Ministry of Foreign Affairs – Department for Humanitarian Action, Civil Society and Engagement

Meeting in the Council for Development Policy on 21 November 2024
Agenda Item No. 2

1. Overall purpose:	For discussion and recommendation to the Minister
2. Title:	Danish Support to DIGNITY 2025-2029
3. Amount:	DKK 290 million (58 million per year 2025-2029)
4. Presentation for Programme Committee:	13 August 2024
5. Previous Danish support presented to UPR:	26 November 2020

Support to DIGNITY 2025-2029: *A World without Torture*

Key results:
The project responds to the global challenge of prevalent torture and other forms of violence and limited access to human rights of survivors to access rehabilitation and justice. It extends and builds on Denmark's role as a global champion in the fight against torture in a context of serious challenges as well as new opportunities.

Justification for support:
The project aligns with the Danish development strategy, The World We Share, in committing to *provide knowledge, networks and resources to assist the work on eliminating torture and other cruel, inhuman or degrading treatment* and to promote the rights and dignity of marginalised groups.

Through a combination of collaborative research, advocacy at multiple levels, and development partnerships with local actors across 4 regions/8 countries, the project will complement Denmark's goals of promoting and protecting a human rights – and international rules-based order with strong champions and allies.

Furthermore, by applying an intersectional approach, focusing on promoting and protecting rights of groups most at risk of torture and other forms of violence, including sexual and gender-based violence, the project contributes to Denmark's priority to advance gender equality and to promote and protect the rights of women and girls.

Major risks and challenges:
The project will be implemented in a broad spectrum of political and socio-economic contexts, ranging from 'authoritarian' to 'limited' and 'flawed' democratic regimes. Human security in these ranges from stable, to contexts with high levels of mortality and violence due to armed conflict. This may have impacts at organisational, partnership and project levels.

File No.	24/20300					
Countries	Liberia, Sierra Leone, Burkina Faso, Kenya, Uganda, Myanmar, Palestine and Ukraine.					
Responsible Unit	HUMCIV					
Sector	Civil Society and Human Rights					
Partner	DIGNITY – Danish Institute Against Torture					
DKK million	**2025**	**2026**	**2027**	**2028**	**2029**	**Total**
Commitment	58.0	58.0	58.0	58.0	58.0	290.0
Projected Disbursement	58.0	58.0	58.0	58.0	58.0	290.0
Duration	5 years: 2025-2029					
Previous Grants	Support to DIGNITY 2021-2024: *A World Without Torture*					
Finance Act code.	06.32.08.40					
Head of unit	Birgitte Nygaard Markussen					
Desk officer	Caroline Emma Troen					
Reviewed by CFO	Karsten Ivar Schack					

Relevant SDG

Objectives:

The project's overall objective is to ensure that rights holders are protected from torture and other forms of violence and survivors have access to quality rehabilitation and justice. In pursuit of this, the project aims to address the following key issues: i) prevalent torture and inhuman treatment, ii) violence in communities and families, iii) limited access to rehabilitation for survivors and iv) limited access to justice for survivors.

Justification for choice of partner:

The partners will be selected using DIGNITY's policies and methods for partner selection. DIGNITY defines a partnership as a collaborative relationship between organisations that commit to joint principles and work towards common goals. DIGNITY has a partnership policy in place.

Summary:

The purpose of this project document with DIGNITY 2025-2029 is to continue to support Denmark's longstanding work for a world without torture. Torture is one of the gravest international crimes and a direct attack on human dignity. Nevertheless, torture is an enduring phenomenon, which has severe negative consequences for individuals' health, well-being, and ability to develop and thrive. The project will respond to the global challenge of prevalent torture and other forms of violence and limited possibilities of rights holders to exercise their rights to rehabilitation and justice.

Budget:

Total cost for project period 2025-2029	**290.000.000 DKK**

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

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

Project Document
Support to DIGNITY 2025-2029: A World without Torture

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1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning *Support to DIGNITY 'A World without Torture 2025-2029'* as agreed between the parties: DIGNITY – Danish Institute Against Torture (hereafter DIGNITY) and the Department of Humanitarian Action, Civil Society and Engagement 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 below.

"The Documentation" refers to the partner documentation for the supported intervention, which is *Support to DIGNITY 'A World without Torture 2025-2029'*.

2. Context, strategic considerations, rationale and justification

Context

DIGNITY has a mandate to fight torture, promote rehabilitation of victims and disseminate knowledge for torture prevention and rehabilitation. The organisation has received support from the MFA since 2005 and has a current agreement with the MFA managed by HUMCIV, until the end of 2024. The agreement is part of the "MRD" grant portfolio (Human Rights and Democracy) in the MFA, managed by HUMCIV. See Annex 2 for MFA partnership assessment of DIGNITY.

Torture is one of the gravest international crimes and a direct attack on human dignity. Nevertheless, torture is an enduring phenomenon, which has severe negative consequences for individuals' health, well-being, and ability to develop and thrive. Torture undermines societal trust and cohesion, as well as the stability and development prospects of societies. Further, it erodes the rule of law and can lead to long-term collective trauma. Despite its universal and absolute prohibition, torture occurs in all societies to different degrees.

Torture occurs where the growth conditions for it exist. In the contexts where this project will be implemented, the underlying conditions for torture are present i.e., torture and other forms of violence are entrenched in cultural and social practices, torture is embedded in law enforcement and penitentiary systems, and violence permeates social relations in families, as well as in community life and in state-citizen relations. The lack of accountability for these serious crimes perpetuates torture and violence and fosters cultures of impunity where the rule of law cannot take root.

The underlying causes of entrenched violence, ultimately resulting in torture as the most extreme form of violence, are multifaceted. They include, for example, poverty and conflicts over resources, histories of oppression, marginalisation and inequality that render certain groups more vulnerable than others, as well as weak institutions that are ill-equipped to prevent and address abuses, abrasive state-citizen relations, militarised and punitive approaches to justice.

Furthermore, in the countries where the project will be implemented, there is limited availability and access to rehabilitation. Unaddressed trauma, resulting from torture and violence, can have profound and long-lasting effects on survivors' abilities to regain capacities to function and participate in private, public, and economic life. Moreover, it can cause a ripple effect, perpetuating cycles of trauma and violence – starting with violent behaviours within families and communities.

Although torture is universally prohibited by international treaty and customary law, it is widely practiced across the globe. Torture is, for instance, employed as a means of war in armed conflicts, as a tool of systematic repression by authoritarian regimes, and as a more mundane 'everyday practice' by police and

other public officials, often targeting poor and marginalised groups of people, in authoritarian, semi-authoritarian and even democratic states.

The global fight against torture evolves against the backdrop of a rise in authoritarianism and democratic backsliding. In the last 18 years, political rights and civil liberties have declined globally consecutive.[1] Today, 71% of the world's population, amounting to around 5.7 billion people, live in autocracies – an increase from 48% ten years ago – and the global level of democracy enjoyed by the average person as per 2023 is now down to the 1985-levels.[2]

These developments put additional pressure on the work to prevent torture, rehabilitate survivors, and promote justice and accountability. Civil society organisations around the world, including human rights defenders, operate in shrinking civic spaces, are facing enhanced forms of repression and intimidation.[3] Legal safeguards, rule of law, and independent oversight bodies are increasingly undermined.[4] Mass incarceration and 'tough on crime' policies result in significant overcrowding in prisons around the world.[5]

New digital technologies have expanded opportunities for democratic participation amongst women and LGBT+ persons. At the same time, these technologies – including surveillance, disinformation, and artificial intelligence (AI) – allow states to enhance and sophisticate repression of certain populations and critical voices.[6]

The rise of authoritarianism and the erosion of human rights and democratic values are intimately linked to – and often further exacerbated by – other key global challenges, notably climate change, armed conflict, global health threats, and displacement and refugee crises.[7] Despite these developments, the context of implementation also offers some new opportunities for action and positive change on the human rights front. Whereas human rights NGOs are being exposed to new forms of pressure and repression from state authorities in many countries, new forms of effective activism and political engagement by civil society are also emerging, applied and shared around the world.[8]

Furthermore, in some countries, authorities – on both local and national level – display increasing willingness, often under internal and external pressure, to engage in building capacity to protect citizens and comply with specific international human rights obligations. Even in situations with broader democratic backsliding, some authorities decide to engage constructively with civil society to enhance human rights protection in certain concrete areas, including in preventing torture.[9] Moreover, most states are willing to collaborate in improving access to health care, including rehabilitation services, which is perceived less contentious and in line with national development plans.

Whereas the international human rights system is under increasing pressure from underfunding and great power rivalry, there is also growing acceptance among certain states of the principle of universal jurisdiction as an avenue to pursue accountability for the most serious international crimes. In an era with widespread

[1] Freedom House (2024): *Freedom in the World 2024*
[2] V-Dem Institute (2024): *Democracy report 2024. Democracy Winning and Losing at the Ballot*
[3] Westminster Foundation for Democracy (2020): *Addressing the global emergency of shrinking civic space and how to reclaim it: A programming guide*
[4] V-Dem Institute (2024): *Democracy report 2024. Democracy Winning and Losing at the Ballot*
[5] Penal Reform (2021): *Imprisonment and prison overcrowding*
[6] Feldstein, S. (2021): The Rise of Digital Repression. How Technology is Reshaping Power, Politics, and Resistance
[7] Lawrence, M. et al (2024): *Global polycrisis: the causal mechanisms of crisis entanglement*
[8] Global Platform / MS Action Aid: *Global Social Movement Centre (MOVE)*
[9] OHCHR: *Voluntary Fund for Technical Cooperation in the Field of Human Rights*

atrocity crimes, this offers some hope for a stronger drive towards accountability for perpetrators and justice for victims.[10]

Strategic considerations

The fight against torture has been an important priority for successive Danish governments for decades and Denmark has together with partners established a unique platform for working with anti-torture. This is clearly reflected in the current strategy for development cooperation, *The World We Share*, which establishes democracy and human rights as the foundation for Danish development cooperation. Specifically, DIGNITY's project complements the strategy's human rights-based approach to development cooperation, which strives, among other goals, to *provide knowledge, networks and resources to assist the work on eliminating torture and other cruel, inhuman or degrading treatment*.

By adopting an intersectional approach, focusing on protecting the rights of groups most at risk of torture and other forms of violence, including sexual and gender-based violence (SGBV), the project also complements collective efforts to advance gender equality, to promote and protect the rights of girls and women, and to ensure the rights and prospects of those most left behind, as emphasised in the strategy. The focus on developing partnerships with local actors further harmonises with the strategy's goal of strengthening dynamic partnership with relevant partners in global south countries. Specifically, the project's focus on developing partnerships in the following African countries: Liberia, Sierra Leone, Burkina Faso, Kenya and Uganda further complement the Danish government strategy to strengthen Danish engagement with African countries, as laid out in Africa's Century launched in August 2024.

Moreover, the project reflects the ambitions of the Doing Development Differently (DDD) agenda, as adopted by the Danish government, which calls for taking a holistic and adaptive approach to development. For further details see below:

- Country specific interventions have been co-designed through interactive processes with local civil society actors and, where possible, state actors to ensure *contextual relevance, local ownership, local leadership and sustainability*. Research and international engagement will be co-produced and delivered in partnership with local actors, thereby creating ownership amongst global south actors for the knowledge production- and norm-promoting work under the project.
- The monitoring methods applied in the project allow for *managing for results*, ongoing *learning* and *adaptive management*. Outcome Harvesting (OH), which is the methodology that will be used as a key monitoring and evaluation tool, is designed to monitor and document *change*: who has changed how, and why (/why not). It captures the project's contribution to change and allows for verification of outcomes by third parties. Participatory and collaborative outcome harvest sessions with partners in combination with change-focused reporting formats facilitate ongoing adaptations.
- Principles of *accountability, transparency and mutuality*[11] will be operationalized in the project through DIGNITY's partnership policy and trust-based framework for partnership management, which ensures clarity around roles, responsibilities, compliance requirements as well as channels for complaints and conflict handling.
- The project will be implemented through a *multidisciplinary, holistic approach* with strong *coordination* toward other efforts that address the underlying causes and extended effects of torture. It will be operationalised through thorough stakeholder mapping, multi-purpose development engagements, including referrals and coordinated advocacy.

[10] Trail International (2024): *Universal Jurisdiction Annual Review 2023*

[11] 'Mutuality' refers to partnerships in which partners interact in a respectful and equitable manner with good communication and genuine dialogue

Internationally, the project is aligned with the 2030 Agenda for Sustainable Development with particular contributions to the following Sustainable Development Goals: 16 (Promote peace, justice and strong institutions), 3 (Ensure healthy lives and promote well-being for all at all ages), 5 (Achieve gender equality and empower all women and girls), 10 (Reduce inequality within and among countries) and 11 (Make cities and human settlements inclusive, safe, resilient and sustainable). For further details see below:

- With regards to SDG 16, the project's focus on fighting torture will contribute to reducing violence, ending abuse and promoting the rule of law.[12]
- With regards to SDG 3, the project will contribute to improving health amongst populations deprived of their fundamental human rights as well as increasing access to basic health and other rehabilitation services for survivors of torture and other forms of violence by ensuring better access to health rights and improving well-being. [13]
- With regards to SDG 5, the project will contribute to combatting sexual and gender-based violence (SGBV) by preventing such forms of violence at community level and by promoting more robust state action under their torture prevention obligations. Moreover, the increasing share of women and sexual minorities in the global prison population requires more attention on relevant policies and practices for torture prevention, which will be addressed in this project.
- With regards to SGD 10, the project will contribute to empower at-risk and marginalised populations to claim their rights to live free of torture through advocacy against discriminatory laws and practices.[14]
- With regards to SDG 11, the project will contribute to safer urban environments and communities through multistakeholder violence prevention initiatives and state-citizen dialogues.[15]

Lastly, it is worth nothing, that while the project will not specifically include efforts to tackle climate change directly, the project will contribute to creating better conditions for managing the negative effects of climate change by contributing to violence prevention and resilience of violence-affected communities as well as survivors.

Synergy with other Danish development engagements

The project complements relevant MFA support, which includes support to DIGNITY-programmes promoting survivor-centred accountability for torture and related human rights violations in Belarus and Ukraine under the auspices of the MFA's Department for European Neighbourhood[16]; DIGNITY's lead of the Human Rights and Inclusion Consortium under the Danish Arab Partnership Programme[17]; and DIGNITY's ongoing policy dialogue with the MFA's Legal Service (Human Rights Team), including DIGNITY's work with the National Prevention Mechanism under OPCAT, Denmark's Permanent Mission to the UN in Geneva as well as with the Danish Embassy in Kampala, Uganda.

[12] Specific contributions to the following targets: 16.1 *Significantly reduce all forms of violence and related death rates everywhere*; 16.2 *End abuse, exploitation, trafficking and all forms of violence against and torture of children*; 16.3 *Promote the rule of law at the national and international levels and ensure equal access to justice for all*; 16.6 *Develop effective, accountable and transparent institutions at all levels*

[13] Specific contributions to target 3.4: *Reduce mortality from non-communicable diseases and promote mental health*

[14] Specific contributions to target 5.2 *Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation*

[15] Specific contributions to target 11.1: *Inclusive and sustainable urbanization.*

[16] DIGNITY implements the 'Seeking Justice for Survivors' programme that strengthens capacity of civil society to enhance access to MHPSS, justice and redress for survivors of torture, war crimes and human rights violations in Ukraine and Belarus. Moreover, receives MFA support to lead the International Accountability Platform for Belarus, and is a consortium partner under the Civil Society Promoting Resilience in Ukraine programme under the Peace and Stabilisation Programme for Ukraine

[17] Under DAPP, DIGNTY leads the HRIC consortium and implements torture prevention and rehabilitation interventions in Morocco, Tunisia, Egypt and Jordan in close collaboration with Danish Institute for Human Rights, International Media Support, KVINFO, a large group of sub-contractors and local partners and Danish Embassies.

The project further complements the MFA's support to the International Rehabilitation Council for Torture Victims (of which DIGNITY is a member) and to the Danish Institute for Human Rights. DIGNITY is formally a member of a National Preventive Mechanism (NPM), together with the Danish Institute for Human Rights and the Danish Parliamentary Ombudsman with the aim of monitoring institutions, in which people are deprived of their liberty.

At the level of implementation countries, the project will seek synergies with other Danish supported projects and programmes, such as those implemented by the MFA's Strategic Partnership Agreement (SPA) partners and those funded through pooled funding mechanisms such as CISU, which for example funds DIGNITY collaboration in Kenya in partnership with a local NGO. This will include collaborative stakeholder- and context analyses that contribute to sharing learning and coordinate advocacy that increase prospects for country-level impact; coordination during partner selection, partner vetting and partner capacity strengthening which can minimize transactions costs for partners and achieve greater cost-efficiency. Moreover, such coordination will seek to enhance the beneficiary population's access to various forms of support through strengthened referral pathways. Similarly, DIGNITY will seek liaison and information sharing with Danish Embassies, which will be pursued to create synergies with other Danish (and EU) policy dialogues and development engagements in the specific countries, including human rights dialogues, private sector collaborations, bilateral support, including technical assistance to authorities. See Section 11 for country specific details.

Further, DIGNITY will seek coordination with both SPA partners and other development partners of the MFA, including the Danish Institute for Human Rights, for the purposes of learning, joint analysis and coordinated advocacy through e.g., Global Focus' technical working groups.

At policy level, the project will contribute to reinforcing the legitimacy and quality of the work of selected UN treaty bodies, special procedures and agencies supported by the Danish government – not least the OHCHR and the WHO. With the project's support, DIGNITY will continue to occupy seats in the Sub-committee on Prevention of Torture under the Optional Protocol to the Convention Against Torture and in European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment. The different engagements by DIGNITY are instrumental in sustaining Denmark's global leadership in the fight against torture in third partner countries as well as at global level at the UN General Assembly, in the UN Human Rights Council and in the Convention Against Torture Initiative. Moreover, DIGNITY's expertise in rehabilitation and its active membership in the Danish MHPSS Network, contribute to advancing knowledge of how to integrate MHPSS into humanitarian activities in line with the ambitions in *the World We Share.*

Lessons learned

The Department for Humanitarian Action, Civil Society and Engagement (HUMCIV) has held regular consultations with DIGNITY throughout previous phases of support, and strategic consultations and reviews have been carried out accordingly.

Most recently, a mid-term review was carried out in the spring of 2024 of DIGNITY's "*A World Without Torture 2021-2024"* project. This was managed by LÆRING with the purpose of providing an independent assessment of the performance of the project in accordance with DANIDA's Aid Management Guidelines. The review concluded overall that DIGNITY remains a key partner to the MFA and while the project and work of DIGNITY is very relevant to Denmark's Strategy for Development Cooperation, the review also highlighted areas for improvement and presented a number of concrete recommendations. DIGNITY submitted a management response towards the recommendations made in the review.

At ***strategic level,*** the mid-term review of DIGNITY concluded that the organisation is a key partner to the MFA regarding normative work related to the prevention of torture and rehabilitation for survivors of torture and that their work is very relevant to Denmark's Strategy for Development Cooperation. It noted, DIGNITY

undergoing an organisational transformation process as part of the follow-up to the last review, which was done in 2019. This entailed revising tools and procedures and consolidating the portfolio. The Board of DIGNITY has also seen a restructure, based on recommendations from the 2019 review, and now also consists of members with international and technical experience. However, further strengthening the oversight role of the board was recommended.

Further, the review highlighted that DIGNITY is internationally recognised as a global norm-setting actor. The organisation has developed an Advocacy Strategy to further strengthening the strategic priorities of DIGNITY and outreach for international leverage and influence. Documentation for accountability as a strategic focus area was also identified to have been extensively developed and represents a relevant area for further programming, where DIGNITY has the needed experience and expertise. The review also identified that DIGNITY during the review period had strengthened connections between research, partner experience and knowledge sharing, which, in turn, has enhanced their access to influence. In terms of synergies with other organisations, it was concluded that while DIGNITY is coordinating and collaborating with some of the SPA-organisations in Denmark, it does not seem to be a strategic priority. Regular interactions with other organisations were a recommendation of the review, to further enhance potential for synergies and complementarity. Internally, DIGINITY has several structures for pursuing coherence and learning across the portfolio and the "South-South Learning" initiative was concluded in the review as a commendable global learning initiative, which includes a regional Africa-focused partner network.

At ***programmatic level,*** the review concluded that the sampled projects implemented under the overall project were relevant to the needs of the communities and to the objective. It was pointed out that many of the projects in the period were, however, rather small and had a shorter timeline, which may have impacted effectiveness. The consolidation into country programmes is expected to address this. The review found that the theory of change was closely linked to the results framework, however, highlighted a need for a more comprehensive description of the complex set of changes that will need to take place in order to reach the overall objective, would have been useful to illustrate change pathways. The review found that DIGNITY had strengthened its monitoring and reporting systems since the previous review and had also introduced the methodology "Outcome Harvesting" (OH) to improve the collection of outcome level results, however, could work on improving the results framework. The review noted that DIGNITY has developed a Partnership Policy with clear values and a clear framework, which was also seen to emphasize respect and mutuality in line with the localization agenda, but sometimes shying away from the more "uncomfortable" talks about administrative and financial requirements. The review encouraged DIGNITY to define its approach to localization and local leadership in its upcoming strategy. The review found that DIGNITY has a comprehensive setup for a HRBA with an intersectional lens –though in an early phase of implementation - but with potential. DIGNITY was also observed to be interested in working more in humanitarian settings, but it was advised to not spread too thin and to consider mandate implications.

At ***organisational and administrative level,*** the review focused on the new structure of the IP department[18], which it thought appeared relevant, while the new Project Manual establishes the roles of staff involved in projects. It also concluded that DIGNITY's new HR procedures are transparent and accountable, and strategies and systems for ensuring the safety and security of staff are well developed. The review found that risks are analysed, and risk mitigation actions established and followed up on a regular basis. DIGNITY's policies and practices relating to code-of-conduct, whistle-blower and safeguarding-mechanisms, practices related to PSEAH were also found to be in line with good practice. DIGNITY includes its code-of-conduct and

[18] The IP department is responsible for managing the DED grant and is headed by the Chief Operations Officer (COO) who is also the Vice CEO. The current IP department has some 31 staff working under two geographical/program leads. The two Vice directors in the IP department, respectively, lead DIGNITY's programs in Africa and Europe (with some 7 Program and Project Managers reporting to her), and the DAPP program, DIGNITY's work in Asia and managing the COs in Jordan and Tunisia (some 5 staff in Denmark + CO staff).

anti-corruption policies in contracts with partners and require that these are adhered to. DIGNITY's anti-corruption procedures and policy were found to follow good practice.

*At **financial management level*** the review found that DIGNITY's financial management system comprehensively supports DIGNITY's operations. Segregation of duties, internal controls, accounting and financial management procedures were found to be documented and implemented. The review found that DIGNITY's processes for project budgeting, budget monitoring, partner reporting and transfer of funds were clearly described and followed, however, DIGNITY's financial reporting to its board was not sufficient in allowing a full understanding of funding gaps and DIGNITY's ability to implement its strategic goals. The review also focused on competences and had different findings, both positive and with room for improvement. Findings concluded that the due diligence and monitoring of partners' capacity for financial management and compliance had not ensured partners' compliance during the period 2019-2023. There were a number of issues observed by the review team relating to partners' contractual compliance. DIGNITY was found to comply with requirements and managing its costs prudently and has systems and policies in place to encourage frugality in spending. The review observed that DIGNITY's administration costs appeared to be declining, and the share of funds transferred to partners had been increasing. However, of the total project funding, it was the review teams best estimate that 23% directly reaches the beneficiaries, which is rather low.

3. Project Objective

The project's objective is to ensure that rights holders are protected from torture and other forms of violence and survivors have access to quality rehabilitation and justice. The project extends and builds on Denmark's role as a global champion in the fight against torture in a context of serious challenges as well as new opportunities. In pursuit of an overall vision of a world without torture, the project aims to address the following key issues:

- Prevalent torture and inhuman treatment
- Violence in communities and families
- Limited access to rehabilitation for survivors
- Limited access to justice for survivors

The project will be implemented in eight countries across four regions: Sub-Saharan Africa: (Liberia, Sierra Leone, Burkina Faso, Kenya and Uganda[19]), Eastern Europe (Ukraine – and possibly other countries depending on the development in the region), MENA (Palestine) and Asia (Myanmar).

The implementation contexts have been selected based on a combination of considerations, including (a) relevance to Denmark's priority regions and countries for development assistance; (b) widespread prevalence of torture and other forms of violence; (c) large numbers of survivors with limited access to mental health and other rehabilitation services; (d) presence of civil society actors that are willing and able to contribute to preventing and combating torture and assist survivors; (e) opportunities for inducing system level change, either through direct engagement with duty bearers or through international advocacy; and (f) existing DIGNITY presence and experience in the context enlarging the opportunities to achieve outcomes in the project period.

A detailed overview of the different country projects and their contributions to the overall project results framework is outlined in Section 11.

[19] Implementation in South Africa will be phased out in 2025. Interventions in Ghana and Guatemala were phased out in 2023 and 2024.

4. Theory of change and key assumptions

Responding to the overall challenge that torture, and other forms of violence, are prevalent and pose a significant barrier to sustainable development, rule of law, social cohesion and peace, and using the opportunities provided by tackling the specific opportunities in each country contexts, the summary theory of change statement for the project is:

if duty bearers have political will and institutional capacity to prevent and combat torture and violence, and ***if*** rights holders have access to knowledge and gain capacity to claim and exercise their rights to a life free of torture and other inhuman treatment and to hold duty bearers to account, and ***if*** survivors have access to rehabilitation and other forms of redress, ***then*** the conditions for eliminating torture and violence are in place, thereby paving the way for a world without torture.

The multiple causes and effects of torture make its eradication a complex endeavour. It requires substantial structural changes in economies, policies, social structures, and cultural fabrics. Therefore, the project will be implemented at multiple levels and through a multidisciplinary approach with strong coordination with other efforts that address the underlying causes and extended effects of torture. The following *key approaches* will be applied to achieve the project goal:

- Integrating research, advocacy and development partnerships: A combination of research, advocacy, and development partnerships will be applied to affect change at different levels.
- Survivor-centred approach: Preferences, rights and needs of survivors and at-risk populations are the starting point for all interventions of this project.
- Trauma-informed approach: Interventions will be designed and implemented with consideration of the physical and mental health impacts that typically follow from experiences of torture and other forms of violence.
- Local leadership and sustainability: Through equitable partnerships with EU neighbourhood and Global South actors, DIGNITY and local partners will co-create interventions, generate joint knowledge, and foster networks between south-based partners. Systematic strengthening of partners' organisational capacity will promote sustainability.
- Impactful Learning: Partners will be involved in designing and prioritizing the definition of learning objectives, undertaking needs assessments, and defining learning methods which will ensure relevance to everyday practices, learning needs and preferences of the target group.
- Scalable interventions and outreach: By strengthening the capacities of local health actors in responding to physical and psychological trauma through outpatient, community-based care, and through referral to other services, the project will reach survivors in the most cost-efficient and contextually relevant way. Preventing torture and violence at community and national level will reach large populations at risk of torture.

Through the project, DIGNITY will mobilise and apply *resources and programmatic approaches* within the following areas:

- Partnerships: DIGNITY has established partnerships in the implementation countries with CSOs, research institutions and, in some places, state institutions to enable locally anchored implementation of the project.[20]
- Research and knowledge production: Multidisciplinary (health, legal, ethnographic) research on rehabilitation, torture prevention and torture and its health consequences in combination with monitoring and evaluation inform the project. CSO partners in the implementation countries will co-

[20] DIGNITY builds and maintains partnerships with point of departure in its Partnership Policy

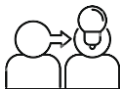
produce knowledge and thereby gain capacity to apply research-based methods and work evidence-based.

- Technical expertise: DIGNITY has in-house expertise in law, medicine, mental health, and social sciences, which will be used in the project to enhance partners' skills and capacity, as they see relevant. This will supplement expertise and context knowledge held by local partners.
- Advocacy capacity: DIGNITY has experience in human rights advocacy at multilateral and national levels with access to a wide range of actors.[21] This platform of influence will be used to advance international norm-building and leverage advocacy agendas of Global South CSO partners. Moreover, DIGNITY will use its experience to strengthen advocacy capacities of CSO partners through continued support to south-south advocacy networks.

In applying the approaches and using the inputs described above, the following *activities* will be implemented by DIGNITY in the project:

Inclusion and empowering survivors and other rights holders*:* Through participatory approaches, the project will empower survivors, at-risk groups, and other rights holders to exercise their rights to participation and access to information. Awareness raising campaigns will increase knowledge about rights, available services and challenge public perceptions that create stigma and barriers for survivors in seeking rehabilitation and justice.

Capacity strengthening of CSOs: Through professional skills training, mentoring, peer support, joint learning, access to networks, and financial support, DIGNITY will enhance CSO partners' skills and strategies to prevent torture and other forms of violence, document torture and related human rights violations, pursue accountability for violations, and enable access to quality rehabilitation and justice for survivors.

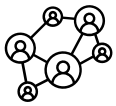


Capacity development of authorities and monitoring bodies: DIGNITY and partners will support duty bearers in fulfilling their obligations. This can include training, advisory, or other measures stimulating constructive dialogue with and change amongst key change agents within the state apparatus – notably in the health and criminal justice system and amongst independent oversight bodies, such as National Human Rights Institutions, National Preventive Mechanisms and civil society monitoring mechanisms.

Fostering joint action between duty bearers and civil society: DIGNITY and partners will open spaces and facilitate intersectoral dialogue between duty bearers and rights holders towards collaborative action that creates safer communities. This involves developing local leadership coalitions that are able and willing to collaborate on violence prevention.

Advocacy with legislators and policy makers: DIGNITY and partners will seek to influence decision makers and opinion leaders to strengthen international human rights norms and promote changes to legislation, policy, and practice at national and local level with the aim of closing gaps in the prevention and combating of torture and in the availability of and access to redress, especially rehabilitation of survivors.

[21] These include UN and regional human rights bodies such as the UN human rights council, treaty bodies and Special Rapporteurs, African Commission on Human and Peoples' Rights, other UN institutions such as the WHO Violence Prevention Alliance, the Inter-Agency Standing Committee, as well as international advocacy alliances and research networks.



Network and alliance-building: The partners among CSOs, National Human Rights Institutions and National Preventive Mechanisms will be connected through south-south learning events and joint advocacy initiatives facilitated under the project.

Joint research, knowledge building and communication: Through research, human rights documentation and MEAL, DIGNITY and partners will generate knowledge and use it for advocacy and to design interventions relevant to survivors' rights and needs and context opportunities. Through targeted communication, the knowledge will be disseminated to specific stakeholders as well as the Danish public.

By implementing the above activities with the described inputs and outlined strategies, the project will contribute to delivering the following *intended changes* (then):

1. Civil society and state actors have strengthened capacity and willingness to prevent and document torture and other cruel, inhuman or degrading treatment or punishment (CIDTP) and promote justice for survivors
2. Civil society actors and state authorities have strengthened capacity and willingness to prevent violence and create safer communities
3. Civil society and state actors have strengthened capacity and willingness to provide access to quality, trauma-informed rehabilitation

DIGNITY makes the following overall and cross-context *change assumptions* about why and how it can deliver on the outcomes:

All states, even authoritarian ones, are sensitive to international criticism of their torture and CIDTP practices.[22] In most contexts, political will to comply with international human rights obligations can be built and sustained through bottom-up demands from civil society and top-down pressure from the international and regional human rights system in combination with dialogue-based approaches. However, in fragile and conflict prone countries and in countries with highly oppressive regimes, such as for example Burkina Faso and Myanmar where DIGNITY plans to work, there is limited scope and opportunity to engage directly with state actors to enhance their willingness and capacity to respect, protect and fulfil the right to live free of torture, CIDTP and other forms of violence. In those contexts, the project will focus on partnerships with civil society actors and international advocacy.

Within most states, there are agents of change that can be influenced and leveraged through increased capacity. Experience and research show that law enforcement agencies and other duty bearers can be motivated to change practice if they gain positive experiences of joint action and become recognized as part of the solution, and not primarily identified as the problem. Equally so, groups with (perceived) violent behaviours can be motivated to champion violence prevention, if they are supported to do so and recognized for their contributions.[23] Similarly, the scope for engaging duty bearers vary across contexts. However, even in fragile and conflict-prone contexts, authorities may be willing and able to engage at the local level.

Promoting a strong legal framework for Torture/CIDTP prohibition is the foundation for preventing and combatting torture. Furthermore, it is necessary to foster a human rights culture and promote institutional practices that pre-empt the risk of torture i.e., desirable behaviours are rewarded, there are no incentives to

[22] Einolf, C. J. (2023): *Understanding and Preventing Torture: a Review of the Literature*. Human Rights Review. Vol. 24 (3)
[23] Kjaerulf, F & Barahona, R. (2010): *Preventing violence and reinforcing human security: a rights-based framework for top-down and bottom-up action*. Rev Panam Salud Publica, 27 (5). Kjaerulf, F, Vejborg Andersen, S. and Ronsbo, H (2024): *Leadership Development as a catalyst in partnership projects. Praxis Paper*. DIGNITY publication series #46.

torture, and/or perpetrators are prosecuted and punished.[24] Critical media coverage and competent civil society that document what is happening and hold authorities accountable are necessary.

Civil society actors with knowledge of international human rights standards can be effective in advocating for reducing the risks of torture and promoting justice and accountability for such crimes. Similarly, CSOs with proven capacity in rehabilitation can show the way for the public health system to expand access to services. In fragile and low resource settings, civil society may in fact be the only available service providers.

A strong civil society engagement in the anti-torture cause requires public interest in and demand for protecting and fulfilling the rights of people who are marginalized – namely those who, for various reasons, become more vulnerable to abuse and less protected by legal and social systems. Public interest is contingent on initiatives that promote a human rights culture and awareness of the detrimental effects of torture for the survivors and their families and for societies impacted by unaddressed trauma and stigma.

Strong collaboration and coordination with initiatives by civil society actors that promote human rights and access to health care, as well as national and international efforts that promote larger scale projects towards good governance based on the rule of law and reforms within the security, justice, and health sectors – often supported by UN agencies – is crucial to establish conditions for change. At international level, change is contingent on concerted and coordinated advocacy with like-minded NGOs, experts, UN treaty bodies, and selected UN Member States to establish reform needs in implementation countries and on actionable recommendations from international human rights bodies, which can be followed-up at national level.

An illustration of the project's theory of change can be found in Annex 3.

5. Summary of the results framework

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 documentation. Progress will be measured through DIGNITY's monitoring framework focusing on a limited number of key outcome(s) and corresponding outputs and their associated indicators. Further, during the annual consultation, examples of process indicators and plausible contribution to outcomes will be provided. Within the first year, specific targets or milestones for organisational, financial, and programmatic transformation will be included in a revised Results Framework. See Annex 3 for further information.

Project	*Support to DIGNITY 'A World without Torture 2025-2029'*
Project Objective	Respond to the global challenge of prevalent torture and other forms of violence and limited possibilities of rights holders to exercise their rights to rehabilitation and justice. It extends and builds on Denmark's role as a global champion in the fight against torture in a context of serious challenges as well as new opportunities.
Impact Indicator	SDG 16, 3, 5, 10 and 11.
Baseline	Populations at risk of torture and other forms of violence are often marginalised for intersecting historical and structural reasons, living in societies where violence is entrenched in social and cultural practices. People at risk lack access to information and opportunities for participation that would enable them to claim their rights to live free of torture and access health care and other rehabilitation services. Poor health structures in combination with stigma result in barriers for collective action and survivors' access to support. Civil society organisations have relevant knowledge, experience, relations, and outreach to affected populations, making them potent change agents. However, many lack the technical skills and international networks to expand their outreach and to have sufficient leverage to change policies and practices.

[24] Carver R, Handley L (2016): *Does torture prevention work?* University of Liverpool Press, Liverpool.

	Legal frameworks criminalising torture and setting out obligations to prevent and combat torture are in place in most countries, but there is a lack of will and/or capacity amongst state authorities to implement laws and international standards. There are change agents whose influence can be leveraged through increased capacity, including knowledge, and constructive dialogue. Similarly, legal frameworks and standards for health and social services exist, but poor governance and weak capacity amongst executive authorities result in poor service delivery and limited access for the most vulnerable groups. Political will to comply with obligations to criminalise, prevent and combat torture is lacking in some states – but most States, even authoritarian ones, are sensitive to international criticism of their torture practices and can be influenced through a combination of bottom-up pressure from civil society and top-down pressure from the international human rights system. Interventions that increase access to health are usually less controversial, easing space for implementation and collaboration with state actors. Independent oversight bodies scrutinising states' compliance with their human rights obligations exist in most states, but they often lack the knowledge and skills to undertake effective preventive monitoring.

Strategic Outcome		**Rights holders are protected from torture and other forms of violence and survivors have access to quality rehabilitation and justice**
Outcome indicators		1. Rights holders have enhanced ability to claim their rights to be protected from torture, CIDTP and other forms of violence, and have better access to rehabilitation and justice. 2. Duty bearers have improved willingness and capacity to respect, protect and fulfil the right to live free from torture, CIDTP and other forms of violence, to provide access to rehabilitation and justice for survivors, and promote the rule of law.
Targets	Midterm (Year 3)	Minimum 70 civil society and state actors[25] demonstrate commitment and capacity to ensure that rights holders can live free of torture, CIDTP, and other forms of violence, access rehabilitation and justice, and promote the rule of law (number and examples). Minimum 350.000 at-risk individuals and survivors benefit from enhanced protection from torture and other forms of violence, and improved access to quality, trauma-informed rehabilitation, and justice (numbers and examples).
	Endline (Year 5)	Minimum 130 civil society and state actors have adopted sustainable policies and practices ensuring that rights holders can live free of torture, CIDTP, and other forms of violence, access rehabilitation and justice, and promote the rule of law (number and examples). Minimum 450.000 at-risk individuals and survivors are empowered to exercise their rights to live free of torture, CIDTP and other forms of violence, and to access rehabilitation and justice (numbers and examples)
Output 1		**Civil society and state actors have strengthened capacity and willingness to prevent and document torture and CIDTP and promote justice for survivors**
Output indictor 1.1		No. & descriptions of civil society and state actors demonstrating improved capabilities to advocate for, respect, protect and fulfil obligations to prevent torture and CIDTP, including documentation - disaggregated by a) type of actor and b) type of change

[25] 'Actor' in this results frame refers to an institutional entity – not an individual person.

