, Ndola, Chingola, Serenje and Kawambwa.

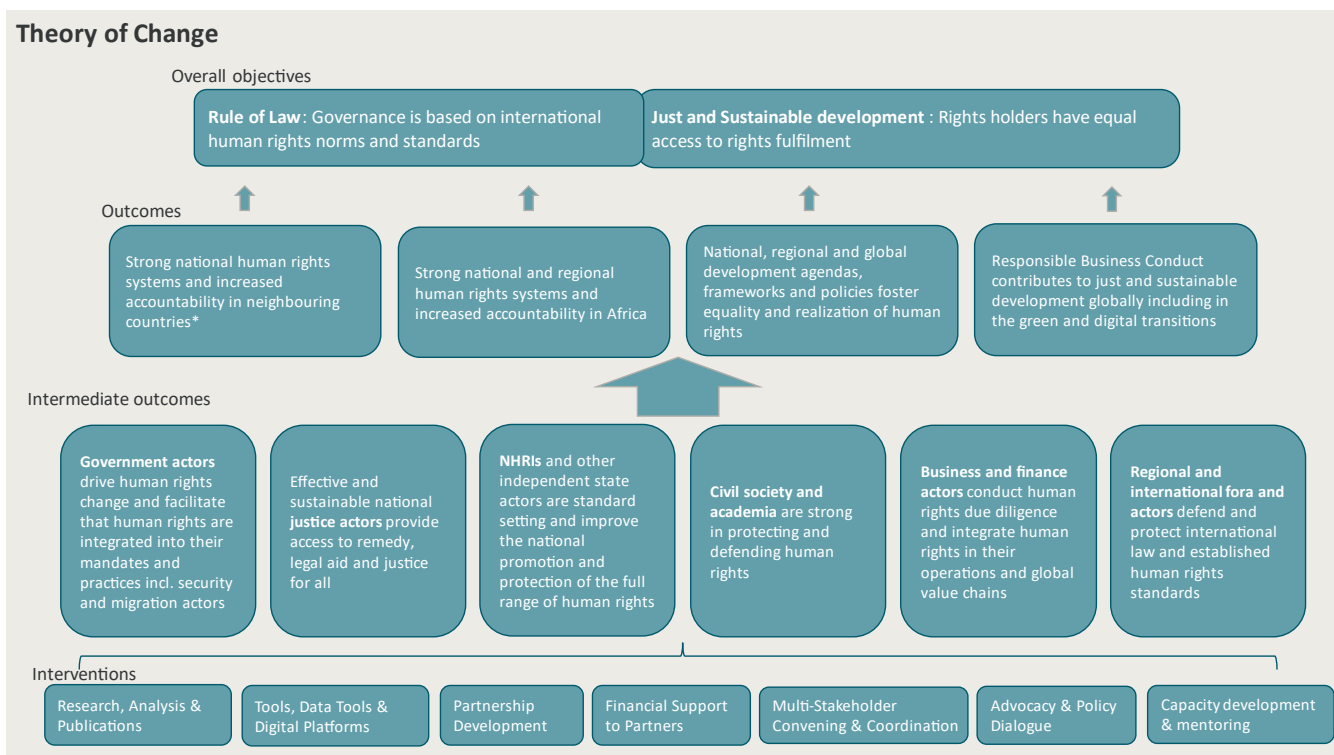
DIHR contribution: DIHR worked with the Subordinate Courts and Legal Aid Board Offices, in order to assess the legal aid needs in the criminal justice system in each province, willingness and feasibility levels at the Subordinate Courts to host and support LSUs at court level, and available human resources in terms of paralegals and legal aid assistants. DIHR facilitated the process of securing approval from the Judiciary, in coordination with the Legal Aid Board head office. DIHR provides technical assistance to the partner CSOs and the Legal Aid Board in establishing and operating the LSUs and running the supervision scheme with the Legal Aid Board offices.

The Institute's work has always been rooted in addressing systemic challenges. While at times difficult to track, systemic, structural change is what the Institute seeks to pursue. By partnering with NHRIs, government actors, civil society actors, and other stakeholders, DIHR aims to strengthen governance systems, empower rights-holders, and foster just and sustainable development.

2.2 Overall Objectives and Theory of Change

The Theory of Change (ToC) provides a strategic framework for achieving systemic and sustainable change. By addressing root causes and strengthening key actors, DIHR's work contributes to the overall objectives of Rule of Law as well as Just and Sustainable Development as shown in the below ToC diagram.

Given the dynamic and rapidly evolving nature of the world of today, the project is designed to be agile and flexible. New developments may lead to new opportunities opening up in some countries, and deteriorating situations might make it impossible for the DIHR and partners to operate in others. Any changes to objectives or outcomes will be made according to the MFA Guidance Note for Adaptive Management^v and other applicable AMG guidance notes^{vi}.



*Neighbouring countries encompass both those to the east of the EU and those in the MENA region

The two **overall objectives** - 1) Rule of Law: Governance based on international human rights norms and standards and 2) Just and Sustainable Development: Rights holders have equal access to rights fulfilment - are interconnected and mutually reinforcing. Together, they create a comprehensive framework where robust governance systems uphold human rights, while inclusive and equitable development ensures that those rights are realized for all, particularly marginalized populations.

Climate and gender justice are embedded in this framework. Responses to the climate crisis must be designed and implemented in ways that respect, protect, and fulfil human rights, particularly of those most vulnerable to the effects of climate change, including indigenous peoples, women, youth, and marginalized communities. Through its human rights-based approach, DIHR demonstrates that achieving climate goals and safeguarding human rights are not mutually exclusive but rather mutually reinforcing. The two boxes below show examples of the DIHR track record in this regard.

EXAMPLE OF RESULTS ON HUMAN RIGHTS AND CLIMATE CHANGE

Outcome: On 6th December 2024, the Colombian NHRI (la Defensoría del Pueblo) engaged in a dialogue with the sub-regional authorities, the District of Cartagena and the director of Cardique (the local branch of the environmental licensing agency), to support the community council of Islas del Rosario in climate change actions. This dialogue resulted in political commitments of sub-regional authorities to mitigate the effects of climate change.

DIHR contribution: The dialogue was a direct result of the implementation of the Climate Change Analytical Framework developed by DIHR in the community of Islas del Rosario. The DIHR facilitated the identification of climate changes impacts on human rights in this community and brought together various stakeholders supporting the NHRI mandate.

EXAMPLE OF RESULTS ON HUMAN RIGHTS AND CLIMATE CHANGE

Outcome: On 29th April 2024, the Ethiopian Human Rights Commission (EHRC) conducted a meeting with senior officials from Southern Ethiopia Region to follow up on the implementation of EHRC's recommendations concerning more than 80.000 internally displaced persons and the disasters related to climate change in Dasenech Woreda, South Ethiopia Region. Both the Regional Government and Ethiopian Electric Power have committed to facilitate and support durable solutions.

DIHR contribution: DIHR assistance has resulted in EHRC turning into a reformed, reorganised and effective organisation. The level of expertise and competencies has systematically been strengthened and geared towards the mandate areas and thematic priorities of EHRC. Similarly, DIHR has assisted in the methods and tools across EHRC being developed or upgraded. Finally, DIHR has assisted the upgrading and modernisation of the 8 city offices.

To achieve the overall objectives, DIHR works through **four key outcomes**, each addressing fundamental pillars of strong, rights-based societies. These outcomes ensure that human rights norms are embedded within national governance systems, legal frameworks, business practices, and sustainable development policies.

1. **Strong national human rights systems and increased accountability in neighbouring countries**
NHRIs and other independent state actors, as well as other key stakeholders play a crucial role in upholding the rule of law and protecting fundamental freedoms. By strengthening national human rights systems in countries neighbouring EU to the east and those in the MENA region, this objective contributes to the promotion and protection of human rights in contexts where democratic principles have consistently been under pressure in recent years and thus feed into both overarching objectives.
2. **Strong national and regional human rights systems and increased accountability in Africa**
The African continent faces complex human rights challenges, often exacerbated by conflict, governance weaknesses, and socio-economic inequalities. By supporting national and regional human rights and justice systems, DIHR fosters institutional resilience, enhances access to justice, and strengthens peace and stabilization efforts. This objective reinforces legal frameworks and promotes inclusive governance, thus contributing to just and sustainable development.
3. **National, regional and global development agendas, frameworks and policies foster equality and realization of human rights**
The only reliable way to sustainable development is to ensure it is guided by human rights standards and contributes to the realization of human rights. The Institute works to integrate human rights into digital governance, climate mitigation / adaptation and generally into development policies, strategies and plans, to address structural inequalities and protect marginalized communities. This objective directly advances just and sustainable development.
4. **Responsible business conduct contributes to just and sustainable development, including in the green and digital transitions globally**
Businesses and financial actors have a significant impact on human rights. By integrating human rights standards in their investments, global operations and value chains and by conducting human rights due diligence, businesses and financial actors are avoiding or addressing their adverse impacts on vulnerable workers and communities, and therefore directly supporting a just and sustainable development. In addition, by embracing human rights due diligence, they also contribute to upholding the rule of law and greater accountability, thereby directly linking corporate

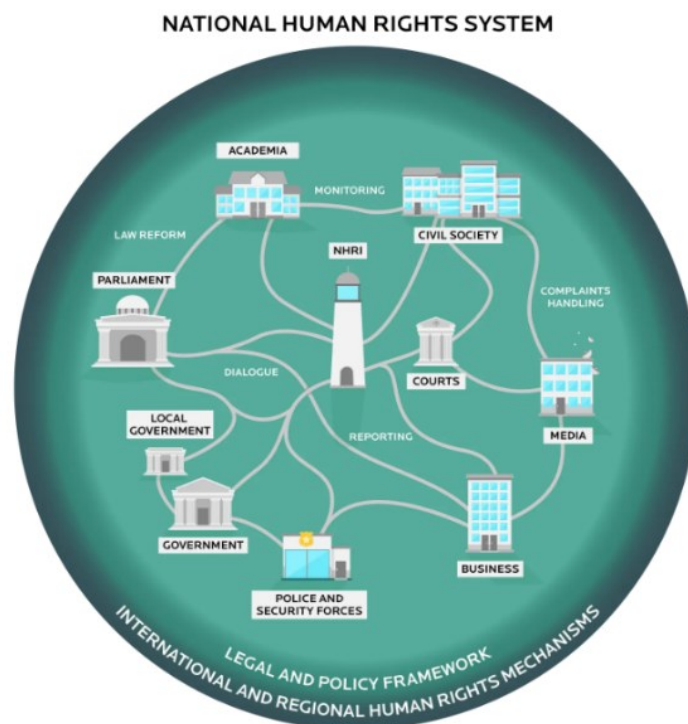
responsibility with systemic governance improvements. As critical actors of the green and digital transitions at play, businesses but also financial actors (including development finance institutions) can by integrating human rights considerations, contribute to making those huge economic shifts just and equitable.

Together, these four outcomes form the foundation for achieving the overall objectives: Rule of Law and Just & Sustainable Development. Strengthening national, regional and international human rights systems ensures that governance structures are based on international human rights norms, reinforcing the rule of law. At the same time, integrating human rights into development policies, climate action and business practices ensures that economic and social progress is both sustainable and equitable. By addressing structural barriers, enhancing accountability, and promoting inclusive governance, these objectives collectively create societies where human rights are actively upheld - ensuring justice, equality, and dignity for all.

The ToC emphasizes that DIHR works with human rights systems at both national and supranational levels. At the supranational level, DIHR supports the work of the UN and regional human rights mechanisms as central actors of human rights promotion and protection. At national level, DIHR works with all actors of the national human rights system as depicted in in the figure to the right.

The **six intermediate outcomes** of the ToC spell out how DIHR will influence these actors:

The first focuses on **state and government actors** (including local authorities) living up to their responsibilities to protect human rights. Central to this is the engagement of security and migration governance actors, who are critical duty-bearers in ensuring human rights protection. DIHR's work in this area builds on extensive experience supporting state authorities to uphold their legal obligations under international and regional human rights frameworks. As with all areas of work, DIHR employs a Human Rights-Based Approach, emphasising capacity-building and institutional strengthening. For security and migration actors, this includes fostering adherence to international standards on the use of force, promoting accountability mechanisms, and embedding democratic principles within policing and boarder control practices. Through partnerships with national and local government authorities, DIHR assists in establishing robust governance systems that integrate human rights into security and migration policies. This work also includes supporting National Mechanisms for Implementation, Reporting and Follow-Up (NMIRFs), which coordinate the state's



international reporting and address gaps in human rights implementation. By doing so, government actors are better equipped to fulfil their roles as protectors of human rights and ensure that the state lives up to its international human rights obligations.