Endline targets	i. Minimum 80 recorded examples[26] of actors using acquired or strengthened skills, tools, and knowledge in their work to prevent and document torture and CIDTP. ii. Minimum 40 recorded examples of CSOs and state actors with improved institutional practices for prevention and iii. Minimum 60 recorded examples of CSOs and state actors using evidence and knowledge generated through the project to promote rule of law and to influence norms, policies and practices at local, national, and international level
Output 1.2	No. & descriptions of collaborations between and amongst civil society and state actors promoting conducive conditions for the prevention of torture and CIDTP and survivor-centred justice- disaggregated by a) type of actor and b) type of change
Endline targets	i. Minimum 60 recorded examples of established or strengthened collaborations and dialogues to improve prevention of torture and CIDTP and survivor-centred justice. ii. Minimum 50 recorded examples of sustainable changes in policy and/or practice towards prevention of torture and CIDTP, and towards promoting survivor-centred justice
Output 1.3	No. & extent to which individuals at risk of torture benefit from improved safeguards and access to survivor-centred documentation- disaggregated by a) gender, b) age; c) location; and d) type of preventive measure
Endline targets	i. 70.000 individuals reached through initiatives aimed at improving preventive measures against torture and CIDTP, and access to survivor-centred documentation. ii. Minimum 40 recorded examples of how torture prevention or documentation initiatives have affected the target group. iii. Minimum 3.000 individuals having their cases appropriately documented enabling them to exercise their rights individually and collectively
Output 2	**Civil society actors and state authorities have strengthened capacity and willingness to prevent violence and create safer communities**
Output indicator 2.1	No. & descriptions of civil society and state actors demonstrating improved capabilities to implement and advocate for sustainable violence prevention initiatives - disaggregated by a) type of actor and b) type of change
Endline targets	i. Minimum 80 recorded examples of actors using acquired or strengthened skills, tools, and knowledge in their work to create safer communities ii. Minimum 14 recorded examples of CSOs and state actors with improved institutional practices for violence prevention iii. Minimum 10 recorded examples of CSOs and state actors using evidence and knowledge generated through the project to influence policies and practices at local, national, and international level.
Output 2.2	No. & descriptions of collaborations between and amongst civil society and authorities promoting conducive conditions for sustainable violence prevention - disaggregated by a) type of actor and b) type of change
Endline targets	i. Minimum 60 recorded examples of established or strengthened collaborations and dialogues to improve prevention of violence ii. Minimum 20 recorded examples of sustainable changes in policy and/or practice towards creating safer communities.
Output 2.3	No. of individuals reached through violence prevention initiatives & level of perceived safety expressed by individuals and/or assessed in communities - disaggregated by a) gender; b) age; c) location; d) type of violence; and e) type of preventive measures.

[26] An 'example' in this result framework refers to a substantive, positive change / outcome to which the intervention has had a significant contribution. The change should have the potential to be lasting.

Endline targets	i. Minimum 310.000 individuals reached through violence prevention initiatives. ii. Minimum 65 recorded examples of how violence prevention activities have affected the target group
Output 3	**Civil society and state actors have strengthened capacity and willingness to provide access to quality, trauma-informed rehabilitation**
Output indicator 3.1	No. & descriptions of civil society and state actors demonstrating improved capabilities to provide and advocate for access to quality and trauma-informed rehabilitation to survivors and at-risk populations - disaggregated by a) type of actor and b) type of change
Endline targets	i. Minimum 80 recorded examples of actors using acquired or strengthened skills, tools, and knowledge to provide and advocate for access to quality and trauma-informed rehabilitation. ii. Minimum 40 recorded examples of CSOs and state actors with improved institutional practices for rehabilitation. iii. Minimum 25 recorded examples of CSO- and state actors using evidence and knowledge generated through the project influence policy and practice at local, national, and international level.
Output 3.2	No. & descriptions of collaborations between and amongst civil society and authorities towards improving access to quality and trauma-informed rehabilitation and strengthening relevant referral networks - disaggregated by a) type of actor and b) type of change
Endline targets	i. Minimum 80 recorded examples of established or strengthened collaborations and dialogues between stakeholders to improve quality of and/or access to rehabilitation. ii. Minimum 20 recorded examples of sustainable changes in policy and/or practice towards improving quality of and/or access to rehabilitation
Output 3.3	No. of survivors benefitting from rehabilitation and level of improved well-being and functionality - disaggregated by a) gender; b) age; c) location; and d) type of intervention
Endline targets	i. Minimum 20.000 individuals assisted directly with MHPSS services of which minimum 60% (sample) report increased level of well-being and/or functioning. ii. Minimum 16.000 individuals assisted through relevant referrals to medical, social and other forms of rehabilitation support. iii. Minimum 40.000 individuals reached through awareness raising activities to reduce stigma and improve help-seeking behaviours

6. Inputs/budget

The table below presents the budget summary at outcome level. The budget reflects inputs from this specific grant. If other funds are added to achieve the same outputs, then the budget and results matrix should be updated to include all co-funding. The budget reflects a fair share model of accounting for indirect costs where indirect costs are clearly linked to a specific output.

See Annex 5 for a detailed budget.

Budget Line	Budget 2025 (1000 DKK)	Budget 2026 (1000 DKK)	Budget 2027 (1000 DKK)	Budget 2028 (1000 DKK)	Budget 2029 (1000 DKK)	Budget All Years (1000 DKK)
DIRECT COSTS						
Output 1: *Civil society and state actors have strengthened capacity and willingness to prevent torture and CIDTP*	**22.920**	**22.920**	**22.770**	**22.420**	**22.490**	**113.520**
Output 1: Direct actitivity costs	**9.350**	**9.350**	**9.350**	**9.250**	**9.250**	**46.550**
Output 1: Activities	2.000	2.000	2.000	1.900	1.900	9.800
Output 1: Investment	0	0	0	0	0	0
Output 1: Salaries	6.500	6.500	6.500	6.500	6.500	32.500
Output 1: Travel	850	850	850	850	850	4.250
Output 1: Direct transfers to partners & country offices	**8.100**	**8.400**	**8.650**	**8.800**	**9.000**	**42.950**
Output 1: Partners & country offices, Africa	4.500	4.800	5.050	5.200	5.400	24.950
Output 1: Partners & country offices, other DAC incl. Ukraine	3.600	3.600	3.600	3.600	3.600	18.000
Output 1: Direct allocated programme-supporting costs	**5.470**	**5.170**	**4.770**	**4.370**	**4.240**	**24.020**
Output 1: Pro rata support costs	3.070	3.070	3.070	3.070	3.070	15.350
Output 1: Communication	400	400	400	400	400	2.000
Output 1: Monitoring	400	400	400	400	400	2.000
Output 1: Tools Development & Innovation	1.600	1.300	900	500	370	4.670
Output 2: *Civil society actors and state authorities have strengthened capacity and willingness to prevent violence and create safer communities*	**11.643**	**11.593**	**11.693**	**11.843**	**11.843**	**58.615**
Output 2: Direct actitivity costs	**4.730**	**4.730**	**4.730**	**4.730**	**4.630**	**23.550**
Output 2: Activities	1.000	1.000	1.000	1.000	900	4.900
Output 2: Investment	0	0	0	0	0	0
Output 2: Salaries	3.300	3.300	3.300	3.300	3.300	16.500
Output 2: Travel	430	430	430	430	430	2.150
Output 2: Direct transfers to partners & country offices	**3.300**	**3.400**	**3.750**	**4.050**	**4.250**	**18.750**
Output 2: Partners & country offices, Africa	3.300	3.400	3.750	4.050	4.250	18.750
Output 2: Partners & country offices, other DAC incl. Ukraine	0	0	0	0	0	0
Output 2: Direct allocated programme-supporting costs	**3.613**	**3.463**	**3.213**	**3.063**	**2.963**	**16.315**
Output 2: Pro rata support costs	1.560	1.560	1.560	1.560	1.560	7.800
Output 2: Communication	900	900	900	900	900	4.500
Output 2: Monitoring	400	400	400	400	400	2.000
Output 2: Tools Development & Innovation	753	603	353	203	103	2.015
Output 3: *Civil society and state actors have strengthened capacity and willingness to provide quality, trauma-informed rehabilitation*	**19.505**	**19.555**	**19.605**	**19.805**	**19.735**	**98.205**
Output 3: Direct actitivity costs	**7.725**	**7.700**	**7.700**	**7.700**	**7.700**	**38.525**
Output 3: Activities	1.000	1.000	1.000	1.000	1.000	5.000
Output 3: Investment	0	0	0	0	0	0
Output 3: Salaries	6.200	6.200	6.200	6.200	6.200	31.000
Output 3: Travel	525	500	500	500	500	2.525
Output 3: Direct transfers to partners & country offices	**7.300**	**7.600**	**7.800**	**8.100**	**8.100**	**38.900**
Output 3: Partners & country offices, Africa	4.000	4.300	4.600	5.000	5.100	23.000
Output 3: Partners & country offices, other DAC incl. Ukraine	3.300	3.300	3.200	3.100	3.000	15.900
Output 3: Direct allocated programme-supporting costs	**4.480**	**4.255**	**4.105**	**4.005**	**3.935**	**20.780**
Output 3: Pro rata support costs	2.930	2.930	2.930	2.930	2.930	14.650
Output 3: Communication	400	400	400	400	400	2.000
Output 3: Monitoring	400	400	400	400	400	2.000
Output 3: Tools Development & Innovation	750	525	375	275	205	2.130
A - DIRECT COSTS	**54.068**	**54.068**	**54.068**	**54.068**	**54.068**	**270.340**
*- of which is spent on:**						
Direct actitivity costs	*21.805*	*21.780*	*21.780*	*21.680*	*21.580*	*108.625*
Direct transfers to partners & country offices	*18.700*	*19.400*	*20.200*	*20.950*	*21.350*	*100.600*
Direct allocated programme-supporting costs	*13.563*	*12.888*	*12.088*	*11.438*	*11.138*	*61.115*
INDIRECT COSTS						
Audit	148	148	148	148	148	740
Administration (7% of direct costs)	3.784	3.784	3.784	3.784	3.784	18.920
B - INDIRECT COSTS	**3.932**	**3.932**	**3.932**	**3.932**	**3.932**	**19.660**
C - CONTINGENICES						
TOTAL BUDGET (A+B+C)	**58.000**	**58.000**	**58.000**	**58.000**	**58.000**	**290.000**

7. Institutional and Management arrangement

The project will be implemented by DIGNITY – Danish Institute Against Torture. The project builds on the development engagement *'Support to DIGNITY 'A World Without Torture 2021-2024'* and extends the strategic partnership between DIGNITY and the MFA, which started in the early 1990s. The project is funded under the account '*other development aid*' (§06.32.08) on the annual Finance Act, with a specific intention to deliver and combine research, advocacy and development partnerships towards fighting torture in developing countries.

The Department of Humanitarian Action, Civil society and Engagement (HUMCIV) in the MFA is the owner of the project. The below outlines the framework for ensuring adequate reporting, structured dialogue, timely decision-making and joint learning between HUMCIV and DIGNITY. HUMCIV shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project. After the termination of the project support, HUMCIV reserves the right to carry out evaluations in accordance with this article.

Reporting, review schedule and communication

HUMCIV will oversee and monitor delivery on the project through the following annual reporting and meeting schedule, which will apply for every implementation year of the project starting in 2026 (after first year of implementation) and ending in 2030 (year following project end). Further, the MFA will ensure regular Financial Monitoring Reviews.

Timing	Event	Details in roles and responsibilities
1st May	Submission of DIGNITY's annual accounts	DIGNITY shall submit to the MFA its certified institutional accounts annotated by management for the previous year
June	Technical consultations I	HUMCIV and DIGNITY shall meet for a technical discussion of the submitted certified accounts and the financial status report (Q1).
June	Strategic consultations I	HUMCIV and DIGNITY shall meet for a strategic discussion of the submitted Annual Evaluation, including report on Results Framework, challenges & learnings as well as a status on review recommendations. This will also include examples of process indicators and the plausible contribution to outcomes.
30 June	Annual audit for the organisation and for the grant	DIGNITY shall submit to the MFA: • Annual audited accounts including compliance and performance audit for the grant (for the previous year) • Annual organisational audit
1st Oct	Submission of audited grant accounts, annual evaluation, revised budget and annual plan	DIGNITY shall submit to the MFA: • Revised budget (for the ongoing year) • Annual evaluation, including report on results framework, covering the previous calendar year • Annual Plan (for the following year) • Status on follow-up to MFA review recommendations
Nov	Technical consultations II	HUMCIV and DIGNITY shall meet for a technical discussion of the grant account (for the previous year), the revised budget and the financial status report (for the ongoing year)
Nov	Strategic consultations II	HUMCIV and DIGNITY shall meet for strategic discussions of the Annual Plan and agreement on strategic priorities for the following year.

DIGNITY is responsible for submitting the required documents according to the deadlines outlined above. HUMCIV is responsible for organising and convening the technical and strategic consultations.

A mid-term review of this project will be done in 2027 by the MFA. It will take stock of results achieved so far and assess progress towards project level outcomes. The final report will be produced by DIGNITY and submitted to the MFA by 1st October 2030. The focus of the Final Report is on documenting results on outcome and impact level and highlighting lessons learnt for future project design.

DIGNITY has developed a communication strategy, and will disseminate knowledge, research, and results generated by the project to different audiences through tailored messaging and differentiated channels, including DIGNITY's media, DIGNITY's social media and national and international media.

See DIGNITY's detailed communication plan in Annex 7.

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

DIGNITY, and any partner contracted under this project, must take responsibility for preventing corruption, including by actively working with risk management, sound financial management, transparency, and value for money while spending and procuring. This includes a responsibility to commit to recognized standards of transparency, probity, and accountability. No fraud, bribery, or corruption can be tolerated under the project. Upon suspicion or awareness of specific cases of corruption involving staff members and/or implementing partners, DIGNITY 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. DIGNITY is expected to revisit the anti-corruption approach and the mechanisms applied. The MFA will follow up on this during yearly consultations. Similarly, DIGNITY is committed to prevent sexual exploitation, abuse and harassment (PSEAH).

DIGNITY's own Code of Conduct shall apply to all staff working under the project. Partners will be contractually obliged to comply with international PSEAH standards. DIGNITY 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 DIGNITY during partner capacity assessments. Incidents of PSEAH can be reported through DIGNITY's internal grievance handling mechanisms, through DIGNITY's anonymous whistle-blower mechanism or through the MFA's equivalent.

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

If, during the course of implementation of this Project/Programme, the Implementing Partner discovers that any funds in relation to the Project/Programme 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.

8. Financial Management, planning and reporting

DIGNITY and the MFA will sign a mutually binding Development Cooperation Agreement stipulating the rules and obligations for managing and administering the project grant. As per the Development Cooperation Agreement, DIGNITY will administer the grant according to Danida's Financial Management Guidelines for development cooperation.[27]

DIGNITY is responsible for all financial planning and management according to MFA Guidelines including procurement, work planning, narrative financial progress reporting, accounting, and auditing.

Based on a mutual commitment to local leadership, DIGNITY and the MFA will strive to align the project's compliance requirements with the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting.

9. Risk Management

DIGNITY will implement the project in a broad spectrum of political and socio-economic contexts, ranging from 'authoritarian' to 'limited' and 'flawed' democratic regimes. Human security in these countries ranges from safe contexts to contexts with high levels of mortality and violence due to armed conflict. Managing overall programmatic risks across such variety of contexts takes place through continued structured dialogue with partners and by facilitating South-South learning in ways that support partners and DIGNITY in adapting and responding to complex and multi-layered political, social, ethnic, and cultural dynamics of violence, torture, and traumatization.

At organisational level, DIGNITY manages risks, including those pertaining to this project, through the maintenance of an overall organisational risk register, which is updated annually and revisited by the relevant risk owners when necessary. Internal controls are described in DIGNITY's financial management instructions and are embedded in the project and project management cycle guidance.

At partnership level, DIGNITY's partnership policy and partner management framework set the parameters for how to measure and manage risks in relation to partnerships under this project. DIGNITY's overall approach to partnerships is based on trust, which implies that DIGNITY relies as much as possible on the partners' own systems, capacities, and resources to manage risks and work in compliance with demands set by the MFA. Risks in partnership management are therefore understood as the degree to which DIGNITY can rely on the partners' capacity and systems to manage risks to projects and funds in accordance with Danida's grant management guidelines and other agreements made.

DIGNITY operates with a 3-tier partner management framework: partners with high organisational capacity to manage risks to projects and funds are subjected to a low support and control framework, where DIGNITY offers a contractual relation with less control from DIGNITY's side and more trust in the partners' internal controls. Vice-versa, if a partner's systems and practices are less formalized and structured DIGNITY offers a closer follow-up on the contractual relation. In this case, DIGNITY also funds and supports the partner to develop their capacity, which over time has the aim of building a relationship with less DIGNITY steer. DIGNITY has a differentiated trust and risk framework for partnerships in place.

[27] According to latest updated guidelines available on https://amg.um.dk.

At project level, all projects have specific risk registers, updated in dialogue with partners annually or when needed, and consolidated semi-annually at sub-regional scale. Identified risks are typically:

- Shrinking civic space limiting partner activities and ability to receive funds
- Violent political mobilisation, election violence, lack of trust in authorities and state institutions leading to illegitimate regime transitions as well as local insecurity
- Financial volatility and epidemics that disrupt livelihoods of communities and beneficiaries
- Specific state partners constrained in delivery on human rights outputs
- Stigma surrounding mental health issues and specific groups of victims of violence
- Inadequate protection or harm done to survivors of torture and violence and their families
- Staff injury/detention, data loss or mismanagement of funds

In the management of projects these risks are routinely monitored and in projects mitigated through the adaption of evidence-informed project designs, developed in collaboration with stakeholders and partners.

An elaborate risk management matrix for the project can be found in Annex 4.

10. Closure and exit strategy

Sustainability is built into the project design with its focus on strengthening technical and institutional capacities of civil society partners and targeted state actors, empowerment of rights holders, as well as promoting system-level change through advocacy and research. While there is an expectation from DIGNITY that the project will be extended, continuous efforts will be made to seek complementary funding from other sources, which could scale the project and ensure a sustainable funding base. Moreover, civil society partners will be supported in strengthening their organisational and fundraising capacity to continue and expand their activities beyond the project's timespan.

DIGNITY will deliver a final report and the final audited accounts by 1st October 2030 at the latest. If the project is not extended, DIGNITY will return unspent funds and accrued interest within the first six months of 2030.

Considerations toward an exit strategy 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. DIGNITY 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.

11. Short summary of country projects

The below sections provide a brief overview of country projects and cross-cutting regional and global engagements, as provided by DIGNITY. Projects in the following are referred to as programmes as DIGNITY refers to them as such. See Annex 3 for a full breakdown of end line targets per country.

Sub-Saharan Africa regional programme

In Sub-Saharan Africa (SSA), the programme will be implemented in Uganda, Kenya, Liberia, Sierra Leone and Burkina Faso. Activities in South Africa will be phased out in 2025.

The SSA programme enhances existing partnerships in selected countries, focusing on strengthening capacities and collaboration among civil society, authorities, and research institutions. It aims to create systemic changes benefiting torture and violence survivors and at-risk individuals. The programme

emphasizes building local and national networks, promoting coordination, cross-sectoral referrals, and local ownership. This approach ensures relevance, coherence, and contextual grounding of the programmes.

Choice of countries

Over the past 5 years, DIGNITY has shifted its project document portfolio focus to larger-scale programmes in fragile, low-resource Sub-Saharan African countries, phasing out of middle-income nations. The targeted countries for this programme have high needs for torture and violence prevention and response initiatives. DIGNITY's expertise, built on strong partnerships and proven results, offers potential for significant outreach, impact, and sustainable outcomes in these countries.

A regional advocacy and capacity strengthening engagement with the Network of African National Human Rights Institutions (NANHRI), and the African Commission on Human and Peoples' Rights (ACHPR) and DIGNITY's south-south network will enable the programme to facilitate knowledge exchange and contribute to reform initiatives in a wider range of countries.

Description of country programmes

In ***Liberia***, the programme contributes to all three project document outcomes through a multi-partnership engagement. The Liberia programme aims to strengthen civil society and state actors' capacities to prevent torture, CIDTP, and violence, create safer communities, and ensure access to quality rehabilitation. The programme will be implemented in direct partnership with three civil society organisations: The Liberia Association of Psychosocial Services (LAPS), Community Health initiatives (CHI) and the Association of Female Lawyers of Liberia (AFELL).

Based on financial and technical assistance, peer-exchange and joint research, the programme will expand its multi-partner GBV prevention and response project focusing on holistic, trauma-informed services including MHPSS, Sexual and Reproductive Health Rights, and legal counselling. Practice-based research will be used to advocate for survivors' access to rehabilitation and justice at national and regional levels. Moreover, the programme will support CSO partners in promoting justice for war crime survivors through civil society alliance-building and advocacy for survivor-centred justice with the forthcoming War and Economic Crimes Court for Liberia.

Through the partner organisations' networks and existing collaborations with duty bearers, the programme will directly benefit vulnerable individuals in informal urban settlements, a wider group of Liberian CSOs and state actors within the Ministry of Health and Gender as well as amongst local health services and law enforcement agencies. The programme will seek synergies with other actors through partners' participation in national level working groups, including the Transitional Justice Working Group and the MHPSS reference group under the MoH, as well as through regular liaison with Embassies and UN agencies.

In **Sierra Leone**, the programme will contribute to project document outcomes 1 and 2, building on its long-standing partnership with Prison Watch Sierra Leone (PWSL). PWSL is a longstanding human rights organisation serving as a leading advocate for detainee rights based on extensive monitoring and reporting on prison conditions and documentation of human violations in prisons. The country programme will leverage the results, experiences, and learnings from this partnership to strengthen civil society and state actors to prevent torture and CIDTP.

Through financial and technical assistance, the programme will further strengthen PWSL's capacities to prevent torture and promote human rights protection within law enforcement and detention authorities with a particular focus on women and juveniles. It is the assumption that the Sierra Leone programme will lead to systemic institutional changes in detention centres across Sierra Leone as well as improved norms and policies at national level positively effecting living conditions for detainees throughout the country.

Beyond this partnership with PWSL, DIGNITY will explore opportunities to engage additional partners, aiming to develop a more holistic programme that includes violence prevention initiatives for at-risk populations at community level.

Additionally, by incorporating a community-based violence prevention, the programme is expected to create synergetic effects, enhancing safety for people at risk of violence at community level in the programme's area of intervention. Coordination and synergy will be sought through PWSL's local networks and alliances, and through regular interaction with the EU delegation, the Irish and British Embassies.

In **Burkina Faso**, the programme primarily contributes to project document outcomes 1 and 2, building on a newly established multi-partnership engagement with two key civil society organisations: The Centre for the Quality of Law and Justice (CQDJ) and Mouvement Burkinabè des Droits de l'Homme et des Peuples (MBDHP).

The Burkina Faso programme will aim of preventing torture and violence and promoting survivor-centred justice to survivors by reinforcing partners' capacities and position to promote access to legal counselling and documentation applying a survivor-centred, trauma-informed approach. These interventions will be complemented by awareness raising activities on the rights and support services offered related to torture and violence at community level.

Due to the political situation in the country and the severe restrictions in civic space, the programme will focus on sustaining civic action and dialogue with local authorities at the community level related to locally occurring forms of violence. Coordination and synergy will be pursued through membership of the national Mental Health working group and Coalition Citoyenne pour le Sahel as well as onsite coordination with key actors, such as International Committee of the Red Cross, Oxfam, and the Danish Institute for Human Rights.

In **Uganda**, the programme contributes to all three project document outcomes building on the existing partnership with the African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) and collaborations with the Uganda Human Rights Commission.

The Uganda programme aims to enhance torture and violence prevention and increase access to provide quality, trauma-informed rehabilitation services in Kasese District by bolstering ACTV's capacity to provide community-based mental health services for torture survivors, establish referral networks, and raise awareness about violence and mental health issues. Evidence from the intervention will be used to promote the roll-out of scalable, community-based MHPSS and violence interventions in other regions through engagement with relevant state authorities.

At national level, the programme will promote torture prevention strengthening ACTV's capacity to monitor prisons, document cases of torture/CIDTP, engage in constructive dialogue with prison authorities and use evidence for advocacy at regional (ACHPR) and global level (UN HRC and UN treaty bodies). Despite the restricted civic space and political repression, ACTV has established a space for advocacy through its credibility and leadership as chair of the National Coalition against Torture, which the programme will leverage further. In addition, the programme will produce research on 'vernacular accountability' in partnership between ACTV and Makerere University with the purpose of exploring local approaches to accountability for torture, violence, and violations of human rights.

The programme complements another partnership with the Danish Embassy in Uganda and the Danish Institute for Human Rights focused on promoting awareness and adherence to national level anti-torture legislation targeting a wider set of duty bearers, including the police service, prosecutor's office, and judiciary. DIGNITY's country representation in Uganda will provide ongoing support for the programme's implementation, network building and coordination with other actors.

In **Kenya**, the programme contributes to project document outcomes 2 and 3, building on a long-standing partnership with Midrift Human Rights Network (Midrift HURINET). The programme will focus on further enhancing MIDRIFT's capacity to prevent violence, foster trust between the police and civil society, and improve access to basic trauma-informed MHPSS services for survivors of GBV and other forms of violence.

Based on solid results and evidence generated since 2016 and building on the political momentum created through a 2024 presidential decree to establish multisector violence prevention committees in all 47 countries in Kenya with inspiration from DIGNITY's and Midrift HURINET's multisectoral violence prevention model, the programme will focus on achieving scale. More specifically, it is the ambition to expand the programme to other regions of the country.

In addition, the programme will seek collaboration with the Kenyan Prisons Service through research aimed at supporting their efforts to meet their mandate and obligations. This research will inform strategies to reduce violence and enhance the well-being of both prisoners and staff in Kenyan prisons.

It is the assumption that the Kenya programme will contribute to sustainable, systematic changes in policies and practices nationwide as well as s positive outcomes for survivors and at-risk populations in terms of perceived safety, well-being, and functioning in the communities where the programme is implemented. Synergy and coordination with other actors will be promoted through Midrift HURINET's local networks and alliances, not least through its dialogue with the Ministry of Interior.

In **South Africa**, the programme will support a phase out of the long-standing partnership with the Centre for the Study of Violence and Reconciliation (CSVR). The exit phase will focus on reinforcing CSVR's position as a leading CSO capable of leading trauma-informed peacebuilding and transitional justice processes both nationally and regionally.

Lastly, the programme will promote three **inter-regional initiatives** with a view to promoting South-driven torture prevention across the continent. The first three initiatives are a partnership with the Network of African National Human Rights Institutions with ambition to enhance NANHRI's capacity to prevent torture and ill-treatment, empowering them to more effectively support NHRIs and amplify their voices in national, regional, and international fora. As part of this initiative, selected NHRIs will be engaged in capacity-building activities. It is expected that this work will inform a longer-term partnership with NANHRI and support strategies for large-scale outreach to NHRIs across Sub-Saharan Africa.

The second initiative is to strengthen a regional advocacy alliance of DIGNITY's partners and their collaboration with the African Commission on Human and People's Rights (ACHPR). This initiative expands on 2022's successful African partner meetings, where DIGNITY provided training on ACHPR advocacy. The initiative aims to further strengthen partners' advocacy skills and promote joint efforts on topical issues relevant to combat torture on the African continent. By sharing experiences and collaborating, partners are expected to become leading regional voices on torture, ill-treatment, and violence, influencing the regional human rights agenda.

The third is a South-South learning initiative focused on enhancing experience-sharing among DIGNITY partners in Africa and beyond. The initiative supports bilateral peer-exchanges as well as an annual Global Partnership Workshop, which is a space for partners and DIGNITY to share expertise, experiences, and knowledge within their fields The workshop is organised through a partner-led rotation system and shaped by input from partners to ensure relevance and alignment with their needs.

<u>Beneficiaries and target groups</u>

The intended end-beneficiaries are at risks-populations and survivors of torture, CIDTP and other forms of violence in Burkina Faso, Liberia, Sierra Leone, Uganda, Kenya and South Africa, with particular focus on women, children, youth and people with specific needs and orientation.

To achieve changes for the end-beneficiaries, the programme will directly target civil society actors and authorities at different levels. Civil society actors include but are not limited to: Associations/civil society organisations/networks/coalitions representing the right-holders; Informal service providers such as community counsellors, volunteers, peer educators; local traditional leaders and decision makers.

Authorities/duty-bearers include but are not limited to relevant ministries such as the ministries of justice, ministries of health, ministries of gender and ministries of social welfare; district and municipality leaders; health services at all levels, including local health clinics; prison services; police authorities; offices of the public prosecution.

A third target group category includes National Human Rights Institutions, National Preventive Mechanisms, the Network of African National Human Rights Institutions and the African Commission on Human and Peoples' Rights.

Cross-cutting strategic priorities

Building on DIGNITY's strategic ambitions and results in the previous project document, the following strategic areas remain priorities for the programme:

(1) Continue developing coherent, large-scale, and holistic programmes with multiple complementary partners.
(2) Continue integrating contextualized, intersectional, and participatory approaches to meet the needs of the most marginalized populations, with specific attention to youth and gender norms.
(3) Continue building partnerships between partners and research institutions in Sub-Saharan Africa to further integrate research into programmes.
(4) Further explore avenues for strengthening interventions to enhance independent and effective oversight bodies and legal safeguards.
(5) Apply learnings and experiences from DIGNITY's work in pursuing accountability and justice for survivors of torture, CIDTP, and other human rights violations in Belarus and Ukraine to relevant contexts in Sub-Saharan Africa.
(6) Continue the process of strengthening DIGNITY's country representations in Uganda and Burkina Faso, with sub-regional outreach to other program countries.

Ukraine programme

The programme will improve access to Mental Health and Psychosocial Support (MHPSS) and justice and redress for survivors of torture, war crimes and human rights violations in Ukraine and potentially neighbouring countries. The programme supplements the 'Seeking Justice for Survivors' programme funded by EUNABO (file no. 23/22914) with increased outreach to more survivors. At the same time the programme may investigate the possibility to support rule of law and preventive mechanisms in neighbouring countries. Activities will be implemented in direct partnership with four Ukrainian CSOs and through partner-led engagement with national justice and health authorities. The Ukraine programme will contribute to the project document outcomes 1 and 3.

Rationale

In line with Denmark's priority to support Ukraine's national human rights system and civil society assistance to survivors of torture and other human rights violations, the programme will contribute to enhancing access

to justice and other forms of redress for survivors of torture and other international crimes perpetrated in context of Russia's aggressions and warfare in Ukraine.

Despite substantial support to various accountability initiatives in Ukraine, large needs remain to strengthen local CSO actors' capacity to document torture and ill-treatment according to national and international criminal justice standards, engage in a productive manner with national law enforcement agencies and international accountability mechanisms, and deliver trauma-informed, survivor-centred assistance to victims. New needs emerge continuously as more civil society actors get involved in documentation and victim support, not least in an area such as Mykolaiv where technical and advocacy capacities of human rights organisations is lower than in other regions. Moreover, the prison population in Ukraine is largely overlooked and hugely underserved.

Description

DIGNITY's Ukraine programme pursues three objectives: Firstly, to enhance access to timely and quality mental health and psychosocial, medical, and legal support through survivor-centred, trauma-informed services. Secondly, to improve access to justice and redress through improved collection of information and evidence, which can be used for litigation, prosecution, and advocacy at national and international levels. And thirdly to prevent and respond to torture and ill-treatment in places of detention through improved monitoring and documentation of violations and ensuring timely access to quality MHPSS services.

The Ukraine programme will be implemented in partnership with four Ukrainian CSOs: Kharkiv Human Rights Protection Group (KHPG), Ukraine Without Torture (UWT), Protection of Prisoners of Ukraine (PPU) and Ukrainian Foundation for Public Health.

The programme will implement the following key activities:

(1) Delivery of survivor-centred, trauma-informed services and assistance to victims of torture and other international crimes through KHPG's victim support centres in Kharkiv, Kiev, and Mykolaiv and through field visits to remote areas. DIGNITY will support KHPG in consolidating its technical capacity to deliver quality MHPSS services and delivering legal counselling and secondary legal assistance using a trauma-informed approach, to monitor intervention outcomes, refer survivors to other relevant rehabilitation services and increase public awareness about victims' rights, trauma reactions and opportunities for assistance.

(2) Documentation of cases of international crimes for survivors who wish to pursue justice. Survivors seeking assistance at the KHPG-run victim support centres and through outreach activities will be offered the opportunity to have their case recorded for accountability purposes. DIGNITY will support KHPG in undertaking case documentation using the skills established under previous phases of the partnership, which includes interviewing techniques, recording and preservation of data/evidence in accordance with national and international criminal justice standards. DIGNITY will support KHPG in undertaking advocacy with national and international level justice actors.

(3) Monitoring of places of detention. DIGNITY will support KHPG, UWT and PPU in undertaking monitoring of places of detention on the government-controlled territory as well as in the occupied areas using the skills, and the monitoring- and data processing tools and protocols established during previous phases of the partnership. Moreover, DIGNITY will support UWT and PPU in consolidating skills necessary support to the most vulnerable detainees by applying a trauma-informed approach and by using referral pathways established with Ukrainian CSOs and public institutions.

(4) Advocacy with national level duty bearers. Sourcing from the programme's best practice, partners will undertake advocacy with relevant authorities with a view to stimulate and inform changes in policies and practices towards survivor-centred, trauma-informed justice channels and rehabilitation services.

Prospects for sustainability

The programme will strengthen the rule of law through institutional capacity of long-standing CSOs with strong anchorage and legitimacy in the population. KHPG is a renown human rights organisation holding a leadership position within the broader human rights movement in Ukraine, including the Tribunal for Putin coalition and the Helsinki Human Rights Committee. Moreover, KHPG has institutional linkages to the Ombudsman office as well as relations with various state actors, including the Office of the Prosecutor General (OPG) and its Coordination Centres for Victims and Witness support, the Ministry of Justice and many more. Similarly, Ukraine Without Torture is a strategic partner to the Ukrainian national preventive mechanism and a leading member of the 5 am civil society coalition collecting evidence of war crimes. As such, the enhanced capacities of CSO to assist survivors of torture and other international crimes will be made sustainable through consolidation of improved institutional practices of influential civil society organisations that not only have a large outreach to affected populations, but also leverage and influence on other CSOs and government institutions.

Beneficiaries and target groups

The intended end-beneficiaries include survivors of torture and other related international crimes and human rights violations in Ukraine as well as their family members, with specific priority to survivors in Mykolaiv oblast as well as current and former prisoners, notably on the Russian occupied territory.

To achieve changes for the end-beneficiaries, the programme will strengthen capacities of partner CSOs and their networks of human rights defenders. When it comes to duty bearers, DIGNITY's partners collaborate with national law enforcement agencies, notably the OPG and its local units in Mykolaiv. Thereby, the work of the national prosecution service will be reinforced with quality evidence sourced and channelled by the programme's CSO partners. Moreover, by showcasing best practices from the programme methods, the national duty bearers will be targeted with advocacy and guidance for survivor-centred and trauma-informed approaches to accountability and redress. Advocacy for a post-conflict rehabilitation system will be pursued.

Strategic outlook

Regardless of how Russia's warfare in Ukraine evolves, the need for a massive justice and rehabilitation infrastructure will be needed for resilience and/or recovery. Therefore, it will be important for the programme to extract learning from implemented practice, identify opportunities for achieving scale in existing CSO and government-run support structures for survivors, and point to needs for policy and practice change by duty bearers.

Myanmar country programme

In Asia, the project will be implemented in just one country, namely Myanmar. The Myanmar programme will contribute to the project document outcome 1 and 3 and will be implemented in partnership with three existing and two new civil society partners, of which two are working from inside Myanmar and three from the border area in Thailand. The partners have been selected based on their values, missions and expertise within legal aid, research, documentation and provision of MHPSS.

Rationale

For over three years, the military regime has violently suppressed pro-democracy demonstrations, civil disobedience, and political opposition in Myanmar, using the criminal justice system to detain and torture dissenters. Strengthening local capacities to document violations is crucial for international accountability mechanisms and future democracy in Myanmar. Before and after the coup in 2021, DIGNITY has collaborated intensively with local partners to document human rights violations and support affected communities, focusing on gendered dimensions of imprisonment and violent oppression. The coup has significantly

deteriorated mental health in Myanmar. Health care professionals have been targeted, and barriers to healthcare include availability, access, and affordability. The immense needs in the context, in combination with DIGNITY's existing partnerships and capacity justify a country programme for Myanmar.

Description

The programme has three components. Firstly, DIGNITY will support a trusted local actor in its **legal assistance to people in detention**. By supporting the legal aid actor through financial support, peer-learning and mentoring on research-based methods to knowledge generation, the programme aims simultaneously to reduce risks of torture/CIDTP (based on a 'protection-through-presence' assumption), enable prisoners' contact with the outside world, while generating knowledge on human rights violations in places of detention in Myanmar. This evidence will be used to broaden the knowledge of human rights violations in Myanmar through academic journals and a strengthened focus on international advocacy.

Secondly, the programme will support exiled human rights defenders organised in the Assistance Association for Political Prisoners. Through financial support in support of documentation work, technical assistance and peer-exchange related to **survivor-centred documentation** using research-based methods and international advocacy, the programme will generate valuable evidence for locally led dialogue with National Unity Government (NUG) and Ethnic Regional Organisations (ERO) towards increasing these stakeholders' awareness of and interest in human rights-based system change. Moreover, evidence will be used for international advocacy, primarily towards the UN Special Rapporteur and the Independent Investigative Mechanism for Myanmar. The latter also receives raw data to supplement and support their documentation.

Thirdly, the programme will support exiled Burmese organisations delivering **MHPSS** in the border region between Myanmar and Thailand. Through collaboration with local health actors, the DIGNITY will strengthen a local referral network and the capacity of MHPSS providers in this network to deliver trauma-informed services to survivors towards greater resilience amongst vulnerable displaced populations. AAPP is part of this network and participants in documentation will benefit from access to MHPSS, as will MHPSS clients have access to contribute to the documentation.