More concretely, DIHR will work with interministerial coordination mechanisms (such as NMIRFs) and line ministries to support them organising their reporting to UPR and UN human rights treaty bodies. This includes support to planning, data gathering and analysis, drafting of reports as well as ensuring an inclusive process and consultation with relevant stakeholders. DIHR will also provide advice to line ministries on how to prioritise recommendations from the international human rights system and include implementation in their action plans as well as technical expertise to relevant governmental actors in the development and implementation of national action plans on business and human rights. Moreover, DIHR will support human rights training efforts of the state actors, including clarification of mandate and role as well as support to human rights training systems e.g. at police schools and academies, with prison authorities and schools for prison guards as well as with border control authorities. In addition, DIHR will, when possible, support the development of strong internal control mechanisms and systems for monitoring human rights violations of such actors.

The second intermediate outcome emphasizes building effective **national justice systems** to provide equitable access to justice for all. DIHR approaches this area holistically, recognizing the interconnected roles of formal and informal systems, from judiciary courts at national and local levels to paralegals and community-based mechanisms like legal aid desks and customary law frameworks. These justice service providers often represent the first point of contact for many rights-holders, especially those facing significant barriers to justice, such as marginalized groups and those in remote areas. Integral to this outcome is DIHR's commitment to ensuring states uphold their duties under the UN Guiding Principles on Business and Human Rights (UNGPs), particularly in guaranteeing victims of business-related human rights abuses access to effective remedies. This involves strengthening mechanisms at multiple levels, from empowering local community paralegals to ensuring judicial systems incorporate principles of fairness, independence, and accessibility. DIHR also advocates for integrating human rights standards into alternative dispute resolution systems and customary law practices. By bridging gaps between state and non-state justice providers, DIHR fosters a virtuous justice cycle, enabling rights-holders to secure meaningful remedies for violations while promoting a culture of accountability and inclusion within justice systems.

In practice this means that DIHR will work with both state and non-state justice providers at national as well as local level. DIHR will support legal aid units at local level e.g. on the development of basic human rights training tools to support the work of paralegals. DIHR will also work with NGOs and local courts to integrate human rights standards into alternative dispute resolution systems and customary law practices. At the national level DIHR and partners will, for instance, discuss legal aid principles and practicalities with Ministries of Justice. Moreover, DIHR will work with NHRIs to leverage their mandate to facilitate access to remedy in the case of business-related human rights abuses, both through their own complaints handling mechanisms and public inquiry's function but also through understanding and working with judicial and non-judicial remedy mechanisms.

NHRIs and other independent state actors are at the core of the third intermediate outcome. As a National Human Rights Institution, DIHR's natural entry point in a country is often through contributing to strengthen its sister organisation's fulfilling of its core mandate. It includes support to its core functions, such as monitoring, complaint-handling, analysis, and coordination among domestic actors, as well as its engagement with international and regional human rights mechanisms. These efforts align with the Paris Principles, which outline the roles and functions of NHRIs as independent state institutions. DIHR works closely with NHRIs to strengthen their capacity as catalysts for sustainable human rights protection. This involves enabling them to bridge the gap between national human rights systems and international mechanisms, thereby ensuring that global human rights norms are implemented domestically. DIHR also supports NHRIs in their interactions with governments, parliaments and civil society, helping them navigate the complexities of their unique roles as both advisors to the state and advocates for rights-holders. Capacity development is a central pillar of DIHR's work with NHRIs. Through long-term partnerships, DIHR supports NHRIs at various stages—from pre-establishment phases, such as drafting founding legislation, to consolidation phases, where established institutions seek to enhance their operational frameworks. Tailored support includes technical assistance, organizational restructuring, and the development of strategic plans. Training programs and exchange visits with other NHRIs are integral components, allowing staff to strengthen their competences in areas such as treaty body reporting, handling complaints, and conducting inspections. By focusing on these core aspects, DIHR ensures that NHRIs are equipped to function effectively as central actors within their national human rights systems, advocating for justice, transparency, and equality while holding duty-bearers accountable.

Concretely, DIHR will work with NHRIs and other independent state actors to support them prioritising and organising their own activities, including strategic planning of their work according to their mandate, annual reporting to Parliament and other domestic stakeholders as well as international reporting and follow-up. As with governmental actors, support to NHRI reporting includes support to planning, data gathering, drafting of reports as well as ensuring an inclusive process and consultation with relevant stakeholders. DIHR will also work with supporting complaint handling, monitoring of the human rights situation in the country and strengthening human rights education. Finally, drawing on its experience in Denmark and other contexts, DIHR will provide guidance to strengthen the dialogue between the NHRI, civil society and government actors.

The fourth intermediate outcome focuses on **civil society and academia**. These actors play a critical role in upholding human rights through producing knowledge and data, fostering informed public debate, and holding governments accountable.

DIHR recognises that a strong national human rights system requires the active engagement of academia to generate evidence-based policies, educate future generations of human rights professionals, and contribute to the democratic discourse. DIHR collaborates with universities, research centres etc. to strengthen their ability to document and analyse human rights issues including partnerships that promote the dissemination of research findings to influence policy and practice. Another key aspect of cooperating with academia is to support academia as spaces of resistance in challenging or even autocratic contexts, as academia can often bring up and discuss human rights issues without sanctions from those in power.

In practice, the work with academia will be in the form of scholarships and internships to students from partner countries, capacity development on research methodology of researchers in the countries as well as sparring, supervision and joint editing of research publications. DIHR will also support researchers to carry out their field studies in cooperation with relevant local stakeholders, including civil society organisations working at community level.

Additionally, DIHR works together with civil society organisations in reaching out to rights holders and in advocating for human rights in various fields. The collaboration with civil society organisations is particularly relevant in contexts, e.g. fragile situations, where it is difficult to work with other actors in the national human rights system. DIHR partners with civil society for two reasons, firstly to create dialogue within the national human rights system between state actors and civil society, and secondly as a strategy to continue to work on the promotion and protection of human rights when it is not possible to work with authorities or independent state institutions in a given context.

Concretely, DIHR will support civil society organisations on using various DIHR tools such as “The Right to Defend Rights” monitoring tool, the “SDG - Human Rights Data Explorer” and the “Driving Change Toolkit” on public procurement. Moreover, DIHR provides financial support to civil society organisations’ work on human rights as well as various knowledge sharing and capacity development support.

The fifth intermediate outcome focuses on ensuring that **businesses and finance actors** respect human rights in global value chains. DIHR works to align corporate and financial sector practices with international human rights standards, particularly the UN Guiding Principles on Business and Human Rights (UNGPs). This involves working with business and financial actors and multi-stakeholder initiatives to support the integration of human rights considerations into investments, corporate operation and global value chains. It also means working with NHRIs and civil society organisations to support monitoring of business activities as well as with national authorities to develop and implement, legal and policy frameworks for business respect for human rights.

Concretely, DIHR will promote Responsible Business Conduct through supporting state actors on the development and implementation of national action plans on business and human rights. DIHR will also cooperate with industry associations to assess human rights challenges of specific sectors with a view to develop sound policy and practical recommendations that can address shortcomings. Key sectors of focus include technology as well as “green” energy. Moreover, DIHR will work with development finance institutions to embed human rights considerations into due diligence and ESG (Environment, Social and Governance standards) frameworks. Generally, DIHR will work on promoting the human rights responsibilities of businesses and financial actors through analyses, tools, capacity development and advocacy.

The sixth intermediate outcome focuses on the role of **regional and international fora** in issuing recommendations, setting human rights-compliant standards, and supporting the development of national human rights systems. A strong international human rights system is essential for accountability and fostering the implementation of human rights at the national level. The Institute engages actively with these fora to ensure that their recommendations are actionable and impactful.

In practice, DIHR will strengthen the capacity of NHRIs, civil society organizations, and national actors to engage with regional and international mechanisms, enabling them to provide reliable data, deliver evidence-based reports, and advocate for meaningful recommendations. DIHR will also work to bridge the gap between UN treaty body and Universal Periodic Review (UPR) recommendations, and their implementation at the national level, ensuring global commitments translate into practical actions. Moreover, DIHR will cooperate closely with the OHCHR giving each other access to a large variety of stakeholders at global and local level and organising joint events and activities. At the regional level, DIHR will collaborate with organisations such as the African Commission on Human and People's Rights and the Council of Europe's specialised bodies, aligning regional mechanisms with international human rights norms and facilitating the exchange of best practices. DIHR will also advocate for the inclusion of marginalised voices, promoting gender justice and social inclusion in these fora.

The six intermediate outcomes directly contribute to achieving the four outcomes by strengthening governance systems, enhancing accountability, and integrating human rights across sectors. Together, they reinforce national and international human rights actors, systems and mechanisms which directly contribute to the Rule of Law and Sustainable and Just Development overall objectives of DIHR's international work. More specifically:

- Working with all actors of the national human rights system is key to **outcome 1 and 2** as the fulfilment of their respective mandate and role requires that all actors are able to understand and play their part in human rights protection and promotion. Capacitating **government actors** to integrate human rights into their work is necessary to drive human rights change. At the same time, the on-going monitoring, including complaint-handling, and documentation role of **NHRIs and other independent state actors** is central to ensure a strong national human rights system. In the same way, the intermediate outcome focusing on **justice actors** feed into outcome 1 and 2. Finally, the role of non-state actors such as **civil society, academia** and **business actors**, in the national human rights system is also supported by DIHR as these actors fulfil crucial functions in term of promotion and, to some extent, fulfilment of rights.
- Working together with likeminded **civil society actors and academia** is also needed in order to facilitate sustainable, equal and just development based on human rights and thus the intermediate outcome related to these actors is closely connected to **outcome 3**.
- **NHRIs** being standard setting and improving the national promotion and protection of the full range of human rights is also relevant for **outcome 3 and 4** in terms of integrating human rights in development agendas and business conduct. Furthermore, it is crucial to work with government actors with a mandate in these areas to ensure human rights compliant practices. For example, the disproportionate effects of climate change on marginalized populations, particularly women, indigenous peoples, and displaced communities, highlight the urgent need for human rights-centred environmental governance.
- The intermediate outcome related to **business and finance actors** conducting human rights due diligence and integrating human rights in their operations and global value chains will feed into **outcome 4** on responsible business conduct.
- Engaging with **regional and international actors**, through issuing recommendations or supporting the development of guidance and tools is an important part of DIHR's international work as it allows for integrating experience from the field into international and regional fora's standard-setting. It

supports a strong and relevant international human rights system which is essential for accountability and fostering the implementation of human rights at the national level. In addition, with the Institute contributing to regional and international human rights mechanisms, these fora will issue stronger recommendations and set human rights-compliant standards on sustainable development issues as well as responsible business conduct. Thus, this intermediate outcome feeds into **outcome 1, 2, 3 and 4**.

The **interventions** to enable DIHR to achieve the results are:

- **Research and analysis:** Conducting cutting-edge research and disseminating it to a wide audience nationally and internationally to inform policymaking, strengthen institutional frameworks and support institutional learning. This includes context and thematic studies providing actionable insights for implementing systemic change through the work with a wide range of domestic actors. These interventions lead to the output of partner's having better knowledge and understanding of the human rights situation in the given context and improved ability to take action.

- **Data tools and digital platforms:** Developing innovative tools to monitor human rights compliance, enhance transparency, and support evidence-based decision-making. For example, DIHR's methodologies emphasize using digital dashboards to track business compliance with human rights standards. This leads to the output that decision-makers on national, regional and international level have the background and data to take informed, human rights compliant decisions. Another output, particularly related to citizen generated data, is that rights-holders perspectives are taken into consideration.

- **Partnership development:** Fostering equitable and mutual partnerships with NHRIs, state actors, civil society organisations, and other stakeholders. By prioritising local leadership, co-creation, and capacity-sharing, DIHR ensures that interventions are context-specific, sustainable, and aligned with human rights principles, driving systemic and lasting change. This leads to the output of trust between DIHR and partners. This trust-building is crucial in order for honest and confidential discussions on human rights issues including issues that can be controversial in certain contexts.

- **Financial support to partners:** The Institute provides targeted financial support to partners, enabling them to strengthen their institutional capacity and activities and thus implement impactful human rights initiatives. This approach ensures that local actors are able to lead and sustain efforts to promote and protect human rights within their contexts. This leads to the output of strengthened local leadership and more equal partnerships.

- **Multi-stakeholder convening and coordination:** DIHR facilitates collaboration among diverse stakeholders, including NHRIs, government agencies, civil society organizations, and international actors. By fostering dialogue and coordinated action, DIHR ensures a unified approach to addressing complex human rights challenges at national, regional, and global levels. This leads to the output of improved dialogue between the various actors of the human rights system.

- **Advocacy and policy dialogue:** Promoting strategic advocacy initiatives to influence policy changes at local, national, and international levels. DIHR's advocacy efforts include working with state actors to

integrate human rights norms into law reform, new laws and policies and administrative practices. Advocacy efforts also include working closely with NHRIs, academia and civil society allies to promote justice, transparency and equality in national human rights systems and internationally. This leads to the output of agenda-setting with the overall purpose of promoting human rights as a universal value.

• **Capacity development and mentoring:** Empowering human rights actors to fulfil their mandates effectively and holding duty-bearers accountable. This includes providing support, training, peer to peer discussion and mentoring to help staff and management to fulfil their core mandate and role. This leads to the output of NHRIs, state actors, civil society organisations, and other stakeholders having improved capacity.

All interventions are guided by DIHR method documents as listed in annex 11 (Overview of internal DIHR toolbox).

As elaborated in this section and section 2.1, the project design is done with the DAC evaluation criteria 'effectiveness', 'impact' and 'sustainability' as guiding principles.

2.3 Measurement of Results

2.3.1 Outcome level measurement and reporting on progress

For results-based management, learning and reporting purposes, the MFA will base the actual support on progress attained in the implementation of the project as described in the following, and as indicated concerning reporting measures.

DIHRs documentation of results at outcome level will be done by using the Outcome Harvesting methodology and it will be based on the DIHR outcome database and system already in place and currently used for the reporting on the existing agreement. The outcome data will be categorized, analysed and reported on in line with the below categories. The outcome examples include the outcome itself, the significance of the outcome as well as the contribution of DIHR (and others) to producing the outcomes (i.e. activities and outputs).

- Outcomes produced across **geographical locations**: world map with distribution of outcomes. This will be illustrated with outcome examples from focus countries including reflections on significance and contribution.
- Outcomes produced and described on **local, national, regional, global levels**: Number of outcomes per level. This will be illustrated with outcome examples including reflections on significance and contribution.
- Outcomes produced under the **four outcome areas in the ToC**: Number of outcomes per type of change^{vii}. This will be illustrated with outcome examples including reflections on significance and contribution.
- Outcomes produced involving various **stakeholders**^{viii} in the national and international human rights systems: Number of outcomes per stakeholder. This will be illustrated with outcome examples including reflections on significance and contribution.

- **Gender Analysis** of outcomes.
- Overview of outcomes per **type of MFA Framework funding**: Number of outcomes per funding category (e.g. fully funded, co-funded).

2.3.2 Results Framework

The qualitative outcome reporting will be supplemented by a few, well-selected indicators to illustrate progress.

Project Title	Realizing Human Rights, Justice, Equality and Dignity for all		
Overall Objectives	Rule of Law: Governance is based on international human rights norms and standards. Sustainable and just development: Citizens, individuals and affected groups assert their rights and have equal access to rights fulfilment.		
Indicator	# of state and non-state actors worldwide, that have achieved tangible outcomes on human rights		

Outcome 1	Strong national human rights systems and increased accountability in neighbouring countries		
Indicator	# of NHRIs and other independent state actors catalysing human rights coordination, enhancing respect for human rights and / or engaging with regional and international human rights actors and mechanisms # of government actors that have taken additional steps to protect human rights including acting on recommendations from international actors		
Baseline	Year	2025	TBD
Accumulated target	Year	2029	TBD

Outcome 2	Strong national and regional human rights systems and increased accountability in Africa		
Indicator	# of NHRIs and other independent state actors catalysing human rights coordination, enhancing respect for human rights and / or engaging with regional and international human rights actors and mechanisms # of government actors that have taken additional steps to protect human rights including acting on recommendations from international actors # of justice actors that are equipped to provide effective justice services		
Baseline	Year	2025	TBD
Accumulated Target	Year	2029	TBD

Outcome 3	National, regional and global development agendas, frameworks and policies foster equality and realization of human rights		
Indicator	# of partnerships with CSOs and academia to address human rights issues # of global and regional human rights actors taking additional steps to set human rights-compliant standards including the digital sphere		
Baseline	Year	2025	TBD

Accumulated Target	Year	2029	TBD
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Outcome 4		Responsible Business Conduct contributes to just and sustainable development globally including in the green and digital transitions	
Indicator		# of national human rights actors taking additional steps to address human rights issues in global value chains # of national, regional or global policy or multi-stakeholder initiatives which are supporting the conduct of human rights due diligence	
Baseline	Year	2025	TBD
Accumulated Target	Year	2029	TBD

Along with the Results Framework, separate documentation will also be developed to explain how the indicators are measured, which will define the various terms used in the formulation of the indicator, the baseline data, what to count and means of verification.

2.3.3 Learning & Adaptive Management

As mentioned above, the data from the Outcome Harvesting database will be used to document, summarize and analyse outcome level results. In addition to the donor reporting, these analyses will be used for overall stock-taking and for regularly informing the DIHR leadership on results produced and where gaps and challenges are identified.

Moreover, the data from the Outcome Harvesting database is used to learn and understand how change is achieved in order to adapt and improve interventions and to test the Theory of Change. To produce these analyses, the DIHR MEAL team provides analytical data based on the reported outcomes from the Outcome Harvesting database and facilitates 'Sensemaking workshops' with relevant project staff, partners and other stakeholders. In practise this means mapping the recorded outcomes on to the Theory of Change and Results Framework, discussing if the Theory of Change can be verified or not and based on these reflections deciding on adaptations to objectives or activities, thus refining the strategies so that intended changes will eventually be produced. Moreover, the country-level context and risk analyses will feed into this process.

2.4 Partnerships and How We Work

2.4.1. Partnership and local leadership

DIHR works with a wide range of partners, including state and non-state actors, to build and strengthen human rights systems. The engagements take different forms depending on the nature, scope, and strategic objectives of the collaboration.

DIHR's partnerships operate under various collaboration models, as described in the box, ranging from long-term institutional engagements to short-term, issue-specific projects. Some partnerships are formalized through contractual agreements, while others are informal, centred around ongoing dialogue, cooperation, and mutual learning. These partnership models allow the Institute to remain agile and responsive, ensuring each collaboration is tailored to specific contexts while maintaining long-term sustainability.

DIHR's International Partnership Strategy 2025-2030 establishes five strategic goals that define how the Institute engages with partners. These goals reflect the Institute's commitment to local leadership, equitable collaboration, sustainability, and transparent funding mechanisms.

DIHR partnership typologies

All the Institute's international engagements are carried out in partnership with other actors, e.g. through bilateral or multilateral partnerships, in consortia with other Danish and/or international actors, or through regional /international networks and organizations.

Types of partners:

1. Domestic state actors (NHRIs, governmental human rights focal points, relevant state institutions, justice actors, security actors, academic partners, etc.).
2. Non-state actors (e.g. civil society organizations, think tanks, universities, private sector actors)
3. Regional and international human rights actors
4. International academic networks and organizations

Types of partnerships:

1. Long-term / short-term
2. Comprehensive / limited
3. Formal (contractual relationship) / informal (dialogue, cooperation around common activities/objectives)

Partnership Goal 1: Adopt a flexible and long-term approach

DIHR is moving towards comprehensive, longer-term collaborations that foster institutional resilience and systemic human rights progress. This means:

- Increasingly promote comprehensive, longer-term, institutional partnerships with actors that are able and willing to generate positive change with respect to human rights implementation.
- Ensure that projects have in-built flexibility to adapt the pace, direction, or intervention approaches to changes in the context or in the partner's strategic or operational priorities.
- Design projects in a way that ensures that results (knowledge, capacity, etc.) are anchored in institutional policies, processes, guidelines, and tools that support the partner institution in realizing its strategic goals.
- Jointly with partners, periodically assess the partnership and the overarching principles mentioned above. If there is no longer a joint commitment to continue the engagement, the partnership will be phased out with a mutually agreed plan and timeframe.

Partnership Goal 2: Foster equitable and reciprocal partnerships

DIHR's approach ensures that partnerships are reciprocal, co-created, and equitable. This means:

- Support partners to increase their voice, visibility, and impact in relevant networks and international fora.
- Further decentralize project governance structures and decision-making processes to country level, where possible and relevant.

Ensure complementary, sustainable, and equal relationships through collaborative work processes in all phases of the partnership, including project design, implementation, monitoring, and evaluation.

Partnership Goal 3: Respect for and recognition of the partner's context

DIHR recognizes that each partner operates within a unique legal, political, and social context. Work is tailored to respond to local realities while upholding universal human rights values. This entails:

- Inform decisions, choices, and priorities in the partnerships by learnings and insights generated through joint analysis with partners and prioritising the use of national expertise.
- Acknowledge and utilise existing as well as new knowledge / expertise generated through the partnerships.
- Ensure access to training on inclusive language, communication and dismantling of any bias.

Partnership Goal 4: Nurture local human rights leadership

Sustainable human rights progress depends on strong, locally-led institutions and leadership. DIHR is committed to empowering new and emerging human rights leaders. In practice, this means that DIHR will:

- Explore and enhance partnerships with independent human rights actors, including civil society organizations and non-formalized human rights actors.
- Build partnerships with researchers and academic institutions in constrained countries, not only as centres of knowledge, but also as "spaces of resistance" in contexts of autocratisation.

Partnership Goal 5: Promote transparent and equitable funding

To strengthen partner sustainability and autonomy, DIHR is committed to equitable financial arrangements and increased funding transfers. Direct consequences of this include:

- Gradually increase the proportion of funding transferred to partners.
- Establish transparency in financial arrangements including in relation to administrative implications.
- Have transparent financial and non-financial due diligence guidelines for partners.
- Ensure more predictability in funding for partners through longer-term partnerships and clarity with respect to the time horizon.
- Ensure funding for partners' institutional capacity and address the issue periodically throughout the partnership.

2.4.2 Phase-out and sustainability reflections

On DIHR partnerships, and as mentioned under the first partnership goal, DIHR will jointly with partners, periodically assess the partnership and the overarching principles mentioned above. If there is no longer a joint commitment to continue the engagement, the partnership will be phased out with a mutually agreed plan and timeframe.

In all projects, it is part of the project cycle management to include phase out and sustainability reflections already during the design and inception phases (cf. the Project Handbook as mentioned in section 3.1). This goes hand-in-hand with fundraising plans and activities.

Considerations toward an exit strategy for this engagement shall be included in the project, more precisely during a Mid-Term Review. Any management of an exit process would be guided by a plan or strategy. DIHR 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.

3. Organisational and financial management

3.1 Organisational management

While HUMCIV is the owner of the project, the project will be implemented by DIHR and thus extends the long-term strategic partnership between DIHR and the MFA. The project is funded under the account \$06.32.08.85 on the annual Finance Act.

DIHR will manage the engagement in accordance with its established procedures for implementation, monitoring and reporting and ensure adequate dialogue and timely decisions with regard to the activities and objectives planned within the engagement.

Organizationally, the institute is structured with a board, an executive management team, and several departments, each with specific responsibilities. DIHR organigramme listed in annex 9.

DIHR employs a total of 203 people. At the headquarter, there are 165 employees. The national division (incl. research) has 47 employees work, while the international division has 62 employees. Additionally, there are 56 employees in support functions such as finance, IT, communication, and HR. Internationally, DIHR has 9 local offices across the world, with 38 local employees.

DIHR will implement all activities in collaboration with partners nationally, regionally, and internationally, and will elaborate contracts / MoUs, activity plans and budgets with each partner under this engagement. The activities under this engagement will be carried out under the responsibility of the executive director with the international director overseeing all activities funded under this engagement.

For each outcome, annual work plans will be prepared to achieve the objectives and outcomes under this engagement. All activities will be rolled out in collaboration between DIHR national staff, DIHR headquarter based project managers and human rights advisors and partners nationally, regionally and internationally.

When rolling out the project, DIHR will follow the procedures and templates in its Project Handbook covering the full project cycle including design (context analysis, stakeholder analysis, Theory of Change, risk analysis), implementation (inception, activity implementation, monitoring, adaptation), evaluation and compliance aspects.

The international division of DIHR has a MEAL team supporting project managers and human rights advisors on all projects within monitoring, evaluation, adaptation and learning. In that way DIHR ensures ongoing monitoring of projects, adaptation throughout project implementation as well as convening lessons learned from project to project.

DIHR has a zero-tolerance towards corruption, terrorism, offensive behaviour, and DIHR has strong policies and regulations on all required areas (see full list of policies in Annex 10). Furthermore, as DIHR is an independent state institution, DIHR follows state regulations, procedures and guidelines on e.g. procurement, transfer of funds, work environment.

3.2 Reporting

HUMCIV will oversee and monitor delivery on the project through a reporting schedule, which will apply for every implementation year of the project starting in 2026 (after first year of implementation) and ending in 2031 (year following project end).

As will be reflected in the agreement, DIHR will report to the MFA on an annual basis, and HUMCIV and DIHR will meet in annual consultations to approve budgets, financial and narrative reporting and to discuss development and adaptation of the engagement.