The programme is based on lessons learned from past and ongoing engagements in Myanmar. Based on experience, it makes the assumptions that working with credible partners to generate, qualify and broaden existing knowledge enables dialogue with key stakeholders such as the NUG and the EROs on potentials for systemic post-coup and/or local changes. The capacity to do critical analysis and undertake locally led human rights centred data collection is not well-developed after decades of repression, but it can be built if partners share values and a commitment to joint learning. Through a mentoring approach and a commitment to learn together, it has proven possible to enhance documentation capacity of Myanmar partners and produce new knowledge that e.g., unravels gendered and ethnic dynamics of torture and imprisonment in Myanmar.

Myanmar is a highly volatile environment with great safety risks to partners and beneficiaries. A detailed risk register is included in Annex 4, but key to highlight is the daily exposure of partner staff associated to armed conflict, risks of arbitrary arrest, forceful conscription, property seizure and more. Myanmar civil society is accustomed to managing severe levels of risks and has developed advanced protection mechanisms. Rather than offering package solutions, DIGNITY seeks to understand and support those strategies and challenge them where necessary using an appreciative inquiry approach and to support investments in partners' organisational risk mitigation measures, including staff safety. In a context of intense surveillance, there is a particular need for meticulous focus on strengthening partners systems and processes for digital and data security. Lastly, a key risk for the programme is the illegal status of Burmese refugees and the fragile legal status of CSOs operating on the Thailand-Myanmar border. DIGNITY coordinates with a local Thai foundation that mediates and advocate with the Thai authorities.

DIGNITY will seek complementarity with Danish funded human rights initiatives implemented by e.g. DIHR to expand the knowledge of and attention to the human rights situation in Myanmar. However, the situation in Myanmar makes it unsafe to communicate broadly and openly about ongoing work and partnerships. DIGNITY and partners will seek coordination and information sharing with UN coordinating bodies, such as the MHPSS Technical Working Group, the Danish embassy in Yangon, as well as with local, Danish and international organisations active in the country and in the areas on the Thai border.

Prospects for sustainability

Despite the constraints and volatility in the situation, the intervention will be implemented with attention to sustainability of results. The documentation and knowledge generated through the programme will be used for advocacy with local stakeholders that have leverage to pave the way for accountability and shape a future legal framework for Myanmar should the military rule collapse. Moreover, partners, documenters and health actors will benefit from enhanced knowledge and skills that can be transferred and sustained at low costs. The structures that will be strengthened through the programme, such as communication channels to international and national key stakeholders, referral mechanisms, supervision and peer-support mechanisms, build on existing structures. Lastly, MHPSS and other support provided to survivors aims to strengthen functionality towards enhanced well-being, self-reliance, and participation in community life.

Beneficiaries and target groups

The intended end-beneficiaries include former and current political prisoners with an emphasis on reaching young people, women and minority groups, as well as a broader group of survivors of torture, CIDTP and other forms of violence residing under precarious conditions in Myanmar and in Thai border region.

To achieve changes for the end-beneficiaries, the programme will target CSOs providing legal aid and MHPSS, non-state institutions/networks, and International and regional human rights and research institutions. When it comes to duty bearers, DIGNITY's partners will engage with Ethnic Organisations administering areas under their control and the National Unity Government. Together, DIGNITY and partners will seek influence with states taking an active role in Myanmar as well as with international accountability bodies incl. the UN HRC, Special Rapporteurs and the IIMM.

Strategic priorities and outlook

The Southeast Asian region has made progress in adopting international legal norms, such as the Convention Against Torture. ASEAN has gradually strengthened its human rights approach, although it remains cautious when it comes to introducing accountability mechanisms. The region boasts strong human rights stakeholders, including national institutions, civil society organisations, and universities. DIGNITY has worked closely with the University of the Philippines and Mahidol University in Thailand and currently implements a youth-focused violence prevention programme in Indonesia together with a group of local and international research institutions. Based on existing programmes and networks, DIGNITY will seek new opportunities to support the fight against torture in Asia when opportunities arise, such as in Bangladesh, with funding from other sources.

Palestine country programme

DIGNITY will implement a country programme in Palestine building on the engagement initiated with Palestinian CSO partners in 2024 following from the war in Gaza and the intensified conflict in the West Bank. The Palestine programme contributes to the project document outcomes 1 and 3 and will be implemented in direct partnership with three Palestinian civil society organisations. It complements and draws on resources and expertise from other DIGNITY engagements in the MENA region that are implemented under the Danish Arab Partnership Programme.

Rationale

In retaliation for the October 7, 2023, attack by Hamas and other Palestinian armed groups in Southern Israel, Israel launched a heavy military operation and invaded Gaza. As of September 2024, more than 40,000 Palestinians have reportedly been killed. Violence and deadly attacks have also risen in the West Bank, and a minimum of 500 Palestinians have been killed by Israeli military or settlers. Moreover, Israeli forces have arbitrarily arrested and detained thousands of Palestinians across the occupied Palestinian Territories since October 2023. Several reports of alleged torture have been published over the first eight months of 2024 by both civil society, media and UN bodies.

The war in Gaza has amplified the need to pursue accountability for the large-scale torture and other international crimes and human rights violations. Accountability efforts have been unattainable at the domestic level in Israel. By contrast, there are several international accountability initiatives, notably the International Criminal Court investigation into the situation in Palestine, the International Court of Justice case regarding allegations of genocide, the Commission of Inquiry on the Occupied Palestinian Territories, as well as the past Fact-Finding Missions and Commissions of Inquiry.

In the context of Israel's refusal to cooperate with or contribute to any international investigations and the general difficulties of international teams to enter and operate in Gaza, civil society in Palestine plays an indispensable role in documenting international crimes and human rights violations. While Palestinian civil society actors engaged in documentation are deeply committed and doing their best under the circumstances, the scale of their operations is significantly reduced. In addition, they face challenges in delimiting their efforts and focus, as there are simply too many instances of alleged crimes and human rights violations to document, including against their own staff. This challenges the preservation of evidence, not least medical evidence of alleged ill-treatment or torture. The urgency has furthermore hindered organisations in ensuring the necessary training for their staff and designing their documentation activities to ensure that the quality of records align with applicable international standards.

Moreover, in the absence of access to health care in general and MHPSS services in particular and with the intense CSO focus on documenting international crimes, survivors are often left with unmet health and MHPSS needs. Finally, considering the extraordinarily challenging context and the nature of the work of collecting evidence and supporting survivors, CSO staff are also at extremely high risk of experiencing secondary trauma, stress, and burn-out

Description

In partnership with the Palestinian Center for Human Rights (PCHR), a renowned human rights organisation, DIGNITY will provide financial, technical and capacity strengthening support to collect, store and analyse information and evidence documenting instances of torture, enforced disappearances, and other forms of ill-treatment inflicted upon Palestinians, in accordance with international standards and based on a survivor-centred, trauma-informed approach. DIGNTIY will support partners in using evidence for advocacy at the international level, thereby contributing to combatting impunity and promoting the rule of law for the Palestinian people. Moreover, DIGNITY will support PCHR in implementing staff care measures to mitigate the severe risk of burnout, stress, and secondary traumatization.

In partnership with the Treatment and Rehabilitation Center for Victims of Torture (TRC) and Palestinian Counselling Center (PCC), DIGNITY will provide financial and technical support for the provision of survivor-centred, trauma-informed MHPSS services and specialized treatment to victims of torture, and violence in the West Bank as well as victims of the war in Gaza. In addition, DIGNITY will contribute to the reactivation and strengthening of referral systems and practices in the West bank and Gaza. Thereby, the programme will contribute to alleviating immediate mental health effects of trauma and mitigating long-term effects.

Although the situation is catastrophic in Gaza and increasingly critical in the West Bank, the selected CSO partners are long-standing and resilient organisations. Therefore, by investing in strengthening partners' technical and institutional capacities for survivor-centred, trauma-informed documentation, MHPSS, and referral, as well as their organisational capacity e.g., to promote staff care, and by undertaking joint advocacy, the programme will contribute to sustaining civil society actors with high-capacity in the fields of human rights and health in Palestine. Such actors are crucially needed in any post-war scenario.

The Palestine programme draws on and is complementary to the wider DIGNITY programme portfolio in MENA implemented under the DAPP. For example, the technical support for MHPSS interventions in the West Bank is informed by best practices and approaches developed and applied under the DAPP programme. The programme is also implemented in dialogue and coordination with the wider human rights CSO environment in Israel and Palestine, both bilaterally and particularly through engagement in the EuroMed Rights (PIP) Working Group – a group comprised of Israeli, Palestinian, and European human rights organisations with a focus on IHL advocacy. DIGNITY is also part of the Danish NGO coordination group on Gaza humanitarian and human rights programming, ensuring alignment with other Danish funded initiatives.

Beneficiaries and target groups

The intended end-beneficiaries are victims and families of victims of torture, other related crimes under international law, human rights violations, and violence including domestic violence: men, women, youth and children in the occupied Palestinian territories (oPt) including the West Bank and Gaza. These targets groups will be reached with MHPSS services, livelihood support, legal aid, including collection of testimonies for legal procedures and advocacy purposes. The programme will also target local communities with awareness-raising initiatives as well as local level actors such as social workers, and university graduates with skills training support. In addition, local Palestinian and Israeli CSOs including but not limited to direct partners, community-based organisations, and human rights activists will be reached with technical support, trainings, workshops, and participation in conferences to strengthen capacity, disseminate and exchange knowledge and experiences. These target groups are also crucial allies in advocacy efforts, and for coordinating the work including for ensuring a survivor-centred approach and smooth referral pathways.

Strategic priorities and outlook

Supporting CSOs financially and technically is crucial for their immediate survival. In the longer term, the CSOs will be vital in reconstruction efforts in Gaza, and the re-establishment of society.

In a post-war scenario, the continued collection of evidence of crimes committed remains crucial for international accountability processes, which will likely be ongoing for years to come. The capacity of human rights CSOs to document and preserve evidence is therefore key.

Even before the current Israeli assault war on Gaza, the mental health situation in Palestine was dire. 500,000 children needed MHPSS support according to UNICEF. Now, all of Gaza's children have been exposed to the traumas of war. Large-scale and long-term efforts to provide MHPSS will be needed to mitigate the severe and multifaceted consequences of trauma.

International advocacy & cross-cutting research

DIGNITY's global engagements aim to affect the social and political change necessary to reduce the occurrence of torture and other ill-treatment, and to restore the dignity, health, and access to justice for traumatized survivors of torture in the programme's target countries.

Rationale

DIGNITY's global engagements are based on partnerships with local actors in the target countries, including civil society organisations, state institutions, inter-governmental organisations and research institutions. With a view to influencing norms, policies, and practices at national, regional and international levels, DIGNITY collaborates with global south partners to generate and disseminate research-based practices and undertake joint evidence-based advocacy.

By fostering top-down pressure from international human rights bodies and strengthening bottom-up demands from civil society the programme aims to take advantage of the fact that all states, even authoritarian ones, are sensitive to criticism of their human rights record on issues of torture and violence. Even in repressive contexts, such as Myanmar where widespread torture and other human violations occur daily, the governments responsible for these atrocities often strain to control narratives, cover up violations, and demonstrate they are taking preventive and remedial action.

Moreover, while system change is difficult to achieve and civic space for advocacy can be restricted in a given national context, regional human rights fora and institutions can be constructive partners in stimulating incremental change. For example, taking advantage of a sympathetic constellations of actors in the African Commission for Human and Peoples' Rights, in 2022 a coalition of actors, including DIGNITY, advocated for and ushered through adoption of the Alert and Reporting Mechanism to the African Commission on situations of torture and other ill-treatment.

Lastly, the programme rests on the acknowledgement that the interlinkage between research, knowledge production, and advocacy is crucial in fostering change. Through its scientific products published in peer reviewed journals – often co-produced with partners – and through staff and partners' presence in research networks and conferences, DIGNITY has managed to open new avenues for putting relevant topics on the agenda and advocating for increasing the local knowledge base on which advocacy efforts and programmes are built.

Description

Under its cross-cutting engagements, the programme will **produce applied research** in collaboration with civil society partners and/or local research institutions. An example of a research project that will be financed under the programme is the 'vernacular accountability', which will not only explore local approaches to accountability for torture, violence, and violations of human rights across three contexts (Myanmar, Uganda and Egypt) relevant to a global audience, but also contribute to fostering mutual learning and knowledge networks across diverse global south partners. Moreover, the programme will contribute to rehabilitation research drawing on DIGNITY's data from Denmark and partners' data from rehabilitation programmes in the global south.

Through **participation in international research, knowledge and practice networks** DIGNITY and partners will disseminate knowledge generated through the country programmes, establish relevant networks, and keep abreast with best practice and state of the art knowledge relevant to the programme. Such networks include the WHO's Health in Prisons Programme, the WHO Violence Prevention Alliance, the Inter-Agency Standing Committee's reference group on MHPSS.

Through the programme, DIGNITY and partners will actively participate in and **influence international human rights fora to strengthen international norms and policies** against torture. There will be a particular focus on advocating for rigorous implementation, and progressive interpretation, of existing norms and standards to survivor-centred justice processes, prison overcrowding, prison health care, safeguards for individuals in police custody and prison, and independent oversight. Amidst a global trend of backsliding on human rights and record high global prison populations, it is essential to reify hard-won progression on torture prevention taking root over the past 30 years to prevent further normative erosion and set a solid foundation for national

and regional partners to push for similar changes within their own countries, ensuring consistency and reinforcing local efforts. Through the programme, DIGNITY will support Denmark in its leading role in the international fight against torture in the UN General Assembly and Human Rights Council by providing expert advice to the MFA in their drafting of UN resolutions. Moreover, DIGNITY will contribute to developing new standards on the prevention of torture through its membership of the UN and Council of Europe treaty bodies on the prevention of torture (SPT and CPT).

DIGNITY and partners will **engage with international human rights and other mechanisms**, including UN treaty bodies, special procedures and rapporteurs, commissions of inquiry and fact-finding missions, other international human rights mechanisms, and the Convention Against Torture Initiative, to spotlight country-specific and thematic issues relating to torture and other ill-treatment. Activities and engagements will be targeted at, among others, the: UN Human Rights Committee, UN Committee against Torture, UN Sub-Committee on Prevention of Torture, , UN Special Rapporteurs on torture, health, Myanmar, and occupied Palestinian Territories, and the UN Commission of Inquiry for the occupied Palestinian territories, and the Office of the Prosecutor of the International Criminal Court as well as the African Commission on Human and Peoples' Rights and its commissioners on prisons and torture prevention.

Target groups

In summary, the projects global level target groups for its international advocacy and cross-cutting research are:

- **International and Regional Human Rights Bodies**: These include UN treaty bodies and charter-based bodies, Commissions of Inquiry and Fact-Finding Missions, and regional human rights systems all of which play a crucial role in developing, monitoring and enforcing human rights standards internationally. Specific attention will be paid to those bodies that hold unique normative or policy leverage, as outlined above. By engaging with these bodies, the project will tactically calibrate advocacy points to strategically push for stronger international norms and policies on preventing torture, rehabilitating survivors, and ensuring justice and accountability.
- **Influential Governments, Diplomatic Missions, and UN Agencies**: Governments and their diplomatic missions that are committed to human rights can both push for the development of stronger norms in international and regional human rights bodies and exert significant pressure on authoritarian regimes. Particularly in the reigning global environment of backsliding on human rights generally and increasing ground being ceded to political winds favouring "security" and militarization, it is essential to identify those governments and institutions that can use their unique position and privilege to be bell weathers for human rights, provisionally including the Botswana, Canadian, Danish, German, Irish, Indonesian, Japanese, Mozambican, Norway, South African, Swedish, Swiss ministries of foreign affairs, as well as the UN Office of the High Commissioner of Human Rights. The project will work with these entities, including by publicly and quietly lobbying them, offering data and analyses, producing position papers, shadow drafting resolutions or other products, to advocate for policy changes and support initiatives that promote the prevention of, and accountability for, torture and the rehabilitation of survivors.
- **Media and Public Opinion Leaders**: Engaging with international media and opinion leaders will help raise awareness, shape narratives, and bring critical attention for the project advocacy targets. By tapping into media and opinion leaders' reach and audiences – at the global, regional, and national level - the project aims to frame the issues to create a broader base of support for its advocacy efforts. This, in turn, will help mobilize public pressure on governments and institutions to take action to prevent, ensure rehabilitation and access to justice for torture and other ill-treatment.
- **International Non-Governmental Organizations**: INGOs engaged in the fields of human rights, justice, accountability, rehabilitation and torture prevention are vital allies. These organisations bring complementary experience, expertise, and networks that will bolster the projects initiatives. Specifically,

the project will prioritize nurturing existing and developing deeper collaborations and exchanges with REDRESS, the European Center for Constitutional and Human Rights (ECCHR), the World Organization Against Torture (OMCT), International Rehabilitation Council for Torture Victims (IRCT), Amnesty International, Human Rights Watch, International Federation of Human Rights (FIDH), International Service for Human Rights (ISHR), Médecins sans Frontières (MSF), the International Committee of the Red Cross (ICRC) and Center for Victims of Torture (CVT). Collaborating with these INGOs will amplify the projects advocacy efforts, providing a unified and powerful voice in international forums, as well as ensuring a concerted and coordinated approach to influencing the global agenda on preventing torture.

- **Academia**: Academics around the world – including in project countries - who work on torture- and violence-related issues are vital allies as well as those who bring experience and networks that can inform and bolster the projects initiatives. DIGNITY will continue its engagement with local universities in partner countries as well as other universities engaged in research in fields of relevance. DIGNITY will also continue to be active in networks that bring together academics from different countries, e.g. the Global Traumatic Stress Network, the Global Prison Research Network, the Anthropology of Confinement Network and networks bringing together actors that work on prison health.

Annexes:

Annex 1: Context Analysis

Annex 2: Partner Assessment

Annex 3: Theory of Change, Scenario and Result Framework

Annex 4: Risk Management

Annex 5: Budget Details

Annex 6: List of Supplementary Materials

Annex 7: Plan for Communication of Results

Annex 8: Process Action Plan for Implementation

Annex 9: Quality Assurance Checklist / signed table of appraisal recommendations and follow-up actions

Annex 1: Context Analysis

Torture is a devastating crime against people, communities and societies at large. It puts the respect for human life into question, it erodes trust in institutions and the rule of law, and it fertilizes the ground for other atrocities and violence.

Even though torture is universally and absolutely prohibited by international treaty and customary law, torture is practiced in most countries of the world to different degrees: Amnesty International documented cases of torture in 141 countries between 2009-2013.[1] Yet, when looking at the recommendations from the UN Committee Against Torture, no society can claim itself entirely free of torture or inhuman treatment.[2] On top comes adjacent forms of extreme violence, which occur when unequal power dynamics, resource constraints and weak institutions render certain groups more at risk of torture and ill-treatment than others.[3]

Most people who survive torture suffer from traumatisation. If untreated, trauma has severe, long-term effects on victims' health and ability to function, work and care for their families.[4] Children and immediate family members often suffer at least as much. Without access to rehabilitation, victims of torture endure injustice and pain not just in the moment of assault, but throughout lifetime - and even through generations. Research has found evidence of biogenetic changes in children of survivors.[5] High prevalence of extreme violence and untreated trauma leave communities behind as it reduces productivity and creates social tensions.[6]

Yet, access to rehabilitation and justice are weak in most countries in the Global South, particularly in fragile, poor, and conflict-prone contexts where there are large gaps in all types of services – not least specialized services, torture rehabilitation included. In already under-resourced health systems, mental health has notoriously low priority. Avenues for legal and social remedy the same.

The programme's goal to prevent, combat and redress torture and other forms of violence is situated within a challenging global context. It features several barriers to progress, but also potentials for change. This analysis outlines the main issues relevant to the programme.

Rise of authoritarianism and shrinking civil space – necessitating strategic manoeuvring

Globally, there has been a marked increase in authoritarianism, characterized by the centralization of power, restricting freedom of expression and suppression of political dissent, human rights defenders and other critical voices. Authoritarian regimes, both longstanding and emerging, have used various strategies to consolidate power. These include manipulating elections, undermining judicial independence, and exploiting emergency powers, often justified by security threats or public health crises such as the COVID-19 pandemic. The erosion of democratic values is not limited to any one region but is a global phenomenon affecting both mature and emerging democracies.[7]

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[1] Amnesty International (2024) Torture.
[2] Findings and recommendations from the UN Committee Against Torture:
[3] Celermajer, D. (2018): The Prevention of Torture: An Ecological Approach. Cambridge: Cambridge University Press.
[4] WHO (2022): *World Mental Health report. Transforming mental health for all*
[5] Wang, Shr-Jie et al. (2022). *DNA methylation in blood cells is associated with cortisol levels in offspring of mothers who had prenatal post-traumatic stress disorder*. Stress and Health
[6] Krug EG, et al (2002): *World Report on Violence and Health*.
[7] Freedom House. (2022). Freedom in the World 2022: The Global Expansion of Authoritarian Rule. Freedom House (2024): Freedom in the World 2023. The Mounting Damage of Flawed Elections and Armed Conflict

The clampdown on civil society, including NGOs, activists, and independent media, has deepened and accelerated across the world in recent years, with governments introducing restrictive laws, policies and (formal and informal) practices to limit the operations of CSOs and the free movement, assembling and communication of citizens. While the closing civic space has become a global trend, it exhibits different characteristics across different countries. In some cases, the onslaught is mainly against foreign funding, with various political and administrative tactics used to stop resource flows to CSOs; in others human rights defenders and journalists are directly exposed to physical assaults, arbitrary detention, defamation campaigns, digital security threats, judicial harassment and gender-based attacks.[8]

These developments are prevalent to different degrees in the implementation countries of programme: In countries like Burkina Faso and Myanmar, regression in civic rights and political freedoms is severe. Military coups have led to crackdowns on opposition leaders, journalists, and civil society activists and an increase in gross human rights violations. In Uganda, the democratic retraction is a slow on-set process orchestrated by a one-party regime. In other countries, such as Kenya, Liberia and Sierra Leone, democracies are stable, evidenced in relatively peaceful elections recently, but with enduring flaws and weaknesses. Not least related to corruption and elite capture of the political system and state resources.

A rise in authoritarianism and an increasingly restricted civic space has negative ramifications for the fight against torture: firstly, because the oppression is most often performed through state violence, thereby increasing the prevalence of torture. Secondly, because it limits the opportunities for constructive engagement between state actors and civil society, which is key to effectively document torture, understand its causes, and to implement measures that prevent and counter torture and other forms of violence at community and national level. Therefore, there is an urgent need to support civil society actors in countries with contracting civic spaces in adopting strategies that enable continued human rights advocacy.

In countries like Kenya, Uganda and Sierra Leone, the restrictions in civic space are particularly pronounced for LGBT+ groups and individuals with point of departure in laws criminalizing homosexuality. In Burkina Faso and Myanmar, the civic space is heavily influenced by oppressive juntas. In Palestine, CSOs face significant restrictions on civic space due to the ongoing conflict and occupation with threats from both Israeli authorities and internal political factions. In Liberia, civic space is constrained by political and economic challenges, with CSOs striving to hold the government accountable and advocate for better governance and human rights. Yet, despite restrictions in all contexts, civil society continues to develop tactics and find new spaces to operate and seek influence.[9] As evidenced through DIGNITY's programmes in Kenya and Liberia, it is possible to open and expand the civic space through leadership development and facilitated dialogue. In Myanmar, the DIGNITY's civil society partners have developed different civic tactics of remote documentation of human rights violations and access to prisoners through lawyers.

Digital technologies and AI – new opportunities and threats

The development in digital technologies and artificial intelligence is widely recognized as a double-edged sword for human rights protection. While digital opportunities provide new and unique

[8] V-Dem Institute (2024): Democracy Report 2024: Democracy Winning and Losing at the Ballot; Front Line Defenders (2024): Global Analysis 2023/24

[9] CIVICUS (2024): 2024 State of Civil Society Report;

opportunities and forensic methods to document human rights violations, including torture, they also provide a powerful toolbox for oppression and new online forms of violence.[10]

Particularly the emergence of invasive digital technologies and coercive infrastructures may alter practices of torture and CIDT and will increasingly inform preventive efforts. New technologies for crime control, such as non-lethal weapons, body cameras, and other abusive or protective devices have become cheaply and widely available.

Similarly, public institutions and spaces are increasingly being securitized and surveyed and people's movement controlled by new forms of 'walling', 'gating' and 'nudging' (also called 'dark architecture') in cities, on transport corridors and at national and economic borders. The rush to apply new decarcerating strategies, such as electronic monitoring, has led to new concerns about 'carceral net-widening' (meaning more people become subject to invasive state control – now in their own homes) and ensuing 'pains of surveillance', which might amount to CIDT, not least in the Global South.[11]

In Uganda and Palestine for example, the state has used spyware to monitor opposition figures, activists, and journalists towards compromising their communications and planning activities.[12]

'Tough on crime' policies and mass incarceration

Governments worldwide have become increasingly 'tough on crime', 'tough on aliens', waging a 'war on terror', 'war on drugs' and most recently a 'war on COVID-19'. These (real and perceived) threats are presented as existential threats to the State and its citizens, requiring emergency measures and justifying actions outside the sphere of the rule of law. The security agenda has carried with it a decline in the rule of law and rollback in advances of human rights. The result has been severe restrictions of human rights, a surge in arbitrary detention, torture and ill-treatment, enforced disappearances and extrajudicial killings, and impunity being on the rise.

Moreover, such policies have contributed to mass incarceration. The global prison population reached a record high in 2023 with 11,5 million people imprisoned worldwide (a 22% increase since 2002) – a large part of them (1/3) being pre-trial detainees. This has led to seriously high levels of prison overcrowding. Coupled with underfunded prison systems, this contributes to deteriorating physical and material conditions and increasing levels of violence in detention (both committed by prison staff and between inmates), including self-harm and suicide.[13] The composition of the prison population is also changing, with a significant rise in women in detention (60% since 2000)[14], and a growing trend to detain children, at younger ages and for a longer time. According to UN figures from 2019, 1.3-1.5 million children are deprived of liberty[15] – of them 261,000 in detention.[16] Additionally, it was estimated that 1 million children are in police custody annually.[17] In many regions of the world and Africa in particular, there is a trend towards

[10] As expressed for example by UN High Commissioner for Human Rights in 2021 at the publication of her Annual Report to the UN Human Rights Council entitled *The right to privacy in the digital age.* A/HRC/48/31
[11] See publications by citizenlab.ca
[12] Front Line Defenders (2024): Global Analysis 2023/24: CitizenLab (2021): Devices of Palestinian Human Rights Defenders Hacked with NSO Group's Pegasus Spyware.
[13] DIGNITY Fact Sheet (2022): Prison Overcrowding. Comprise a list of references to evidence
[14] Penal Reform International and Thailand Institute of Justice (2024): Global Prison Trends 2023
[15] United Nations Global Study on Children Deprived of Liberty 2019
[16] UNICEF (2021): Estimating the number of children deprived of liberty in the administration of justice
[17] United Nations Global Study on Children Deprived of Liberty 2019

criminalizing same-sex conduct, which has increased the violence and incarceration of LGBTQI+ persons.[18]

This calls for an increased need to focus on the reasons why specific groups of people, particularly groups at risk like children, ethnic/religious minorities, LGBTQI+, migrants, poor and socially marginalized groups, increasingly end up in prison and police custody, and continuing to attend to and attempt to ameliorate the conditions they face there.

These trends have had different expressions in various regions but are pronounced in the countries of this programme: prisons in Kenya are at an occupancy level of 178.9%, in Uganda 336.3%, in Sierra Leone 160.3% and in Liberia 222.1%.[19] In the context of Sub-Saharan Africa, there are common issues related to conditions and treatment in detention including the shortcomings in prison governance, overcrowding, excessive use of pre-trial detention, poor material conditions, and abuse of detainees' rights (most notably vulnerable groups and pre-trial detainees) as well as limited implementation of alternative non-custodial measures. Detention conditions in Africa are of the poorest in the world and the legacy of colonialism is still apparent in outdated rules and structures, punitive approaches, and limited resources.

With minimum human resources, inadequate training and remuneration for custodial staff and extreme overcrowding, detention facilities struggle to meet basic needs (nutrition, sanitation, healthcare services) while educational, vocational, and rehabilitative programs remain very limited.

Such poor conditions may amount to ill-treatment, while in combination with corruption, they create an insecure and undignified environment for detainees, their families, and custodial staff. Thus, prison governance in Sub-Saharan Africa is largely outsourced to the prisoner community with ensuing challenges of inequality, corruption, and violence and ambiguous relations of care and control. Torture and ill-treatment in such detention conditions are likely to remain or become entrenched, while little attention is paid to identification, documentation, and rehabilitation for survivors of torture and CIDTP.

However, there are also opportunities for promoting change. In Kenya, for example, the government has launched different penal reform initiatives, including measures to improve capacities of prison management personnel. An opportunity evidenced in the interest of the Kenya Prison Service to collaborate with DIGNITY in reducing violence in prisons through new approaches. Furthermore, at the regional level, the African human rights system has also had a distinct focus on the prevention of torture and on prison and police reform with strong regional legal instruments[20], a dedicated Committee for the Prevention of Torture within the African Commission on Human and Peoples' Rights and a Special Rapporteur on Prisons, Conditions of Detention and Policing in Africa.

Police ill-treatment, coercive interrogation and over-reliance on confessional evidence

The risk of torture and ill-treatment is greatest during the initial period of police custody. Such ill-treatment is often inflicted in order to obtain a confession from persons under investigation. Meanwhile, as many legal systems place a premium on confession evidence, they create an incentive for police officers to obtain a confession, if necessary, through coercion. Not

[18] REDRESS (2022): UNEQUAL JUSTICE: Accountability for Torture Against LGBTIQ+ Persons in Africa
[19] Data from www.prisonstudies.org
[20] The African Charter and the Maputo Protocol

surprisingly, there is a close connection between reliance on confession evidence by police and the risk of torture and ill-treatment during police custody.[21]

Despite evidence generated though torture is inadmissible in legal proceedings, except to prove that the torture happened, this is a norm that is mostly observed in the breach. In practice judges and prosecutors ignore signs that a person has been mistreated and even ignore formal complaints to that effect'.[22] The lack of effective implementation of safeguards against ill-treatment, such as the right of the detained person to notify his family, have access to a lawyer and a doctor, is another factor enhancing the risk of ill-treatment.

In contexts where there is an over-reliance on confessional evidence, it underscores systemic issues in law enforcement practices, particularly in regions with compromised legal and human rights frameworks. For example, in Sierra Leone, where police officers often justify maltreatment and dismiss human rights concerns, perceiving detainees as inherently guilty and thus deserving of harsh treatment. This perspective leads to an environment where torture and inhumane treatment persist despite legal safeguards and monitoring efforts. The over-reliance on confessions, often obtained through coercive means, exacerbates these abuses and undermines the integrity of the judicial process. Effective reform requires a multi-faceted approach that addresses the underlying attitudes of law enforcement officials and strengthens mechanisms for accountability and oversight by civil society.[23]

Migration and displacement – increasing risks of torture and trauma

The number of refugees and internally displaced persons has almost tripled since 2010, in reaching a new peak at 108.4 million people worldwide at the end of 2022.[24] Displacement is associated with grave suffering, loss and exposure to traumatic events, which generates a large prevalence of mental health needs. Research finds that there is a severe prevalence of severe mental health conditions such as post-traumatic stress disorder, anxiety, and depression amongst vulnerable refugee populations.[25] UNHCR estimates that the median prevalence of torture experiences amongst refugee populations is at 27%[26]. Even when focusing exclusively on recognized refugees and asylum seekers, this translates into at least 7 million victims of torture worldwide. The widespread and increasingly systematic human rights violations against migrants have been referred to as "one of the greatest tragedies of our time".[27]

Moreover, the numbers of migrants using irregular routes continues to rise, as growing political, social, economic and environmental factors continue to drive people in search of protection and a better life. Increasingly restrictive migration laws, policies and practices across the EU and other destination countries have pushed growing numbers of migrants to irregular routes and methods, exposing them to serious human rights violations such as unlawful killings, torture and ill-treatment, forced labor, rape and other forms of sexual and gender-based violence along their journey. These violations are perpetrated both by State officials and non-State actors such as armed

[21] R. Carver & L. Handley, 'Does Torture Prevention Work?', 2016, Liverpool University Press,
[22] Juan E. Mendez, 'How International Law Can Eradicate Torture: A Response to Cynics', Southwestern Journal of International Law, 22, no. 2 (2016)
[23] Jefferson, A.M. (2024): *Prison reform and torture prevention under 'compromised circumstances'.* Criminology & Criminal Justice. Vol. 24(2) 413–429
[24] UNHCR Global Trends Report 2022 (2023): https://www.unhcr.org/global-trends-report-2022
[25] See Charlson, F. et al (2019): *New WHO prevalence estimates of mental disorders in conflict settings: a systematic review and meta-analysis.* The Lancet. Vol. 394
[26] Sigvardsdotter E, et al. (2016) Prevalence of torture and other war-related traumatic events in forced migrants: A systematic review. Torture J 26:41-73.
[27] Melzer, N. (2019). *Migration-related torture: One of the greatest tragedies of our time*. Torture Journal, 29(1)

groups, smugglers and traffickers. Migrants are regularly held in prolonged and often arbitrary detention.[28]

In countries like Libya, migrants are frequently subjected to brutal conditions, including physical abuse, extortion, and sexual violence, often at the hands of smugglers, traffickers, and even some state authorities. Detention centers in Libya are notorious for their inhumane conditions, where detainees suffer from overcrowding, inadequate medical care, and insufficient food and water.[29] Similarly, in Burkina Faso, migrants and displaced persons are exposed to violence, particularly due to the region's instability and armed conflicts. The volatile security situation exacerbates the vulnerability of migrants, leading to frequent reports of abuse, exploitation, and violence along migration routes.[30]

Rapid urbanization, burgeoning youth and increase in urban violence

The majority of the world's population resides in urban areas. With migration, internal as well as external, as one of the driving forces, most of the population growth during the next 25 years is expected to be absorbed by cities. Rapid urbanization has created continuously growing poverty pockets of slums in and around the major cities. Slum areas are some of the most dangerous and unsafe areas in the world: According to the World Bank, some of the world's highest homicide rates are found in countries that have not undergone wars but rather experience severe violence epidemics in their urban areas.[31]

Poor urban slums are dangerous and volatile and have limited or no presence of public services, security or other government authorities. Corruption levels are high, which fosters conditions where torture and impunity for violence is prevalent.[32] In the absence of reliable public authorities, urban slums are often controlled by non-state authorities. While men and boys tend to be the primary victims of acts of violence in the public sphere, women and girls bear the blunt of violence in the home, which is often rendered invisible by harmful gender norms.

Moreover, Sub-Saharan Africa, where the largest share of the programme will be implemented, has the youngest population in the world. 60% of the population is under the age of 25 and the youth population aged 15 to 24 years is expected to almost double by 2050, with the highest youth population increases in West, Central and East African countries. On one hand, the African youth are potential drivers for change and on the other hand, they are often facing multiple and interlinked challenges, such as low levels of education, high unemployment numbers, unequal access to health and lack of opportunity to gain social and economic empowerment and political influence.

These challenges across the region can make them vulnerable in terms of mobilization into violent groups and prevent them from fulfilling their potential as change agents. To ensure innovative and viable solutions for the region, there is a need to integrate a youth perspective into the programme's interventions and recognize youth as positive drivers of change and development as well as for peace and security.

Human rights system: Legitimacy deficits and new opportunities

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[28] UN Special Rapporteur on Torture (2018): *Report on migration-related torture.* A/HRC/37/50
[29] Mixed Migration Centre (2024): *Quarterly Mixed Migration Update: North Africa, Quarter 1, 2024*
[30] Mixed Migration Centre (2024): *Quarterly Mixed Migration Update: West Africa, Quarter 1, 2024*
[31] World Bank (2016): *Urban Violence: A Challenge of Epidemic Proportions*.
[32] Andersen, M.K. (2015): *Torture and Corruption Practical Twins?* Global Policy Journal; UN Special Rapporteur on Torture (2019): *A/HRC/40/59: Report on the relationship between torture and corruption*.

Geopolitical changes and disputes have accelerated over the past decade with negative impacts on the legitimacy of the human rights system. The 'war on terror' displayed selective commitments to anti-torture norms by the Global North, accusations of double standards by the have gained further traction with the war in Gaza with concerns of a ripple effect that will "*shake the legitimacy of the system of rules that we rely on to protect everyone's rights. Governments such as Russia and China then seek to weaponize this weakened legitimacy to reshape the rules-based order to strip it of human rights values and undermine the system that could hold them to account for their countless abuses".*[33]

Yet, other developments in the human rights system offer opportunities to leverage the anti-torture cause. The progressive interpretation of international human rights law evolves and has implied growing attention to the applicability of the UN Convention Against Torture to the unique to experiences of women and girls as well as LGBT+ persons. The UN Special Rapporteur on Torture's 2019 report on domestic violence emphasizes the need to apply a gender-sensitive understanding of torture that encompasses gender-based violence, also when perpetrated by private actors. Considering its sheer magnitude and recognizing that in terms of intentionality, purposefulness and severity of the inflicted pain and suffering, domestic violence often falls nothing short of torture and CIDTP "*cannot be regarded as a private matter but constitutes a major human rights issue of inherently public concern that requires examination, inter alia, from the perspective of the prohibition of torture and ill-treatment*". [34] Similarly, the UN Committee Against Torture has increasingly addressed violence against women in its jurisprudence.[35] While the full impact of the legal developments have not kicked in fully, there is potential to do so. For example, the UNCAT included an observation and a list of recommendations to Uganda in 2022 to enhance authorities' response to gender-based violence[36], which the anti-torture civil society alliance in Uganda can follow-up on.

Moreover, at the regional level, new opportunities open as with the example of the establishment of a of Committee for the Prevention of Torture under the African Commission on Human and Peoples' Rights. In a context of geopolitical reconfigurations, which co-exist with calls for decolonization, regional human rights instruments open new avenues for influence and advocacy driven by global south actors.