As set out in the agreement the following narrative and financial reporting schedule is planned:

Date	Deliverable
Q3/Q4 2026	<ul style="list-style-type: none"> Annual consultation
By 1 October 2026 DIHR shall submit to the MFA (as input to the annual consultation)	<ul style="list-style-type: none"> Budget monitoring report covering progress until month of August of existing year. Updated plan, results framework and updated budget for the grant period.
By 30 June 2027 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Annual Results Report covering 2026 Certified accounts annotated by management (regnskab for bevillingen med ledelsespåtegning) for the previous financial year, and organisational audit.
Q3/Q4 2027	<ul style="list-style-type: none"> Annual consultation
By 31 December 2027 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Budget monitoring report covering progress until month of August of existing year. Updated plan, results framework and updated budget for the grant period.
By 30 June 2028 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Annual Results Report covering 2027 Certified accounts annotated by management (regnskab for bevillingen med ledelsespåtegning) for the previous financial year, and organisational audit.
Q3/Q4 2028	<ul style="list-style-type: none"> Annual consultation

By 1 October 2028 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Budget monitoring report covering progress until month of August of existing year. Updated plan, results framework and updated budget for the grant period.
By 30 June 2029 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Annual Results Report covering 2028 Certified accounts annotated by management (regnskab for bevillingen med ledelsespåtegning) for the previous financial year, and organisational audit.
Q3/Q4 2029	<ul style="list-style-type: none"> Annual consultation
By 1 October 2029 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Budget monitoring report covering progress until month of August of existing year. Updated plan, results framework and updated budget for the grant period.
By 30 June 2030 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Annual Results Report covering 2028 Certified accounts annotated by management (regnskab for bevillingen med ledelsespåtegning) for the previous financial year, and organisational audit.
Q3/Q4 2030	<ul style="list-style-type: none"> Annual consultation
By 1 October 2030 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Budget monitoring report covering progress until month of August of existing year. Updated plan, results framework and updated budget for the grant period.
By 30 June 2031 DIHR shall submit to the MFA	<ul style="list-style-type: none"> Final completion report on the results of the engagement covering the full period (Jan 2026 – Dec 2030) Certified accounts annotated by management (regnskab for bevillingen med ledelsespåtegning) for the full period of this engagement (Jan 2026 – Dec 2030), and organisational audit.

The annual consultation will normally take place in September, October or November.

As per the agreement, a Mid-Term Review on performance and capacity as well as financial inspection will be carried out in accordance to the regular rules and assessment by the MFA. The MFA has the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of this engagement. After the termination of this engagement the MFA have the right to carry out evaluations in accordance with the signed contract.

DIHR will be responsible for policies and action related to code of conduct, anti-corruption, anti-terror, PSEAH and other measures as stipulated within the agreement.

3.3 Risk Management

The DIHR risk management set-up consists of two main elements. Firstly, at the project level comprehensive risk analyses are done based on the context analyses and the project Theory of Change

and covers contextual, programmatic, and institutional risks. Secondly, an organisational risk analysis is done covering risks that cut across the international work in the following risk categories: 1) strategic; 2) compliance and regulatory; 3) financial; 4) operational.

The risk analyses consist of various steps such as identifying the risks, assessing the risks and determining mitigation measures. The various risk analyses are captured in risk matrices on project level and organisational level. The follow-up on risks is integrated in progress reporting templates and processes as well as in periodic sensemaking workshops (cf. section 2.3.3). For the organisational level risk matrix, it is regularly assessed every 6 months and acted upon by the International Area management group.

Annex 4 describes the contextual, programmatic, and institutional risks for this specific engagement, but also for DIHR in general.

As examples, DIHR views any eventual change in Danish or global landscape threatening project funding or implementation as a possible risk with a major impact. Also, the reluctance partners can have due to global trend of human rights backlash, rising authoritarianism, and the weakening of human rights and democratic institutions have an impact on DIHR partnerships and results. Both risks will potentially have an impact on a context level, a programming level and on the institutional level.

Safeguarding

IMR, and any partner 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, DIHR 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. DIHR is expected to revisit the anti-corruption approach and the mechanisms applied. The MFA will follow up on this during yearly consultations. Similarly, DIHR is committed to prevent sexual exploitation, abuse and harassment (PSEAH).

IDIHRs Code of Conduct shall apply to all staff working under the project. Partners will be contractually obliged to comply with international PSEAH standards. DIHR 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 DIHR during partner capacity assessments. Incidents of PSEAH can be reported through DIHR’s internal grievance handling mechanisms or through the MFA’s equivalent.

DIHR 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, the Implementing Partner 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 Implementing Partner 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 Implementing Partner under it.

3.4 Budget and financial management

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

The table below presents the budget at outcome level following the Theory of Change outlined in this document. Thus, it follows the Institute's Strategy 2030 as well as MFA key priorities.

Spending of the grant will be compliant with OECD's DAC Criteria for overseas development assistance (ODA) since the purpose and overall objectives of the Theory of Change is rule of law and sustainable development in developing countries and all activities will feed into this.

IMR is overall responsible for the implementation of the project in line with IMR guidelines and procedures as per the relevant MFA guidelines <https://amg.um.dk/bilateral-cooperation/guidelines-for-programmes-projects-country-strategic-frameworks-and-hard-earmarked-multilat-support> and General Guidelines for Financial management.

Budget line	Total Budget (1,000 DKK)	2026 (1,000 DKK)	2027 (1,000 DKK)	2028 (1,000 DKK)	2029 (1,000 DKK)
Grant from Danida (MFA 2026-2029 framework)	176.000	44.000	44.000	44.000	44.000
Total income	176.000	44.000	44.000	44.000	44.000
OUTCOME 1: Strong national human rights systems and increased accountability in neighbouring countries	29.977	7.719	7.419	7.419	7.419
A.1. Direct activity cost (managed by DIHR)	19.288	5.310	4.893	4.659	4.426
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	6.483	1.708	1.592	1.592	1.592
OUTCOME 2: Strong national human rights systems, and increased accountability in Africa	38.452	9.821	9.544	9.544	9.544
A.1. Direct activity cost (managed by DIHR)	25.930	6.947	6.562	6.328	6.094
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	8.315	2.173	2.047	2.047	2.047
OUTCOME 3: National, regional and global development agendas, frameworks and policies foster equality and realization of human rights	43.421	10.653	10.923	10.923	10.923
A.1. Direct activity cost (managed by DIHR)	29.828	7.594	7.645	7.411	7.177
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	9.387	2.357	2.343	2.343	2.343
OUTCOME 4: Responsible Business Conduct contributes to just and sustainable development globally including in the green and digital transitions	26.038	6.279	6.586	6.586	6.586
A.1. Direct activity cost (managed by DIHR)	16.203	4.188	4.239	4.005	3.771
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	5.628	1.389	1.413	1.413	1.413
Crosscutting direct outcome support (MEAL/Communication)	25.998	6.500	6.500	6.500	6.500
A.1. Direct activity cost (managed by DIHR)	18.798	4.700	4.700	4.700	4.700
A.3. Allocated programme support cost	7.200	1.800	1.800	1.800	1.800
Total Programme and Project activities	163.886	40.972	40.972	40.972	40.972
A.7. Audit	600	150	150	150	150
Total direct cost	164.486	41.122	41.122	41.122	41.122
B.1. Administration fee	11.514	2.879	2.879	2.879	2.879
Total budget (A+B)	176.000	44.000	44.000	44.000	44.000
Result for the grant	0	0	0	0	0

NB. The budget will be updated to include the final fifth year.

Unspent funds in one year can be carried forward to the next year within the project period. Unspent funds at the end of the project period should be paid back. Interest earned can be used for programme activities and to be included under income in the financial statement.

Un-allocated funds are set at 6% of the budget. As human rights situations change quickly, DIHR will be more effective when having the flexibility to adapt to the changing needs in relation to ensure protection and promotion of human rights of all.

To leverage other external funds (e.g. EU funding), and to obtain a greater impact and bigger reach of this engagement's overall objectives, co-financing of projects (including co-financing of 'Allocated programme support cost') is possible under this engagement, provided that the projects correspond with the objectives of this engagement and are in compliance with the OECD's requirements for ODA (OECD/DAC criteria). The co-financing is budgeted as direct activity cost.

DIHR has the discretion to re-allocate between outcomes in the budget. Changes exceeding 30 % will be presented for approval by the MFA. For eligibility, an administrative fee (non-activity specific) at a maximum of 7 % of the direct costs of the activities have been agreed, within the contract.

a) Disbursement

The following disbursement schedule has been agreed in the contract:

Date	Amount in DKK
01.02.2026	44.000.000
01.02.2027	44.000.000
01.02.2028	44.000.000
01.02.2029	44.000.000
01.02.2030	44.000.000

b) Procurement

DIHR is a self-governing entity within the public administration and therefor it has to comply with a number of requirements for public financial management and demonstrate costs awareness. DIHR also has an overall goal that procurement is to be socially responsible and respect the frameworks of DIHR for representation, anti-corruption, and social responsibility, including taking account of our environmental footprint.

DIHR has procurement guidelines that describe the procedures for procurement of goods, services, and consultants. DIHR follows the public procurement, which is covered by the Danish Public Procurement Act, which is the formal framework for implementation of relevant EU directives in Denmark.

c) Accounting and Audit

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

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

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

d) Finance management of activities

All project and activities have a financial project controller, who is responsible for controlling the project financials, as well as support Project Managers in handling externally financed projects. This includes supporting Project Managers in developing budgets, controlling projects financials, identifying financial

risks, making sure that the correct data is in the Financial Management System (SAS), consolidating data for financial reports, and making sure that we monitor plans (budgets), forecasts (prognosis) and final work (actuals).

Project controllers report to the Finance & Administration department and are responsible, that the project finances and financial risks are presented with due diligence, accountability, and acumen in the Institute financial systems and reporting.

For all projects it is mandatory to do budget revision three times a year. This is done in collaboration between project manager and project controller and approved by management.

Project managers are approving monthly spending reports on all projects.

3.5 Value for Money Approach

In order to produce as much value for money as possible, DIHR has developed a Value for Money Approach following the four Es which add 'equity' to the principles of 'economy', 'efficiency' and 'effectiveness' as embedded in the approach of the Danish MFA (cf. Contract document). Thus, when planning for and assessing the value for money of the DIHR projects and programmes, the analyses will be done along the following lines. Thus, the project is expected to live up to the OECD-DAC evaluation criteria 'efficiency'.

1. Economy: Are we buying inputs of the appropriate quality at the right price?

Procedures in place include procurement guidelines, collective agreements for remuneration of staff, the DIHR Fair-share model (approved in 2023 by the MFA). This is documented e.g. by the financial reporting.

2. Efficiency: How well are we converting inputs into outputs?

A main input to the above ToC is staff hours, and thus a main focus will be on how the intervention is designed to make the most of these hours. This is documented through the DIHR internal progress reporting including output indicators when relevant.

3. Effectiveness: How well are the outputs achieving the intended effect / outcomes?

The Outcome Harvesting methodology will play a critical role in identifying and assessing both the expected and unexpected outcomes throughout the agreement period (through annual harvests and sensemaking processes). As the implementation evolves, this allows for the documentation of key results as well as reflection on successes and challenges, ensuring that lessons learned inform subsequent years and that the Theory of Change is adapted as needed to produce the intended effect. Such sensemaking workshops are done annually as per the DIHR MEAL set-up (ref. Project Handbook).

4. Equity: How fairly are the benefits distributed? To what extent will we reach marginalized groups?

Gender and diversity data is tracked through Outcome Harvesting in order to report on the intervention's effects for such groups.

¹ The Government's Priorities for Danish Development Cooperation 2025 (<https://um.dk/en/danida/strategies-and-priorities/government-priorities-danish-development-assistance>)

ⁱⁱ Strategy for Denmark's development cooperation, "The World We Share" (<https://amg.um.dk/policies-and-strategies/strategy-for-danish-development-cooperation>) and "Afrikas Århundrede" (<https://um.dk/udenrigspolitik/aktuelle-emner/afrikas-aarhundrede>)

ⁱⁱⁱ UN Women, 2020 (<https://www.unwomen.org/en/digital-library/publications/2020/06/discussion-paper-democratic-backsliding-and-the-backlash-against-womens-rights>)

^{iv} National Endowment for Democracy, 2023 (<https://www.ned.org/defending-the-global-human-rights-system-from-authoritarian-assault-how-democracies-can-retake-the-initiative/>)

^v Available on <https://amg.um.dk/-/media/country-sites/amg-en/tools/guidance-note-for-adaptive-management/guidance-note-adaptive-management-nov-2020.ashx>

^{vi} Available on <https://amg.um.dk/bilateral-cooperation/guidelines-for-programmes-projects-country-strategic-frameworks-and-hard-earmarked-multilateral-support>

^{vii} Types of change: Acceptance & Decisions; Advocacy, Agenda-setting & Debate, Changes to People's Lives; Collaboration & Partnerships; Implementation of Policy & Legal Frameworks; Improvement of Policy & Legal Frameworks; Inclusion & Participation of Rights Holders; Institutional / Organisational Capacity, Technical Innovation

^{viii} Academia, Education; Businesses, Private Corporations; Coalitions, Alliances & Networks; Civil Society Organisations; Community Members & Groups, Development Banks, Investment Funds; EU & Inter-Governmental Institutions; GANHRI or Regional NHRI Networks Governments, Ministries, Parliaments; Justice Sector Actors; Local Government, Municipalities; National Human Rights Institutions; National Independent Institutions (other than NHRI); Security Sector Actors; UN Institutions

Annex 2 MFA Partner Assessment - Danish Institute for Human Rights (DIHR)

This partner assessment has been developed during the formulation of the DIHR 2026-2030 Project Document to the Danish Ministry of Foreign Affairs (MFA), and is based on relevant recent DIHR documents and the report from the MFA's Mid-Term Review (MTR) conducted in 2024. For a complete overview of the status of implementation of the recommendations from the MTR, please refer to Annex 8. For details beyond what is presented here, please refer to the 2024 MTR report.