Climate change's impact on torture and violence

A growing body of research is available on the interlinkages between climate change and environmental degradation on the one hand and state- and interpersonal violence on the other. The correlation between scarcity in natural resources and violent conflict is well established – even though the cause-effect dynamics are contested. Climate change is often described as a threat multiplier that deepens pre-existing social and economic conflicts in already vulnerable and neglected communities, thereby increasing frustrations. Sometimes these dynamics result in violent insurgence against state authorities which are met with violent response and oppression – often directed at environmental activists and indigenous groups. Evidence of such violence is evident in some of the implementation areas of this programme, including several counties in Northern Kenya where climate induced drought has limited livelihood opportunities for pastoralists in e.g. Baringo county, causing intercommunity violence and repressive responses by the authorities. Resource scarcity resulting from environmental degradation has also been found to exacerbate

[33] Human Rights Watch (2024): World Report 2024; p.4
[34] UN Special Rapporteur on Torture (2019) : Domestic violence and the prohibition of torture and ill-treatment. A/74/148
[35] Sveaass, N & Gaer, F (2022): *The Committee Against Torture tackles violence against women: A conceptual and political journey*. Torture Journal, Vol. 32
[36] UN CAT (2022) : Concluding observations on the second periodic report of Uganda. CAT/C/UGA/CO/2

gendered, interpersonal and intimate forms of violence in various contexts.[37] For example, DIGNITY has ongoing research on the relationship between violence against children, child health, and climate change in the context of rural Indonesia.

While the link between climate change and human rights has been widely accepted through the appointment of a Special Rapporteur for the Promotion and Protection of Human Rights in the context of Climate Change in 2021 by the UN Human Rights Council, there is little knowledge available on how to practically and formally bring evidence of torture and other forms state violence caused by climate change to human rights bodies for adjudication, accountability and redress in the same way as it was done with the issue of corruption in 2019.[38]

Limited access to health care and other rehabilitation services

The right to rehabilitation is grounded in international human rights law. The right to health care is derived from the universal human right to enjoy a standard of living adequate for health and well-being.[39] Victims of torture have a specific right to remedy and reparation, including rehabilitation, as set out in the UN Convention against Torture, Article 14.[40] In recognition of the pain, suffering and humiliation they have endured, survivors of torture and other inhuman or degrading treatment must be afforded the means for as full rehabilitation as possible. This includes medical and psychological care as well as legal and social services.[41]

With the widespread use of torture and other forms of violence, the global need for rehabilitation is immense.[42] For many reasons, including stigma and low functionality levels, torture survivors do not necessarily identify themselves as torture survivors and consequently only a limited number of survivors seek rehabilitation assistance. However, some torture survivors will seek assistance for their physical and mental health problems from health providers. It is therefore necessary that local health providers can identify, refer and respond to the needs of survivors of torture and other forms of violence.

Yet, the access to quality rehabilitation is very limited outside well resourced welfare states in the Global North. All kinds of mental health services and specialized medical care are scarce[43], which applies also in the implementation countries of this programme. Lack of effective referral mechanisms prevent survivors from accessing other forms of support, including access to livelihoods, education, legal aid, and social safety nets and other. The post-covid economic crises has exacerbated poor service delivery and poverty in least developed countries across the world[44] – with disproportionate implications for survivors of violence.

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[37] Jensen, S. (2023) : Environmental Degradation and Violence. A Review of the Literature (under peer review for publication)
[38] UN Special Rapporteur on Torture : Report on the relationship between torture and corruption. A/HRC/40/59
[39] Universal Declaration of Human Rights Article 25 and International Covenant on Economic, Social and Cultural Rights Article 12.
[40] UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, General Assembly resolution 39/46 of 10 December 1984.
[41] UNCAT, General Comment No. 3 (2012), Implementation of Article 14 by States parties, CAT/C/CG/3, para 11.
[42] As there are no credible figures available on the number of torture survivors globally, it is not possible to estimate the exact scale of the problem. However, figures from research amongst conflict affected population, who are known to be impacted by violence and other traumatic events (UNHCR estimates that amongst refugee populations the share of torture survivors are around 27%), can give an impression of the needs. As such recent research based on global data estimates that the prevalence of mental disorders (depression, anxiety, post-traumatic stress disorder, bipolar disorder, and schizophrenia) is 22% at any point in time in the conflict-affected populations. See Charlson, F. et al (2019): *New WHO prevalence estimates of mental disorders in conflict settings: a systematic review and meta-analysis.* The Lancet. Vol. 394
[43] WHO (2020): *Mental Health Atlas 2020*. See also Mackenzie, J. & Kesner, C. (2016): *Mental health funding and the SDGs. What now and who pays?* Oversees Development Institute.
[44] World Bank. (2022). *Poverty and Shared Prosperity 2022: Correcting Course*.

In many societies, it is associated with cultural and social stigma to suffer from effects of traumatic events – notably mental health conditions can lead to exclusion. Stigmas constitute barriers for accessing help. Groups experiencing discrimination for different reasons are disproportionately affected and thereby at risk of further marginalization.[45]

The lack of access to rehabilitation creates cycles of vulnerability, where the most vulnerable suffering from ill mental health, are ever more at risk and less resilient to new shocks.[46]

[45] Thornicroft, G. et al (2022): *The Lancet Commission on ending stigma and discrimination in mental health*. The Lancet. Vol 400 (10361)
[46] See e.g. Lund. C. et al (2011) : *Poverty and mental disorders: breaking the cycle in low-income and middle-income countries.* The Lancet. Vol 378 (9801). Or Pourmotabbed, A., et al (2020). *Food insecurity and mental health: a systematic review and meta-analysis*. Public health nutrition, 23(10).

DIGNITY Partner Assessment

1. Brief presentation of partners

Founded in 1982, DIGNITY is one of the world's first anti-torture non-governmental organisations with specialised treatment centres for torture survivors. For 40 years, DIGNITY has been a leading civil society force in the global fight against torture. The organisation primarily focuses on: i) rehabilitation of survivors of violence and torture, ii) prevention of violence and torture and iii) accountability, working with partners to collect and preserve evidence of torture and other international crimes.

DIGNITY is headquartered in Copenhagen and currently employs around 140 staff globally. Moreover, DIGNITY has active partnerships with more than 30 local and international non-governmental organisations and research institutions around the world.

DIGNITY operates in more than 20 countries in Africa, Middle East, Asia, Eastern Europe, and Latin America, where they work in close partnerships with human rights defenders, civil society organisations and, where possible, government authorities.

The organisation has received support from the MFA since 2005 and currently has grant agreements with four Departments of the MFA (an agreement with HUMCIV Department, an agreement under the Danish-Arab Partnership Programme managed by the MENA Department, an agreement for DIGNITY's work with the National Preventive Mechanism under OPCAT managed by the Department for International Law and Human Rights, and an agreement regarding support for projects in Ukraine and Belarus managed by the European Neighbourhood Department).

2. Summary of partner capacity assessment

DIGNITY is considered a global norm-setting actor and is a long-standing key partner to the MFA regarding normative work related to prevention of torture and rehabilitation for survivors of torture.

DIGNITY is internationally recognised for its multi-facetted technical expertise and experience making the organisation a legitimate and credible partner uniquely positioned to fight torture, promote rehabilitation of survivors and disseminate knowledge for torture prevention and rehabilitation. DIGNITY continues to respond to the evolving concept and expressions of torture in the interplay between interventions, capacity building of partners, research and norm setting activities.

DIGNITY has extensive experiences in conducting research on the root causes of torture and violence and in using the knowledge to develop inter-disciplinary approaches at multiple levels to meaningfully challenge the structures and cultural norms that tolerate torture and violence. In particular, the focus on research allows DIGNITY to develop evidence-based treatments for survivors as well as to inform international programmes, thus making the organisation unique in its field.

As a globally recognised expert-organisation, DIGNITY is already part of key international- and regional networks and has longstanding experience in strengthening collaborations between and amongst civil society and state actors to promote conducive conditions for sustainable violence prevention. Additionally, the organisation has a long tradition for close collaboration with the UN Special Rapporteurs. The previous UN Special Rapporteur on Torture and other Cruel, Inhuman or Degrading Treatment or Punishment has explicitly stated the relationship between torture and gender-based violence. DIGNITY has adopted this interpretation to further develop its own strategic position and expertise on this and is using this interpretation in their programming as it expands the range of interventions and target groups the organisation can engage in. Moreover, DIGNITY has strong expertise in providing support to the establishment and effective functioning of independent monitoring bodies, including National Human Rights Institutes (NHRIs), National Preventive Mechanisms (NPMs) and CSOs, and in strengthening legal safeguards.

Advocacy at the international level has been further strengthened with the DIGNITY Advocacy Strategy (2020-2023) which has the following goals: i) enhance state compliance (country specific advocacy) and ii) contribute to international norm setting (thematic advocacy). As a result, the strategy has contributed to further strengthening the strategic priorities and outreach for international leverage and influence.

A Mid-Term Review Report of DIGNITY was carried out by LEARING in April 2024 to assess the capacity, performance and strategic relevance of DIGNITY as a partner and in particular the performance and progress of the Development Engagement Document (DED). The Mid-Term Review outlined a total of 13 recommendations for the organisation, some of which include i) consolidating its portfolio to fewer and larger programmes, ii) enhancing potential for synergies and coordination with Danish CSOs and INGOs both at country-level and in Denmark, iii) articulating its ambition for localisation and local leadership in the upcoming overall strategy and iv) strategically and operationally defining its mandate to work in humanitarian contexts. Some of these recommendations are also included in part 3 summary of key partner features below. For the full list of recommendations, see the Mid-Term Review (Public 360: 23/20890).

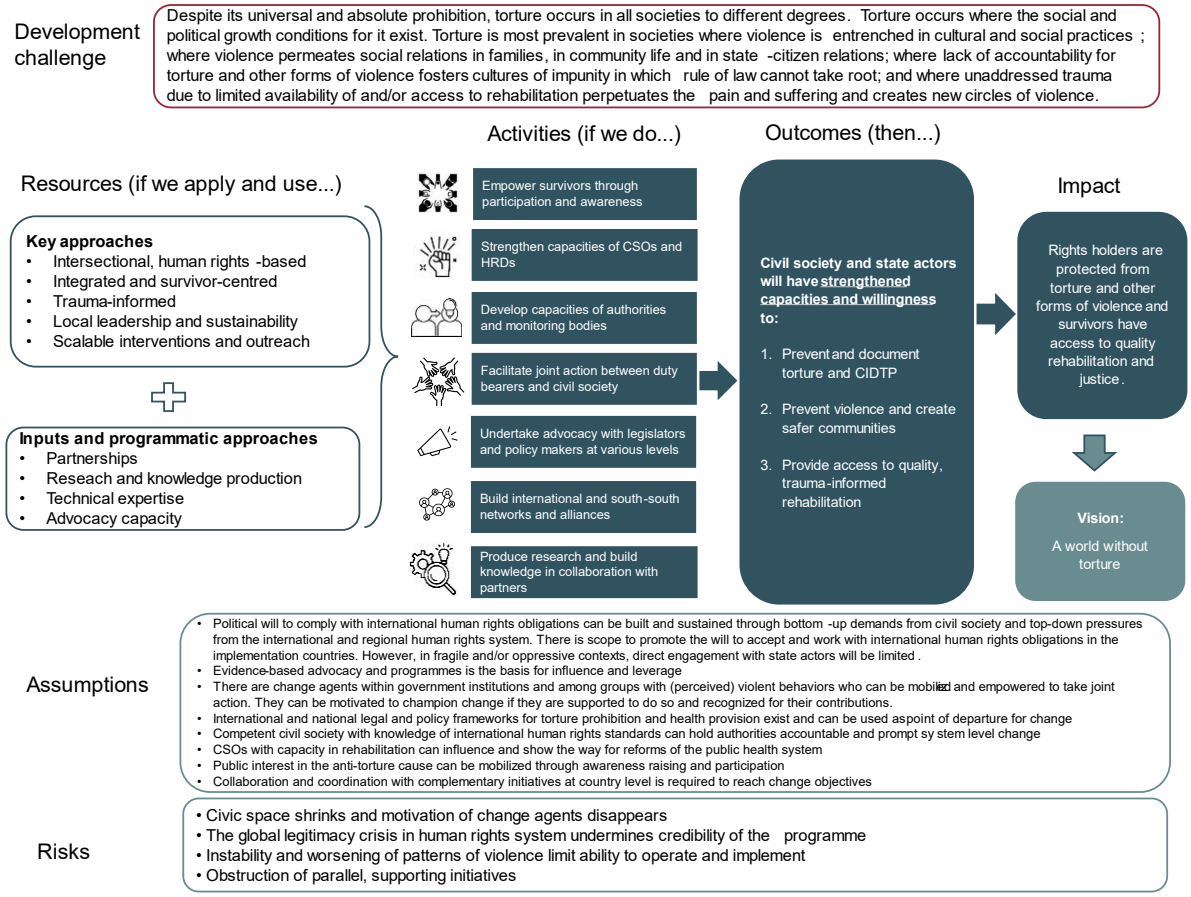
3. Summary of key partner features

Name of Partner	Core business *What is the main business, interest and goal of the partner?*	Importance *How important is the project/programme for the partner's activity-level (Low, medium high)?*	Influence *How much influence does the partner have over the project/programme (low, medium, high)?*	Contribution *What will be the partner's main contribution?*	Capacity *What are the main issues emerging from the assessment of the partner's capacity?*	Exit strategy *What is the strategy for exiting the partnership?*
DIGNITY	- The overall mission of DIGNITY is to be the leading global organisation for research-based prevention of torture, rehabilitation of traumatized victims, and documentation of serious human rights violations.	High. MFA is key partner for DIGNITY and is still highly dependent on the funding from the MFA.	High/Medium. Some MFA funding has been earmarked geographically.	- Capacity development with local civil society partners and state or regional institutions. - International advocacy at UN and regional and multilateral levels. - Applying research and global dissemination of	<u>Strength</u>: - Globally recognised expert-organisation and considered norm-setting actor. - Combining research, international programmes and advocacy to create greater impact.	No specific exit strategy has yet been developed.

				new knowledge on effective prevention of torture and rehabilitation of traumatised victims.	- Recognised for having high-level legal and health capacity as well as being internationally well-connected. <u>Weaknesses:</u> - Growing portfolio and potentially spreading efforts too thin. i.e. need to define mandate to work within humanitarian contexts. - Lack of synergies and coordination with Danish CSOs and INGOs both at country level and in Denmark. - Remain too dependent on MFA funding, although new donors have come on board the last few years (US State Department). <u>Opportunities:</u> - Strengthen strategic focus on HRBA, intersectionality, LNOB and Youth in upcoming organisational strategy. - Broaden concept of torture (to include SGBV) opens up for additional funding opportunities. <u>Threats</u>: - General trends of shrinking civic space, pressure on human rights and increase in humanitarian crises globally.	

Annex 3: Theory of Change and Detailed Results Framework

Theory of change



Assumptions

- Political will to comply with international human rights obligations can be built and sustained through bottom -up demands from civil society and top-down pressures from the international and regional human rights system. There is scope to promote the will to accept and work with international human rights obligations in the implementation countries. However, in fragile and/or oppressive contexts, direct engagement with state actors will be limited .
- Evidence-based advocacy and programmes is the basis for influence and leverage
- There are change agents within government institutions and among groups with (perceived) violent behaviors who can be mobilized and empowered to take joint action. They can be motivated to champion change if they are supported to do so and recognized for their contributions.
- International and national legal and policy frameworks for torture prohibition and health provision exist and can be used as point of departure for change
- Competent civil society with knowledge of international human rights standards can hold authorities accountable and prompt sy stem level change
- CSOs with capacity in rehabilitation can influence and show the way for reforms of the public health system
- Public interest in the anti-torture cause can be mobilized through awareness raising and participation
- Collaboration and coordination with complementary initiatives at country level is required to reach change objectives

Risks

- Civic space shrinks and motivation of change agents disappears
- The global legitimacy crisis in human rights system undermines credibility of the programme
- Instability and worsening of patterns of violence limit ability to operate and implement
- Obstruction of parallel, supporting initiatives

Detailed Results Framework

Strategic Outcome		**Rights holders are protected from torture and other forms of violence and survivors have access to quality rehabilitation and justice**
Outcome indicators		1. Rights holders have enhanced ability to claim their rights to be protected from torture, CIDTP and other forms of violence, and have better access to rehabilitation and justice. 2. Duty bearers have improved willingness and capacity to respect, protect and fulfil the right to live free from torture, CIDTP and other forms of violence, to provide access to rehabilitation and justice for survivors, and promote rule of law.
Baseline	Year 0	Populations at risk of torture and other forms of violence are often marginalised for intersecting historical and structural reasons, living in societies where violence is entrenched in social and cultural practices. People at risk lack access to information and opportunities for participation that would enable them to claim their rights to live free of torture and access health care and other rehabilitation services. Poor health structures in combination with stigma result in barriers for collective action and survivors' access to support. Civil society organisations have relevant knowledge, experience, relations, and outreach to affected populations, making them potent change agents. However, many lack the technical skills and international networks to expand their outreach and to have sufficient leverage to change policies and practices. Legal frameworks criminalising torture and setting out obligations to prevent and combat torture are in place in most countries, but there is a lack of will and/or capacity amongst state authorities to implement laws and international standards. There are change agents whose influence can be leveraged through increased capacity, including knowledge, and constructive dialogue. Similarly, legal frameworks and standards for health and social services exist, but poor governance and weak capacity amongst executive authorities result in poor service delivery and limited access for the most vulnerable groups. Political will to comply with obligations to criminalise, prevent and combat torture is lacking in some states – but most States, even authoritarian ones, are sensitive to international criticism of their torture practices and can be influenced through a combination of bottom-up pressure from civil society and top-down pressure from the international human rights system. Interventions that increase access to health are usually less controversial, easing space for implementation and collaboration with state actors. Independent oversight bodies scrutinising states' compliance with their human rights obligations exist in most states, but they often lack the knowledge and skills to undertake effective preventive monitoring.

Targets	Midterm (Year 3)	Minimum 70 cases of civil society and state actors[1] demonstrating commitment and capacity to ensure that rights holders can live free of torture, CIDTP, and other forms of violence, access rehabilitation and justice, and promote the rule of law (number and examples). Minimum 350.000 at-risk individuals and survivors benefit from enhanced protection from torture and other forms of violence, and improved access quality, trauma-informed rehabilitation, and justice (numbers and examples).
	Endline (Year 5)	Minimum 130 cases of civil society and state actors having adopted sustainable policies and practices ensuring that rights holders can live free of torture, CIDTP, and other forms of violence, access rehabilitation and justice, and promote the rule of law (number and examples). Minimum 450.000 at-risk individuals and survivors are empowered to exercise their rights to live free of torture, CIDTP and other forms of violence, and to access rehabilitation and justice (numbers and examples)

Output 1		**Civil society and state actors have strengthened capacity and willingness to prevent and document torture and CIDTP and promote justice for survivors**
Output indictor 1.1		No. & descriptions of civil society and state actors demonstrating improved capabilities to advocate for, respect, protect and fulfil obligations to prevent torture and CIDTP, including documentation - disaggregated by a) type of actor and b) type of change
Baseline	Year 0	7 CSO partners in Myanmar, Uganda, Burkina Faso, Ukraine and Palestine have strengthened capacities to document torture and related human rights violations using survivor-centred and trauma-informed approaches. Submissions based on documentation data has been prepared and delivered to national and international human rights bodies towards promoting rule of law. 6 CSO partners in Sierra Leone, Myanmar, Uganda and Ukraine; and 9 institutional actors, including NANHRI, four NHRIs in Africa, Prison and police authorities in Kenya, Uganda, Sierra Leone and approximately 25 places of detention, are engaged in and have benefitted from capacity building in prevention of torture and CIDTP. Engagements with partners include strengthening capacities for monitoring places of detention, promoting safeguards and prevention of violence in prisons through training, mentoring and joint research. Partners are interested in strengthening their capacities further. DIGNITY and partners have generated peer-reviewed research, manuals, articles, fact sheets and reports in the field of torture prevention to influence dialogue with and advocacy efforts towards duty bearers, Special Rapporteurs, UN treaty bodies, SPT and

[1] 'Actor' in this results frame refers to an institutional entity – not an individual person.

		CPT, the Independent Investigative Mechanism for Myanmar and other. Further, DIGNITY and partners have contributed to developing several international standards in the anti-torture field, such as the revised Istanbul Protocol.	
Annual Targets	Year 1	i) Annual total: 12	i. Recorded examples[2] of actors <u>using</u> acquired or strengthened skills, tools, and knowledge in their work to prevent and document torture and CIDTP. ii. Recorded examples of CSOs and state actors with improved <u>institutional</u> practices for prevention and documentation of torture and CIDTP. iii. Recorded examples of CSOs and state actors using evidence and knowledge generated through the programme to promote rule of law and to <u>influence</u> norms, policies and practices at local, national, and international level.
	Year 2	i) Annual total: 14 ii) Annual total: 6	
	Year 3	i) Annual total: 16 ii) Annual total: 8 iii) Y1-Y3: 30	
	Year 4	i) Annual total: 18 ii) Annual total: 12	
	Year 5	i) Annual total: 20 ii) Annual total: 14 iii) Y1-Y5: 60	
Output 1.2		No. & descriptions of collaborations between and amongst civil society and state actors promoting conducive conditions for the prevention of torture and CIDTP and survivor-centred justice- disaggregated by a) type of actor and b) type of change	
Baseline	Year 0	8 partners from Myanmar, Uganda, Sierra Leone, Kenya and Ukraine currently engage in direct collaboration with national human rights institutions, prison services, human rights lawyers, and judiciaries to promote prevention of torture and CIDTP. An example is the ongoing collaboration with the Kenyan Prison Service aiming at strengthening their interaction with research institutions in Kenya and abroad with a view to reduce violence in prisons. In Liberia collaborations with 3 CSO partners have been initiated with a view to play a leading advocacy role with the forthcoming war crimes court and prosecutors office. In Palestine, linkage between documenting CSOs and victim supporting CSOs have been strengthened. In Myanmar, new connections between CSOs engaged in documentation and accountability has been established. In Uganda, a network of CSOs documenting torture has been strengthened and equipped with knowledge of survivor-centred, trauma-informed approaches. Through a south-south based learning network, CSO partners have exchanged experiences in advocating for accountability and justice.	
Annual Targets	Year 1	i) Annual total: 10	i. Recorded examples of <u>established or strengthened</u> collaborations and dialogues to improve prevention of torture and CIDTP and survivor-centred justice.
	Year 2	i) Annual total: 10 ii) Annual total: 8	
	Year 3	i) Annual total: 10 ii) Annual total: 12	

[2] An 'example' in this result framework refers to a substantive, positive change / outcome to which the intervention has had a significant contribution. The change should have the potential to be lasting.

	Year 4	i) Annual total: 15 ii) Annual total: 14	ii. Recorded examples of sustainable changes in policy and/or practice towards prevention of torture and CIDTP, and towards promoting survivor-centred justice
	Year 5	i) Annual total: 15 ii) Annual total: 16	
Output 1.3		No. & extent to which individuals at risk of torture benefit from improved safeguards and access to survivor-centred documentation-disaggregated by a) gender, b) age; c) location; and d) type of preventive measure	
Baseline	Year 0	8 partners from Myanmar, Uganda, Kenya,Sierra Leone and Ukraine work towards improving preventive measures against torture and CIDTP through activities such as prison monitoring, collaborations with law enforcement authorities in promoting non-coercive policing practices, and justice authorities in promoting alternatives to detention. Monitoring visits to places of detention in Sierra Leone has been implemented nationwide, and in Myanmar partners are supporting networks of human rights lawyers with access to prisons. Through the partnership with NANHRI, established in 2024, NHRIs are engaged in the inception phase to promote good practice monitoring in 3-5 Sub-Saharan countries. 9 partners in 6 countries (Myanmar, Sierra Leone, Palestine, Uganda, Burkina Faso, and Ukraine) are delivering legal aid and assisting survivors in having their cases documented. A research project has been launched in collaboration with 3 partners in 3 different countries on localized forms of accountability aiming to develop approaches to accountability that are locally led and have potentials for large outreach.	
Annual Targets	Year 1	i) Annual total: 12.000 iii) 400	i. Number of individuals reached through initiatives aimed at improving preventive measures against torture and CIDTP, and access to survivor-centred documentation. ii. Recorded examples of how torture prevention or documentation initiatives have affected the target group. iii. Number of individuals having their cases appropriately documented enabling them to exercise their rights individually and collectively.
	Year 2	i) Annual total: 12.000 ii) Annual total: 8 iii) 500	
	Year 3	i) Annual total: 14.000 ii) Annual total: 10 iii) 600	
	Year 4	i) Annual total: 16.000 ii) Annual total: 10 iii) 700	
	Year 5	i) Annual total: 16.000 ii) Annual total: 12 iii) Annual total: 800	

Output 2	**Civil society actors and state authorities have strengthened capacity and willingness to prevent violence and create safer communities**

<table>
<tr><td colspan="2">Output indicator 2.1</td><td colspan="2">No. & descriptions of civil society and state actors demonstrating improved capabilities to implement and advocate for sustainable violence prevention initiatives - disaggregated by a) type of actor and b) type of change</td></tr>
<tr><td>Baseline</td><td>Year 0</td><td colspan="2">7 CSO partners implement violence prevention initiatives and plan to strengthen their capacity further, expand the communities reached, share lessons with others, and advocate for broader uptake of good practice. As an example, 570 individuals representing communities, specific groups, and local authorities in Kenya have graduated from an evidence-based leadership and facilitator development programme, including Training of Trainers (ToT), enabling them to initiate and drive local violence prevention initiatives in communities, and empower others. Partners in other African countries, including Liberia, Uganda, and Sierra Leone, have similar capacities to facilitate and coordinate structured violence prevention initiatives. Liberian partners have built strong capacities to address SGBV holistically, and plan to expand programmes and share lessons learnt with partners in other countries. Evidence from partners' violence prevention initiatives is used to influence policies and practice through international knowledge networks (such as the WHO violence prevention alliance) and in national and international policy forums (such as the African Commission on People's and Human Rights).</td></tr>
<tr><td rowspan="5">Annual Targets</td><td>Year 1</td><td>i) Annual total: 12</td><td rowspan="5">i. Recorded examples of actors <u>using</u> acquired or strengthened skills, tools, and knowledge in their work to create safer communities
ii. Recorded examples of CSOs and state actors with improved <u>institutional</u> practices for violence prevention
iii. Recorded examples of CSOs and state actors using evidence and knowledge generated through the programme to <u>influence</u> policies and practices at local, national, and international level.</td></tr>
<tr><td>Year 2</td><td>i) Annual total: 14
ii) Annual total: 2</td></tr>
<tr><td>Year 3</td><td>i) Annual total: 16
ii) Annual total: 3
iii) Y1-Y3: 5</td></tr>
<tr><td>Year 4</td><td>i) Annual total: 18
ii) Annual total: 4</td></tr>
<tr><td>Year 5</td><td>i) Annual total: 20
ii) Annual total: 5
iii) Y1-Y5: 10</td></tr>
<tr><td colspan="2">Output indicator 2.2</td><td colspan="2">No. & descriptions of collaborations between and amongst civil society and authorities promoting conducive conditions for sustainable violence prevention - disaggregated by a) type of actor and b) type of change</td></tr>
<tr><td>Baseline</td><td>Year 0</td><td colspan="2">5 CSO partners collaborate with relevant actors (local government, Police, Armed Forces, Human Rights and Peace Commissions, Electoral bodies and CSOs working on peace, security, and governance) on initiatives aimed at preventing violence and creating safer communities. Cross-sector mechanisms, in the form of Intersectoral Violence Prevention Fora, have been established at community and county levels in Uganda, Kenya, Liberia and Sierra Leone.</td></tr>
<tr><td></td><td>Year 1</td><td>i) Annual total: 8</td><td></td></tr>
</table>

Annual Targets	Year 2	i) Annual total: 10 ii) Annual total: 4	i. Recorded examples of established or strengthened collaborations and dialogues to improve prevention of violence ii. Recorded examples of sustainable changes in policy and/or practice towards creating safer communities.
	Year 3	i) Annual total: 12 ii) Annual total: 5	
	Year 4	i) Annual total: 14 ii) Annual total: 5	
	Year 5	i) Annual total: 16 ii) Annual total: 6	
Output indicator 2.3		No. of individuals reached through violence prevention initiatives & level of perceived safety expressed by individuals and/or assessed in communities - disaggregated by a) gender; b) age; c) location; d) type of violence; and e) type of preventive measures.	
Baseline	Year 0	DIGNITY currently works with 5 CSO partners in Africa engaging in violence prevention initiatives in 9 target areas (5 municipalities in Kenya, 2 communities in Liberia, 2 sub-counties in Uganda) with a total estimated population of 426.000 (273.000 in Kenya, 3000 in Uganda, and 150.000 in Liberia). Hereof, it is estimated that 60% have been reached amounting to approximately 250.000 individuals	
Annual Targets	Year 1	i) Annual total: 260.000 individuals	i. Number of individuals reached through violence prevention initiatives. ii. Recorded examples of how violence prevention activities have affected the target group.
	Year 2	i) Annual total: 270.000 ii) Annual total: 12	
	Year 3	i) Annual total: 280.000 ii) Annual total: 15	
	Year 4	i) Annual total: 300.000 ii) Annual total: 18	
	Year 5	i) Annual total: 310.000[3] ii) Annual total: 20	
Output 3		**Civil society and state actors have strengthened capacity and willingness to provide access to quality, trauma-informed rehabilitation**	
Output indicator 3.1		No. & descriptions of civil society and state actors demonstrating improved capabilities to provide and advocate for access to quality and trauma-informed rehabilitation to survivors and at-risk populations - disaggregated by a) type of actor and b) type of change	
Baseline	Year 0	DIGNITY has capacity built 8 CSO partners in Uganda, Liberia, Kenya, Ukraine and Palestine in scalable MHPSS approaches, such as Problem Management Plus (PM+) and Psychological First Aid (PFA). Partners plan to strengthen their capacities further, expand their application of methods, and anchor the approaches more robustly with local health actors through ToT. Clinical research and evidence from partners' interventions is used to improve interventions and to influence policies and practice through national and international knowledge networks (such as the IASC technical working group on	

[3] Indicator i) years 1 – 5 shows the total increase in number of individuals reached, based on the areas where interventions are implemented. Total target for all years is therefore 310.000, as seen in Results Frame Matrix

<table>
<tr><td></td><td></td><td colspan="2">MHPSS, scientific journals) and in international and national policy forums (such as health authorities' technical working groups).</td></tr>
<tr><td rowspan="5">Annual Targets</td><td>Year 1</td><td>i) Annual total: 15</td><td rowspan="5">i. Recorded examples of actors <u>using</u> acquired or strengthened skills, tools, and knowledge to provide and advocate for access to quality and trauma-informed rehabilitation.
ii. Recorded examples of CSOs and state actors with improved <u>institutional</u> practices for rehabilitation.
iii. Recorded examples of CSO- and state actors using evidence and knowledge generated through the programme and to <u>influence</u> policy and practice at local, national, and international level.</td></tr>
<tr><td>Year 2</td><td>i) Annual total: 15
ii) Annual total: 6</td></tr>
<tr><td>Year 3</td><td>i) Annual total: 16
ii) Annual total: 10
iii) Y1-Y3: 13</td></tr>
<tr><td>Year 4</td><td>i) Annual total: 16
ii) Annual total: 12</td></tr>
<tr><td>Year 5</td><td>i) Annual total: 18
ii) Annual total: 12
iii) Y1-Y5: 25</td></tr>
<tr><td colspan="2">Output indicator 3.2</td><td colspan="2">No. & descriptions of collaborations between and amongst civil society and authorities towards improving access to quality and trauma-informed rehabilitation and strengthening relevant referral networks - disaggregated by a) type of actor and b) type of change</td></tr>
<tr><td>Baseline</td><td>Year 0</td><td colspan="2">Collaborations exist between 8 CSO partners and relevant actors, including local health authorities, aiming to improve quality of and/or access to rehabilitation. Joint initiatives, such as mapping, establishing, and strengthening cross-sectoral referral networks to increase access to MHPSS, legal support, health, and other relevant services, has taken place in Liberia, Kenya, Uganda, Ukraine and Palestine.</td></tr>
<tr><td rowspan="5">Annual Targets</td><td>Year 1</td><td>i) Annual total: 10</td><td rowspan="5">i. Recorded examples <u>established or strengthened</u> collaborations and dialogues to improve quality of and/or access to rehabilitation.
ii. Recorded examples of <u>sustainable changes</u> in policy and/or practice towards improving quality of and/or access to rehabilitation</td></tr>
<tr><td>Year 2</td><td>i) Annual total: 15
ii) Annual total: 4</td></tr>
<tr><td>Year 3</td><td>i) Annual total: 15
ii) Annual total: 4</td></tr>
<tr><td>Year 4</td><td>i) Annual total: 20
ii) Annual total: 6</td></tr>
<tr><td>Year 5</td><td>i) Annual total: 22
i) Annual total: 6</td></tr>
<tr><td colspan="2">Output indicator 3.3</td><td colspan="2">No. of survivors benefitting from rehabilitation and level of improved well-being and functionality - disaggregated by a) gender; b) age; c) location; and d) type of intervention</td></tr>
<tr><td>Baseline</td><td>Year 0</td><td colspan="2">Approx. 20.000 individuals in Uganda, Liberia, Kenya, Ukraine and Palestine benefitted from MHPSS interventions (from basic services to highest specialization level) and/or referrals to other services between 2021-2023. As an example of impact, a sample of clients attending PM+ in Uganda showed significant improvements in managing own problems and functioning, and a significant reduction in levels of emotional distress. At the same time, awareness raising campaigns with the purpose of improved help-seeking behaviour are being conducted</td></tr>
</table>

		in by DIGNITY's partners. We estimate that expect that 5000 individuals have benefitted from these activities per year.	
Annual Targets	Year 1	i) Annual total: 3500/2100 ii) Annual total: 3000 iii) Annual total: 7000	i. Number of individuals assisted directly with MHPSS services of which minimum 60% (sample) report increased level of well-being and/or functioning. ii. Number of individuals assisted through relevant referrals to medical, social and other forms of rehabilitation support. iii. Number of individuals reached through awareness raising activities to reduce stigma and improve help-seeking behaviours
	Year 2	i) Annual total: 3500 /2100 ii) Annual total: 3100 iii) Annual total: 7500	
	Year 3	i) Annual total: 4000 / 2400 ii) Annual total: 3200 iii) Annual total: 8000	
	Year 4	i) Annual total: 4500/2700 ii) Annual total: 3300 iii) Annual total: 8500	
	Year 5	i) Annual total: 4500/ 2700 ii) Annual total: 3400 iii) Annual total: 9000	

Overview: Endline targets per country

RESULTS FRAME OVERVIEW														
Output	**Indicator**	**Target**	***Target measure***	**Burkina Faso**	**Liberia**	**Sierra Leone**	**Uganda**	**Kenya**	**SSA regional**	**Myanmar**	**Palestine**	**Ukraine**	**Intl. Advocacy & Reserach**	**GLOBAL TARGET**
1) Civil society and state actors have strengthened capacity and willingness **to prevent and document torture and CIDTP and promote justice for survivors**	1.1 Capacity	i.	*Ex of strengthened & used skills*	15	10	5	5		10	15	5	15		**80**
		ii.	*Ex of improved institutional practise*	3	6	3	0		5	12	1	10		**40**
		iii.	*Ex of knowledge & evidence used*	5	3	5	5		2	15	10	5	10	**60**
	1.2 Collaboration	i.	*Ex of strengthened collaborations*	10	10	5	4		5	15	3	8		**60**
		ii.	*Ex of changes in policy & practise*	8	2	1	1		2	30	3	3		**50**
	1.3 Beneficiary outreach	i.	*No. of individuals reached w/ initiatives*	1500	2000	50000	7100		3000	600	800	5000		**70.000**
		ii.	*Ex of initiatives' effect on target group*	2	8	5	3		5	12	2	3		**40**
		iii.	*No. of cases documented*	450	800	0	100		0	150	500	1000		**3.000**
2) Civil society actors and state authorities have strengthened capacity and willingness **to prevent violence and create safer communities**	2.1 Capacity	i.	*Ex of strengthened & used skills*	12	20		4	44						**80**
		ii.	*Ex of improved institutional practise*	0	12		0	2						**14**
		iii.	*Ex of knowledge & evidence used*	2	2		1	3					2	**10**
	2.2 Collaboration	i.	*Ex of strengthened collaborations*	22	25		3	10						**60**
		ii.	*Ex of changes in policy & practise*	10	6		0	4						**20**
	2.3 Beneficiary outr.	i.	*No of individuals reached w/ initiatives*	6000	100.000		4000	200000						**310.000**
		ii.	*Ex of initiatives' effect on target group*	15	25		3	22						**65**
3) Civil society and state actors have strengthened capacity and willingness **to provide access to quality, trauma-informed rehabilitation**	3.1 Capacity	i.	*Ex of strengthened & used skills*	20	15		5	15		3	12	10		**80**
		ii.	*Ex of improved institutional practise*	8	5		2	5		5	10	5		**40**
		iii.	*Ex of knowledge & evidence used*	3	3		2	5		1	5	1	5	**25**
	3.2 Collaboration	i.	*Ex of strengthened collaborations*	15	24		3	20		1	17	5		**80**
		ii.	*Ex of changes in policy & practise*	4	2		0	3		0	10	1		***20***
	3.3 Beneficiary outreach	i.	*No. of individuals recieving MHPSS*	2000	1000		2500	5000		500	4000	5000		**20.000**
		ii.	*No. of individuals referred*	7000	1700		500	2000		800	2000	2000		**16.000**
		iii.	*No. of individuals reached w/ awareness*	7000	1000		2000	8000		1000	6000	15000		**40.000**

Risk register summary	Burkina Faso	Kenya	Liberia	Sierra Leone	Uganda	Myanmar	Palestine	Ukraine
CONTEXT	High	Low	Low	Low	Medium	Medium	High	High
PROGRAM	Medium	Low	Medium	Low	Medium	Medium	High	Low
INSTITUTIONAL	Low	Low	Low	Low	Low	Medium	Low	Medium
KNOWLEDGE	Low	Low	Low	Low	Low	Low	Medium	Medium
LOCAL DGN STAFF	Medium				Medium			

Note: *All scores are based on an assessment of events within a 24 months period, starting January 2025. Depending on events scores are updated every 3-6 months per project.*

Risk scenarios covering the two target regions East Region and North Region	Types of events	Likeli-hood	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS				**High**	**13**			
1. Violent political mobilisation, election violence, lack of trust in authorities and state institutions leading to illegitimate regime transitions as well as local insecurity	The deterioration of the security and humanitarian situation, could impact the implementation of the project.	4	4	High	16	DGN staff mobility limited to Ouagadougou. The security situation in BF is continously monitored by local staff and DGN HQ. The Project Management Unit, will carry out technical and geographical rearrangements of the activities affected by the occurrence of events.	The security situation in Ouagadougou is significantly better than the rest of the country but remains affected by petty crime and mass events, increasingly directed at 'Western' (French) interests.	Burkina Faso is experiencing a rapidly deteriorating security situation, largely driven by a surge in militant Islamist violence and ongoing political instability following recent military coups. Since 2022, violent incidents involving Non-state actors have doubled, and fatalities have tripled, with an estimated 5,000 people killed in 2023. Non state actors now control more than half of the country and have laid siege to at least 36 towns, gradually advancing toward the capital, Ouagadougou. The security forces are struggling to contain the insurgency. Violence and instability are likely to escalate further, exacerbating the humanitarian crisis, increasing internal displacement, and further destabilizing the country's social and economic fabric.
	Conflict among state apparatuses leads to change of executive power and disruption of key state institutions	5	3	High	15	Whenever possible project implementation incorporates senior state officials in activities and try to build common agendas for change, diversify to multiple levels and entities in the same sector, thus mitigating the potential impact of changes in Execuritve Power.	Changes in management may affect political will irrespective of collaborative work with previous management, the event will have a moderate impact on desired results.	The current regime is assessed as unstable and internal fractional conflict (including military coups) are likely in the coming 12-24 months
2. Shrinking civic space limiting partner activities and ability to receive funds partner	Perception of and attitude towards human rights among state functionaries affects programs with significant state participation.	3	3	Medium	9	Enable partners to use locally meaningful legal and moral frameworks when adressing universal human rights abuses.	Funding and colaboration with DGN remains a vulnerability in Burkina Faso. The event will have moderate impact on desired results.	In many partner countries global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk
	Partners in conflict with national financial and/or transfer regulations. Emergency measures, counter terrorism law leading to detention of partner or DGN staff.	2	3	Low	6	Creation of DIGNITY country representations adress this risk	DGN country representative in BF work alone, this creates a particular vulnerability that cannot be mitigated. The event will have a moderate impact on desired results.	Local representations is a way in which to transform partnerships from periodic visits to continual sparring and co-creation of projects.
	Trickle down effects of global geo-political conflict to BF lead to increasingly hostile attitudes towards INGO staff and expats	4	3	High	12	Regionalizing and 'nationalizing advocacy work to mitigate negative perceptions of UN bodies and conventions perceived as 'Western'	In strongly authoritarian regimes or failed states this approach will not mitigate risks. The event will have a significant impact on achieving project outcomes to the extent that one or more outcomes will fall below accetable levels	In BF some sectors see global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk.
3. Human security	Massive displacement of population lead to humanitarian crisis and political collapse	4	4	High	16	Contributions to the MHPSS WG.	Despite mitigation event will have a significant impact on achieving project outcomes to the extent that one or more outcomes will fall below accetable levels	It is estimated that appr 2,1 million Burkinabes are internally displaced severely affecting food security and access to basic services.
	Socio-economic conditions, especially food security worsen, leading to civil unrest and disruption in project activities.	4	3	High	12	Monitoring the situation. DGN is well aware that livelihoods and socio-economic conditions affect beneficiaries and seek to incorporate relevant partners when feasible,	Even with community support programs and partnerships, widespread economic collapse or severe food shortages could overwhelm local capacities and hinder aid delivery. The event will have a significant impact on desired results.	Poverty affects mental health, and feelings of food-insecurity are strong predictors of stress reactions. General socio-economic conditions are therefore considered in project design but not uniformly adressed in implementation due to DGN mandate
	Increase in attacks against aid and health workers causing physical withdrawel from project areas.	3	5	High	15	South-south dialogue facilitating shared learning on common threats to staff safety and security to ensure that plans and responses are updated	Enhanced security measures and training may not completely prevent unpredictable, violent attacks in the East and North of the country.	Many of the current risk management concepts are derived from a Northern humanitarian sector. Much more attention needs to be placed on decolonizing safety and security protocols of partner organisations
	Epidemics, starvation	4	4	High	16	Contributions to the MHPSS WG.	The event will have a significant impact on desired results.	The risk of new epidemics is high due to a combination of factors including weak healthcare systems, massive internal displacement, poor sanitation, climate change, and malnutrition.
	Burkina Faso faces a significant risk of food insecurity and public health challenges due to irregular and poorly distributed rainfall. Additionally, recent flooding prevalent in the west and Far North may increase the incidence of waterborne diseases and malaria. These combined could increase internal displacement and exacerbate humanitarian needs.	5	3	High	15	Contributions to the MHPSS WG.	The event will have a significant impact on desired results.	It is estimated that appr 2,1 million Burkinabes are internally displaced severely affecting food security and access to basic services.