1. DIHR

DIHR is Denmark's National Human Rights Institution (NHRI) with a dual mandate to promote and protect human rights. Established under Danish law, DIHR operates as an independent institution, leveraging its expertise in human rights-based approaches (HRBA), research, and capacity-building to address human rights challenges globally. DIHR has worked internationally on human rights, democratic governance and rule of law programmes for over 30 years and has worked on the nexus between human rights and economic activities for more than two decades. DIHR is committed to fostering inclusive, sustainable, and just development through its expertise in rights-based governance, capacity-strengthening, and research.

The 2024 MTR noted that "DIHR is highly respected at the global and regional levels and is widely seen as an established or emerging leader in BHR (Business and human rights), human rights and tech, indigenous peoples, SDGs and rights, and citizen-generated data." DIHR has an extensive outreach through more than 40 direct partnerships, of which nine are at the global level. Regional and global partnerships include

- The African Commission on Human and People's Rights.
- UN Statistical Division (UNSD) on using citizen-generated data.
- Asia Pacific Forum of NHRIs (APF) and the UN Economic and Social Commission in Latin America that are piloting the 'Rights to Defend Rights' tool.
- The Civic Space Unit of the Office of the High Commission for Human Rights (OHCHR).
- Global Alliance of National Human Rights Institutions (GANHRI).
- Network of African National Human Rights Institutions (NANHRI).
- The European Network of National Human Rights Institutions (ENNHRI).

The 2024 MTR reported that the Danish UN mission in Geneva saw DIHR as one of the 'most highly regarded institutions in Geneva'.

DIHR is a long-standing partner of the MFA and has had MFA contracts continuously since 1987.

2. Strategic considerations

In recent years, there has been a trend of challenges to the foundations of human rights. Democracies are weakening, while authoritarian forms of government are gaining in prominence, principles of the rule of law are being questioned and vulnerable populations are being deprived of their basic rights. Against this backdrop, DIHR has developed a new strategy, Strategy 2030”, aimed at strengthening the focus on supporting international rights-based cooperation and defend international law and established human rights standards. The Strategy 2030 has four strategic goals: 1) Our profile as a National Human Rights Institution is clear; 2) We create lasting systemic improvements in human rights; 3) We are at the forefront of new human rights agendas; 4) We strengthen the visibility, legitimacy and support of human rights. It is available in Annex 6 and on DIHR webpage.

DIHR collaborates with NHRIs, state and government actors, civil society actors, academia and private sector stakeholders to co-create sustainable and impactful human rights solutions. DIHR’s Partnership Strategy emphasizes local ownership, capacity-sharing, and co-creation of solutions tailored to the needs of each context (the Partnership Strategy is included in Annex 7).

Promotion of human rights is one of the overall aims of Denmark’s development cooperation according to the Danish Act on International Development Cooperation, and human rights and democracy are one of the pillars in the current Strategy for Development Cooperation “The World We Share”; as goals in their own right and as the foundation for all engagements. Denmark’s partnership with DIHR ensures that human rights-based approaches (HRBA) remain central to its development interventions, contributing to reinforce Denmark’s reputation as a global human rights leader. Overall, the relevance of DIHR is, in the work of the MFA’s MTR ‘irrefutable’.

DIHR has in recent years been able to expand its funding base, and the MFA support in 2024 constitutes only 45% of the total revenue. Other donors include EU, SIDA, Norway, UK and GIZ

3. Technical capacity

Key aspects of DIHR’s technical capacity include a range of tools and methodologies to support human rights implementation, including but not limited to:

- **Capacity-Building:** DIHR provides training and technical assistance to NHRIs, civil society organizations, and government actors. Its capacity-building efforts focus on strengthening institutional frameworks, enhancing access to justice, and promoting accountability.
- **Research and Analysis:** DIHR conducts high-quality research on emerging human rights issues, such as digital rights, climate justice, and business and human rights. Its research informs policy development and advocacy at both national and international levels.

- Human Rights Guide to the SDGs: A tool that helps governments and organizations align their SDG efforts with human rights standards.
- SDG Data Explorer: A platform for tracking progress on SDGs using human rights indicators.
- Right to Defend Rights: A tool for monitoring the enabling environment for human rights defenders.
- Indigenous Navigator: A tool for indigenous communities to monitor their rights and advocate for change.
- Driving Change Toolkit: A tool on human rights for procurement policy makers and practitioners. And other Human Rights and Business tools.
- Global and Regional Partnerships: Partnerships enable DIHR to influence global human rights agendas and share best practices.

Under the current contract with MFA as reported in the 2024 MTR, most quantitative targets in the results framework have been exceeded although with the caveat that not all outcomes are fully achieved with MFA support or are achieved over longer periods than the grant covered. More specifically, the achievements can be summarised as listed in the table below:

Outputs	Achievement
1: Support rule of law by well-functioning national and regional human rights systems.	Progress towards achievement has been good, but with challenges in locations where the rule of law is challenged, e.g in the Sahel and one sub-out was too ambitious.
2: Support a human rights-based implementation of the 2030 Agenda that ensures no one is left behind	The tools developed are used by different actors.
3: Support responsible business conduct through integration of human rights standards in the governance of global value chains.	DIHR is regarded as a global leader in Business Human Rights, and good progress has been made with the MFA grant together with support from SIDA
4: We have captured change and adapted through learning, context and research knowledge and partnerships.	A long range of research/analysis has been developed feeding into tools, implementation, etc.

Although the 2024 MTR found that DIHR has a strong technical capacity and that results were delivered, the MTR also highlighted the need for DIHR to ensure that its tools are effectively disseminated and used by partners. Additionally, the MTR noted that DIHR should adopt a more strategic approach to working in specific countries and regions to maximize its impact. The MTR was concerned that DIHR only transferred a limited amount of funds to partners (see recommendation 3 in Annex 8). DIHR agrees to this recommendation and in its new

Partnership Strategy recognises the need to transfer funds to partners. The goal is to gradually increase the proportion of funding transferred to partners.

4. Administrative Capacity

The 2024 MTR found that DIHR has a ‘well-functioning and clear governance structure’. This includes a 14-member board composed of members from academia and civil society. The board provides strategic oversight and ensures that DIHR’s activities align with its mandate.

The Director and management team at HQ in Copenhagen are responsible for day-to-day operations, with decision-making authority delegated to department directors. DIHR in total employs more than 200 people of which 165 are based at HQ in Copenhagen. The international division has 62 staff while 38 people are employed outside of Denmark in nine local offices. There are 56 people on support functions such as finance, IT, HR, etc. The 2024 MTR defined staff as ‘highly qualified’.

The 2024 MTR found that DIHR has robust financial management systems, including external audits and compliance with Danish state accounting rules. The institute follows Denmark’s Chart of Accounts and is subject to state financial regulations. Payments require multiple levels of approval, ensuring accountability and transparency. The long-term partnership with MFA (since 1987) has provided DIHR with extensive experience in managing MFA grants. A new Fair Share system implemented by DIHR since 2024 allows for allocation of support costs to outputs based on work hours registered, ensuring a transparent and fair allocation of cost – this system has been assessed as adequate by TILSKUD in the MFA and by Ernst & Young.

DIHR is audited by the Danish Auditor General’s office as well as by Ernest & Young. Additionally, DIHR employs controllers that conduct day-to-day monitoring of contracts and pays monitoring visits to partners and country offices. The 2024 MTR found that adequate systems with check lists and plans were in place for such monitoring visits although there was a concern that smaller partners were not always visited.

By the end of 2024, 97% of the received MFA funds on the DED had been booked as expended in the financial statements, showing a good match between plans and actual expenditures.

Other key elements of DIHR’s administrative capacity include a toolbox with concepts, methods and policies. For an overview of these, please refer to Annex 11. There are methods for amongst others working with security actors, justice actors, government actor /governmental focal points, supporting NHRIs, gender justice, and human rights& Business. Moreover, DIHR has a relevant range of administrative policies in place that follow MFA guidelines, including Anti-Corruption, PSEAH and a code of conduct for staff and partners (for a full list of policies, please refer to Annex 10). There has only been one case of mismanagement of funds in recent year, and DIHR has since 2023 had a whistle-blower

mechanism to facilitate reporting of more cases. DIHR has been a member of UN Global Compact since 2003 and thereby supports the ten principles of the UN Global Compact with regard to human rights, labour, environment and anti-corruption.

The 2024 MTR recommended that the 2021-25 MFA grant to DIHR should be reconsidered, and that HUMCIV should clarify whether future support to DIHR should be provided as core funding or soft earmarking, in order to achieve greater consistency between how DIHR's grant has been used in practice and taking into account its special characteristics as a national human rights institute and research centre. DIHR has since further developed its MEAL system to allow for establishing linkages between the MFA funding and the results achieved, see also the response to recommendation 9 of the MTR in annex 8.

5. Summary of key features of DIHR

The below table summarizes the key features of DIHR.

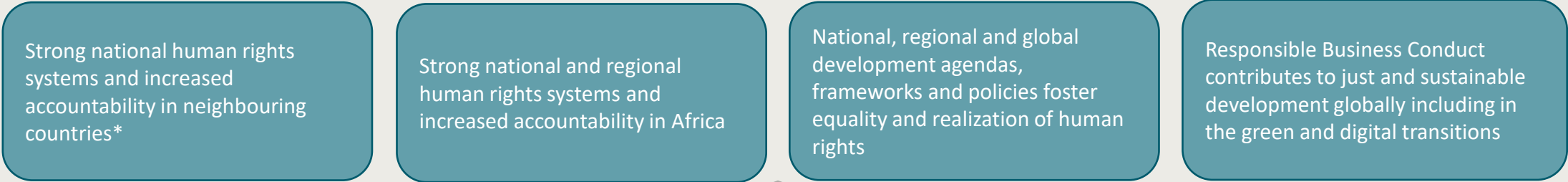
Name of Partner	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the project/programme for the partner's activity-level (Low, medium high)?</i>	Influence <i>How much influence does the partner have over the project/programme (low, medium, high)?</i>	Contribution <i>What will be the partner's main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
Danish Institute for Human Rights	Fulfil dual mandate to promote and protect human rights in Denmark and promote human rights internationally.	Medium to high. The programme enables the partner to attract additional human rights activity funding. The programme would make up approximately 25% of international activity turnover.	High. DIHR, as a public law body, delivers results that are determined by DIHR and at the same time aligned with Danish development priorities.	Support international rights-based cooperation and defend international law and established human rights standards. DIHR's work is aligned with Danish development priorities on especially human rights. By leveraging its expertise and partnerships, DIHR can continue to play a pivotal role in advancing human rights and contributing to Denmark's development goals.	DIHR is a highly respected organisation with sufficient capacity to implement MFA grants, but technical and financially. There is room for improvement with regard to e.g more direct funding to partners.	It is almost certain there will remain a need for continued development of human rights capacities at all levels. That said, some partners might achieve a level of capacity that can mean a gradual phasing out of support from DIHR.

Theory of Change

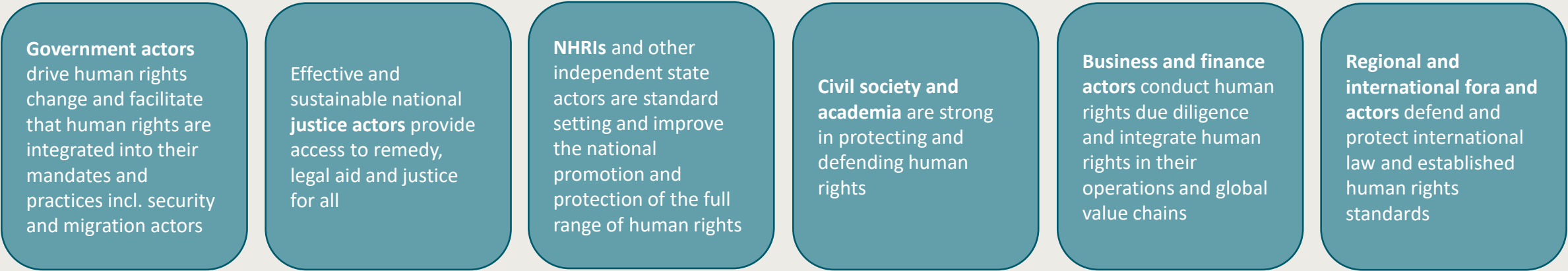
Overall objectives



Outcomes



Intermediate outcomes



Interventions



Results Framework

Project Title	Realizing Human Rights, Justice, Equality and Dignity for all		
Overall Objectives	Rule of Law: Governance is based on international human rights norms and standards. Sustainable and just development: Citizens, individuals and affected groups assert their rights and have equal access to rights fulfilment.		
Indicator	# of state and non-state actors worldwide, that have achieved tangible outcomes on human rights		

Outcome 1	Strong national human rights systems and increased accountability in neighbouring countries		
Indicator	# of NHRIs and other independent state actors catalysing human rights coordination, enhancing respect for human rights and / or engaging with regional and international human rights actors and mechanisms # of government actors that have taken additional steps to protect human rights including acting on recommendations from international actors		
Baseline	Year	2025	TBD
Accumulated target	Year	2029	TBD

Outcome 2	Strong national and regional human rights systems and increased accountability in Africa		
Indicator	# of NHRIs and other independent state actors catalysing human rights coordination, enhancing respect for human rights and / or engaging with regional and international human rights actors and mechanisms # of government actors that have taken additional steps to protect human rights including acting on recommendations from international actors # of justice actors that are equipped to provide effective justice services		
Baseline	Year	2025	TBD
Accumulated Target	Year	2029	TBD

Outcome 3	National, regional and global development agendas, frameworks and policies foster equality and realization of human rights		
Indicator	# of partnerships with CSOs and academia to address human rights issues # of global and regional human rights actors taking additional steps to set human rights-compliant standards including the digital sphere		
Baseline	Year	2025	TBD
Accumulated Target	Year	2029	TBD

Outcome 4	Responsible Business Conduct contributes to just and sustainable development globally including in the green and digital transitions		
Indicator	# of national human rights actors taking additional steps to address human rights issues in global value chains # of national, regional or global policy or multi-stakeholder initiatives which are supporting the conduct of human rights due diligence		
Baseline	Year	2025	TBD

Accumulated Target	Year	2029	TBD
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ANNEX 4

Annex 4: Risk management

This annex details the integrated risk management approach that DIHR uses in its project cycle and wider adaptive management. The following risk matrix considers *contextual*, *programmatic*, and *institutional* risks, evaluating them in relation to their likelihood, impact, and associated mitigating measures.

1.1 Contextual risks

Risk	Likelihood (likely / possible / unlikely)	Impact (major / moderate / minor)	Mitigation measures
Change in Danish or global political landscape threatens project funding or implementation	Possible	Major	Maintenance of key stakeholder relationships. DIHR's multistakeholder approach allows for the continual relevance of DIHR's activities for a wide range of stakeholders.
Partner reluctance due to global trend of human rights backlash, rising authoritarianism, and the weakening of human rights and democratic institutions	Possible	Moderate	DIHR continues to invest in its research and analysis activities, advocacy, and work to foster human rights leadership as part of DIHR's partnership strategy. DIHR's underlying strategic focus and ToR similarly focuses on the root causes of human rights issues, and thus allowing DIHR to maintain relationships proactively.
Technological developments allow authoritarian regimes to monitor citizens more strictly, which could further limit the scope of projects and endanger partners	Possible	Moderate	DIHR has a partnership strategy that focus on long-term partnerships and flexibility, with emphasis on what is feasible within an given context. DIHR also has a strand of work focussing on human rights in tech and digitalisation.
Partner or contractor scandals / reputational damage puts DIHR's reputation at risk	Unlikely-Possible	Moderate	Careful selection of partners following clear due diligence protocols. Certain factors will exclude collaboration.

1.2 Programmatic risks

Risk	Likelihood (likely / possible / unlikely)	Impact (major / moderate / minor)	Mitigation measures
Change in socio-political context at country level halts programme operations	Possible	Major	Focus on continuously updating context analyses and risk analysis, discussing these with partners and adapting
Perceived "trade-offs" for sustainability and inclusivity lead to reluctance or hesitancy by partners.	Possible	Moderate -major	Inclusive partnership strategy is key to the framework agreement. Sustainability and inclusivity is a key part of DIHRs strategy.

1.3 Institutional risks

Risk	Likelihood (likely / possible / unlikely)	Impact (major / moderate / minor)	Mitigation measures
Insufficient MEAL and reporting, which in turn damages donor relationships.	Unlikely	Moderate	Specialist staff in the HRR&R department to ensure quality of MEAL. HRR&R staff to also conduct regular training and mentoring in MEAL (including but not limited to Outcome Harvesting).
Cybersecurity risks including hacking etc.	Possible	Moderate -Major	IT security procedures by the IT department. Staff are to keep up to date with and follow procedures.
Data protection: Confidentiality breaches etc.	Unlikely	Moderate -Major	IT safety procedures, data protection guidelines, external communications procedures, organisational culture of awareness when it comes to confidentiality.
High staff turnover or loss of key staff both directly employed in DIHR and as part of tenders. Leads to loss of institutional knowledge and high recruitment costs.	Unlikely	Major	Desirable working conditions, policies to support staff wellbeing, consistent training of new personnel (student workers etc.) in order to pass down institutional knowledge.
Local offices have the right registration for	possible	moderate	DIHR have hired lawyer in countries where DIHR has a presences, to make

DIHR to be able to work in the given country, and local staff having strong and compliant contracts			sure that national law are followed and measures are taken to update and revises contacts when needed.
Corruption or fraud	Possible	Moderate -Major	<p>Internal whistleblower policy and whistleblower scheme.</p> <p>Due diligence protocols followed in procurement and hiring procedures, as well as regular audits and the identification and handling of potential conflicts of interest.</p> <p>Clear procedures in regard to various areas in which fraud could take place, such as monitoring payroll.</p> <p>Transparency procedures that ensure equal treatment and open conduct.</p> <p>DIHR's partnership approach is committed to promoting transparent and equitable funding.</p>

MFA Framework agreement 2026-2029

Budget line	Total Budget (1.000 DKK)	2026 (1.000 DKK)	2027 (1.000 DKK)	2028 (1.000 DKK)	2029 (1.000 DKK)
Grant from Danida (MFA 2026-2029 framework)	176.000	44.000	44.000	44.000	44.000
Total income	176.000	44.000	44.000	44.000	44.000
OUTCOME 1: Strong national human rights systems and increased accountability in neighbouring countries	29.977	7.719	7.419	7.419	7.419
A.1. Direct activity cost (managed by DIHR)	19.288	5.310	4.893	4.659	4.426
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	6.483	1.708	1.592	1.592	1.592
OUTCOME 2: Strong national human rights systems, and increased accountability in Africa	38.452	9.821	9.544	9.544	9.544
A.1. Direct activity cost (managed by DIHR)	25.930	6.947	6.562	6.328	6.094
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	8.315	2.173	2.047	2.047	2.047
OUTCOME 3: National, regional and global development agendas, frameworks and policies foster equality and realization of human rights	43.421	10.653	10.923	10.923	10.923
A.1. Direct activity cost (managed by DIHR)	29.828	7.594	7.645	7.411	7.177
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	9.387	2.357	2.343	2.343	2.343
OUTCOME 4: Responsible Business Conduct contributes to just and sustainable development globally including in the green and digital transitions	26.038	6.279	6.586	6.586	6.586
A.1. Direct activity cost (managed by DIHR)	16.203	4.188	4.239	4.005	3.771
A.2. Implementation through local partners	4.206	701	935	1.168	1.402
A.3. Allocated programme support cost	5.628	1.389	1.413	1.413	1.413
Crosscutting direct outcome support (MEAL/Communication)	25.998	6.500	6.500	6.500	6.500
A.1. Direct activity cost (managed by DIHR)	18.798	4.700	4.700	4.700	4.700
A.3. Allocated programme support cost	7.200	1.800	1.800	1.800	1.800
Total Programme and Project activities	163.886	40.972	40.972	40.972	40.972
A.7. Audit	600	150	150	150	150
Total direct cost	164.486	41.122	41.122	41.122	41.122
B.1. Administration fee	11.514	2.879	2.879	2.879	2.879
Total budget (A+B)	176.000	44.000	44.000	44.000	44.000
Result for the grant	0	0	0	0	0

DANISH INSTITUTE FOR HUMAN RIGHTS

A more just world guided by human
rights

A more coherent effort with greater
impact

STRATEGY 2030

FOREWORD

WITH HUMAN RIGHTS WE ENSURE PROGRESS AND HOPE

Since the adoption of the Universal Declaration of Human Rights in 1948, human rights have brought invaluable improvements in the living conditions, dignity, and freedom of people around the world. They have set standards and translated ideals into legislation, they have protected against abuse and discrimination, and they have fostered progress and hope.

In recent years, however, there has been a concerning trend of challenges to the foundations of human rights. Democracies are weakening, while authoritarian forms of government are gaining in prominence, principles of the rule of law are being questioned and vulnerable populations are being deprived of their basic rights.

As Denmark's National Human Rights Institution, the Danish Institute for Human Rights is tasked with promoting and protecting human rights in Denmark, Greenland and abroad. The Institute helps ensure that human rights are recognised, respected, and observed – in the legislative process, in citizens' interactions with authorities, and in the wider society. We strive to build support for human rights as a foundation for freedom, equality, and justice.

This mission has never been more important.

With 40 years of experience, the Danish Institute for Human Rights has a solid platform for tackling the challenges of the future. 'Strategy 2030' sets the course for the changes that will equip us for the task.

Andreas Kamm
Chair of the Board

Louise Holck
Executive Director

OUR WORK

CORE TASKS AND STRENGTHS

The Danish Institute for Human Rights is Denmark's National Human Rights Institution, established by an act of the Danish Parliament based on the UN Paris Principles. The Danish Institute for Human Rights also serves as the National Human Rights Institution for Greenland at the request of Inatsisartut, Greenland's parliament.

The purpose of the Danish Institute for Human Rights is to promote and protect human rights in Denmark, Greenland, and the world around us. The collaboration with human rights institutions, civil society, and other actors at the European and international level offers the Danish Institute for Human Rights a special opportunity to contribute to the realisation of human rights in Denmark and abroad, and to learn from experiences from other contexts.

In Denmark, the Danish Institute for Human Rights is also an equality body with a special mandate to promote gender equality and equal opportunities for people with disabilities, ethnic minorities, and LGBT+ people in Denmark.

KNOWLEDGE AND RESEARCH

We provide knowledge as a foundation for change

We have specialised expertise of human rights and equality. Through data, analysis, and research, we seek to influence public authorities, decision makers, and other key actors, both nationally and internationally. We inform decisions through consultation responses to new legislation and through input into policy processes nationally, regionally, and globally to ensure that human rights standards are met. We examine human rights topics such as freedom of expression, use of artificial intelligence in public case-handling, and corporate human rights responsibilities, paving the way for human rights improvements.

MONITORING AND REPORTING

We monitor human rights compliance

We monitor and report on the human rights situation in Denmark and Greenland, making it clear where the biggest challenges lie and where improvements are being made. We report to authorities, the public, the EU, the Council of Europe, and the UN to ensure further progress. We support partners in fulfilling the same task in their national contexts and collaborate to develop solutions to common challenges.

ADVICE AND LITIGATION

We support individuals whose rights are violated

We work to ensure that human rights are respected in practice so that they protect individuals in their daily lives. Through our Discrimination Helpline, we advise people who experience discrimination, and we provide legal assistance in cases of discrimination brought before the Board of Equal Treatment. We intervene in legal proceedings in national and international courts when fundamental human rights issues are being adjudicated, and together with partners around the world we support rightsholders in vulnerable positions in defending their rights.

PARTNERSHIPS AND DIALOGUE

We demonstrate the value of human rights

Our mandate as a National Human Rights Institution gives us special access to authorities, civil society, the private sector, and a place in strong regional and global networks. In collaboration with partners in Denmark and abroad, we bring about concrete human rights improvements in terms of living conditions, legal security, and equality. We are publicly visible when human rights come under challenge, and through partnerships, dialogue, and education we raise awareness of human rights and support the realisation of those rights.

MISSION, VISION, AND VALUES

MISSION

Our mission is to protect and promote human rights and equality.

VISION

Our vision is a world in which everyone is guaranteed full respect for their human rights and equality.

VALUES

EXPERTISE

The core of the Institute's activities is to deliver the highest professional expertise in our work. We live up to this expectation by working in a knowledge- and research-based way with highly specialised employees and products of high professional quality.

INDEPENDENCE

As a National Human Rights Institution, independence is crucial. This means that we make decisions based on our mandate and professionalism, and that we are not influenced by, for example, party political or commercial interests.