PROGRAMMATIC RISK				**Medium**	**8**			
4. State partner constrained or do not have the capacity or the political will to deliver humanr ights outputs	Justice system (institutional and political stake holders) is unwilling to prosecute perpetrators of TCIDTP	3	3	Medium	9	DGN partners work undertake advocacy work to improve political will to prevent TCIDTP and strengthen the National Human Rights Commission (CNDH) and the National Mechanism for the Prevention of Torture in Burkina Faso	Civic space may be so restricted that advocacy activities are unfeasible. The event will have a limited impact on desired results.	
	Continued attrition of capacity in state institutions due to rotation and re-postings of key personel	4	2	Medium	8	Seek to gain access to curricula in relevant government educational services and schools and ensure multi-level benefits in institutions	Despite mitigation staff rotation and attrition remains a condition of the work. The event will have a limited impact on desired results.	
	Periodic violence, corruption or other forms of flawed governance undermines legitimacy of legal and policy frameworks	4	2	Medium	8	Work actively with alliances to shape and create regional and national policy and legal frameworks for action	The event will have a limited impact on desired results.	
5. Limited joint action between civil society and state actors	CSO generated evidence base to poor, unsystematic or anecdotal to be effective in advocacy	4	2	Medium	8	Partners' capabilities in documentation, analysis and dissemination improved through technical assistance and partner dialogue	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation. The event will have a limited impact on desired results.	Technical capacity to document is a continous focus in DGN work with partners, and remain a cornerstone in sustainable CSO capabilities.
	Distrust between DGN partners and state (stake holders) due to external event	4	2	Medium	8	Use collaboration tools to build and support trust between stake holders, support stakeholders in their mission, shape public policy on violence prevention	Despite mitigating project design, trust may still be difficult to generate due to contextual factors. The event will have a limited impact on desired results.	Through ten years of design development DGN has developed a comprehensive approach to bringing state and non-stakeholders together in violence prevention. See also DIGNITY Publication Series #46 https://dignity.dk/app/uploads/Leadership_-Development_Catalyst_2024_-46.pdf
	State and non-state social actors disagree on issues and fail to use knowledge to generate change	4	2	Medium	8	Build common data, identify hot-spots, agree on most urgent issues, support actors in adressing these through dissemination of practice relevant knowledge and tolls.	Despite share data and understanding social actors (local stakeholders) may still have motives (economic or political) for blocking action on identified issue. The event will have a limited impact on desired results.	
6. Inadequate protection or exclusion of survivor communtieis of torture and violence	Coordination in the MHPSS WG fails	2	2	Low	4	Seek networks and collaboration with relevant actors in livelihood and build support structures with local mental health intervention components	The event will have a limited impact on desired results.	DGN has builld an evidence-informed approach to the building of referral networks and for support to practitioners in MHPSS. Strong evidence backs the needs therefore. See also DIGNITY Publication Series #41 (https://dignity.dk/wp-content/uploads/41-Root-Causes-of-Gender-based-Violence-in-Informal-Settlements-in-Nakuru.pdf)
	Stigma surrounding mental health issues and specific groups of victims of violence has strong influence on state personel	4	2	Medium	8	Build public awareness regarding mental health and support service providers with skills and supervision	Public perceptions often require a critical mass to change, this may not be reached and change therefore fails to materialize. The event will have a limited impact on desired results.	
	Inadequate protection or harm done to survivors of torture and violence and their families (beneficiaries)	4	2	Medium	8	Strong data protection procedures and training in ethical obligations for partner staff and stakeholders will prevent against most but not all forms of harm against survivors and human rights defenders	Despite strong partnerships and risk management plans, ongoing instability and new security threats could compromise beneficiary protection. The event will have a limited impact on desired results.	DGN constantly review procedures and designs for ways to protect the people we work with focussing on both SCOs (https://dignity.dk/wp-content/uploads/DIGNITY-Research-Brief-Protection-Research-EN.pdf) and individual professionals https://dignity.dk/wp-content/uploads/DIGNITY-Dokumentationsmanual.pdf)
7. INSTITUTIONAL RISK				**Low**	**6**			
Human resource investment in partner staff or stake holders (capacity development) lost	Low wage levels, harasment, violations or poor security lead to loss of partner employees	2	3	Low	6	Maintain relationships with former employees if applicable. Ensure that partners have good HR policy, professional employee care, to develop practical organizational and quality measurement instruments. Before major investments in partners take place ensure that humanitarian standards are in place and that adequate use of partner screening instruments has been implemented.	Despite the use of SOP organisations do experience crisis often due to unforeseen external stressors.	Staff is the key asset of the partners, in particular for a technical support organisation such as DGN with a mandate specfic intervention area.
	Secondary trauma of project staff and supervisors after exposure to the traumatic experiences of beneficiaries will prevent them for carrying out their work	3	3	Medium	9	Use of WHO's Problem Management Plus (PM+) which has been adapted for use by trauma care providers as a self-care tool to reduce burnout, secondary trauma, and emotional fatigue. It equips providers with practical strategies for self-management, helping them maintain their mental health and resilience while continuing to support others effectively.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Without adequate support, caregivers are at high risk of burnout, secondary trauma, and compassion fatigue. Given the ongoing socio-economic challenges and healthcare infrastructure limitations in Liberia, ensuring the well-being of caregivers is essential not only for their personal health but also for the sustained quality of care they provide to those in need.

Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff	4	1	Low	4	Provide assistance in job-training and adress payment scales in project organisation	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	In the Global South, a critical challenge faced by development and health projects is the shortage of skilled professionals, such as health workers and project managers. This issue is compounded by intense competition between various agencies, including international organizations, NGOs, and local governments, all vying for a limited pool of qualified personnel. Many professionals are drawn to higher-paying opportunities abroad or with larger, well-resourced organizations, leaving smaller implementing partners struggling to recruit and retain the talent needed to effectively execute interventions. This competition, coupled with inadequate local capacity-building initiatives, often leads to project delays or failures due to the inability to hire qualified staff. The lack of skilled workers threatens the success of essential health and development projects, exacerbating already fragile systems in these regions.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	3	1	Very low	3	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN accountants	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Despite some efforts to combat corruption, the country still faces challenges related to impunity for corrupt officials, limited access to justice, and a restricted civic space, which hinders anti-corruption efforts. These issues persist despite ongoing international and domestic attention to governance and public sector integrity.
Major programs fail due to poor management	Lack of overview of project input and output (deliverables)	2	4	Medium	8	Capacity strengthening of organisations through South-South learning and DGN advisory work on financial management, M/E and data management	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Poor management may cause inefficiencies, delays, and resource misallocation. Ineffective leadership, may cause lack of clear communication, inadequate planning, and weak financial oversight. Both can lead to unmet objectives and loss of stakeholder trust, compromise relationships with donors, hinder the achievement of long-term goals.
Clients or human rights defenders targeted by state institutions	Loss of personal sensitive information by partner staff	2	4	Medium	8	M/E Handbook for rehabilitation projects contain best practice guidelines for data collection and management so as to ensure the protection of data sources from identification and retaliation.	loss of data may have some impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but above minimum acceptable levels.	In the context of narrowing civic space, data management takes on heightened ethical importance, especially when dealing with sensitive information involving victims and witnesses of gross human rights violations. Data owners have an ethical duty to ensure the protection and confidentiality of this information, as improper handling or loss of data can expose vulnerable individuals to state agencies that may seek to identify and target them. The risk of surveillance or retaliation makes secure data practices essential. Safeguarding this data not only protects individuals but also upholds the integrity of human rights work in oppressive environments, where breaches can have life-threatening consequences.
Programs fail due to loss of acceptance in communities/beneficiearies	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	2	2	Low	4	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Loss of acceptance may undermine project success. Disconnected or distrustful communities may refuse to engage with programs or offer crucial local support. This can lead to poor participation, resistance to project initiatives, and even hostility toward field teams. In turn, project outcomes may fall short of expectations, as community buy-in is essential for the sustainability and effectiveness of interventions.
Program/project failure due to distrust	Power imbalances leading to low mutual accountability resulting in project failure	2	3	Low	6	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Poor partnerships relations lead to miscommunication, misaligned goals, and unequal power dynamics, resources may be mismanaged, local knowledge may be undervalued, and decision-making can become centralized in the Northern NGO, limiting the Southern NGO's ability to adapt projects to local contexts. Such lack of cooperation and mutual respect can result in inefficiencies, missed opportunities for capacity building, and reduced community trust, ultimately affecting the overall success and sustainability of the
	Unclear program governance creates untransparent transfer of risk and responsibility to adjecent links in the 'aid-chain'	2	3	Low	6	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	
RISKS IN COMMUNICATION, ADVOCACY AND KNOWLEDGE				**Low**	**4**			
DGN's position creates a contentious public debate in BF	Political actors use DIGNITY partner activities to polarize public debate	1	3	Very low	3	DGN risk assess it own media performances all the time and ask: 1)What are our goals? 2)What do we lose by participating 3) what do we win? Upon partners request we provide advice and share our experiences	Crisis are always unpredictable and the plan may not adress the needs in the given context	Public debate fueled by social media can quickly escalate into a reputational crisis for an NGO. Social media's speed and reach can amplify criticisms, misinformation, or negative perceptions, often without context or nuance. If not managed effectively, a single issue or misstep can rapidly snowball, leading to widespread public scrutiny, loss of trust, and damage to credibility. Such a crisis can hinder partnerships, and reduce community engagement.
	Individuals or groups use violence or threats of violence against DGN, DGN partners, stake holders or beneficiaries	2	3	Low	6	Designing non-confrontational projects, reaching out to stakeholders and communities intended to prevent this type of crisis,	Despite precautionary measures, radicalized politica movements may still arise and benefit from targeting human rights work.	

DGN or partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary self-identifying as a non-binary used in story about project progres	1	3	Very low	3	1) DGN assess personal stories all the time and advice partners to do the same asking: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	1) We risk assess our personal stories all the time and ask: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	
INSTITUTIONAL RISKS RELATED TO DIGNITY EMPLOYEES				**Medium**	**9**			
Exposure related stress reactions	High work-load and/or vicarious trauma increasing likelyhood of traumatic stress	3	3	Medium	9	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	
Harasment or pressure from state party relation to DGN activities.	National arrest warrents, extradition for prosecution, public defamation loss of sense of safety and security	3	3	Medium	9	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	
Other harassment non-DK based staff	Sexual, verbal, or physical harrasment at a local government partner site or at a civil society partner site. Disruption or harassment of employees during travel due to their affiliation with DIGNITY.	2	4	Medium	8	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	

Risk scenarios for Nakuru County (Naivasha, Njoro, Nakuru Town East and Nakuru Town West Sub-Counties),	Types of events	Likeli-hood	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS				**Low**	**7**			
1. Political instability	Violence and Conflicts: Escalation of political, resource, gang and gender based violence	4	2	Medium	8	The security situation in the project areas is continously monitored by partner staff and project management. MIDRIFT will use already existing and institutionalised Multisectoral Cordination and Collaboration forum on Peace and Security, the already developed PBLD leaders and facilitators and the existing MOU with the National Steering Committee on peace building and conflict management to apply the public health approach to prevent violence.	Project implementation may be slower than planned and/or outcomes not fully achieved.	All project areas have experienced political, gang and gender based violenc as well as outbreaks of public violence during the most recent wave of unrest.
	Perception of and attitude towards human rights among state functionaries affects programs with significant state participation.	3	2	Low	6	MIDRIFT focus on locally meaningful legal and moral frameworks when adressing universal human rights abuses.	Project implementation may be slower than planned and/or outcomes not fully achieved.	In many partner countries global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk
2. Shrinking civic space	Partners in conflict with national financial and/or transfer regulations. Emergency measures, counter terrorism law leading to detention of partner or DGN staff.	2	3	Low	6	Continous monitoring of legal context and use of local legal representation	Project implementation may be slower than planned and/or outcomes not fully achieved.	Governments may impose regulations on foreign funding, citing concerns over money laundering, terrorism financing, and national security. These regulations often involve excessive reporting requirements, audits, and legal restrictions that limit CSOs' access to international funding, vital for their operations. In some cases, these laws are used to target human rights organizations and advocacy groups that are critical of the government, stifling their ability to function and engage in advocacy.
	Trickle down effects of global geo-political conflict to country level lead to increasingly hostile attitudes towards INGO staff and expats	1	3	Very low	3	Regionalizing and 'nationalizing advocacy work to mitigate negative perceptions of UN bodies and conventions	In strongly authoritarian regimes or failed states this approach will not mitigate risks.	In Kenya some sectors see global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk.
3. Human security	Massive displacement of population lead to humanitarian crisis and political collapse	1	4	Low	4	If project areas are affected by internal displacements security fora will be used to adress potential increases in conflict levels	The security situation in project areas vary, but remains affected by petty crime and mass events,.	Kenya has seen a significant increase in the number of internal displacements by disasters since 2021, mostly driven by drought and floods. In 2023, 649,000 internal displacements were reported, the near totality of which were triggered by floods. This is the highest figure since data first became available for the country in 2008 and more than three times higher than the annual average of the past decade.
	Socio-economic conditions, especially food security worsen, leading to strikes, civil unrest and disruption in project activities.	3	3	Medium	9	Monitoring the situation. Livelihoods and socio-economic conditions affect beneficiaries and partner seeks to incorporate partners with livelihood activities when feasible,	Even with community support programs and partnerships, adverse livelihoods may affect beneficiaries' outcomes negatively.	Poverty affects mental health, and feelings of food-insecurity are strong predictors of stress reactions. General socio-economic conditions are therefore considered in project design but not uniformly adressed in implementation due to DGN mandate. The general context of worsening livelihoods affects the overall political situation with numerous strikes and demonstrations.
	Increase in attacks against aid and health workers causing physical withdrawel from project areas.	1	4	Low	4	South-south dialogue facilitating shared learning on common threats to staff safety and security to ensure that plans and responses are updated	H	Many of the current risk management concepts are derived from a Northern humanitarian sector. Much more attention needs to be placed on decolonizing safety and security protocols of partner organisations.
	Epidemics	3	4	High	12	Mitigation measures include: Infection control measures, remote work, health screenings, sanitization protocolsw, workplace flexibility, vaccination programs, clear communication.	Project implementation may be slower than planned and/or outcomes not fully achieved.	The risk of new epidemics is high due to a combination of factors including weak healthcare systems, rapid urbanization, poor sanitation, climate change, and increased human-wildlife interaction, which raises the probability of zoonotic diseases. Kenya is vulnerable for emerging infectious diseases in the wider region.
	Severe weather incidents may affect project activities intermittently	4	2	Medium	8	Community Empowerment Initiatives: Strengthen resilience of Baringo County communities to adapt to and mitigate effects of climate change. In addition, create synergy with Resilience, Peace and Security (RPS) project supported by DANIDA through ACT!.	Project implementation may be slower than planned and/or outcomes not fully achieved.	Due to global warming, climate change has affected communities' livelihood, access to water and pasture thereby resulting to conflict over the available resources. This conflict has led to deaths, displacement of people and destruction of property. In the project area appr. 20.000 are currently affected by flooding.
PROGRAMMATIC RISK				**Low**	**7**			
4. State partner constrained or do not have the capacity or the political will to deliver humanr ights outputs	Government partners fail to impliment violence prevention and rehabilitation policies	3	3	Medium	9	MIDRIFT will deliberately create partnerships with an institutional entry (as different from person focused entry) to government partners, hereby creating routines for briefing new officials by departing officials on cooperation with MIDRIFT. This will include that MIDRIFT suggests to government partners to keep an updated file on their cooperation with MIDRIFT. MIDRIFT will also ensure to make partnership phonecalls to new officials and offer continued cooperation. This may also include follow-up capacity building.	Project implementation may be slower than planned and/or outcomes not fully achieved.	National and County Governments routinely transfers and redeploys government officers either to new stations or on promotion, therefore new persons with different work ethics and attitudes are placed in the offices that MIDRIFT works with. Transferred officers move after time and resources have been used to capacity strengthen them. This slows and disrupts momentum of the allready existing arrangements and plans. Also, the transfers may affect working relationships and existing MOUs.
	Continued attrition of capacity in state institutions due to rotation and re-postings of key personel	4	2	Medium	8	Seek to gain access to curricula in relevant government educational services and schools and ensure multi-level benefits in institutions	Despite mitigation staff rotation and attrition remains a condition of the work	
	Periodic violence, corruption or other forms of flawed governance undermines legitimacy of legal and policy frameworks	4	2	Medium	8	Work actively with alliances to shape and create regional and national policy and legal frameworks for action		

	Human Right violations and lack of adherence to the rule of law	4	2	Medium	8	Engage law enforcement agencies and other arms of government through sensitization workshops aimed at strengthening their capacities to protect human rights and adhere to the rule of law.	Despite mitigation there is a minor risk that the lack of adherence may affect trust.	The Police and other arms of government have a history of violating human rights with impunity. Lack of good governance, human rights violations, and refusal to adhere to rule of law, will erode the trust between citizens and government agencies. Thus, affecting collaboration and partnership.
5. Limited joint action between civil society and state actors	Delayed budget allocation and implementation of policies, laws and institutionalised (through government circulars) multisectoral fora in Nakuru and Baringo Counties: Examples include: Nakuru County Violence Prevention Policy, Nakuru Peace Building and Conflict Management Act, Gender and Development Policy, Community Health Services Act that have been supported by MIDRIFT in the past.	4	2	Medium	8	MIDRIFT will work with like-minded stakeholders within the County Government and empower citizens with agency and good connections to constituencies to advocate for and create participatory County budget allocation processes, including organised participation of community voices at the grassroot level.	Despite mitigating project design trust may still be difficult to generate due to contextual factors.	The county executive, the County assembly and County commissioners in Nakuru and Baringo have shown commitment in passing laws, policies and institutionalization of multisectoral fora. However, there has been limited to no implementation at the community level. This affects sustainable implementation of the policies and since impact will be conditioned on the level of the financial support the MIDRIFT-DIGNITY partnership can provide. This will delay efforts in creating sustainable violence prevention and response.
	Duty bearers and state actors may not be committed to agreed upon action plans and partnership agreeements.	2	2	Low	4	Enhance communication and dialogue through already existing and institutionalised Multisectoral Cordination and Collaboration forum on Peace and Security, the already developed PBLD leaders and facilitators and the existing MOUs, including clarification of expectations and responsiblitie and a review together with Katiba Institute of the "101 Things You Wanted To Know About The Police But Were Too Afraid To Ask" and if possible ensuring NPS logo on the updated version of the material, and uptake of PBLD modules by the KSG.	Project implementation may be slower than planned and/or outcomes not fully achieved.	DGN has builld an evidence-informed approach to the building of referral networks and for support to practitioners in MHPSS. Strong evidence backs the needs therefore. See also DIGNITY Publication Series #41 (https://dignity.dk/wp-content/uploads/41-Root-Causes-of-Gender-based-Violence-in-Informal-Settlements-in-Nakuru.pdf)
	There is a risk of not being able to access and use PFA data from Nakuru County Government.	4	2	Medium	8	MIDRIFT will lobby to include PFA data access and use in the reviewed MOU with the County Department of Health, however, County Government might raise ethical concerns regarding the sharing of the data. The County Government primarily owns the data, provides stipends to the CHPs and provides data collection devoices.	Public perceptions often require a critical mass to change, this may not be reached and change therefore fails to materialize.	MIDRIFT uses the PFA data to inform programmatic decisions. Hence, lack of data access will affect referrals to PM+ in our intervention areas, as well as our efforts to strengthen referral pathways. Lack of data access will also affect programming and research.
6. Inadequate protection or exclusion of survivor communtieis of torture and violence	There is a risk of PM+ helpers receiving few referrals from PFA and another risk of PM+ being overwhelmed with many referrals from PFA providers.	3	3	Very low	3	MIDRIFT will bring together the new PFA providers in Bondeni, Rhonda and Karagita to ensure a smooth transition and MIDRIFT shall expand the referral network stakeholders to uptake referred clients. In the event that there are more referals for PM+ MIDRIFT will develop a waiting list system. In the process it will be ensured that other emergencies the clients might have, have been taken care of through the referral network. This way it will be ensured that clients are not referred to PM+, if this is not the immediate need.	Despite mitigation there is major risk that this will be the scenario to some extent.	First, the new PFA providers are not aware of the PM+ intervention and it will require introducing the new PFA providers to the PM+ helpers for ease of referral to PM+ services in Rhonda, Bondeni and Karagita. Secondly, in the event all PFA providers start referring clients to PM+ helpers, the numbers referred may be beyond what the current PM+ helpers can handle. This is likely to affect the number of clients referred for PM+ services in the event the transition from PFA to PM+ is slow. On the other hand if the numbers are overwhelming the PM+ providers will not handle all the referred clients.
	There is a risk of stakeholders taking lead in the policy implementation not being fully comitted.	4	2	Low	6	Lobby meetings, with convincing policy briefs developed by MIDRIFT, will be conducted to enhance ownership and budget allocation for the laws, policies and governance mechanisms.	Despite mitigation effert, lack of funds and lack of political will will continue to affect implementation at community level.	County Government is required to finance the implementation of policies, laws and governance mechanisms supported by MIDRIFT. However, innovative laws, policies and governance mechanisms in Kenya have not been implemented by County Governments. This is attributed to lack of ownership to passed laws and lack of political good-will for budget allocations to their implementation
	Inadequate protection or harm done to survivors of torture and violence and their families (beneficiaries)	4	2	Medium	8	Strong data protection procedures and training in ethical obligations for partner staff and stakeholders will prevent against most but not all forms of harm against survivors and human rights defenders	Despite strong partnerships and risk management plans, ongoing instability and new security threats could compromise beneficiary protection.	DGN constantly review procedures and designs for ways to protect the people we work with focussing on both SCOs (https://dignity.dk/wp-content/uploads/DIGNITY-Research-Brief-Protection-Research-EN.pdf) and individual professionals https://dignity.dk/wp-content/uploads/DIGNITY-Dokumentationsmanual.pdf)
7. INSTITUTIONAL RISK				**Low**	**6**			
Human resource investment in MIDRIFT staff (capacity development) lost	There is a tendency for well resourced and funded organizations to offer better salaries and employment conditions than what small and medium organizations can offer.	2	3	Low	6	MIDRIFT will be proactive and support the team with training and better remuneration to retain existing staff and attract qualified candidates.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Staff is the key asset of the partners, in particular for a technical support organisation such as MIDRIFT with a mandate specfic intervention area. Loss of staff will be a drawback to MIDRIFT considering the resources and time taken to capacity build the staff and the disruption the transition will cause to MIDRIFT.
	Secondary trauma of project staff and supervisors after exposure to the traumatic experiences of beneficiaries will prevent them for carrying out their work	3	3	Medium	9	Use of WHO's Problem Management Plus (PM+) which has been adapted for use by trauma care providers as a self-care tool to reduce burnout, secondary trauma, and emotional fatigue. It equips providers with practical strategies for self-management, helping them maintain their mental health and resilience while continuing to support others effectively	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Without adequate support, caregivers are at high risk of burnout, secondary trauma, and compassion fatigue. Given the ongoing socio-economic challenges and healthcare infrastructure limitations in Liberia, ensuring the well-being of caregivers is essential not only for their personal health but also for the sustained quality of care they provide to those in need.
Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff	4	1	Low	4	Provide assistance in job-training and adress payment scales in project organisation	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	In the Global South, a critical challenge faced by development and health projects is the shortage of skilled professionals, such as health workers and project managers. This issue is compounded by intense competition between various agencies, including international organizations, NGOs, and local governments, all vying for a limited pool of qualified personnel. Many professionals are drawn to higher-paying opportunities abroad or with larger, well-resourced organizations, leaving smaller implementing partners struggling to recruit and retain the talent needed to effectively execute interventions. This competition, coupled with inadequate local capacity-building initiatives, often leads to project delays or failures due to the inability to hire qualified staff. The lack of skilled workers threatens the success of essential health and development projects, exacerbating already fragile systems in these regions.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	3	1	Very low	3	Anti-corruption policy developed, implementation of relevant manuals on procurement and project management that can be used by MIDRIFT accountants	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Corruption remains a significant issue in sectors like public procurement, law enforcement and government services affecting governance, economic growth, and service delivery. Transparency International continues to highlight Kenya's need for stronger anti-corruption reforms, more accountability in public spending, and stricter enforcement of existing laws to combat corruption.

Major programs fail due to poor management	Lack of overview of project input and output (deliverables)	2	4	Medium	8	Capacity strengthening of organisations through South-South learning and DGN advisory work on financial management, M/E and data management	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Poor management may cause inefficiencies, delays, and resource misallocation. Ineffective leadership, may cause lack of clear communication, inadequate planning, and weak financial oversight. Both can lead to unmet objectives and loss of stakeholder trust, compromise relationships with donors, hinder the achievement of long-term goals.
Programs fail due to loss of acceptance in beneficieary communities	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	2	2	Low	4	Partnership policy and continous focus on building community partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Loss of acceptance may undermine project success. Disconnected or distrustful communities may refuse to engage with programs or offer crucial local support. This can lead to poor participation, resistance to project initiatives, and even hostility toward field teams. In turn, project outcomes may fall short of expectations, as community buy-in is essential for the sustainability and effectiveness of interventions.
Program/project failure due to distrust in DGN-MIDRIFT partnership	Power imbalances leading to low mutual accountability resulting in project failure	2	3	Low	6	Partnership policy and continous focus on building the partnerships based on trust, sharing of knowledge and continous DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Poor partnerships relations lead to miscommunication, misaligned goals, and unequal power dynamics, resources may be mismanaged, local knowledge may be undervalued, and decision-making can become centralized in the Northern NGO, limiting the Southern NGO's ability to adapt projects to local contexts. Such lack of cooperation and mutual respect can result in inefficiencies, missed opportunities for capacity building, and reduced community trust, ultimately affecting the overall success and sustainability of the project.
RISKS IN COMMUNICATION, ADVOCACY AND KNOWLEDGE				**Low**	**4**			
DGN's position creates a contentious public debate in Kenya	Political actors use MIDRIFT activities to polarize public debate	1	3	Very low	3	MIDRIFT will risk assess its media performances and ask: 1) What are our goals? 2) What do we lose by participating 3) what do we win? Upon partners request DGN Comm Dep provide advice and share our experiences	A crisis of this nature is unpredictable and the plan may not adress the needs in the given context	Public debate fueled by social media can quickly escalate into a reputational crisis for an NGO. Social media's speed and reach can amplify criticisms, misinformation, or negative perceptions, often without context or nuance. If not managed effectively, a single issue or misstep can rapidly snowball, leading to widespread public scrutiny, loss of trust, and damage to credibility. Such a crisis can hinder partnerships, and reduce community engagement.
	Individuals or groups use violence or threats of violence against MIDRIFT stake holders or beneficiaries	2	3	Low	6	Designing non-confrontational projects, reaching out to stakeholders and communities intended to prevent this type of crisis,	Despite precautionary measures, radicalized politica movements may still arise and benefit from targeting human rights work.	
MIDRIFT publish a story that trigger actions by state agencies against individual beneficiaries or groups	Beneficiary self-identifying as a non-binary used in story about project progres	1	4	Low	4	1) MIDRIFT assess personal stories all the time and advice partners to do the same asking: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	

Risk scenarios relevant for project areas New Kru Town and Saint Paul Bridge as well as at national policy level	Types of events	Likelihood	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS				**Low**	**6**			
1. Political instability	The deterioration of the security and humanitarian situation, could impact the implementation of the project.	2	4	Medium	8	Security situation continously monitored and project plans leverage elections and for human rights work (prevention, documention, advocacy).	Periodic eruptions of mass violence, creates a minor probability that project implementation may be slower than planned and/or outcomes are not fully achieved.	The prospects for peace and stability in Liberia have improved, significantly reducing the likelihood of the intra- and inter-state conflicts that were prevalent in the past. While there are no known terrorist groups currently operating in Liberia, the country remains vulnerable to potential security threats due to its limited security capabilities. Liberia continues to face a considerable risk from both petty and violent crime, largely driven by widespread poverty and a lack of employment opportunities. Civil unrest, often sparked by socio-economic frustrations and political developments, occurs frequently and has the potential to rapidly escalate into violence.
	Conflict among state apparatuses may lead to change of executive power and/or disruption of management in key state institutions	1	4	Low	4	Incorporate senior management in activities and try to build common agendas for change, diversify to multiple levels and entities in the same sector.	Changes in management may affect political will irrespective of collaborative work with previous management	Institutional management trust in partner intentions and objectives is a crucial parameter to work during the early stages of projects with state parties (mandated and elected authorities). There is an ongoing risk of investments in political capital (will) can be lost due to changes
2. Shrinking civic space and legal measures	Perception of and attitude towards human rights among state functionaries affects programs with significant state participation.	1	3	Very low	3	Enable partners to use locally meaningful legal and moral frameworks when adressing universal human rights abuses	Project implementation may be slower than planned and/or outcomes not fully achieved.	In many partner countries global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk
	Partners in conflict with national financial and/or transfer regulations. Emergency measures, counter terrorism law leading to detention of partner or DGN staff.	1	3	Very low	3	Continous monitoring of legal context and use of local legal representation	Project implementation may be slower than planned and/or outcomes not fully achieved.	Governments may impose regulations on foreign funding, citing concerns over money laundering, terrorism financing, and national security. These regulations often involve excessive reporting requirements, audits, and legal restrictions that limit CSOs' access to international funding, vital for their operations. In some cases, these laws are used to target human rights organizations and advocacy groups that are critical of the government, stifling their ability to function and engage in advocacy.
	Trickle down effects of global geo-political conflict to country level lead to increasingly hostile attitudes towards INGO staff and expats	1	3	Very low	3	Regionalizing and 'nationalizing advocacy work to mitigate negative perceptions of UN bodies and conventions perceived as 'Western'	In strongly authoritarian regimes or failed states this approach will not mitigate risks.	In Liberia some sectors see global human rights are perceived as a western imposition/colonial legacy.
3. Human security	Massive displacement of population lead to humanitarian crisis and political collapse	1	3	Very low	3	If project areas are affected by internal displacements security fora will be used to adress potential increases in conflict levels	H	
	Socio-economic conditions, especially food security worsen, leading to civil unrest and disruption in project activities.	2	3	Low	6	The socio-economic situation in Liberia is marked by high poverty levels (44% under the national poverty line) and poor state infrastructure and services. The population is vulnerable to rises in prices of imported goods (food and fuel) though macro-economic indicators remain stable	Even with community support programs and partnerships, widespread economic collapse or severe food shortages could overwhelm local capacities and hinder aid delivery.	Poverty affects mental health, and feelings of food-insecurity are strong predictors of stress reactions. General socio-economic conditions are therefore considered in project design but not uniformly adressed in implementation due to DGN mandate
	Increase in attacks against aid and health workers causing physical withdrawel from project areas.	1	4	Low	4	South-south dialogue facilitating shared learning on common threats to staff safety and security to ensure that plans and responses are updated	Enhanced security measures and training may not completely prevent unpredictable, violent attacks in the project areas.	Many of the current risk management concepts are derived from a Northern humanitarian sector. Much more attention needs to be placed on decolonizing safety and security protocols of partner organisations.
	Epidemics	3	4	High	12	Mitigation measures include: Infection control measures, remote work, health screenings, sanitization protocolsw, workplace flexibility, vaccination programs, clear communication.	Project implementation may be slower than planned and/or outcomes not fully achieved.	The risk of new epidemics is high due to a combination of factors including weak healthcare systems, rapid urbanization, poor sanitation, climate change, and increased human-wildlife interaction, which raises the probability of zoonotic diseases. Liberia is very vulnerable for emerging infectious diseases in the wider region
	Severe weather incidents may affect project activities intermittently	3	4	High	12	Community Empowerment Initiatives: Strengthen resilience of Baringo County communities to adapt to and mitigate effects of climate change. In addition, create synergy with Resilience, Peace and Security (RPS) project supported by DANIDA through ACT!.	Project implementation may be slower than planned and/or outcomes not fully achieved.	Severe weather events include heavy rainfall, particularly during the rainy season (May to October). With poor drainage infrastructure and the city's low-lying coastal geography, the risk of flooding is high, leading to displacement, damage to homes, and disruption of services.Coastal Erosion and Sea-Level Rise: As a coastal city, Monrovia is vulnerable to rising sea levels and coastal erosion, exacerbated by climate change. This threatens infrastructure, livelihoods, and housing, particularly for communities near the shoreline.

PROGRAMMATIC RISK				**Medium**	**8**			
4. State partner constrained or do not have the capacity or the political will to deliver humanr ights outputs	Justice system (institutional and political stake holders) is unwilling to prosecute perpetrators of TCIDTP	4	4	High	16	DGN partners work with state parties to build common goals on preventive measures in relation to relevant sub-groups (women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	DGN has build a comprehensive approach to 'state dialgoue' based on more than twenty years of experience, demonstating that moving from changing individuals perceptions to achiving institional change is a major task, see also DIGNITY Publication Series #39 (https://dignity.dk/wp-content/uploads/publication-series-39-print.pdf
	Lack of political will or trust in DGN Partners; state partners (institutional stake holders) have no or limited scope to deliver on human rights output	4	3	High	12	DGN partners work with state parties to build common goals on preventive measures in relation to relevant sub-groups (women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	
	Periodic violence, corruption or other forms of flawed governance undermines legitimacy of legal and policy frameworks	4	2	Low	6	Work actively with alliances to shape and create regional and national policy and legal frameworks for action		
	Continued attrition of capacity in state institutions due to rotation and re-postings of key personel	4	2	Very low	3	Seek to gain access to curricula in relevant government educational services and schools and ensure multi-level benefits in institutions	Despite mitigation staff rotation and attrition remains a condition of the work	
5. Limited joint action between civil society and state actors	CSO generated evidence base to poor, unsystematic or anecdotal to be effective in advocacy	3	2	Low	6	Partner capabilities in documentation, analysis and dissemination improved through technical assistance and partner dialogue	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation	Through ten years of design development DGN has developed a comprehensive approach to bringing state and non-stakeholders together in violence prevention. See also DIGNITY Publication Series #46 https://dignity.dk/app/uploads/Leadership_-Development_Catalyst_2024_-46.pdf
	DGN Partners do not have access to relevant state partners (stake holders) motivated for change	4	2	Medium	8	Partner selection based on track record, continous focus on a prevention over a prosecution strategy, CSOs seek to identify common goals with state institutions	Despite mitigating project design relevant stakeholders will still be able to block access.	
	Distrust emerge/lack of motivation between DGN Partner and state (stake holders) due to external event	4	2	Medium	8	Use collaboration tools to build and support trust between stake holders, support stakeholders in their mission, shape public policy on violence prevention	Despite mitigating project design trust may still be difficult to generate due to contextual factors.	
	State and non-state social actors disagree on issues and fail to use knowledge to generate change	4	2	Medium	8	Build common data, identify hot-spots, agree on most urgent issues, support actors in adressing these through dissemination of practice relevant knowledge and tolls.	Despite share data and understanding social actors (local stakeholders) may still have motives (economic or political) for blocking action on identified issues	
6. Inadequate protection or exclusion of survivor communties of torture and violence	Coordination among livelihood and mental health care actors fail to materialise	2	2	Low	4	Seek networks and collaboration with relevant actors in livelihood and build support structures with mental health intervention components	Even with support programs and partnerships, widespread economic collapse, severe food shortages or mass-traumatization could overwhelm local capacities.	DGN has builld an evidence-informed approach to the building of referral networks and for support to practitioners in MHPSS. Strong evidence backs the needs therefore. See also DIGNITY Publication Series #41 (https://dignity.dk/wp-content/uploads/41-Root-Causes-of-Gender-based-Violence-in-Informal-Settlements-in-Nakuru.pdf)
	Stigma surrounding mental health issues and specific groups of victims of violence has strong influence on state personel	4	2	Medium	8	Build public awareness regarding mental health and support service providers with skills and supervision	Public perceptions often require a critical mass to change, this may not be reached and change therefore fails to materialize.	
	Inadequate protection or harm done to survivors of torture and violence and their families (beneficiaries)	4	2	Medium	8	Strong data protection procedures and training in ethical obligations for partner staff and stakeholders will prevent against most but not all forms of harm against survivors and human rights defenders	Despite strong partnerships and risk management plans, ongoing instability and new security threats could compromise beneficiary protection.	DGN constantly review procedures and designs for ways to protect the people we work with focussing on both SCOs (https://dignity.dk/wp-content/uploads/DIGNITY-Research-Brief-Protection-Research-EN.pdf) and individual professionals https://dignity.dk/wp-content/uploads/DIGNITY-Dokumentationsmanual.pdf)
7. INSTITUTIONAL RISK				**Low**	**6**			
Human resource investment in partner staff or stake holders (capacity development) lost	Low wage levels, harasment, violations or poor security lead to loss of partner employees	2	3	Low	6	Maintain relationships with former employees if applicable. Ensure that partners have good HR policy, professional employee care, to develop practical organizational and quality measurement instruments. Before major investments in partners take place ensure that humanitarian standards are in place and that adequate use of partner screening instruments has been implemented	Despite the use of SOP organisations do experience crisis often due to unforeseen external stressors.	Staff is the key asset of the partners. Loss of staff will be a drawback to partners considering the resources and time taken to capacity build the staff and the disruption the transition will cause to Liberian partners.
	Secondary trauma of project staff and supervisors after exposure to the traumatic experiences of beneficiaries will prevent them for carrying out their work	3	3	Medium	9	Use of WHO's Problem Management Plus (PM+) which has been adapted for use by trauma care providers as a self-care tool to reduce burnout, secondary trauma, and emotional fatigue. It equips providers with practical strategies for self-management, helping them maintain their mental health and resilience while continuing to support others effectively.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Without adequate support, caregivers are at high risk of burnout, secondary trauma, and compassion fatigue. Given the ongoing socio-economic challenges and healthcare infrastructure limitations in Liberia, ensuring the well-being of caregivers is essential not only for their personal health but also for the sustained quality of care they provide to those in need.

Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff	4	1	Low	4	Provide assistance in job-training and adress payment scales in project organisation	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	In the Global South, a critical challenge faced by development and health projects is the shortage of skilled professionals, such as health workers and project managers. This issue is compounded by intense competition between various agencies, including international organizations, NGOs, and local governments, all vying for a limited pool of qualified personnel. Many professionals are drawn to higher-paying opportunities abroad or with larger, well-resourced organizations, leaving smaller implementing partners struggling to recruit and retain the talent needed to effectively execute interventions. This competition, coupled with inadequate local capacity-building initiatives, often leads to project delays or failures due to the inability to hire qualified staff. The lack of skilled workers threatens the success of essential health and development projects, exacerbating already fragile systems in these regions.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	3	1	Very low	3	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN accountants	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	The Center for Transparency and Accountability in Liberia (CENTAL) has expressed deep concern over the Liberian government's failure to fully enforce anti-corruption laws and tackle the entrenched culture of impunity. Key issues include weak enforcement of anti-corruption legislation, lack of support for public integrity institutions, and minimal prosecution of corrupt officials, especially those sanctioned by the U.S. government. Liberia has also seen a stagnation in public confidence, as the government focuses more on infrastructure projects than on governance and transparency efforts.
Major programs fail due to poor management	Lack of overview of project input and output (deliverables)	2	4	Medium	8	Capacity strengthening of organisations through South-South learning and DGN advisory work on financial management, M/E and data management	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Poor management may cause inefficiencies, delays, and resource misallocation. Ineffective leadership, may cause lack of clear communication, inadequate planning, and weak financial oversight. Both can lead to unmet objectives and loss of stakeholder trust, compromise relationships with donors, hinder the achievement of long-term goals.
Clients or human rights defenders targeted by state institutions	Loss of personal sensitive information by partner staff	2	2	Low	4	M/E Handbook for rehabilitation projects contain best practice guidelines for data collection and management so as to ensure the protection of data sources from identification and retaliation.	loss of data may have some impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but above minimum acceptable levels.	In the context of narrowing civic space, data management takes on heightened ethical importance, especially when dealing with sensitive information involving victims and witnesses of gross human rights violations. Data owners have an ethical duty to ensure the protection and confidentiality of this information, as improper handling or loss of data can expose vulnerable individuals to state agencies that may seek to identify and target them. The risk of surveillance or retaliation makes secure data practices essential. Safeguarding this data not only protects individuals but also upholds the integrity of human rights work in oppressive environments, where breaches can have life-threatening consequences.
Programs fail due to loss of acceptance in communities/beneficiearies	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	2	2	Low	4	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Loss of acceptance may undermine project success. Disconnected or distrustful communities may refuse to engage with programs or offer crucial local support. This can lead to poor participation, resistance to project initiatives, and even hostility toward field teams. In turn, project outcomes may fall short of expectations, as community buy-in is essential for the sustainability and effectiveness of interventions.
Program/project failure due to distrust	Power imbalances leading to low mutual accountability resulting in project failure	2	3	Low	6	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Poor partnerships relations lead to miscommunication, misaligned goals, and unequal power dynamics, resources may be mismanaged, local knowledge may be undervalued, and decision-making can become centralized in the Northern NGO, limiting the Southern NGO's ability to adapt projects to local contexts. Such lack of cooperation and mutual respect can result in inefficiencies, missed opportunities for capacity building, and reduced community trust, ultimately affecting the overall success and sustainability of the project.
	Unclear program governance creates untransparent transfer of risk and responsibility to adjecent links in the 'aid-chain'	2	3	Low	6	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	

RISKS IN COMMUNICATION, ADVOCACY AND KNOWLEDGE	**Low**	**4**

Critical media coverage of DGN due to history of DGN, country offices, employees, partners, poor working conditions, deaths, other tragic events related to travels and missions and DGN's strategic priorities.	Negative stories in the press about LAPS	1	3	Very low	3	LAPS has a Press Crisis Management Plan	Crisis are always unpredictable and the plan may not adress the needs in the given context	
DGN's position creates a contentious public debate in partner country	A Political actor use LAPS partner activities to polarize public debate	2	2	Low	4	LAPS risk assess it own media performances all the time and ask: 1)What are our goals? 2)What do we lose by participating 3) what do we win? Upon partners request we provide advice and share our experiences	Crisis are always unpredictable and the plan may not adress the needs in the given context	
	Groups of online actors form a digital platform for sharing stories that can harm LAPS, LAPS partners, their employees or clients.	2	2	Low	4	LAPS ensures that partners in their media work complies with GDPR regulations (though not legally bound by these) in order to protect the personal identity of individuals. LAPS designs are in general directed at collaboration rather than confrontation.	Despite designs and protocols, political developments are unpredictable, good monitoring of social media may not be sufficient to prevent crisis.	
	LAPS or partner staff are prevented from doing their work internationally due to participation in public debate	2	2	Low	4	LAPS seeks to separate own staff used for advocacy from staff used in liaison with stake holders and advice partners to do the same. National advocacy with partners is anonymized if needed.	State parties may still be able to aquire knowledge regarding inidivuals through other means of collection and residual risks to staff therefore exists	
	Radicalised individuals or groups use violence or threats of violence against LAPS, LAPS partners, stake holders or beneficiaries	1	3	Very low	3	Designing non-confrontational projects, reaching out to stakeholders and communities intended to prevent this type of crisis,	Despite precautionary measures, radicalized politica movements may still arise and benefit from targeting human rights work.	
DGN or partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary self-identifying as a non-binary used in story about project progres	1	3	Very low	3	1) LAPS assess personal stories all the time and advice partners to do the same asking: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	1) We risk assess our personal stories all the time and ask: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	

Risk scenarios for the project areas	Types of events	Likeli-hood	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS				**Low**	**6.5**			
1. Political instability	The deterioration of the security and humanitarian situation, could impact the implementation of the project.	3	4	High	12	Security situation continously monitored and project plans leverage phases of conflict for human rights work (prevention, documention, advocacy).	Periodic eruptions of mass violence, creates a minor probability that project implementation may be slower than planned and/or outcomes are not fully achieved.	The prospects for peace and stability in Sierra Leone are still inclear. While there are no known terrorist groups currently operating in Sierra Leone, the country remains vulnerable to potential security threats due to its limited security capabilities. Sierra Leone continues to face a considerable risk from both petty and violent crime, largely driven by widespread poverty and a lack of employment opportunities. Civil unrest, often sparked by socio-economic frustrations and political developments, occurs frequently and has the potential to rapidly escalate into mass-violence.
	Conflict among state apparatuses may lead to change of executive power and/or disruption of management in key state institutions	1	4	Low	4	Incorporate senior management in activities and build common agendas for change, diversify to multiple levels and entities in the same sector.	Changes in management may affect political will irrespective of collaborative work with previous management	Institutional management trust in partner intentions and objectives is a crucial parameter to work during the early stages of projects with state parties (mandated and elected authorities). There is an ongoing risk of investments in political capital (will) can be lost due to changes
2. Shrinking civic space and legal measures	Perception of and attitude towards human rights among state functionaries affects programs with significant state participation.	2	3	Low	6	Enable partners to use locally meaningful legal and moral frameworks when adressing universal human rights abuses	Project implementation may be slower than planned and/or outcomes not fully achieved.	In many partner countries global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk.
	Partners in conflict with national financial and/or transfer regulations. Emergency measures, counter terrorism law leading to detention of partner or DGN staff.	1	3	Very low	3	Continous monitoring of legal context and use of local legal representation	Project implementation may be slower than planned and/or outcomes not fully achieved.	Governments may impose regulations on foreign funding, citing concerns over money laundering, terrorism financing, and national security. These regulations often involve excessive reporting requirements, audits, and legal restrictions that limit CSOs' access to international funding, vital for their operations. In some cases, these laws are used to target human rights organizations and advocacy groups that are critical of the government, stifling their ability to function and engage in advocacy.
	Trickle down effects of global geo-political conflict to country level lead to increasingly hostile attitudes towards INGO staff and expats	1	3	Very low	3	Regionalizing and 'nationalizing advocacy work to mitigate negative perceptions of UN bodies and conventions perceived as 'Western'	In strongly authoritarian regimes or failed states this approach will not mitigate risks.	In Sierra Leone some sectors see global human rights are perceived as a western imposition/colonial legacy.
3. Human security	Massive displacement of population lead to humanitarian crisis and political collapse	1	3	Very low	3	If project areas are affected by internal displacements security fora will be used to adress potential increases in conflict levels	Project implementation may be slower than planned and/or outcomes not fully achieved.	Sierra Leone has a low level of disaster related internal displacement.
	Socio-economic conditions, especially food security worsen, leading to civil unrest and disruption in project activities.	2	3	Low	6	The socio-economic situation in Sierra Leone is marked by high poverty levels (59% Multi-dimensional poor). The population is vulnerable to rises in prices of imported goods (food and fuel) though macro-economic indicators remain stable.	Even with community support programs and partnerships, widespread economic collapse or severe food shortages could overwhelm local capacities and hinder aid delivery.	Poverty affects mental health, and feelings of food-insecurity are strong predictors of stress reactions. General socio-economic conditions are therefore considered in project design but not uniformly adressed in implementation due to DGN mandate
	Increase in attacks against aid and health workers causing physical withdrawel from project areas.	1	4	Low	4	South-south dialogue facilitating shared learning on common threats to staff safety and security to ensure that plans and responses are updated	Enhanced security measures and training may not completely prevent unpredictable, violent attacks in the project areas.	Many of the current risk management concepts are derived from a Northern humanitarian sector. Much more attention needs to be placed on decolonizing safety and security protocols of partner organisations.
	Epidemics	3	4	High	12	Mitigation measures include: Infection control measures, remote work, health screenings, sanitization protocolsw, workplace flexibility, vaccination programs, clear communication.	Project implementation may be slower than planned and/or outcomes not fully achieved.	The risk of new epidemics is high due to a combination of factors including weak healthcare systems, rapid urbanization, poor sanitation, climate change, and increased human-wildlife interaction, which raises the probability of zoonotic diseases. Sierra Leone is very vulnerable for emerging infectious diseases in the wider region.
	Severe weather incidents may affect project activities intermittently	3	4	High	12		Project implementation may be slower than planned and/or outcomes not fully achieved.	Severe weather events include heavy rainfall, particularly during the rainy season (May to October). With poor drainage infrastructure and the country's low-lying coastal geography, the risk of flooding is high, leading to displacement, damage to homes, and disruption of services.Coastal Erosion and Sea-Level Rise: As a coastal city, Freetown is vulnerable to rising sea levels and coastal erosion, exacerbated by climate change. This threatens infrastructure, livelihoods, and housing, particularly for communities near the shoreline.
PROGRAMMATIC RISK				**Low**	**6.5714**			

4. State partner constrained or do not have the capacity or the political will to deliver humanr ights outputs	Justice sector (institutional and political stake holders) is unwilling to prosecute perpetrators of TCIDTP or lack trust in DGN partner	3	2	Low	6	PWSL works with state parties to improve the legal framework for the protection of persons in conflict with the law, in particular women and juveniles	Mitigating project design may encounter pockets/local resistance to change	DGN has build a comprehensive approach to 'state dialgoue' based on more than twenty years of experience, demonstating that moving from changing individuals perceptions to achiving institional change is a major task, see also DIGNITY Publication Series #39 (https://dignity.dk/wp-content/uploads/publication-series-39-print.pdf
	Periodic violence, corruption or other forms of flawed governance undermines legitimacy of legal and policy frameworks	4	2	Low	6	Work actively with alliances to shape and create regional and national policy and legal frameworks for action		
5. Limited joint action between civil society and state actors	PWSL generated evidence base to poor, unsystematic or anecdotal to be effective in advocacy	3	2	Low	6	Partner capabilities in monitoring places of detention, documentation, analysis and dissemination is continously improved through technical assistance and partner dialogue	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation	
	DGN Partners do not have access to relevant state partners (stake holders) motivated for change	4	2	Medium	8	Partner selection based on track record, continous focus on a prevention over a prosecution strategy, CSOs seek to identify common goals with state institutions	Despite mitigating project design relevant stakeholders will still be able to block access.	
	Distrust emerge/lack of motivation between PWSL and state (stake holders) due to external event	4	2	Medium	8	Use collaboration tools to build and support trust between stake holders, support stakeholders in their mission, shape public policy on violence prevention	Despite mitigating project design trust may still be difficult to generate due to contextual factors.	Through ten years of design development DGN has developed a comprehensive approach to bringing state and non-stakeholders together in violence prevention. See also DIGNITY Publication Series #46 https://dignity.dk/app/uploads/Leadership_-Development_Catalyst_2024_-46.pdf
	State and non-state social actors disagree on issues and fail to use available knowledge to generate change	4	2	Medium	8	Build common data, identify hot-spots, agree on most urgent issues, support actors in adressing these through dissemination of practice relevant knowledge and tolls.	Despite share data and understanding social actors (local stakeholders) may still have motives (economic or political) for blocking action on identified issues	
6. Inadequate protection or exclusion of survivor communtieis of torture and violence	community support for women and juveniles upon release fails to materialise	2	2	Low	4	Seek networks and collaboration with relevant actors in livelihood and build support structures with mental health intervention components that can support community action	Even with support programs and partnerships, widespread economic collapse, severe food shortages or mass-traumatization could erode sommunity support	DGN has builld an evidence-informed approach to the building of referral networks and for support to community practitioners in MHPSS. Strong evidence backs the needs therefore. See also DIGNITY Publication Series #41 (https://dignity.dk/wp-content/uploads/41-Root-Causes-of-Gender-based-Violence-in-Informal-Settlements-in-Nakuru.pdf)
7. INSTITUTIONAL RISK				**Low**	**5.5556**			
Human resource investment in partner staff or stake holders (capacity development) lost	Low wage levels, harasment, violations or poor security lead to loss of partner employees	2	3	Low	6	Maintain relationships with former employees if applicable. Ensure that partners have good HR policy, professional employee care, to develop practical organizational and quality measurement instruments. Before major investments in partners take place ensure that humanitarian standards are in place and that adequate use of partner screening instruments has been implemented.	Despite the use of SOP organisations do experience crisis often due to unforeseen external stressors.	Staff is the key asset of the partners, in particular for a technical support organisation such as DGN with a mandate specfic intervention area.
	Secondary trauma of project staff and supervisors after exposure to the traumatic experiences of beneficiaries will prevent them for carrying out their work	3	3	Medium	9	Use of WHO's Problem Management Plus (PM+) which has been adapted for use by trauma care providers as a self-care tool to reduce burnout, secondary trauma, and emotional fatigue. It equips providers with practical strategies for self-management, helping them maintain their mental health and resilience while continuing to support others effectively.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Without adequate support, caregivers are at high risk of burnout, secondary trauma, and compassion fatigue. Given the ongoing socio-economic challenges and healthcare infrastructure limitations in Liberia, ensuring the well-being of caregivers is essential not only for their personal health but also for the sustained quality of care they provide to those in need.

Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff	4	1	Low	4	Provide assistance in job-training and adress payment scales in project organisation	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	In the Global South, a critical challenge faced by development and health projects is the shortage of skilled professionals, such as health workers and project managers. This issue is compounded by intense competition between various agencies, including international organizations, NGOs, and local governments, all vying for a limited pool of qualified personnel. Many professionals are drawn to higher-paying opportunities abroad or with larger, well-resourced organizations, leaving smaller implementing partners struggling to recruit and retain the talent needed to effectively execute interventions. This competition, coupled with inadequate local capacity-building initiatives, often leads to project delays or failures due to the inability to hire qualified staff. The lack of skilled workers threatens the success of essential health and development projects, exacerbating already fragile systems in these regions.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	3	1	Very low	3	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN accountants	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Corruption in Sierra Leone remains a pervasive challenge. Since the end of the civil war in 2002, successive governments have made efforts to tackle corruption and hold perpetrators, especially those from the previous government, accountable, but challenges remain. Anti-corruption efforts have focused on amending laws, institutional frameworks and the establishment of a special anti-corruption judicial division but concerns about the backsliding of democracy in the country, weak checks on the power of the executive and the politicisation of the anti-corruption cause make it difficult to counter corruption effectively.
Major programs fail due to poor management	Lack of overview of project input and output (deliverables)	2	4	Medium	8	Capacity strengthening of organisations through South-South learning and DGN advisory work on financial management, M/E and data management	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Poor management may cause inefficiencies, delays, and resource misallocation. Ineffective leadership, may cause lack of clear communication, inadequate planning, and weak financial oversight. Both can lead to unmet objectives and loss of stakeholder trust, compromise relationships with donors, hinder the achievement of long-term goals.
Clients or human rights defenders targeted by state institutions	Loss of personal sensitive information by partner staff	2	2	Low	4	M/E Handbook for rehabilitation projects contain best practice guidelines for data collection and management so as to ensure the protection of data sources from identification and retaliation.	loss of data may have some impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but above minimum acceptable levels.	In the context of narrowing civic space, data management takes on heightened ethical importance, especially when dealing with sensitive information involving victims and witnesses of gross human rights violations. Data owners have an ethical duty to ensure the protection and confidentiality of this information, as improper handling or loss of data can expose vulnerable individuals to state agencies that may seek to identify and target them. The risk of surveillance or retaliation makes secure data practices essential. Safeguarding this data not only protects individuals but also upholds the integrity of human rights work in oppressive environments, where breaches can have life-threatening consequences.
Programs fail due to loss of acceptance in communities/beneficiearies	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	2	2	Low	4	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Loss of acceptance may undermine project success. Disconnected or distrustful communities may refuse to engage with programs or offer crucial local support. This can lead to poor participation, resistance to project initiatives, and even hostility toward field teams. In turn, project outcomes may fall short of expectations, as community buy-in is essential for the sustainability and effectiveness of interventions.
Program/project failure due to distrust	Power imbalances leading to low mutual accountability resulting in project failure	2	3	Low	6	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Poor partnerships relations lead to miscommunication, misaligned goals, and unequal power dynamics, resources may be mismanaged, local knowledge may be undervalued, and decision-making can become centralized in the Northern NGO, limiting the Southern NGO's ability to adapt projects to local contexts. Such lack of cooperation and mutual respect can result in inefficiencies, missed opportunities for capacity building, and reduced community trust, ultimately affecting the overall success and sustainability of the project.
	Unclear program governance creates untransparent transfer of risk and responsibility to adjecent links in the 'aid-chain'	2	3	Low	6	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	
RISKS IN COMMUNICATION, ADVOCACY AND KNOWLEDGE				**Low**	**3.4**			
Critical media coverage of PWSL due to history of PWSL employees, partners, poor working conditions, deaths, other tragic events related to PWSL work	Negative stories in the press about PWSL	1	3	Very low	3	PWSL devise a Crisis Management Plan	Crisis are always unpredictable and the plan may not adress the needs in the given context	

DGN's position creates a contentious public debate in partner country	A political actoruse PWSL activities to polarize public debate	2	2	Low	4	PWSL must risk assess it own media performances all the time and ask: 1) What are our goals? 2) What do we lose by participating 3) what do we win? Upon partners request we provide advice and share our experiences	Crisis are always unpredictable and the plan may not adress the needs in the given context	
	Groups of online actors form a digital platform for sharing stories that can harm DGN, DGN partners, their employees or clients.	2	2	Low	4	PWSL in their media work protect the personal identity of individuals.	Despite protocols, political developments are unpredictable, good monitoring of social media may not be sufficient to prevent crisis.	
	Radicalised individuals or groups use violence or threats of violence against PWSL	1	3	Very low	3	Designing non-confrontational projects, reaching out to stakeholders and communities intended to prevent this type of crisis,	Despite precautionary measures, radicalized politica movements may still arise and benefit from targeting human rights work.	
DGN or partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary self-identifying as a non-binary used in story about project progres	1	3	Very low	3	1) DGN assess personal stories all the time and advice partners to do the same asking: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	1) We risk assess our personal stories all the time and ask: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	

Risk scenarios for the Kasese and national prevention context (Kampala)	Types of events	Likelihood	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS				**Medium**	**7.5**			
1. Political instability	The deterioration of the security and humanitarian situation, could impact the implementation of the project.	3	4	High	12	Security situation continously monitored and project plans intent to leverage elections and for human rights work (prevention, documention, advocacy).	Electoral violence is unpredictable, a minor probability that it may lead significant mass violence that may disrupt	While Uganda has a stable governance structure, periodic instability is to be expected linked to the following types of events: elections (2025), major corruption cases, armed incursions from neighboring countries, terrorist attacks on high profile targets.
	Conflict among state apparatuses may lead to change of executive power and/or disruption of management in key state institutions	1	4	Low	4	Incorporate senior management in activities with duty bearers and try to build common agendas for change, diversify to multiple levels and entities in the same sector.	Changes in management may affect political will irrespective of collaborative work with previous management	Institutional management's trust in ACTV intentions and objectives is a crucial parameter to work during the early stages of projects with state parties (mandated and elected authorities). There is an ongoing risk of investments in political capital (will) can be lost due to changes.
2. Shrinking civic space and legal measures	Perception of and attitude towards human rights among state functionaries affects programs with significant state participation.	3	3	Medium	9	Enable partners to use locally meaningful legal and moral frameworks when adressing universal human rights abuses	Project implementation may be slower than planned and/or outcomes not fully achieved.	In Uganda global human rights (in particular in relation to LGBTQI+ rights) are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk.
	Partners in conflict with national financial and/or transfer regulations. Emergency measures, counter terrorism law leading to detention of partner or DGN staff.	2	3	Low	6	Continous monitoring of legal context and use of local legal representation	Project implementation may be slower than planned and/or outcomes not fully achieved.	Governments may impose regulations on foreign funding, citing concerns over money laundering, terrorism financing, and national security. These regulations often involve excessive reporting requirements, audits, and legal restrictions that limit ACTV's access to international funding, vital for their operations. In some cases, these laws are used to target human rights organizations and advocacy groups that are critical of the government, stifling their ability to function and engage in advocacy.
	Trickle down effects of global geo-political conflict to country level lead to increasingly hostile attitudes towards INGO staff and expats	1	3	Very low	3	Regionalizing and 'nationalizing advocacy work to mitigate negative perceptions of UN bodies and conventions perceived as 'Western'	In strongly authoritarian regimes or failed states this approach will not mitigate risks.	In Uganda some sectors see global human rights as a western imposition/colonial legacy.
3. Human security	Massive displacement of population lead to humanitarian crisis and political collapse	1	4	Low	4	If project areas are affected by internal displacements work with local health agencies will be intensified as on previous occassions.	H	Kasese faces multiple security and social challenges, including social unrest and vigilantism which can escalate into mob violence. Ongoing land disputes between pastoralists and cultivators present further risks of confrontation and violence. The high risk of terrorism is evident from recent attacks by the ADF, including on foreign nationals, and cross-border security concerns are heightened by incidents along the Uganda-DR Congo border. Public dissatisfaction, exemplified by protests against the withdrawal of medical supplies funding, increases the likelihood of unrest, especially when police intervention is involved. Additionally, the harassment of media personnel and armed conflicts involving militias near the border contribute to regional instability, posing significant risks to local communities.
	Socio-economic conditions, especially food security worsen, leading to civil unrest and disruption in project activities.	3	3	Medium	9	Project partner network with livelihood programs for beneficiaries when possible and feasible.	Even with community support programs and partnerships, widespread economic collapse or severe food shortages could overwhelm local capacities and lead to project failure.	The socio-economic situation in Uganda is marked by increasing poverty levels (currently 30% under the national poverty line). Uganda faces major obstacles in its economic development and remains dependent on donor contributions. International commodity markets (oil, gold, coffee) are volatile and unpredictable and can with short notice change the economic outlook of the country. Wars in neighboring countries may affect exports. Industrial production continues to be dependent on imported goods, and productivity remains challenged by poor infrastructure and other supply-side factors.
	Increase in attacks against aid and health workers causing physical withdrawel from project areas.	1	4	Low	4	South-south dialogue facilitating shared learning on common threats to staff safety and security to ensure that plans and responses are updated	Enhanced security measures and training may not completely prevent unpredictable, violent attacks in the project areas.	Many of the current risk management concepts are derived from a Northern humanitarian sector. Much more attention needs to be placed on decolonizing safety and security protocols of partner organisations.
	Epidemics	3	4	High	12	Mitigation measures include: Infection control measures, remote work, health screenings, sanitization protocolsw, workplace flexibility, vaccination programs, clear communication.	Project implementation may be slower than planned and/or outcomes not fully achieved.	The risk of new epidemics is high due to a combination of factors including weak healthcare systems, rapid urbanization, poor sanitation, climate change, and increased human-wildlife interaction, which raises the probability of zoonotic diseases. Uganda is very vulnerable for emerging infectious diseases in the wider region.
	Severe weather incidents may affect project activities intermittently	3	4	High	12	None considered	Project implementation may be slower than planned and/or outcomes not fully achieved.	Uganda has experienced an increased frequency and severity of extreme weather events. In the past decades rainfall has been more erratic leading to flooding and landslides.
PROGRAMMATIC RISK				**Medium**	**7.18**			
4. State partner constrained or do not have the capacity or the political will to deliver humanr ights outputs	Justice system (institutional and political stake holders) is unwilling to prosecute perpetrators of TCIDTP	4	2	Medium	8	ACTV work with state parties to build common goals on preventive measures in relation to relevant sub-groups (women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	DGN has build a comprehensive approach to 'state dialgoue' based on more than twenty years of experience, demonstating that moving from changing individuals perceptions to achiving institional change is a major task, see also DIGNITY Publication Series #39 (https://dignity.dk/wp-content/uploads/publication-series-39-print.pdf
	Continued attrition of capacity in state institutions due to rotation and re-postings of key personel	4	2	Very low	3	Seek to gain access to curricula in relevant government educational services and schools and ensure multi-level benefits in institutions	Despite mitigation staff rotation and attrition remains a condition of the work	
	Lack of political will or trust in ACTV; state partners (institutional stake holders) have no or limited scope to deliver on human rights output	4	3	High	12	ACTV work with state parties to build common goals on preventive measures in relation to relevant sub-groups (women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	
Limited joint action between civil society and state actors	ACTV generated evidence base to poor, unsystematic or anecdotal to be effective in advocacy	3	2	Low	6	ACTV capabilities in documentation, analysis and dissemination improved through technical assistance and partner dialogue	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation	

	ACTV does not have access to relevant state partners (stake holders) motivated for change	4	2	Medium	8	Partner selection based on track record, continous focus on a prevention over a prosecution strategy, CSOs seek to identify common goals with state institutions	Despite mitigating project design relevant stakeholders will still be able to block access.	
	Distrust emerge/lack of motivation between ACTV and state (stake holders) due to external event	4	2	Medium	8	Use collaboration tools to build and support trust between stake holders, support stakeholders in their mission, shape public policy on violence prevention	Despite mitigating project design trust may still be difficult to generate due to contextual factors.	Through ten years of design development DGN has developed a comprehensive approach to bringing state and non-stakeholders together in violence prevention. See also DIGNITY Publication Series #46 https://dignity.dk/app/uploads/Leadership_-Development_Catalyst_2024_-46.pdf
	State and non-state social actors disagree on issues and fail to use knowledge to generate change	4	2	Medium	8	Build common data, identify hot-spots, agree on most urgent issues, support actors in adressing these through dissemination of practice relevant knowledge and tolls.	Despite share data and understanding social actors (local stakeholders) may still have motives (economic or political) for blocking action on identified issues	
	Periodic violence, corruption or other forms of flawed governance undermines legitimacy of legal and policy frameworks	4	2	Low	6	Work actively with alliances to shape and create regional and national policy and legal frameworks for action		
6. Inadequate protection or exclusion of survivor communtieis of torture and violence	Coordination among livelihood and mental health care actors fail to materialise	2	2	Low	4	Seek networks and collaboration with relevant actors in livelihood and build support structures with mental health intervention components	Even with support programs and partnerships, widespread economic collapse, severe food shortages or mass-traumatization could overwhelm local capacities.	DGN has builld an evidence-informed approach to the building of referral networks and for support to practitioners in MHPSS. Strong evidence backs the needs therefore. See also DIGNITY Publication Series #41 (https://dignity.dk/wp-content/uploads/41-Root-Causes-of-Gender-based-Violence-in-Informal-Settlements-in-Nakuru.pdf)
	Stigma surrounding mental health issues and specific groups of victims of violence has strong influence on state personel	4	2	Medium	8	Build public awareness regarding mental health and support service providers with skills and supervision	Public perceptions often require a critical mass to change, this may not be reached and change therefore fails to materialize.	
	Inadequate protection or harm done to survivors of torture and violence and their families (beneficiaries)	4	2	Medium	8	Strong data protection procedures and training in ethical obligations for partner staff and stakeholders will prevent against most but not all forms of harm against survivors and human rights defenders	Despite strong partnerships and risk management plans, ongoing instability and new security threats could compromise beneficiary protection.	DGN constantly review procedures and designs for ways to protect the people we work with focussing on both SCOs (https://dignity.dk/wp-content/uploads/DIGNITY-Research-Brief-Protection-Research-EN.pdf) and individual professionals https://dignity.dk/wp-content/uploads/DIGNITY-Dokumentationsmanual.pdf)
7. INSTITUTIONAL RISK				**Low**	**5.56**			
Human resource investment in partner staff or stake holders (capacity development) lost	Low wage levels, harasment, violations or poor security lead to loss of partner employees	2	3	Low	6	Maintain relationships with former employees if applicable. Ensure that partners have good HR policy, professional employee care, to develop practical organizational and quality measurement instruments. Before major investments in partners take place ensure that humanitarian standards are in place and that adequate use of partner screening instruments has been implemented.	Despite the use of SOP organisations do experience crisis often due to unforeseen external stressors.	Staff is the key asset of the partners, in particular for a technical support organisation such as DGN with a mandate specfic intervention area.
	Secondary trauma of project staff and supervisors after exposure to the traumatic experiences of beneficiaries will prevent them for carrying out their work	3	3	Medium	9	Use of WHO's Problem Management Plus (PM+) which has been adapted for use by trauma care providers as a self-care tool to reduce burnout, secondary trauma, and emotional fatigue. It equips providers with practical strategies for self-management, helping them maintain their mental health and resilience while continuing to support others effectively.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Without adequate support, caregivers are at high risk of burnout, secondary trauma, and compassion fatigue. Given the ongoing socio-economic challenges and healthcare infrastructure limitations in Liberia, ensuring the well-being of caregivers is essential not only for their personal health but also for the sustained quality of care they provide to those in need.
Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff	4	1	Low	4	Provide assistance in job-training and adress payment scales in project organisation	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	In the Global South, a critical challenge faced by development and health projects is the shortage of skilled professionals, such as health workers and project managers. This issue is compounded by intense competition between various agencies, including international organizations, NGOs, and local governments, all vying for a limited pool of qualified personnel. Many professionals are drawn to higher-paying opportunities abroad or with larger, well-resourced organizations, leaving smaller implementing partners struggling to recruit and retain the talent needed to effectively execute interventions. This competition, coupled with inadequate local capacity-building initiatives, often leads to project delays or failures due to the inability to hire qualified staff. The lack of skilled workers threatens the success of essential health and development projects, exacerbating already fragile systems in these regions.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	3	1	Very low	3	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN accountants	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Corruption in Uganda is widespread. Weak law enforcement allows high-ranking officials to act with impunity. Corruption affects key sectors like procurement, police, defense, education, and health. Uganda, being aid-dependent, requires better public financial management to prevent misuse of funds. Despite reforms, transparency and accountability remain weak. While the government recognizes the issue, recent developments cast doubt on its commitment to tackling corruption effectively. Laws exist, but enforcement is lacking.
Major programs fail due to poor management	Lack of overview of project input and output (deliverables)	2	4	Medium	8	Capacity strengthening of organisations through South-South learning and DGN advisory work on financial management, M/E and data management	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Poor management may cause inefficiencies, delays, and resource misallocation. Ineffective leadership, may cause lack of clear communication, inadequate planning, and weak financial oversight. Both can lead to unmet objectives and loss of stakeholder trust, compromise relationships with donors, hinder the achievement of long-term goals.
Clients or human rights defenders targeted by state institutions	Loss of personal sensitive information by partner staff	2	2	Low	4	M/E Handbook for rehabilitation projects contain best practice guidelines for data collection and management so as to ensure the protection of data sources from identification and retaliation.	loss of data may have some impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but above minimum acceptable levels.	In the context of narrowing civic space, data management takes on heightened ethical importance, especially when dealing with sensitive information involving victims and witnesses of gross human rights violations. Data owners have an ethical duty to ensure the protection and confidentiality of this information, as improper handling or loss of data can expose vulnerable individuals to state agencies that may seek to identify and target them. The risk of surveillance or retaliation makes secure data practices essential. Safeguarding this data not only protects individuals but also upholds the integrity of human rights work in oppressive environments, where breaches can have life-threatening consequences.