CREDIBILITY

We are transparent about what we do, how we do it, why we do it, and who we do it with. Our credibility is critical in enabling us to create the change for human rights that we were established for.

COLLABORATION

We create change in dialogue with the outside world and build equal collaborations on common goals. We involve others in our work, engage in partnerships in Denmark and abroad, and collaborate across different professional disciplines and backgrounds within the organisation.

CONTEXT: A CHANGING WORLD

FOUR DEVELOPMENTS WE MUST RESPOND TO

A new geopolitical reality

We live in a time characterised by an increasing number of wars and conflicts, while autocracies are on the rise. This affects where in the world it is relevant and possible to work with human rights, who to work with, and what approaches are needed to create lasting change.

The Danish Institute for Human Rights must ensure that it transforms itself in relation to geographies in which it works, partners, methods, and themes, so that we can continue to contribute to the realisation of human rights in a divided world.

Human rights in development

Human rights are evolving in line with new global challenges and developments. We see this with the environmental and climate crisis, which necessitates a just green transition with respect for human rights. We see it in increasing digitalisation and the use of artificial intelligence, which can drive developmental progress but also contribute to discriminations and challenge rightsholders' privacy, freedom of expression, and freedom of information. And we see it in the human rights consequences of global migration flows.

To ensure that human rights are realised in a changing world, the Danish Institute for Human Rights must be able to set new agendas and address emerging issues.

The continued legitimacy of human rights

Democracy and the principles of the rule of law are under pressure both in Europe and globally, while in Denmark the relevance of human rights are also being questioned. At the same time, studies show that awareness of human rights is low in Denmark – especially among children and young people.

The Danish Institute for Human Rights has a statutory obligation to promote human rights. We must use our special status as a National Human Rights Institution to increase awareness of and support for human rights among decision makers, authorities, and the public.

Demand for equality, inclusion, and representation

Both in Denmark and abroad, there is increasing focus on equal forms of collaboration, representation, inclusion, and diversity. This brings new perspectives on how discrimination is countered and how different perspectives and experiences are integrated into workflows and decision making to strengthen both legitimacy and results.

These approaches and considerations require organisational reflection on the way we operate so that the Danish Institute for Human Rights continues to reflect the values we work to promote.

STRATEGIC DIRECTION AND FOCUS AREAS

The Danish Institute for Human Rights has four overarching strategic goals that guide our overall work.

In addition, there are specific focus areas for the Institute's work in Denmark, Greenland, and internationally, as well as for our organisation. The focus areas specify the transformation that will ensure continued impact in a changing world.

STRATEGIC GOALS

Our profile as a National Human Rights Institution is clear

The special role and position of the Danish Institute for Human Rights as a National Human Rights Institution, established by law by the Danish Parliament in accordance with the UN Paris Principles is evident in our profile, work, and relationships.

We create lasting improvements in human rights

We take action where it is needed and deliver sustainable results. We work efficiently, purposefully, and with resource awareness to achieve the greatest possible impact.

We are at the forefront of new human rights agendas

As an organisation, we are able to address emerging human rights issues in Denmark and abroad, and to contribute to the continued relevance of human rights through knowledge, advice and strong partnerships.

We strengthen the visibility, legitimacy and support of human rights

We contribute to concrete human rights progress that demonstrates the value of human rights. Through new initiatives and partnerships, we are an active voice in the human rights debate, and we engage others in our work.

STRENGTHENED FOCUS AREAS FOR OUR WORK IN DENMARK

The Danish Institute for Human Rights will

Increase the awareness, visibility, and relevance of human rights among children and young people.

Provide education that strengthens civil society and relevant professional groups in working with human rights.

Broaden human rights efforts through dialogue and inclusive partnerships.

STRENGTHENED FOCUS AREAS FOR OUR WORK IN GREENLAND

The Danish Institute for Human Rights will

Strengthen Greenland's ability to establish a strong National Human Rights Institution by supporting the embedding of human rights work in Greenland.

Support Greenland's work on structural human rights challenges affecting the entire population of Greenland, including supporting new knowledge and research.

STRENGTHENED FOCUS AREAS FOR OUR INTERNATIONAL WORK

The Danish Institute for Human Rights will

Support international rights-based cooperation and defend international law and established human rights standards.

Drive progress in collaboration with state institutions and authorities, civil society organisations, and economic and financial actors based on universal human rights, equality, and local leadership.

Make an even greater impact in the world by actively increasing our international engagement.

STRENGTHENED FOCUS AREAS FOR OUR ORGANISATION

The Danish Institute for Human Rights will

Ensure an agile and efficient organisation with strong management of finances, resources, risks, and competences.

Prioritise good leadership as a prerequisite for sustainable results and an attractive workplace.

Work systematically to promote diversity in our organisation to improve representation and inclusion in the work of the Danish Institute for Human Rights.

DANISH INSTITUTE FOR HUMAN RIGHTS

The Danish Institute for Human Rights was established by an act of the Danish Parliament as Denmark's National Human Rights Institution to protect and promote human rights.

We monitor and advise on the human rights situation in Denmark and Greenland, and we work to ensure that human rights are realised both in Denmark and abroad.

We aim to promote understanding of human rights across society and strive to be focal point of the conversation about human rights in Denmark.

We are a knowledge institution that bases our work and efforts on research and analysis.

Our role and identity as a National Human Rights Institution also form the basis for our international work. The work within and outside Denmark is complementary and strengthens our ability to create change.

It is crucial to ensure the strongest possible support for human rights – both as a tool and as a concept. This requires dialogue with the outside world, alliances, and partnerships. It is alongside others that we can create lasting results.

DIHR INTERNATIONAL PARTNERSHIP STRATEGY 2025 – 2030

‘LOCAL LEADERSHIP, UNIVERSAL VALUES, GLOBAL IMPACT’

INTRODUCTION

We live in a time of growing wars, conflicts, and polarization. Authoritarianism is rising, putting pressure on the rule of law, human rights, and international development cooperation. The Danish Institute for Human Rights has outlined its response in the 2030 Strategy: **“A more just world guided by human rights. A more coherent effort with greater impact.”** As one of the key components, the 2030 strategy highlights the importance of local leadership, partnerships, and equality.

With this **International Partnership Strategy 2025-2030**, the Danish Institute for Human Rights is making a strong commitment to local leadership in its international partnerships. It introduces five strategic goals that will shape how we work with partners over the next five years. These goals will guide our approach, though not all will apply equally to every partnership.

The International Partnership Strategy has been developed with input from partners across the world. Their insights are helping us adapt to changing geopolitical realities and apply global discussions on power shifts, localisation, and partnerships to our work. Partner involvement in monitoring and evaluation will be key to the strategy’s success.

OVERARCHING PRINCIPLES

The Danish Institute for Human Rights is dedicated to engagements that contribute to the respect, promotion, protection, and fulfilment of human rights, as elaborated in international and regional human rights conventions, and interpreted by authoritative bodies. Through partnerships, we aim to commit and enable duty-bearers to meet their human rights obligations and empower rights-holders to claim and enjoy their rights, including those of future generations.

Our partnerships are guided by the key principles of equality and non-discrimination, meaningful and inclusive participation, access to decision making processes, accountability and access to justice, transparency, and empowerment. These principles create a strong foundation for collaboration. They ensure our work is human rights-based, promotes dignity and social justice, and supports lasting implementation of human rights norms and standards.

We are committed to preventing discrimination in all forms. This includes discrimination based on race, nationality, gender, sexual orientation, gender identity, age, disability, or social status. Our approach is inclusive, ensuring partnerships help reduce, rather than reinforce, existing inequalities.

Gender justice is central to our commitment to equality. We work to advance real gender equality and non-discrimination in all our interventions, in line with human rights standards.

A strong partnership is built on mutual trust and respect. It recognizes each partner's independence, values, context, and expertise. Our guiding principles ensure that all partnerships are ethical, transparent, effective, and sustainable.

A UNIQUE ROLE AND ADDED VALUE

The Danish Institute for Human Rights is the only National Human Rights Institution (NHRI) with a legislative mandate to work directly with international partners. As a human rights research and knowledge center, we provide expertise and capacity support to partners worldwide and in multilateral fora. Our goal is to strengthen national human rights systems and support the implementation of human rights standards.

Our NHRI status gives us unique access to working with state actors, including peer NHRIs, and accessing relevant multilateral fora such as the UN. In accordance, ensuring dialogue with NHRIs at country level and through regional networks is a starting point for all country engagements. The NHRI mandate also allows us to act as an independent bridge between state and non-state actors.

Over the past two decades, we have developed a Partnership Approach that puts partners at the center of the transformation we seek. The **International Partnership Strategy 2025-2030** builds on this legacy and constitutes the Institute's new approach to partners.

DIHR partnership typologies

All the Institute's international engagements are carried out in partnership with other actors, e.g. through bilateral or multilateral partnerships, in consortia with other Danish and/or international actors, or through regional /international networks and organizations.

Types of partners:

1. Domestic state actors (NHRIs, governmental human rights focal points, relevant state institutions, justice actors, security actors, academic partners, etc.).
2. Non-state actors (e.g. civil society organizations, think tanks, universities, private sector actors)
3. Regional and international human rights actors
4. International academic networks and organizations

Types of partnerships:

1. Long-term / short-term
2. Comprehensive / limited
3. Formal (contractual relationship) / informal (dialogue, cooperation around common activities/objectives)

STRATEGIC GOALS 2025 - 2030

GOAL 1: ADOPT A FLEXIBLE AND LONG-TERM APPROACH

The diversity of the Institute's partners and contexts require flexible collaboration models. Each partnership is unique—one size does not fit all.

To strengthen local leadership, partnerships must ensure sustainable results and support partners' long-term resilience. While allowing for differences in scope, intensity, and duration, we will increasingly invest in long-term partnerships. These will focus on state and non-state actors committed to advancing human rights at local, national, regional, and international levels.

The Danish Institute for Human Rights will:

- Increasingly promote comprehensive, longer-term, institutional partnerships with actors that are able and willing to generate positive change with respect to human rights implementation.
- Ensure that projects have in-built flexibility to adapt the pace, direction, or intervention approaches to changes in the context or in the partner's strategic or operational priorities.
- Design projects in a way that ensures that results (knowledge, capacity, etc.) are anchored in institutional policies, processes, guidelines, and tools that support the partner institution in realizing its strategic goals.
- Jointly with partners, periodically assess the partnership and the overarching principles mentioned above. If there is no longer a joint commitment to continue the engagement, the partnership will be phased out with a mutually agreed plan and timeframe.

GOAL 2: FOSTER EQUITABLE AND RECIPROCAL PARTNERSHIPS

To promote stronger collaboration and ownership, partners will have a leading role with respect to the strategic and substantive orientation of the partnership as well as project implementation modalities. Cognisant of the subsidiarity principle, the extent and nature of our technical and financial support will be decided upon jointly, including with the donor, based on an analysis of partners' needs and priorities and our added value.

With the aim of making partnerships reciprocal, we will emphasise co-design and co-creation of knowledge, approaches, tools, solutions. Recognizing that each institution has distinct forms of expertise that are equally valued, co-creation is an ongoing process of active and equitable collaboration. Co-creation will not only strengthen our partnerships, it will also generate more significant impact in the promotion of human rights.

The Danish Institute for Human Rights will reinforce the role of facilitating, convening, and connecting a variety of stakeholders at different levels and jurisdictions, fostering peer-to-peer exchanges between partners, especially at the regional/sub-regional levels, as well as by being engaged allies in international and multilateral policy dialogues and processes.

The Danish Institute for Human Rights will:

- Support partners to increase their voice, visibility, and impact in relevant networks and international fora.

- Further decentralize project governance structures and decision-making processes to country level, where possible and relevant.
Ensure complementary, sustainable, and equal relationships through collaborative work processes in all phases of the partnership, including project design, implementation, monitoring, and evaluation.

GOAL 3: RESPECT FOR AND RECOGNITION OF THE PARTNER’S CONTEXT

We respect our partner’s independence and autonomy as well as their need to safeguard relations with other stakeholders.

To ensure that our engagements are relevant, we collaborate with partners to analyze the legal, political, and social dynamics behind human rights issues through open and honest dialogue. We offer technical expertise and share relevant experiences, while ensuring solutions are locally driven, aligned with universal values, and within our mandate. We also integrate rights-holders’ lived experiences into the design, implementation, and evaluation of our engagements.

A key strength of our approach is our long-term presence through country offices and dedicated teams facilitating joint analysis and contextualized technical support based on local needs.

Strong partnerships depend on respectful and inclusive interactions. We are committed to ensuring that our language and behavior—internally and externally—reflect our values and do not reinforce discrimination, stereotypes, harmful narratives, or biases.

The Danish Institute for Human Rights will

- Inform decisions, choices, and priorities in the partnerships by learnings and insights generated through joint analysis with partners and prioritising the use of national expertise.
- Acknowledge and utilise existing as well as new knowledge / expertise generated through the partnerships.
- Ensure access to training on inclusive language, communication and dismantling of any bias.

GOAL 4: NURTURE LOCAL HUMAN RIGHTS LEADERSHIP

To generate meaningful and sustainable human rights progress and act as a counterbalance to autocratic states, there is a need to diversify our partner base.

Throughout our partnerships, we will identify and support human rights leadership. Recognizing the crucial role of civil society and other non-state actors such as academic institutions in contributing to the creation of an enabling environment for human rights, engagement with new and emerging human rights advocates and change agents will receive an increased focus. Our engagements are conducted in close consultation and / or cooperation with sister NHRIs and with due regard to the security concerns of our partners and our country office personnel.

The use of evidence-based approaches to tackle the human rights challenges of the future, by encouraging cross-pollination between human rights researchers and practitioners, will also be supported.

The Danish Institute for Human Rights will

- Explore and enhance partnerships with independent human rights actors, including civil society organizations and non-formalized human rights actors.
- Build partnerships with researchers and academic institutions in constrained countries, not only as centers of knowledge, but also as “spaces of resistance” in contexts of autocratisation.

GOAL 5: PROMOTE TRANSPARENT AND EQUITABLE FUNDING

The Danish Institute for Human Rights will engage in transparent and fair budgeting processes, ensuring an equitable distribution of project resources and a proportionate share of overheads to support partners’ institutional development and long-term sustainability (contingent on modalities of donor funding).

We will strive to ensure more longer-term and flexible funding for partners and explore concrete measures to transfer as high a proportion of the grant as possible to local offices and partners. Where partners are involved in managing sub-grants, guidance and technical assistance will be provided.

We will increase joint fundraising with partners, critically influence and engage with donors, advocating for funding modalities with more flexible and tailored funding for partners, including the importance of covering a fair share of partners’ finance and administration costs.

The Danish Institute for Human Rights will

- Gradually increase the proportion of funding transferred to partners.
- Establish transparency in financial arrangements including in relation to administrative implications.
- Have transparent financial and non-financial due diligence guidelines for partners.
- Ensure more predictability in funding for partners through longer-term partnerships and clarity with respect to the time horizon.
- Ensure funding for partners’ institutional capacity and address the issue periodically throughout the partnership.

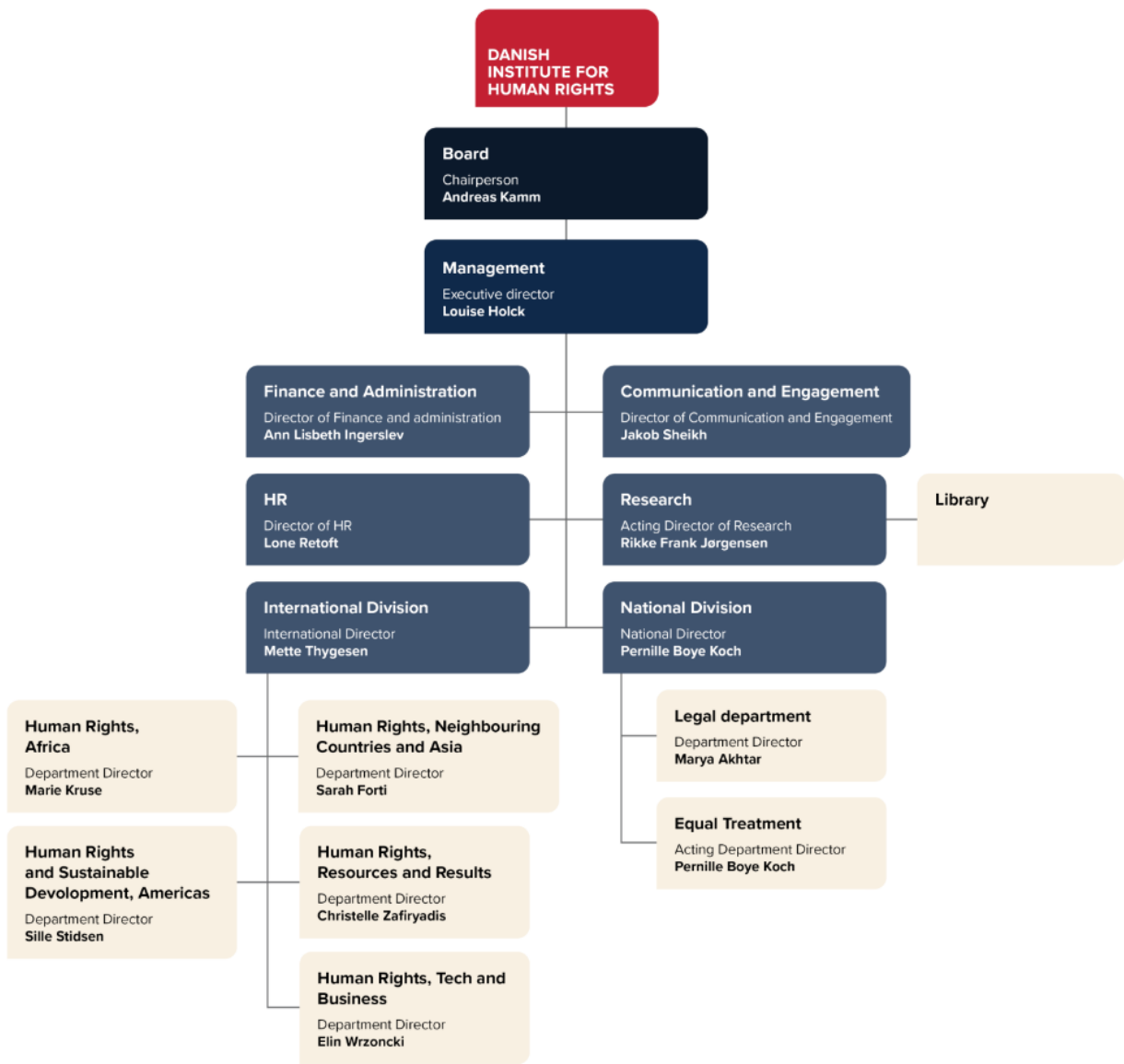
IMPLEMENTATION AND MEASURING PROGRESS

The Danish Institute for Human Rights will take the following steps to ensure effective implementation of the above goals:

- i. Systematically integrate the goals into the Institute’s implementation tools, i.e. project handbook, cooperation agreements, MoUs, financial and non-financial compliance frameworks, etc.
- ii. Allocate funding for testing new partnership modalities.

- iii. Establish a Partner Reference Group consisting of a selection of the Institute's international partners. The Reference Group will convene virtually on an annual basis to monitor progress achieved on each strategic goal.
- iv. Annual internal reflection workshop to facilitate internal exchange on the implementation of the International Partnership strategy to strengthen internal coherence to successfully apply local leadership principles across the full range of partnerships.
- v. Reporting on the implementation of the International Partnership Strategy will be integrated into the Institute Strategy reporting.

Annex 9: Organigram



Annex 10: List of DIHR Policies

DANISH
INSTITUTE FOR
HUMAN RIGHTS

Search

Home > Policies

POLICIES

Absence

Leave of absence / orlov

Code of conduct

Holiday

Insurance, security and travels

Parental leave and adoption

Offensive behaviour

Retningslinjer om databeskyttelse og GDPR

Guidelines for data protection and GDPR

Principles for working from home

Procurement guidelines

Representation guidelines

Salary and pensions

Secondary occupation

Senior policy

Severance

Smoking and alcohol policy

Stress-policy

Whistleblower scheme (English)

Whistleblowerordning (dansk)

Programme de lanceur d'alerte (French)

Working hours

Policies

On this page you will find important policies and agreements when working at the Institute.

8 March 2024

Not all documents/forms are translated into English, but let us know if you are in need of a not yet translated document/form.

LAST MODIFIED

27.09.2024 - kl. 10:45

Daily work life

- Absence
 - Collective agreements (overenskomster) - see below:
 - AC-overenskomst
 - HK-overenskomst
 - Fælles-overenskomst
- Days off // tjenestefri
- Holidays
- Insurance and missions
- Leave of absence // orlov
- Parental leave and adoption
- Principles for working from home
- Salary and pensions
- Secondary occupation
- Severance
- Working hours

House policies, plans and guidelines

- Anti-corruption policy // Anti-korrupsions politik
- Anti Terror Policy // Anti-terror politik
- Code of conduct // Adfærdskodeks // Offensive behavior
- Emergency plan // Beredskabsplan
- Leadership Codex // Ledelseskodeks
- Procurement guidelines // Indkøbsvejledning
- Representation guidelines
- Recruitment guidelines
- Senior policy
- Smoking and alcohol policy
- Social responsibility policy // Politik for samfundsansvar
- Staff policy // Personalepolitik
- Stress policy
- Travel Security Policy and Instructions
- Whistleblower policy // Whistleblower-politik

GDPR and data protection

- Retningslinjer om databeskyttelse og GDPR // Guidelines for data protection and GDPR
- Retningslinjer for behandling af personoplysninger til statistiske eller videnskabelige formål // Guidelines for processing personal data for statistical and scientific purposes
- Retningslinjer for anvendelse af AI-teknologier // Guidelines on the use of AI technologies
- Retningslinjer for efterlevelse af oplysningslovgivningen // Guidelines for compliance with the duty to provide information
- Oplysning til ansatte om instituttets anvendelse af deres oplysninger i forbindelse med ansættelse // Information for employees about the Institute's processing their data
- Retningslinjer om databeskyttelse på instituttets lokalkontorer // Data protection guidelines for local offices of the Danish Institute for Human Rights // Principes directeurs de protection des données pour les antennes locales de l'institut pour les droits de l'homme

THE DANISH INSTITUTE FOR
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IT: Workdays 9-15
Library: Tuesdays and Thursdays 10-15

Annex 13: Process action plan for implementation

The following table provides an overview of the main steps envisaged for approving and implementing the project.

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 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 Documentation	January - February 2025	HUMCIV in dialogue and coordination with consultant and the partner	Standard project documents found via amg.um.dk → Bilateral cooperation → Guidelines for Country Strategic Frameworks Programmes and Projects
Preparation for IMR appraisal in May	(Early) April 2025	HUMCIV	
Draft Results framework and TOC	14 February 2025	Consultant / IMR	
Draft Project document and annexes	20 March 2025	HUMCIV in dialogue, coordination with consultant and IMR, approval by HUMCIV	To be submitted to HUMCIV
Forward draft of project document to LÆRING for public consultation	27 March 2025	HUMCIV	Early draft should provide sufficient outline of the intended project/programme without having all details in full

Public consultation period	March, April 2025 according to set schedule	LÆRING	
Meeting in Danida Programme Committee (PC)	8 April 2025	LÆRING/HUMCIV	List of received responses from the consultation
Adjustment of project documents following feedback from PC	15 April 2025	HUMCIV/ consultant / IMR	Summary conclusions from the Programme Committee taken into account. External Consultant to quality assure and coordinate with IMR and HUMCIV
Draft Project documents and annexes submitted for appraisal	1 May 2025	HUMCIV/consultant / IMR	IMR submits to consultant, who, after revisions, then submits to HUMCIV
Appraisal	May - June 2025	Tbd	An independent view must be safeguarded during appraisal
Deadline for submission of <i>draft</i> appraisal report, including summary of conclusions and recommendations	23 May 2025	Tbd	
HUMCIV and IMR, provide feedback to draft appraisal report	24-31 May 2025	HUMCIV, consultant, IMR	
Deadline for submission of <i>final</i> appraisal report, including summary of	31 May 2025	Tbd	Key to integrate comments from IMR and HUMCIV, approval by HUMCIV

conclusions and recommendations			
Adjustment of project document following feedback from appraisal	June-Aug 2025	HUMCIV / consultant / IMR	
Final Project Document, annexes and appropriation cover note	1 Sep 2025	HUMCIV / consultant / IMR, approval by HUMCIV	
Final Project Document, annexes and appropriation cover note forwarded to LÆRING	15 Sep 2025	HUMCIV	HUMCIV submits to LÆRING Min. 13 working days before meeting in Council for Development Policy
Presentation to the Council for Development Policy	2 October	HUMCIV	
The minister approves project (AMG definition: project)	Nov-Dec 2025	LÆRING submits the proposed project together with the meeting minutes	After Council for Development Policy meeting
Final deadline for approved project	Nov-Dec 2025	HUMCIV/LÆRING	
Initial actions following the Minister's approval			
LÆRING facilitates that grant proposals are published on Danida Transparency after the Minister's approval	Nov-Dec 2025	LÆRING	
Signing of legally binding agreement	After the Minister's approval, Nov-Dec 2025	HUMCIV/IMR	
Register commitment in MFA's financial systems within the planned quarter	After agreement is signed, Nov-Dec 2025	HUMCIV	

Disbursement upon final FFL approval	Beginning of 2026	HUMCIV	
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