Programs fail due to loss of acceptance in communities/beneficiearies	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	2	2	Low	4	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Loss of acceptance may undermine project success. Disconnected or distrustful communities may refuse to engage with programs or offer crucial local support. This can lead to poor participation, resistance to project initiatives, and even hostility toward field teams. In turn, project outcomes may fall short of expectations, as community buy-in is essential for the sustainability and effectiveness of interventions.
Program/project failure due to distrust	Power imbalances leading to low mutual accountability resulting in project failure	2	3	Low	6	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Poor partnerships relations lead to miscommunication, misaligned goals, and unequal power dynamics, resources may be mismanaged, local knowledge may be undervalued, and decision-making can become centralized in the Northern NGO, limiting the Southern NGO's ability to adapt projects to local contexts. Such lack of cooperation and mutual respect can result in inefficiencies, missed opportunities for capacity building, and reduced community trust, ultimately affecting the overall success and sustainability of the project.
	Unclear program governance creates untransparent transfer of risk and responsibility to adjecent links in the 'aid-chain'	2	3	Low	6	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	
RISKS IN COMMUNICATION, ADVOCACY AND KNOWLEDGE				**Low**	**3.5**			
Critical media coverage of DGN due to history of DGN, country offices, employees, partners, poor working conditions, deaths, other tragic events related to travels and missions and DGN's strategic priorities.	Negative stories in the press about DIGNITY	1	3	Very low	3	DIGNITY has a Press Crisis Management Plan	Crisis are always unpredictable and the plan may not adress the needs in the given context	
DGN's position creates a contentious public debate in partner country	A parliamentary majority use DIGNITY partner activities to polarize public debate	2	2	Low	4	DGN risk assess it own media performances all the time and ask: 1)What are our goals? 2)What do we lose by participating 3) what do we win? Upon partners request we provide advice and share our experiences	Crisis are always unpredictable and the plan may not adress the needs in the given context	
	Groups of online actors form a digital platform for sharing stories that can harm DGN, ACTV, their employees or clients.	2	2	Low	4	DGN ensures that partners in their media work complies with GDPR regulations (though not legally bound by these) in order to protect the personal identity of individuals. DGN designs are in general directed at collaboration rather than confrontation.	Despite designs and protocols, political developments are unpredictable, good monitoring of social media may not be sufficient to prevent crisis.	
	DGN or partner staff are prevented from doing their work internationally due to participation in public debate	2	2	Low	4	DIGNITY seeks to separate own staff used for advocacy from staff used in liaison with stake holders and advice partners to do the same. National advocacy with partners is anonymized if needed.	State parties may still be able to aquire knowledge regarding inidivuals through other means of collection and residual risks to staff therefore exists	
	Radicalised individuals or groups use violence or threats of violence against DGN, ACTV, stake holders or beneficiaries	1	3	Very low	3	Designing non-confrontational projects, reaching out to stakeholders and communities intended to prevent this type of crisis,	Despite precautionary measures, radicalized politica movements may still arise and benefit from targeting human rights work.	
DGN or partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary self-identifying as a non-binary used in story about project progres	1	3	Very low	3	1) DGN assess personal stories all the time and advice partners to do the same asking: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	1) We risk assess our personal stories all the time and ask: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	
INSTITUTIONAL RISKS RELATED TO DIGNITY EMPLOYEES				**Medium**	**7.33**			
Exposure related stress reactions	High work-load and/or vicarious trauma increasing likelyhood of traumatic stress	3	3	Medium	9	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	
Harasment or pressure from state party relation to DGN activities.	National arrest warrents, extradition for prosecution, public defamation loss of sense of safety and security	3	3	Medium	9	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	
Other harassment non-DK based staff	Sexual, verbal, or physical harrasment at a local government partner site or at a civil society partner site. Disruption or harassment of employees during travel due to their affiliation with DIGNITY.	1	4	Low	4	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	

Risk scenarios for the project areas	Types of events	Likeli-hood	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS				**High**	**14**			
1. War and military conflict	Continued military confrontation particularly in Gaza, but also in the West Bank	5	4	Very high	20	If fieldwork is limited further or is forced to a halt, the project partners will focus on the advocacy work as well as the database development, and capacity building on documentation. In addition, the assessments of referral structures might continue to an extent as deskwork and via online consultations. Guidelines for travel safety clearly communicated and adhered to.	The ongoing conflict creates a high likelihood that project implementation may be slower than planned and/or outcomes are not fully achieved.	The mililatry confrontation between Hamas, Hexbollah and the IDF continues or is frozen with eruptions of military confrontations.
	Closure of borders and telecommunication with Gaza and the West Bank	4	4	High	16	Ensure access to satelite based communication is functioning	Project implementation may be slower than planned and/or outcomes not fully achieved.	Currently access to Gaza is impossible and access to the WB severely limited due to the security situation.
2. Shrinking civic space and legal measures	Banks blocking transfers to local partners.	4	3	High	12	Explore alternative measures to ensure that the funds go through.	Project implementation may be slower than planned and/or outcomes not fully achieved.	So far, transfers have been going through to both Gaza and the West Bank. DIGNITY maintains a close dialogue with the bank in Denmark and follows developments.
3. Human security	Massive displacement of population lead to political collapse of Palestinian authorities	1	4	Low	4	The project areas are affected by internal displacements and implementing partner adress this in interventions	Project implementation will be severely affected and major outcomes not achieved.	Currently there are functioning authorities in Gaza and the West Bank. A political collapse is not foreseen.
	Socio-economic conditions, especially food security worsen, leading to civil unrest and disruption in project activities.	4	4	High	16	The socio-economic situation is marked by extreme poverty levels in Gaza. On the WB the population is vulnerable to rises in prices of imported goods (food and fuel)		
	Increase in attacks against aid and health workers causing physical withdrawel from project areas.	4	4	High	16	Project staff is trained in operating under the current conditions. Acquire PPE and satelite based communication equipment for project staff will be explored	The current level of experience and training does not completely prevent injury and potential death	
	Epidemics	4	4	High	16	Mitigation measures include: Infection control measures, remote work, health screenings, sanitization protocolsw, workplace flexibility, vaccination programs, clear communication.	Project implementation may be slower than planned and/or outcomes not fully achieved.	The risk of new epidemics is high in particular in Gaza due to a combination of factors including destroyed healthcare and sanitation systems
PROGRAMMATIC RISK				**High**	**11**			
4. State partner constrained or do not have the capacity or the political will to deliver humanr ights outputs	Justice sector (institutional and political stake holders) is unwilling to prosecute perpetrators of TCIDTP	4	4	High	16	Continue to create international pressure through international advocacy		Partners work to have Israeli state prosecute perpetrators of TCIDTP, acknowledging the difficulty in this the project key outcomes focus on advocacy in international fora.
5. Limited joint action between civil society and/or state actors	Duplication of documentation efforts	3	2	Low	6	there is strong coordination between the coalition partners (PCHR; Al Haq, Al Mezan) and with other organisations.		
6. Inadequate protection or exclusion of survivor communtieis of torture and violence	Retraumatization of data subject during interviewing	4	3	High	12	Seek networks and collaboration with relevant actors in livelihood and build support structures with mental health intervention components that can support community action	Even with support programs and partnerships, widespread economic collapse, severe food shortages or mass-traumatization could erode sommunity support	DGN has builld an evidence-informed approach to the building of referral networks and for support to community practitioners in MHPSS. Strong evidence backs the needs therefore. See also DIGNITY Publication Series #41 (https://dignity.dk/wp-content/uploads/41-Root-Causes-of-Gender-based-Violence-in-Informal-Settlements-in-Nakuru.pdf)
7. INSTITUTIONAL RISK				**Low**	**6**			
Human resource investment in partner staff or stake holders (capacity development) lost	Risk of staff burnout and distress particularly among Gaza-based staff. The project aims to address such risks by assessing staff-care needs of both organisations and developing staff-support activities informed by assessment results.	2	3	Low	6	The project aims to address such risks by assessing staff-care needs of both organisations and developing staff-support activities informed by assessment results on-line and/or in neighboring countries when feasible.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Without adequate support, caregivers are at high risk of burnout, secondary trauma, and compassion fatigue. Given the ongoing socio-economic challenges and healthcare infrastructure limitations in Liberia, ensuring the well-being of caregivers is essential not only for their personal health but also for the sustained quality of care they provide to those in need.

Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff. Quality of documentation - E.g. interviews are not done according to intl. standards or questions asked are irrelevant. More generally a risk that the collection of evidence is not up to intl standards	2	3	Low	6	Provide on-line capacity development for staff	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	A critical challenge faced by documentation projects is the shortage of skilled professionals. This issue is compounded by intense competition between various agencies, including international organizations, NGOs, and local governments, all vying for a limited pool of qualified personnel. Many professionals are drawn to low-risk, higher-paying opportunities with larger, well-resourced organizations, leaving smaller human rights organisations struggling to recruit and retain the talent needed to effectively execute interventions. This competition, coupled with the high-risk profile of the work could lead to project delays or failures due to the inability to hire qualified staff.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	2	2	Low	4	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN accountants	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	While corruption is an major concern in Palestine, the composition of the staff makes this a low risk in the current organisational context.'
Major programs fail due to poor management	Lack of overview of project input and output (deliverables)	2	2	Low	4	Support organisations through South-South learning and DGN advisory work on financial management, M/E and data management	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Poor management may cause inefficiencies, delays, and resource misallocation. Ineffective leadership, may cause lack of clear communication, inadequate planning, and weak financial oversight. Both can lead to unmet objectives and loss of stakeholder trust, compromise relationships with donors, hinder the achievement of long-term goals.
Clients or human rights defenders targeted by state institutions	Loss of personal sensitive information by partner staff or due to cyber-attacks with the aim to destroy evidence, discredit organisations that collect info, etc.	4	2	Medium	8	Provide continues capacity development on informationa security.	loss of data may have some impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but above minimum acceptable levels.	In the context of war data management takes on heightened ethical importance, especially when dealing with sensitive information involving victims and witnesses of gross human rights violations. Data owners have an ethical duty to ensure the protection and confidentiality of this information, as improper handling or loss of data can expose vulnerable individuals to state agencies that may seek to identify and target them. The risk of surveillance or retaliation makes secure data practices essential. Safeguarding this data not only protects individuals but also upholds the integrity of human rights work in oppressive environments, where breaches can have life-threatening consequences.
RISKS IN COMMUNICATION, ADVOCACY AND KNOWLEDGE				**Medium**	**9**			
Advocacy products fail to convince international donors and actors	Negative stories in the press about partners	4	3	Medium	12	Ensure strong editorial management of production process	Major impact on project outputs that fail to meet the goal	Adversarial actors have a high interest in deligitimzing partner organisations.
Partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary identifyied by adversarial actor and targeted	2	3	Low	6	Ensure strong editorial management of production process to ensure personal sensitive data is not shared	Minor impact on project oputcomes.	Adversarial actors have a high interest in deligitimzing partner organisations.

Risk scenarios for the project areasKaching State (KS), Myanmar and Mae Sot (MS), Thailand.	Types of events	Likeli-hood	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS				**Medium**	**10**			
1. Political instability	So far KIO/KIA has accepted the monitoring work of Human Rights Defenders including also opposition forces. Acceptance may diminish, increasing risks to HRDs	3	4	High	12	To be identified, including determining trigger points for halting documentation.	Changes in political/military leadership may affect operational environment	
	Territorial conflict in Kachin State intensifies significantly. Since May 2023 appr. 875 fatalities have been reported of which 140 were civillians. If the conflict or the presence of Mynamr armed groups and military in Kachin State increases significantly it will most likely impact mobility and most project activities.	3	4	High	12	All activities will to the extent possible be planned with an online alternative. Partners and stakeholders have extensive experience in operating in this situation and have plans in place that will be reviewed regularly.		
2. Shrinking civic space and legal measures	Project activities (analysis, advocacy and coordination work) depends on the acceptance of the policital authorities in the Kingdom of Thailand which through regulatory obstacles may restrict the partners' operation.	2	4	Medium	8	Maintain strong communication with international donors in Bangkok so as to ensure their support and provide information packages to be used in their diplopmatic conversations with Thai officials. In addition, the regulatory framework is already restrictive, and the partners have extensive experience in operating in the context. The risk assessment is continously updated and risk management plan reviewed regularly.	Project implementation may be slower than planned and/or outcomes not fully achieved.	In many partner countries global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk.
3. Human security	Massive displacement of population lead to humanitarian crisis and political collapse	2	4	Medium	8	If KS is affected by internal displacements documentation will be redesigned to adress the new context	Project implementation may be slower than planned and/or outcomes not fully achieved.	approximately 7% of 1.6 million persons in KS is living as IDPs
	Socio-economic conditions, especially food security worsen, leading to displacement and intensification of conflict	3	4	High	12	The socio-economic situation in Kachin State is marked by ...	Widespread economic collapse or severe food shortages could overwhelm local capacities and hinder aid delivery.	KS has an above national average poverty rate ca. 30%
	Epidemics	2	4	Medium	8	Mitigation measures include: Infection control measures, remote work, health screenings, sanitization protocolsw, workplace flexibility, vaccination programs, clear communication.	Project implementation may be slower than planned and/or outcomes not fully achieved.	Ongoing hostilities, insecurity, economic stress, and inflation have critically impacted Myanmar's health system since the military takeover in February 2021. In RS the health sector, already fragile, has seen worsened access to services. Curfews, martial law, and movement restrictions are obstructing emergency care, and public health surveillance has largely collapsed. Many health workers have resigned or faced threats, further crippling service delivery. NGOs are struggling to operate under new legal frameworks, leading to severe gaps in essential services for vulnerable populations. Additionally, logistical challenges are disrupting the supply of essential medicines, posing a significant risk to the continuity of health programs and epidemic risks.
	Severe weather incidents may affect project activities intermittently	2	4	Medium	8	All activities will to the extent possible be planned with an online alternative. Partners and stakeholders have extensive experience in operating in this situation and have plans in place that will be reviewed regularly.	Project implementation may be slower than planned and/or outcomes not fully achieved.	Climate models for the region predict a significant rise in both the intensity and total amount of rainfall by the end of the century, along with stronger storms. This will likely lead to more frequent extreme weather events, such as cyclones, storm surges, and flooding, which the target population is currently unprotected against.
PROGRAMATIC RISK				**Medium**	**9**			
4. State partner constrained or do not have the capacity or the political will to deliver human rights outputs	International support for the work and access to international fora diminish	2	4	Low	8	Ensure international partners are serviced with relevant and timely information		
	Periodic violence in MS, corruption or other forms of flawed governance undermines condition necesarry for the work	2	3	Low	6	Work actively with local authorities to prevent host community hostility		

5. Limited joint action between civil society and state actors	Generated evidence base to poor, unsystematic or anecdotal to be effective in advocacy	3	4	Medium	12	Partner capabilities in monitoring places of detention, documentation, analysis and dissemination is continously improved through technical assistance and partner dialogue	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation.	
6. Inadequate protection or exclusion of survivor communties of torture and violence	Psychic reactions among survivors and/or families leads to withdrawel from contributing to the documentation	3	4	Medium	12	Ensure survivors and families are referred to relevant MHPSS and/or other relevant health interventations	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation	
	community support for survivors (KS, MS) disappears	2	4	Low	8	Seek networks and collaboration with lcoal social actors	Even with support programs and partnerships, widespread economic collapse, severe food shortages or mass-traumatization could erode sommunity support	
7. INSTITUTIONAL RISK				**Medium**	**10**			
Human resource investment in partner staff or stake holders (capacity development) lost	Coordination between documentation and mental health/legal support fails to materialise making survivors unwilling or unable to pursue	3	3	Medium	9	Ensure trauma-informed approach is shared among relevant actors.	Even with shared approaches a medium risk exists that organisational output logics take precedence over a holistic survivor approach	Effective documentation of torture and ill-treatment cases requires a coordinated approach between mental health support and legal assistance. When this coordination fails, survivors may be unwilling or unable
	Secondary trauma of project staff and supervisors after exposure to the traumatic experiences of beneficiaries will prevent them for carrying out their work	3	3	Medium	9	When safe organize leaves for personel with supervision and/or debriefing activities.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Without adequate support, HRDs are at high risk of burnout, secondary trauma, and compassion fatigue. Given the ongoing conflict, ensuring the well-being of caregivers is essential not only for their personal health but also for the sustained quality of care and documentation they provide for those in need.
Partner employees abuse funding or funding lost	Embezzlement, forgery of documents, lack of control of purchases	3	4	Medium	12	The partners' capacity within financial (and program/project) management will be assessed in Q1 of the project and a plan for capacity strengthening will be developed.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	
	The necessity to transfer funds to private accounts of partner staff obstructs possibilities to perform audit and thus implies a loss of financial control. Moreover, it exposes partner staff/fund amangers to personal safety risk as they will have to carry funds - also across borders	3	4	Medium	12	Create 'audit-like' agreements with 'fund managers', and monitor outcomes of work to assess effect of work. Includes the following: In lieu of audited financial accounts the partner will provide DIGNITY with bi-monthly financial reports which include bank reconciliations. DIGNITY will have complete access to the Partner's records of documentable expenditure related to DIGNITY project(s). DIGNITY will undertake more frequent financial monitoring vists. Ensure that only small amounts are managed at any time - bimonthly instalments upon the approval of both financial reporting and of relevant narrative deliverables. Coverage of costs for personal safety procedures of partner staff	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Illegal transfers and/or transfers for anti-junta purposes come with significant risks due to DGN inability to conduct audits and controls. A close attention to the outcomes and effects of the work provides a guarantee of the value of the transfer in effect but not in monetary terms. Under the current conditions it is assessed to be the best solution available.
	Exchange rate losses for recipients, reducing the actual value of cash transfers	3	4	Medium	12	Monitor exchange rates and avoid periods with major fluctuations=unpredictable risk and loss. Transfer small sums to avoid major loss	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	Cash transferred in foreign currency must be converted to kyat. Currently the junta dcontrol up to 75% of the amount exchanged. The junta enforces the conversion at artificially low rate, siphoning off significant portions of the transferred amounts.
Program fails due to poor management	Lack of overview of project input and output (deliverables)	3	4	High	12	Capacity strengthening of organisations through South-South learning and DGN advisory work on financial management, M/E and data management	Significant impact on achieving planned results, to the extent that one or more stated outcome objectives could fall below acceptable levels.	The project is a complex ligistical operation. Poor management may cause inefficiencies, delays, and resource misallocation. Ineffective leadership, may cause lack of clear communication, inadequate planning, and weak financial oversight, all of which can lead to unmet objectives and loss of stakeholder trust, compromise relationships with donors, hinder the achievement of long-term goals.

Data security	The project partners collect highly personal sensitive information and may due to lack of propoer data management procedures reveal the identity of data subjects	3	3	Medium	9	Security protocols for the handling of data collection and storage, and communications between the partners and to external stakeholders will be developed based on DIGNITY SOPs. Non-anonymized data is never shared with DIGNITY. All data is stored on encrypted servers outside Burma, and only a select number of staff have access to it, on a needs-only basis. Continously train documentation personel in proper management of identification data specifically and cyber security in general.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	
Programs fail due to loss of acceptance in communities/beneficiearies	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	2	2	Very low	4	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Loss of acceptance may undermine project success. Disconnected or distrustful communities may refuse to engage with programs or offer crucial local support. This can lead to poor participation, resistance to project initiatives, and even hostility toward field teams. In turn, project outcomes may fall short of expectations, as community buy-in is essential for the sustainability and effectiveness of interventions.
Program/project failure due to distrust	Power imbalances leading to low mutual accountability resulting in project failure	3	3	Medium	9	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	Poor partnerships relations lead to miscommunication, misaligned goals, and unequal power dynamics, resources may be mismanaged, local knowledge may be undervalued, and decision-making can become centralized in the Northern NGO, limiting the Southern NGO's ability to adapt projects to local contexts. Such lack of cooperation and mutual respect can result in inefficiencies, missed opportunities for capacity building, and reduced community trust, ultimately affecting the overall success and sustainability of the project.
	Unclear program governance creates untransparent transfer of risk and responsibility to adjecent links in the 'aid-chain'	3	3	Medium	9	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor impact on achieving planned results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.	

Adversarial regimes, like Russia, possess both the capability and intent to target human rights defenders and clients through sophisticated cyber attacks. These attacks are designed to destroy evidence, discredit organizations, and undermine human rights efforts. The intent of state actors is to silence human rights defenders and stifle accountability, especially in conflict zones where documenting human rights abuses is critical. The cyber capabilities of such actors allow them to breach security systems, leading to the loss of sensitive personal information held by partner staff. This not only endangers the individuals involved but also erodes the credibility of organizations, as the integrity of their data and operations is compromised. The combination of intent and capability makes state-sponsored cyber attacks a persistent and serious threat in this context.

Clients or human rights defenders targeted by cyber attacks with the aim to destroye evidence or discr		4	4			Continous work with partners on business continui	High residual risks persist	
RISKS IN COMMUNICATION, ADVOCACY AND KNOWLEDGE				**Low**	**7**			
Advocacy products fail to convince international donors and actors	Negative stories in the press about partner	2	5	Medium	10	Ensure strong editorial management of production process	Major impact on project outcomes that fail to meet the goal	
Partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary identifyied by adversarial actor and targeted	1	3	Very low	3	Ensure strong editorial management of production process to ensure personal sensitive data is not shared	Minor impact on project oputcomes.	

Risk scenarios	Types of events	Probability	Impact	Risk level	Risk	Mitigation and/or preventive measures (standard current)	Residual risk	Background
CONTEXTUAL RISKS				**High**	**13**			
Political instability	Elections may generate substantial instability and violence leading to rupture in project activities.	2	4	Medium	8	Develop contingency plan in consultation with local partners that will enable partner to accomodate elections in a post-martial law phase and use these as a leverage for human rights work (prevention, documention, advocacy).	Currently minor due to martial law.	Presidential elections were scheduled to be held in Ukraine in March or April 2024. However, since the incumbent Volodymyr Zelenskyy issued, and the Ukrainian parliament approved, a declaration of martial law on 24 February 2022 in response to the Russian invasion of Ukraine, no elections were held because Ukrainian law does not allow presidential elections to be held when martial law is in effect
Political instability	Socio-economic conditions, especially food security and cost of living, worsen leading to civil unrest and disruption in project activities.	2	3	Low	6	Monitoring the situation and seek to incorporate new partners (e.g. Ukrainian Foundation for Public Health) with humanitarian aid components as well.	Even with community support programs and partnerships, widespread economic collapse or severe food shortages could overwhelm local capacities and hinder aid delivery.	Poverty affects mental health, and feelings of food-insecurity are strong predictors of stress reactions. General socio-economic conditions are therefore considered in project design but implementation is context and partner driven due to DGN mandate
Political instability	Change in executive power or policy forces DGN to end collaboration with a strategic partner resulting in loss of project investment	2	3	Low	6	Incorporate senior management in activities and try to build common agendas for change, diversify to multiple institutional levels and entities in the same sector.	Currently minor due to martial law, but there is an ongoing risk of investments in political capital (will) can be lost due to institutitional and policy changes.	Since the Ukrainian parliament approved a declaration of martial law on 24 February 2022 in response to the 2nd Russian invasion of Ukraine, no elections were held. Ukrainian law does not allow presidential elections to be held when martial law is in effect. However, institutional management's trust in partner intentions and objectives remains a crucial parameter to work with.
Political instability	Perception of and attitude towards human rights among state functionaries which will affect programs with significant state participation.	2	4	Medium	8	Reinforcement of locally embedded initiatives that promote justice, accountability, and the protection of victims' rights. Simultaneously, efforts must be directed towards strengthening the national legal system in a manner that is responsive to the needs of victims.	In certain contexts a strong focus by partners on documentation in relation to ICL and IHL risks that survivor MHPSS needs remain unmet.	Ukraine's focus on national security amid ongoing conflict with Russia may overshadow concerns about individual rights, with many prioritizing safety over civil liberties. Weak legal institutions and widespread corruption contribute to public distrust in the enforcement of human rights, leading to a sense of resignation. Additionally, frustration with slow democratic reforms may disillusion the populace, diminishing enthusiasm for human rights. The rise of nationalism in response to external aggression further complicates the situation, as collective identity and state power take precedence over protecting individual rights, particularly for minority groups
Other state actors gaining control over territories leading to shrinking humanitarian space	Increase in attacks against aid workers causing death and/or injury and hysical withdrawel from project areas.	5	5	Very high	25	Continous monitoring of the situation. Use of early-warning systems (official and non-official). Ensure partners have contingency plans in place. Ensure staff has access to PPE and safe transportation.	Enhanced security measures and training do not completely prevent unpredictable, kinetic threats in highly volatile regions.	A dynamic and area specific approach is taken in this risk scenario. Weapons systems and engagement lines continously change in Ukraine. The Southern and Eastern parts along the frontline, as well as the occupied territories in and around the Donbas region, have a significantly higher risk profile than the rest of the country. Kinetic risks also acrue from Unexploded Ordnance (UXOs)/ Explosive Remnants of War (ERW) and proliferation of small arms among the general population.
Increased geo-political competition and conflict	Trickle down effects of global crises to national and local level in program countries, including changed perception of foreigners and expats	5	5	Very high	25	Ensure a high focus on building financial and administrative capacity tailored to the current donor community as well as the needs and political interests of the Ukrainian political society.	Minor residual risk	Changes in global political dynamics, such as shifting priorities in donor countries or internal political changes (e.g., elections in the U.S. or EU member states), could lead to a decrease in the willingness or ability of key donors to sustain long-term financial support.
Natural or man-made disasters or epidemics force DGN to change country or partner strategy	Tsunamis, earthquakes, climatic, volcanic eruptions, epidemics or nuclear or chemical accidents affects project activities.	2	5	Medium	10	Assisting in building disaster preparednes and in identifying meaningful and partner based emergency responses for relevant risk scenarios.	Impact may be reduced by adressing site specific threats, and reviewing mitigation and business continuity responses	In Ukraine, two key disaster risks are particularly important. The likelihood of a nuclear incident at the Zaporizhzhya Nuclear Power Station has increased due to ongoing military activities. Additionally, the risk of flooding, especially around the Dnipro River, remains significant due to heavy rain and seasonal flooding. Southern areas have been severely affected by the destruction of the Kakhovka Dam in June 2023. Given Russia's targeting of dams and critical infrastructure, the threat to other dams along the Dnipro River must also be considered.
PROGRAMMATIC RISK				**Low**	**6**			
State actors does not have the capacity nor the political will to prevent torture and ill-treatment	Justice system (institutional and political stake holders) is unwilling to facilitate monitoring of places of detention in GO controlled areas	2	4	Medium	8	DGN partners work with state parties to build common goals on preventive measures in relation to relevant sub-groups (POW, women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	DGN has build a comprehensive approach to 'state dialgoue' based on more than twenty years of experience, demonstating that moving from changing individuals perceptions to achiving institional change is a major task, see also DIGNITY Publication Series #39 (https://dignity.dk/wp-content/uploads/publication-series-39-print.pdf
	Lack of political will and/or trust in DGN Partners; state partners (institutional stake holders) have no or limited scope to deliver on human rights output	2	4	Medium	8	DGN partners work with state parties to build common goals on preventive measures in relation to relevant sub-groups (POW, women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	
Civil society does not have capacity or access that enables them to prevent torture and ill-treatment	CSO generated evidence base to poor, unsystematic or anecdotal to be effective in advocacy	3	4	High	12	Partner capabilities in documentation, analysis and dissemination improved through technical assistance and partner dialogue	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation	
	DGN Partners do not have access to relevant state partners (stake holders) motivated for change	2	2	Low	4	Partner selection based on track record, continous focus on a prevention over a prosecution strategy, CSOs seek to identify common goals with state institutions	Despite mitigating project design relevant stakeholders will still be able to block access.	
No joint action between civil society and state actors in creation and maintenance of referral networks	Distrust /competition between DGN partners and state service providers (stake holders)	2	2	Low	4	Use coordination to build and support trust among stake holders, support stakeholders in their mission, coordinate action, shape public policy through advocacy	Despite mitigating project design trust may still be difficult to generate due to contextual factors.	Through ten years of design development DGN has developed a comprehensive approach to bringing state and non-stakeholders together in violence prevention. See also DIGNITY Publication Series #46 https://dignity.dk/app/uploads/Leadership_-Development_Catalyst_2024_-46.pdf
	State and non-state social actors disagree on issues and fail to use knowledge to generate better access for survivors	2	2	Low	4	Use coordination to build and support trust among stake holders, support stakeholders in their mission, coordinate action, shape public policy through advocacy	Despite share data and understanding social actors (local stakeholders) may still have motives (economic or political) for blocking action on identified issues	
Survivors of torture and violence remains unable to have their cases documented according to international standards	Coordination between documentation and mental health/legal support fails to materialise making survivors unwilling or unable to pursue documentation	2	4	Medium	8	Ensure trauma-informed approach is shared among relevant actors.	Even with shared approaches a medium risk exists that organisational output logics take precedence over a holistic survivor approach	Effective documentation of torture and ill-treatment cases requires a coordinated approach between mental health support and legal assistance. When this coordination fails, survivors may be unwilling or unable to pursue documentation due to trauma, fear, lack of support or stigma
Survivors of torture and violence remains unable to access trauma-informed care and legal support	Stigma surrounding mental health issues and specific groups of victims of violence has strong influence on state personel	2	3	Low	6	Build public awareness regarding mental health and support service providers with skills and supervision	Public perceptions often require a critical mass to change, this may not be reached and change therefore fails to materialize.	
Lack of systemic change in legal, policy and service provision frameworks	Inadequate protection or harm done to survivors of torture and violence and their families (beneficiaries)	1	4	Low	4	Strong data protection procedures and training in ethical obligations for partner staff and stakeholders will prevent against most but not all forms of harm against survivors and human rights defenders	Despite strong partnerships and risk management plans, ongoing instability and new security threats could compromise beneficiary protection.	DGN constantly review procedures and designs for ways to protect the people we work with focussing on both SCOs (https://dignity.dk/wp-content/uploads/DIGNITY-Research-Brief-Protection-Research-EN.pdf) and individual professionals https://dignity.dk/wp-content/uploads/DIGNITY-Dokumentationsmanual.pdf)
INSTITUTIONAL RISK				**Medium**	**8**			
Human resource investment in partner staff or stake holders (capacity development) lost	Low wage levels, harasment, violations or poor security lead to loss of partner employees	2	4	Medium	8	Maintain relationships with former employees if applicable. Ensure that partners have good HR policy, professional employee care, to develop practical organizational and quality measurement instruments. Before major investments in partners take place ensure that humanitarian standards are in place and that adequate use of partner screening instruments has been implemented.	Despite the use of SOP organisations do experience crisis often due to unforeseen external stressors.	Staff is the key asset of the partners, in particular for a technical support organisation such as DGN with a mandate specfic intervention area.
	Staff burnout	4	4	High	16	Ensure the implementation of care-for-caregivers program, continous supervision and continous monitoring of mental health and emotional well-being	Significant residual risks persist	Individuals documenting torture are at high risk of burnout due to the intense emotional and psychological toll of their work. Constant exposure to traumatic stories and forensic evidence, combined with the pressure to ensure accountability, can lead to compassion fatigue, emotional exhaustion, and feelings of helplessness. The weight of responsibility and the potential threats to thepersonal and families' safety further exacerbate stress levels.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	2	4	Medium	8	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN accountants	Minor	Corruption poses a significant risk to civil society in Ukraine, mirroring broader systemic issues within the country. Weak legal institutions, widespread governmental corruption, and the influence of powerful oligarchs create an environment where accountability is often compromised. Civil society organizations, despite their efforts to promote transparency and good governance, can become susceptible to these same corrupt practices diverting crucial resources away from intended social and humanitarian projects, and threatening the integrity and impact of civil society initiatives.

Major programs fail due to poor management	Lack of overview of project deliverables	2	4	Medium	8	DGN Partnership has a functioning M/E system	Minor	
Clients or human rights defenders targeted by cyber attacks with the aim to destroye evidence or discredit organisations	Loss of personal sensitive information by partner staff	4	4	High	16	Continous work with partners on business continuity plans, information security policies, rules for mobile equipment and remote workplaces, rules for encrypting data on external drives and services, policy for access management, registries of security incidents, policies for software instalation, protocols for vulnerability scanning and penetration tests, policies for incident management.	High residual risks persist	Adversarial regimes, like Russia, possess both the capability and intent to target human rights defenders and clients through sophisticated cyber attacks. These attacks are designed to destroy evidence, discredit organizations, and undermine human rights efforts. The intent of state actors is to silence human rights defenders and stifle accountability, especially in conflict zones where documenting human rights abuses is critical. The cyber capabilities of such actors allow them to breach security systems, leading to the loss of sensitive personal information held by partner staff. This not only endangers the individuals involved but also erodes the credibility of organizations, as the integrity of their data and operations is compromised. The combination of intent and capability makes state-sponsored cyber attacks a persistent and serious threat in this context.
Programs fail due to loss of acceptance in communities/beneficiearies	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	1	3	Very low	3	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor	
Program/project failure due to distrust	Power imbalances leading to low mutual accountability resulting in project failure	2	2	Low	4	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor	
	Unclear program governance creates untransparent transfer of risk and responsibility to adjecent links in the 'aid-chain'	2	2	Low	4	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor	
Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff	3	3	Medium	9	Provide assistance in job-training and adress payment scales in project organisation	Minor	
INSTITUTIONAL RISKS RELATED TO COMMUNICATION, DOCUMENTATION OR SCIENTIFIC PUBLICATIONS				**Medium**	**7**			
Critical media coverage of DGN due to history of DGN, country offices, employees, partners, poor working conditions, deaths, other tragic events related to travels and missions and DGN's strategic priorities.	Negative stories in the press about DIGNITY	1	4	Low	4	DIGNITY has a Press Crisis Management Plan	Crisis are always unpredictable and the plan may not adress the needs in the given context	
DGN's position creates a contentious public debate in partner country	A parliamentary majority use DIGNITY partner activities to polarize public debate	1	3	Very low	3	DGN risk assess it own media performances all the time and ask: 1)What are our goals? 2)What do we lose by participating 3) what do we win? Upon partners request we provide advice and share our experiences	Crisis are always unpredictable and the plan may not adress the needs in the given context	
	Groups of online actors form a digital platform for sharing stories that can harm DGN, DGN partners, their employees or clients.	4	3	High	12	DGN ensures that partners in their media work complies with GDPR regulations (though not legally bound by these) in order to protect the personal identity of individuals. DGN designs are in general directed at collaboration rather than confrontation.	Despite designs and protocols, political developments are unpredictable, good monitoring of social media may not be sufficient to prevent crisis.	
	DGN or partner staff are prevented from doing their work internationally due to participation in public debate	1	4	Low	4	DIGNITY seeks to separate own staff used for advocacy from staff used in liaison with stake holders and advice partners to do the same. National advocacy with partners is anonymized if needed.	State parties may still be able to aquire knowledge regarding inidivuals through other means of collection and residual risks to staff therefore exists	
	Radicalised individuals or groups use violence or threats of violence against DGN, DGN partners, stake holders or beneficiaries	2	4	Medium	8	Designing non-confrontational projects, reaching out to stakeholders and communities intended to prevent this type of crisis,	Despite precautionary measures, radicalized politica movements may still arise and benefit from targeting human rights work.	
DGN or partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary identity revealed in story about project progres leading to retaliation towards ego and or family	3	4	High	12	1) DGN assess personal stories all the time and advice partners to do the same asking: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	1) We risk assess our personal stories all the time and ask: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	
INSTITUTIONAL RISKS RELATED TO DIGNITY EMPLOYEES				**Medium**	**8**			
Work related harasment	Harassment of a significant nature such as sexual violations, physical aggression, unacceptable group behavior leading to poor working conditions for a staff member	1	4	Low	4	Policy on abusive behaviour, whistleblower scheme and use of future strengthened shop steward system	Policy on abusive behaviour, whistleblower scheme and use of future strengthened shop steward system	
Exposure related stress reactions	High work-load and/or vicarious trauma increasing likelyhood of traumatic stress	3	4	High	12	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	
Harasment or pressure from state parties in relation to DGN activities.	International arrest warrents, extradition for prosecution, public defamation loss of sense of safety and security	3	4	High	12	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	
Attrition of critical human resources	Loss of trust in management, increased sick leave, leads to an attrition of human resources and a decrease in productivity, terminations	2	3	Low	6	Dialogue Forum and AMO undertake their mission	Dialogue Forum and AMO undertake their mission	
Attrition of critical human resources	Over an extended period of time DGN experience that critical technical staff leaves the organisation and the new staff is not recruited or trained sufficiently to replace	2	4	Medium	8	Clear HR policies, HR support for staff in crisis, well-functioning Talent Program, flexible employment schemes (EoR) available for non-EU staff	Clear HR policies, HR support for staff in crisis, well-functioning Talent Program, flexible employment schemes (EoR) available for non-EU staff	
Harassment of DGN non-DK based staff	Sexual, verbal, or physical harrasment at a local government partner site or at a civil society partner site. Disruption or harassment of employees during travel due to their affiliation with DIGNITY.	2	4	Medium	8	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	

	Humans /safety	Programme Objective	Description						
				Risk Matrix					
IMPACT	Death	Programme: A risk event that, if it occurs, will have a severe impact on achieving desired results, to the extent that one or more of its critical outcome objectives will not be achieved. Institution: Death to staff; extensive damage to global reputation	**Catastrophic**	5	**Low (5)**	**Medium (10)**	**High (15)**	**Very High (20)**	**Very High (25)**
	Extensive injuries	Programme: A risk event that, if it occurs, will have a significant impact on achieving desired results, to the extent that one or more stated outcome objectives will fall below acceptable levels. Institution: Serious injury of staff; major loss/destruction of assets; damage to regional reputation	**Major**	4	**Low (4)**	**Medium (8)**	**High (12)**	**High (16)**	**Very High (20)**
	Medical treatment required	Programme: A risk event that, if it occurs, will have a moderate impact on achieving desired results, to the extent that one or more stated outcome objectives will fall well below goals but above minimum acceptable levels. Institution: Non-life-threatening injury to staff; threat to staff; damage of national assets; damage to national reputation.	**Moderate**	3	**Very Low (3)**	**Low (6)**	**Medium (9)**	**High (12)**	**High (15)**
	First aid treatment	Programme: A risk event that, if it occurs, will have a minor impact on achieving desired results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels. Institution: Minor injurty to staff; some loss of assets	**Minor**	2	**Very Low (2)**	**Low (4)**	**Low (6)**	**Medium (8)**	**Medium (10)**
	Little to no injuries	Programme: A risk event that, if it occurs, will have little to no impact on achieving outcome objectives. Institution: neglibeable loss of assets; no reputation or staff damage	**Insignificant**	1	**Negligible (1)**	**Very Low (2)**	**Very Low (3)**	**Low (4)**	**Low (5)**
					1	2	3	4	5
					Very Low It is almost out of the question that the incident will ever occur There is no experience with similar types of incidents	**Low:** It is more probable that it does not happen than that it does happen The incident is not expected to happen There are no local experience, but it has happened elsewhere	**Medium:** It could happen or not The incident can occur (1 time each five years) No own experience, but has happened to a few similar organizations	**High:** It is much more probable that the incident happens than that it does not happen Own experience with this type of incident, but not within the last 24 months Experiences by other similar organizations in the local area	**Very high:** It is almost certain that the incident will occur It is expected that the incident will occur, as this has been case before Own experience with this type of incidents within the last 12 months Experienced frequently by similar organizations

Distrust /competition between DGN partners and state (s			Use coordination to build and support trust among	stake holders, support stakeholders in their mission, coordinate action, shape public policy through advocacy		
	2		Use coordination to build and support trust among	stake holders, support stakeholders in their mission, coordinate action, shape public policy through advocacy		
Multi-sectc	Coordination between documentation and mental health,	Ensure trai	Even with	Effective documentation of torture and ill-treatment cases requires a coordinated approach between mental health support and legal assistance. Whe		
Clients or human rights	4	4	Continous	High residu	Adversarial regimes, like Russia, possess both the capability and intent to target human rights defenders and clients through sophisticated cyber attack	

Risk scenarios	Types of events	Probability	Impact	Risk level	Risk	Mitigation and/or preventive measures (standard current)	Residual risk	Background
CONTEXTUAL RISKS								
Political instability	Elections may generate substantial instability and violence leading to rupture in project activities.	1	1	Very low	1	Project plans accomodates elections and use these as a leverage for human rights work (prevention, documention, advocacy)	Electoral violence is unpredictable, a minor probability that it may lead significant mass violence that may disrupt	Election cycles always affect work with state parties, but also affect the political and social space in partner countries influencing the conditions under which partners conduct business
Political instability	Socio-economic conditions, especially food security and cost of living, worsen leading to civil unrest and disruption in project activities.	0	0	#N/A	0	Monitoring the situation. DGN is well aware that livelihoods and socio-economic conditions affect beneficiaries and seek to incorporate relevant partners when feasible,	Even with community support programs and partnerships, widespread economic collapse or severe food shortages could overwhelm local capacities and hinder aid delivery.	Poverty affects mental health, and feelings of food-insecurity are strong predictors of stress reactions. General socio-economic conditions are therefore considered in project design but not uniformly adressed in implementation due to DGN mandate
Political instability	Change in executive power forces DGN to end collaboration with a strategic partner resulting in loss of project investment	0	0	#N/A	0	Incorporate senior management in activities and try to build common agendas for change, diversify to multiple levels and entities in the same sector.	Changes in management may affect political will irrespective of collaborative work with previous management	Institutional management trust in partner intentions and objectives is a crucial parameter to work during the early stages of projects with state parties (mandated and elected authorities). There is an ongoing risk of investments in political capital (will) can be lost due to changes
Political instability	Perception of and attitude towards human rights among state functionaries which will affect programs with significant state participation.	0	0	#N/A	0	Enable partners to use locally meaningful legal and moral frameworks when adressing universal human rights abuses	Funding and colaboration with DGN remains a vulnerability in certain contexts	In many partner countries global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk
Non-state actors gaining control over territories leading to shrinking humanitarian space	Increase in attacks against aid workers causing physical withdrawel from project areas (Burkina Faso)	0	0	#N/A	0	South-south dialogue facilitating shared learning on common threats to staff safety and security to ensure that plans and responses are updated	Enhanced security measures and training may not completely prevent unpredictable, violent attacks in highly volatile regions.	Many of the current risk management concepts are derived from a Northern humanitarian sector. Much more attention needs to be placed on decolonizing safety and security protocols of partner organisations.
Legal measures: Human rights defenders and/or staff being charged according to counterterrorism laws, transfer legislation tightened	Partners in conflict with national financial regulations. Emergency measures leading to detention of partner or DGN staff.	0	0	#N/A	0	Creation of DIGNITY country representations	DGN country representatives will often work alone, this creates a particular vulnerability that cannot be mitigated	Local representations is a way in which to transform partnerships from periodic visits to continual sparring and co-creation of projects.
Increased geo-political competition and conflict	Trickle down effects of global crises to national and local level in program countries, including changed perception of foreigners and expats	0	0	#N/A	0	Regionalizing and 'nationalizing advocacy work to mitigate negative perceptions of UN bodies and conventions	In strongly authoritarian regimes or failed states this approach will not mitigate risks.	In many partner countries global human rights are perceived as a western imposition/colonial legacy. Working through and with local legal and moral frameworks is the single most important way to mitigate this risk
Natural or man-made disasters or epidemics force DGN to change country or partner strategy	Tsunamis, earthquakes, climatic, volcanic eruptions, epidemics or chemical accidents affects project activities.	0	0	#N/A	0	Assisting in building disaster preparednes and in identifying meaningful and partner based emergency responses when relevant	Impact may be reduced by adressing site specific threats, and reviewing mitigation and business continuity responses	Disasters are recurrent and most partners are familiar with their context and the risks it presents.
PROGRAMMATIC RISK								
State actors does not have the capacity nor the political will to prevent TCIDTP	Justice system (institutional and political stake holders) is unwilling to prosecute perpetrators of TCIDTP	0	0	#N/A	0	DGN partners work with state parties to build common goals on preventive measures in relation to relevant sub-groups (women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	DGN has build a comprehensive approach to 'state dialgoue' based on more than twenty years of experience, demonstating that moving from changing individuals perceptions to achiving institional change is a major task, see also DIGNITY Publication Series #39 (https://dignity.dk/wp-content/uploads/publication-series-39-print.pdf
	Lack of political will or trust in DGN Partners; state partners (institutional stake holders) have no or limited scope to deliver on human rights output	0	0	#N/A	0	DGN partners work with state parties to build common goals on preventive measures in relation to relevant sub-groups (women, children, mentally ill) or sub-themes (epidemics, suicide, mental health, health)	Mitigating project design may encounter pockets/local resistance to change	
Civil society does not have capacity or access that enables them to prevent TCIDT	CSO generated evidence base to poor, unsystematic or anecdotal to be effective in advocacy	0	0	#N/A	0	Partner capabilities in documentation, analysis and dissemination improved through technical assistance and partner dialogue	Despite improved capabilities, survivors may still be unwilling or unable to to participate in the production of documentation	
	DGN Partners do not have access to relevant state partners (stake holders) motivated for change	0	0	#N/A	0	Partner selection based on track record, continous focus on a prevention over a prosecution strategy, CSOs seek to identify common goals with state institutions	Despite mitigating project design relevant stakeholders will still be able to block access.	
No joint action between civil society and state actors	Distrust emerge/lack of motivation between DGN Partner and state (stake holders) due to external event	0	0	#N/A	0	Use collaboration tools to build and support trust between stake holders, support stakeholders in their mission, shape public policy on violence prevention	Despite mitigating project design trust may still be difficult to generate due to contextual factors.	Through ten years of design development DGN has developed a comprehensive approach to bringing state and non-stakeholders together in violence prevention. See also DIGNITY Publication Series #46 https://dignity.dk/app/uploads/Leadership_-Development_Catalyst_2024_-46.pdf
	Continued attrition of capacity in state institutions due to rotation and re-postings of key personel	0	0	#N/A	0	Seek to gain access to curricula in relevant government educational services and schools and ensure multi-level benefits in institutions	Despite mitigation staff rotation and attrition remains a condition of the work	
	State and non-state social actors disagree on issues and fail to use knowledge to generate change	0	0	#N/A	0	Build common data, identify hot-spots, agree on most urgent issues, support actors in adressing these through dissemination of practice relevant knowledge and tolls.	Despite share data and understanding social actors (local stakeholders) may still have motives (economic or political) for blocking action on identified issues	
	Periodic violence, corruption or other forms of flawed governance undermines legitimacy of legal and policy frameworks	0	0	#N/A	0	Work actively with alliances to shape and create regional and national policy and legal frameworks for action		
Multi-sectoral support and collaboration for survivor communities and individuals fails to materialise	Coordination among livelihood and mental health care actors fail to materialise	0	0	Medium	0	Seek networks and collaboration with relevant actors in livelihood and build support structures with mental health intervention components	Even with support programs and partnerships, widespread economic collapse, severe food shortages or mass-traumatization could overwhelm local capacities.	DGN has builld an evidence-informed approach to the building of referral networks and for support to practitioners in MHPSS. Strong evidence backs the needs therefore. See also DIGNITY Publication Series #41 (https://dignity.dk/wp-content/uploads/41-Root-Causes-of-Gender-based-Violence-in-Informal-Settlements-in-Nakuru.pdf)
Survivors of torture and violence remains excluded from trauma-informed care	Stigma surrounding mental health issues and specific groups of victims of violence has strong influence on state personel	0	0	#N/A	0	Build public awareness regarding mental health and support service providers with skills and supervision	Public perceptions often require a critical mass to change, this may not be reached and change therefore fails to materialize.	
Lack of systemic change in legal, policy and service provision frameworks	Inadequate protection or harm done to survivors of torture and violence and their families (beneficiaries)	0	0	#N/A	0	Strong data protection procedures and training in ethical obligations for partner staff and stakeholders will prevent against most but not all forms of harm against survivors and human rights defenders	Despite strong partnerships and risk management plans, ongoing instability and new security threats could compromise beneficiary protection.	DGN constantly review procedures and designs for ways to protect the people we work with focussing on both SCOs (https://dignity.dk/wp-content/uploads/DIGNITY-Research-Brief-Protection-Research-EN.pdf) and individual professionals https://dignity.dk/wp-content/uploads/DIGNITY-Dokumentationsmanual.pdf)
INSTITUTIONAL RISK								
Human resource investment in partner staff or stake holders (capacity development) lost	Low wage levels, harasment, violations or poor security lead to loss of partner employees	0	0	#N/A	0	Maintain relationships with former employees if applicable. Ensure that partners have good HR policy, professional employee care, to develop practical organizational and quality measurement instruments. Before major investments in partners take place ensure that humanitarian standards are in place and that adequate use of partner screening instruments has been implemented.	Despite the use of SOP organisations do experience crisis often due to unforeseen external stressors.	Staff is the key asset of the partners, in particular for a technical support organisation such as DGN with a mandate specfic intervention area.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	0	0	#N/A	0	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN accountants	Minor	
Major programs fail due to poor management	Lack of overview of project deliverables	0	0	#N/A	0	DGN Partnership has a functioning M/E system	Minor	
Clients or human rights defenders targeted by state institutions	Loss of personal sensitive information by partner staff	0	0	#N/A	0	M/E Handbook for clinical rehabilitation projects contain best practice guidelines for data collection and management	Minor	
Programs fail due to loss of acceptance in communities/beneficiearies	Imbalances in expectations between DGN, partner and beneficiaries put partner staff and/or beneficiaries at risk.	0	0	#N/A	0	Partnership policy and continous focus on building larger partnerships based on trust, sharing of knowledge and local DGN presence.	Minor	
Program/project failure due to distrust	Power imbalances leading to low mutual accountability resulting in project failure	0	0	#N/A	0	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor	
	Unclear program governance creates untransparent transfer of risk and responsibility to adjecent links in the 'aid-chain'	0	0	#N/A	0	Partnership policy and continous focus on building larger partnershipts based on trust, sharing of knowledge and local DGN presence.	Minor	

Project failure due to lack of skills and knowledge required for intervention	Implementing partner unable to hire qualified staff	0	0	#N/A	0	Provide assistance in job-training and adress payment scales in project organisation	Minor	
INSTITUTIONAL RISKS RELATED TO COMMUNICATION, ADVOCACY OR SCIENTIFIC PUBLICATIONS								
Critical media coverage of DGN due to history of DGN, country offices, employees, partners, poor working conditions, deaths, other tragic events related to travels and missions and DGN's strategic priorities.	Negative stories in the press about DIGNITY	0	0	#N/A	0	DIGNITY has a Press Crisis Management Plan	Crisis are always unpredictable and the plan may not adress the needs in the given context	
DGN's position creates a contentious public debate in partner country	A parliamentary majority use DIGNITY partner activities to polarize public debate	0	0	#N/A	0	DGN risk assess it own media performances all the time and ask: 1)What are our goals? 2)What do we lose by participating 3) what do we win? Upon partners request we provide advice and share our experiences	Crisis are always unpredictable and the plan may not adress the needs in the given context	
	Groups of online actors form a digital platform for sharing stories that can harm DGN, DGN partners, their employees or clients.	0	0	#N/A	0	DGN ensures that partners in their media work complies with GDPR regulations (though not legally bound by these) in order to protect the personal identity of individuals. DGN designs are in general directed at collaboration rather than confrontation.	Despite designs and protocols, political developments are unpredictable, good monitoring of social media may not be sufficient to prevent crisis.	
	DGN or partner staff are prevented from doing their work internationally due to participation in public debate	0	0	#N/A	0	DIGNITY seeks to separate own staff used for advocacy from staff used in liaison with stake holders and advice partners to do the same. National advocacy with partners is anonymized if needed.	State parties may still be able to aquire knowledge regarding inidivuals through other means of collection and residual risks to staff therefore exists	
	Radicalised individuals or groups use violence or threats of violence against DGN, DGN partners, stake holders or beneficiaries	0	0	#N/A	0	Designing non-confrontational projects, reaching out to stakeholders and communities intended to prevent this type of crisis,	Despite precautionary measures, radicalized politica movements may still arise and benefit from targeting human rights work.	
DGN or partner publish a story that triggering actions by state agencies against individual beneficiaries or groups	Beneficiary self-identifying as a non-binary used in story about project progres	0	0	#N/A	0	1) DGN assess personal stories all the time and advice partners to do the same asking: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	1) We risk assess our personal stories all the time and ask: 1)Is there personally identifiable information 2) What are our goals if they are necessary 3) What do we lose by not applying them 4) what do we win? 5) Are the participants in the stories informed about the risks they may take	
INSTITUTIONAL RISKS RELATED TO DIGNITY EMPLOYEES								
Work related harasment	Harassment of a significant nature such as sexual violations, physical aggression, unacceptable group behavior leading to poor working conditions for a staff member	0	0	#N/A	0	Policy on abusive behaviour, whistleblower scheme and use of future strengthened shop steward system	Policy on abusive behaviour, whistleblower scheme and use of future strengthened shop steward system	
Exposure related stress reactions	High work-load and/or vicarious trauma increasing likelyhood of traumatic stress	0	0	#N/A	0	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	Debriefing with manager in status dialogues and post-event debriefing with Security Officer, possibility of self-referral through insurance	
Harasment or pressure from state parties in relation to DGN activities.	International arrest warrents, extradition for prosecution, public defamation loss of sense of safety and security	0	0	#N/A	0	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	Risk assessments of DGN actions, use of official spokepersons that are not used in project activities, outreach to MFA	
Attrition of critical human resources	Loss of trust in management, increased sick leave, leads to an attrition of human resources and a decrease in productivity, terminations	0	0	#N/A	0	Dialogue Forum and AMO undertake their mission	Dialogue Forum and AMO undertake their mission	
Attrition of critical human resources	Over an extended period of time DGN experience that critical technical staff leaves the organisation and the new staff is not recruited or trained sufficiently to replace	0	0	#N/A	0	Clear HR policies, HR support for staff in crisis, well-functioning Talent Program, flexible employment schemes (EoR) available for non-EU staff	Clear HR policies, HR support for staff in crisis, well-functioning Talent Program, flexible employment schemes (EoR) available for non-EU staff	
Harassment of DGN non-DK based staff	Sexual, verbal, or physical harrasment at a local government partner site or at a civil society partner site. Disruption or harassment of employees during travel due to their affiliation with DIGNITY.	0	0	#N/A	0	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	

DIGNITY - DED BUDGET 2025-2029

Budget Line	Budget 2025 (1000 DKK)	Share of direct costs	Share of total costs	Budget 2026 (1000 DKK)	Share of direct costs	Share of total costs	Budget 2027 (1000 DKK)	Share of direct costs	Share of total costs	Budget 2028 (1000 DKK)	Share of direct costs	Share of total costs	Budget 2029 (1000 DKK)	Share of direct costs	Share of total costs	TOTAL Budget All Years (1000 DKK)	TOTAL Share of direct costs	TOTAL Share of total costs
DIRECT COSTS																		
Output 1: *Civil society and state actors have strengthened capacity and willingness to prevent torture and CIDTP*	**22,920**	42.4%	39.5%	**22,920**	42.4%	39.5%	**22,770**	42.1%	39.3%	**22,420**	41.5%	38.7%	**22,490**	41.6%	38.8%	**113,520**	42.0%	39.1%
Output 1: Direct actitivity costs	**9,350**	17.3%	16.1%	**9,350**	17.3%	16.1%	**9,350**	17.3%	16.1%	**9,250**	17.1%	15.9%	**9,250**	17.1%	15.9%	**46,550**	17.2%	16.1%
Output 1: Activities	2,000			2,000			2,000			1,900			1,900			9,800		
Output 1: Investment	0			0			0			0			0			0		
Output 1: Salaries	6,500			6,500			6,500			6,500			6,500			32,500		
Output 1: Travel	850			850			850			850			850			4,250		
Output 1: Direct transfers to partners & country offices	**8,100**	15.0%	14.0%	**8,400**	15.5%	14.5%	**8,650**	16.0%	14.9%	**8,800**	16.3%	15.2%	**9,000**	16.6%	15.5%	**42,950**	15.9%	14.8%
Output 1: Partners & country offices, Africa	4,500			4,800			5,050			5,200			5,400			24,950		
Output 1: Partners & country offices, other DAC incl. Ukraine	3,600			3,600			3,600			3,600			3,600			18,000		
Output 1: Direct allocated programme-supporting costs	**5,470**	10.1%	9.4%	**5,170**	9.6%	8.9%	**4,770**	8.8%	8.2%	**4,370**	8.1%	7.5%	**4,240**	7.8%	7.3%	**24,020**	8.9%	8.3%
Output 1: Pro rata support costs	3,070			3,070			3,070			3,070			3,070			15,350		
Output 1: Communication	400			400			400			400			400			2,000		
Output 1: Monitoring	400			400			400			400			400			2,000		
Output 1: Tools Development & Innovation	1,600			1,300			900			500			370			4,670		
Output 2: *Civil society actors and state authorities have strengthened capacity and willingness to prevent violence and create safer communities*	**11,643**	21.5%	20.1%	**11,593**	21.4%	20.0%	**11,693**	21.6%	20.2%	**11,843**	21.9%	20.4%	**11,843**	21.9%	20.4%	**58,615**	21.7%	20.2%
Output 2: Direct actitivity costs	**4,730**	8.7%	8.2%	**4,730**	8.7%	8.2%	**4,730**	8.7%	8.2%	**4,730**	8.7%	8.2%	**4,630**	8.6%	8.0%	**23,550**	8.7%	8.1%
Output 2: Activities	1,000			1,000			1,000			1,000			900			4,900		
Output 2: Investment	0			0			0			0			0			0		
Output 2: Salaries	3,300			3,300			3,300			3,300			3,300			16,500		
Output 2: Travel	430			430			430			430			430			2,150		
Output 2: Direct transfers to partners & country offices	**3,300**	6.1%	5.7%	**3,400**	6.3%	5.9%	**3,750**	6.9%	6.5%	**4,050**	7.5%	7.0%	**4,250**	7.9%	7.3%	**18,750**	6.9%	6.5%
Output 2: Partners & country offices, Africa	3,300			3,400			3,750			4,050			4,250			18,750		
Output 2: Partners & country offices, other DAC incl. Ukraine	0			0			0			0			0			0		
Output 2: Direct allocated programme-supporting costs	**3,613**	6.7%	6.2%	**3,463**	6.4%	6.0%	**3,213**	5.9%	5.5%	**3,063**	5.7%	5.3%	**2,963**	5.5%	5.1%	**16,315**	6.0%	5.6%
Output 2: Pro rata support costs	1,560			1,560			1,560			1,560			1,560			7,800		
Output 2: Communication	900			900			900			900			900			4,500		
Output 2: Monitoring	400			400			400			400			400			2,000		
Output 2: Tools Development & Innovation	753			603			353			203			103			2,015		
Output 3: *Civil society and state actors have strengthened capacity and willingness to provide quality, trauma-informed rehabilitation*	**19,505**	36.1%	33.6%	**19,555**	36.2%	33.7%	**19,605**	36.3%	33.8%	**19,805**	36.6%	34.1%	**19,735**	36.5%	34.0%	**98,205**	36.3%	33.9%
Output 3: Direct actitivity costs	**7,725**	14.3%	13.3%	**7,700**	14.2%	13.3%	**7,700**	14.2%	13.3%	**7,700**	14.2%	13.3%	**7,700**	14.2%	13.3%	**38,525**	14.3%	13.3%
Output 3: Activities	1,000			1,000			1,000			1,000			1,000			5,000		
Output 3: Investment	0			0			0			0			0			0		
Output 3: Salaries	6,200			6,200			6,200			6,200			6,200			31,000		
Output 3: Travel	525			500			500			500			500			2,525		
Output 3: Direct transfers to partners & country offices	**7,300**	13.5%	12.6%	**7,600**	14.1%	13.1%	**7,800**	14.4%	13.4%	**8,100**	15.0%	14.0%	**8,100**	15.0%	14.0%	**38,900**	14.4%	13.4%
Output 3: Partners & country offices, Africa	4,000			4,300			4,600			5,000			5,100			23,000		
Output 3: Partners & country offices, other DAC incl. Ukraine	3,300			3,300			3,200			3,100			3,000			15,900		
Output 3: Direct allocated programme-supporting costs	**4,480**	8.3%	7.7%	**4,255**	7.9%	7.3%	**4,105**	7.6%	7.1%	**4,005**	7.4%	6.9%	**3,935**	7.3%	6.8%	**20,780**	7.7%	7.2%
Output 3: Pro rata support costs	2,930			2,930			2,930			2,930			2,930			14,650		
Output 3: Communication	400			400			400			400			400			2,000		
Output 3: Monitoring	400			400			400			400			400			2,000		
Output 3: Tools Development & Innovation	750			525			375			275			205			2,130		
A - DIRECT COSTS	**54,068**	100.0%	93.2%	**54,068**	100.0%	93.2%	**54,068**	100.0%	93.2%	**54,068**	100.0%	93.2%	**54,068**	100.0%	93.2%	**270,340**	100.0%	93.2%

*- of which is spent on:**																		
Direct actitivity costs	*21,805*	*40.3%*	*37.6%*	*21,780*	*40.3%*	*37.6%*	*21,780*	*40.3%*	*37.6%*	*21,680*	*40.1%*	*37.4%*	*21,580*	*39.9%*	*37.2%*	*108,625*	*40.2%*	*37.5%*
Direct transfers to partners & country offices	*18,700*	*34.6%*	*32.2%*	*19,400*	*35.9%*	*33.4%*	*20,200*	*37.4%*	*34.8%*	*20,950*	*38.7%*	*36.1%*	*21,350*	*39.5%*	*36.8%*	*100,600*	*37.2%*	*34.7%*
Direct allocated programme-supporting costs	*13,563*	*25.1%*	*23.4%*	*12,888*	*23.8%*	*22.2%*	*12,088*	*22.4%*	*20.8%*	*11,438*	*21.2%*	*19.7%*	*11,138*	*20.6%*	*19.2%*	*61,115*	*22.6%*	*21.1%*
INDIRECT COSTS																		
Audit	148	0.3%	0.3%	148	0.3%	0.3%	148	0.3%	0.3%	148	0.3%	0.3%	148	0.3%	0.3%	740	0.3%	0.3%
Administration (7% of direct costs)	3,784	7.0%	6.5%	3,784	7.0%	6.5%	3,784	7.0%	6.5%	3,784	7.0%	6.5%	3,784	7.0%	6.5%	18,920	7.0%	6.5%
B - INDIRECT COSTS	**3,932**	7.3%	6.8%	**3,932**	7.3%	6.8%	**3,932**	7.3%	6.8%	**3,932**	7.3%	6.8%	**3,932**	7.3%	6.8%	**19,660**	7.3%	6.8%
C - CONTINGENICES			0.0%			0.0%			0.0%			0.0%			0.0%			0.0%
TOTAL BUDGET (A+B+C)	**58,000**		100.0%	**58,000**		100.0%	**58,000**		100.0%	**58,000**		100.0%	**58,000**		100.0%	**290,000**		100.0%

**Detailed category breakdown across outputs:*		% of A		% of A		% of A		% of A	Amount	% of A
Direct actitivity costs	**21,805**	**40.3%**	**21,780**	**40.3%**	**21,780**	**40.3%**	**21,680**	**40.1%**	**21,580**	**39.9%**	**108,625**	**40.2%**
Activities	4,000	7.4%	4,000	7.4%	4,000	7.4%	3,900	7.2%	3,800	7.0%	19,700	7.3%
Investment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaries	16,000	29.6%	16,000	29.6%	16,000	29.6%	16,000	29.6%	16,000	29.6%	80,000	29.6%
Travel	1,805	3.3%	1,780	3.3%	1,780	3.3%	1,780	3.3%	1,780	3.3%	8,925	3.3%
Direct transfers to partners & country offices	**18,700**	**34.6%**	**19,400**	**35.9%**	**20,200**	**37.4%**	**20,950**	**38.7%**	**21,350**	**39.5%**	**100,600**	**37.2%**
Partners & country offices, Africa	11,800	21.8%	12,500	23.1%	13,400	24.8%	14,250	26.4%	14,750	27.3%	66,700	24.7%
Partners & country offices, other DAC incl. Ukraine	6,900	12.8%	6,900	12.8%	6,800	12.6%	6,700	12.4%	6,600	12.2%	33,900	12.5%
Direct allocated programme-supporting costs	**13,563**	**25.1%**	**12,888**	**23.8%**	**12,088**	**22.4%**	**11,438**	**21.2%**	**11,138**	**20.6%**	**61,115**	**22.6%**
Pro rata support costs	7,560	14.0%	7,560	14.0%	7,560	14.0%	7,560	14.0%	7,560	14.0%	37,800	14.0%
Communication	1,700	3.1%	1,700	3.1%	1,700	3.1%	1,700	3.1%	1,700	3.1%	8,500	3.1%
Monitoring	1,200	2.2%	1,200	2.2%	1,200	2.2%	1,200	2.2%	1,200	2.2%	6,000	2.2%
Tools Development & Innovation	3,103	5.7%	2,428	4.5%	1,628	3.0%	978	1.8%	678	1.3%	8,815	3.3%

ANNEX 6 – LIST OF SUPPLEMENTARY MATERIALS

#	Document / Material	Source
DIGNITY policies & guidance documents		
1	DIGNITY Partnership Policy	https://www.dignity.dk/wp-content/uploads/DIGNITY-Partnership-Policy-1.pdf
2	DIGNITY Intersectional and HRBA Policy	Attached as hard copy
3	DIGNITY Code of Conduct	https://www.dignity.dk/wp-content/uploads/DIGNITY-Code-of-Conduct-2022.pdf
4	DIGNITY Whisteblower mechanism	DIGNITY (complycloud-whistleblowing.com)
5	DIGNITY Partnership Management Framework	Attached as hard copy
6	DIGNITY Anti-corruption Policy	https://dignity.dk/app/uploads/Anticorruption-Policy.pdf
DIGNITY research, fact sheets and manuals		
7	**DIGNITY Publication lists (full overview of peer reviewed research with links until 2023)**	**https://dignity.dk/publikationer/#5**
8	DIGNITY fact sheet series (brief introduction and explanations of key concepts related to torture)	Facts about torture - DIGNITY - Danish Institute Against Torture
9	Jefferson, A. (2024): Prison reform and torture prevention under 'compromised circumstances'	Prison reform and torture prevention under 'compromised circumstances' - Andrew M Jefferson, 2024 (sagepub.com)
10	DIGNITY (2021): Monitoring Health in Places of Detention. An overview for health professionals	DIGNITY-Health-Monitoring-Manual_WEB-ENG-V.1.1.pdf
11	DIGNITY training collection on Prohibition and Prevention of Torture and Ill-treatment in International and Regional Human Rights Treaties.	https://www.dignity.dk/wp-content/uploads/DIGNITY-Training-Collection-I-Prohibition-and-Prevention-of-Torture.pdf
12	DIGNITY (2018): Extra-custodial use of force. Enhancing human rights protection in urban areas through a comprehensive approach.	extra-Custodial-use-of-force.pdf (dignity.dk)
13	DIGNITY (2022): The DIGNITY Physiotherapy Pain School for Trauma-Affected Populations. A Manual for group and individual treatment.	220223_DIG_painschool_manual.pdf (dignity.dk)
14	DIGNITY (2023): The possibilities and limitations of Grassroots Human Rights protection	https://www.dignity.dk/wp-content/uploads/DIGNITY-Research-Brief-Protection-Research-EN.pdf
Other relevant research and analysis		
15	Celermajer, D. (2018): The Prevention of Torture: An Ecological Approach. Cambridge: Cambridge University Press.	The Prevention of Torture (cambridge.org)
16	Einolf, C. J. (2023): Understanding and Preventing Torture: a Review of the Literature. Human Rights Review. Vol. 24 (3)	Understanding and Preventing Torture: a Review of the Literature | Request PDF (researchgate.net)
17	Penal Reform International &Thailand Institute of Justice (2024): Global Prison Trends 2023	Global Prison Trends 2023 - Penal Reform International
18	CIVICUS (2024): 2024 State of Civil Society Report;	state-of-civil-society-report-2024_en.pdf (civicus.org)
19	Front Line Defenders (2024): Global Analysis 2023/24	1578_fld_ga23_online_u03.pdf (frontlinedefenders.org)
20	UNICEF (2021): Estimating the number of children deprived of liberty in the administration of justice	Estimating the number of children deprived of liberty in the administration of justice - UNICEF DATA
21	WHO (2022): World Mental Health Report	World Mental Health Report (who.int)
22	Charlson, F. et al (2019): New WHO prevalence estimates of mental disorders in conflict settings: a systematic review and meta-analysis. The Lancet. Vol. 394	New WHO prevalence estimates of mental disorders in conflict settings: a systematic review and meta-analysis - The Lancet
23	Sveaass, N & Gaer, F (2022): The Committee Against Torture tackles violence against women: A conceptual and political journey. Torture Journal, Vol. 32	The Committee Against Torture tackles violence against women: A conceptual and political journey | Torture Journal (tidsskrift.dk)

Annex 7: Plan for Communication of Results

The communication plan for the programme aims to ensure that the communication efforts remain firmly rooted in DIGNITY's knowledge and research, both domestically and internationally.

Motivated to effect sustainable change for as many as possible, DIGNITY's communication endeavours will strive to be dynamic and original, ensuring widespread accessibility to Danish expertise in the anti-torture field.

Over the next five years, DIGNITY's communication efforts will strategically target research, knowledge dissemination, and showcasing of results to specific audiences, fostering awareness, engagement, and support for the mission for a world free of torture.

The communication will disseminate country-specific knowledge, research, and results generated by the programme to the Danish public and help create a sense of enthusiasm for Denmark's leading work in the fight against torture.

Furthermore, the communication will aim to increase visibility around local partners' results, help them visibilize their work to their target audience enabling them to help even more people, gain additional access to decision-makers and simultaneously use the content from communication (articles, videos, images, explainers) to engage more and fundraise for their own activities.

The communication about the programme will be characterized by its credibility, consistency, and clarity across all platforms. In the coming five years, our focus will be on delivering news, results, and new insights derived from our three key outputs:

1. Prevention of torture and access to justice
2. Prevention of violence
3. Rehabilitation of survivors

These three outputs are integrated into DIGNITY's narrative as follows:

Torture and violence are a global threat that harms individuals physically and psychologically. Torture also undermines core institutions in society. When DIGNITY and its partners prevent torture and violence under the DED (1 + 2), it is not only contributing to improving the lives of individuals but also paving the way for more peaceful societies with greater trust in each other and overall stability.

Torture and violence not only affect the victim alone but also have a negative impact on entire families. Untreated trauma can be passed on to the next generation. (3)

It is therefore vital for the victims and their families to be offered timely psychosocial support and rehabilitation (3). Untreated traumas are a proven barrier to education and employment and overall well-being. But with the right support, survivors can rebuild their lives.

Prevention and rehabilitation efforts alone are insufficient. Both victims and society must recover from torture and violence, such as those experienced in civil wars and other conflicts. Thus, gathering evidence of torture is crucial to ensure victims receive justice, enabling both individuals and society to overcome the negative effects of torture and trauma (1).

This narrative will be a guiding thread in the communication efforts under the programme which DIGNITY will connect to cases and results from specific country programs, new research, or new and surprising collaborations between partners across borders.

DIGNITY always put humans first in communications - both ethically in terms of their safety and well-being, but also in the actual content, as identification is much greater when one can relate to a story. It is important that the communication under the programme helps empower torture survivors and give them the opportunity to tell their own stories.

Our goal is to engage the following ***target groups***:

1. The Danish public, including relevant partners in Denmark.
2. Partners in the Global South who will use and implement the knowledge.
3. Like-minded actors in the fight against torture worldwide (universities, human rights organizations, and NGOs).
4. The UN and other regional multilateral forums.

DIGNITY will reach these target groups with country-specific results, new knowledge, and research through the following platforms:

DIGNITY's media:	**DIGNITY's Social media:**	**National and international media:**
Website Live events Newsletters	LinkedIn, Facebook Instagram Twitter	Newspapers, radio and TV, digital platforms, and popular science journals in Denmark and internationally.

On the above platforms, we will use these formats:

DIGNITY website

- News, analyses, new research, or reports will be continuously published on the website using text, photos, videos, graphics, and animations.
- Major campaigns (landing pages) about a specific country and the results achieved under the programme. This could be MHPPS interventions in Liberia, Kenya, or Uganda, where specific stories of development will be told through a series of articles, video, photo, text, graphics.
- Live talks, where leading voices in the fight against torture globally or from partners, discuss their work.
- Fact-based papers on torture prevention, violence, rehabilitation, and accountability will be published.
- Newsletters from partners and DIGNITY staff about new research, knowledge, results, or reports from missions.

DIGNITY Social media

- Short posts with videos, images, or explainers, where DIGNITY's staff share new knowledge from programs, new research, results, experiences, or comment on a current event relevant to the DED.
- Interviews with local partners about their country-specific results in torture prevention, violence prevention, rehabilitation, or access to justice.

- Paid content: specially selected posts with strong results from local partners will be promoted on social media through ads, leading to DIGNITY's website for more information.
- Short interviews with current experts from universities, authors, and other anti-torture organizations about new insights into the work against torture.

National and international media:

- DINGITY experts will write opinion pieces and articles alone or in collaboration with partners or other experts for Danish and international media about new knowledge, research, and constructive solutions to current challenges within the torture mandate and under the programme.
- Pitching experts, reports, new data, or research to newspapers, radio, and TV in Denmark and internationally related to the work under the programme.
- Pitching texts and articles to popular science journals and programs.
- Ongoing dialogue and briefings with journalists in Denmark and internationally about developments in the fight against torture and violence.

Process Action Plan – Programming of MFA grant to DIGNITY 2025-2029

Action/product	Deadlines	Responsible/involved units	Comment/status
The project budget is inserted into the proposal for the Finance Act	Proposal for the Finance Act of 2025 will be published August/September 2024	HUMCIV	
Process Action Plan for project development shared with DIGNITY	April 2024	HUMCIV	PAP to be updated at regular intervals
Formulation, quality assurance and approval			
Initiate development of Project Documents	April 2024	DIGNITY/HUMCIV	Standard project documents can be found on amg.um.dk → Bilateral cooperation → Guidelines for Country Strategic Frameworks Programmes and Projects
Request for appraisal in september forwarded to LÆRING (ELK)	April 2024	HUMCIV	
Draft Results framework and TOC	**1 June 2024**	DIGNITY	To be aligned with amount proposed in FFL25
Draft Project document and annexes, excluding section 11 of the proposal narrative (country specific project descriptions)	**28 June 2024**	DIGNITY/HUMCIV	DIGNITY submits to HUMCIV
Forward draft of project document to LÆRING (ELK) for **public consultation**	1 August 2024	HUMCIV/LÆRING (ELK)	An early draft should provide sufficient outline of the intended project/programme without having all details fully fleshed out.
Public consultation period	1 – 13 August	LÆRING	
Meeting in Danida Programme Committee	13 August 2024	LÆRING (ELK)/HUMCIV	List of received responses from the consultation
Adjustment of project documents following feedback from PC	13 August – 15 September		Summary conclusions from the Programme Committee taken into account. HUMCIV coordinates with DIGNITY.

Draft Project document and annexes submitted by DIGNITY for appraisal	**15 September**	DIGNITY/HUMCIV	DIGNITY submits to HUMCIV
Quality assurance: Appraisal by LÆRING	15 September – 15 October	Development specialist from LÆRING (ELK)	An independent view must be safeguarded during appraisal. HUMCIV submits to LÆRING.
Deadline for submission by LÆRING of draft appraisal report, including summary of conclusions and recommendations	15 October 2024	Development specialist from LÆRING (ELK) or HUMCIV	
HUMCIV and DIGNITY provides feedback to draft appraisal report	15 October 2024 – 18 October kl. 12		
LÆRING submits final appraisal report integrating comments from HUMCIV and DIGNITY	23 October 2024	Development specialist from LÆRING (ELK) or the responsible unit	
Adjustment of project documents following feedback from appraisal	23 October - 4 November 2024		DIGNITY coordinates with HUMCIV
Final Project Document, annexes and appropriation cover note	**4 November**	DIGNITY/HUMCIV	DIGNITY submits to HUMCIV
Final Project Document, annexes and appropriation cover note forwarded to LÆRING (ELK)	4 November	HUMCIV	HUMCIV submits to LÆRING (ELK) Min. 13 working days before meeting in Council for Development Policy
Presentation to the Council for Development Policy	21 November	HUMCIV	
The minister approves the project	Ultimo Q4 2024	LÆRING (ELK) submits the proposed project/programme together with the minutes of meeting	After Council for Development Policy meeting
Final deadline for approved project	1 December	HUMCIV/LÆRING	
Initial actions following the Minister's approval			
LÆRING (ELK) facilitates that grant proposals are published on Danida Transparency after the Minister's approval		LÆRING (ELK)	
Signing of legally binding agreement	After the Minister's approval	HUMCIV/DIGNITY	

Register commitment(s) in MFA's financial systems within the planned quarter	After agreement(s) are signed	HUMCIV	
Disbursement		HUMCIV	