

Support to DIGNITY 2025-2029: A World without Torture

<p>Key results: The programme responds to the global challenge of prevalent torture and other forms of violence¹ 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.</p> <p>Justification for support: The programme aligns with the Danish development strategy in committing to <i>provide knowledge, networks and resources to assist the work on eliminating torture and other cruel, inhuman or degrading treatment</i> and to promote the rights and dignity of marginalized groups.</p> <p>Through a combination of collaborative research, advocacy at multiple levels, and development partnerships with local actors across 3 regions/8 countries, the programme will promote Denmark's goals of a human rights- and rule-based international order with strong champions and allies in the 'Global South'.</p> <p>Furthermore, in applying an intersectional, human rights-based approach with a focus on promoting and protecting rights of groups most at risk of torture and other forms of violence, including sexual and gender-based violence, the programme contributes to Denmark's overall vision of resilient and gender just societies.</p> <p>Major risks and challenges: The programme 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 the safe, to contexts with high levels of mortality and violence due to armed conflict. This may have impacts at organisational, partnership and project levels.</p>	File No.	24/03792						
	Countries	Liberia, Uganda, Sierra Leone, Kenya, Burkina Faso, Myanmar, Palestine, Libya						
	Responsible Unit	HUMCIV						
	Sector	Civil Society and Human Rights						
		<i>DKK million</i>	2025	2026	2027	2028	2029	Total
	Commitment							Tbd.
	Projected Disbursement							Tbd.
	Duration	5 years: 2025-2029						
	Finance Act code.	06.32.08.40						
	Head of unit	Birgitte Nygaard Markussen						
	Desk officer	Cecilie Busmann Münster						
	Reviewed by CFO	YES: Kasper Thede Anderskov						
	Relevant SDGs							
 No Poverty		 No Hunger		 Good Health, Wellbeing		 Quality Education		
 Gender Equality		 Clean Water, Sanitation		 Affordable Clean Energy		 Decent Jobs, Econ. Growth		
 Industry, Innovation, Infrastructure		 Reduced Inequalities		 Sustainable Cities, Communities		 Responsible Consumption & Production		
 Climate Action		 Life below Water		 Life on Land		 Peace & Justice, strong Institutions		
 Partnerships for Goals								

Objectives:

Overall goal & impact:

The vision of the programme is a world without torture. Its intended impact is that rights holders are protected from torture and other forms of violence and survivors have access to quality rehabilitation and justice.

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:

DIGNITY's current grant expires by the end of 2024 (53 DKK mio. annually). All documentation concerns a new programme period 2025-2029, which is to be prepared in the autumn of 2024.

The new programme will go through public consultation, program committee, assessment by LEARNING, UPS and ministerial approval during the autumn.

Budget: Suggested budget as per scenario 3 above:

A - DIRECT COSTS	317,070 DKK million
B - INDIRECT COSTS	22,930 DKK million
Total	340,000 DKK million

Environment and climate targeting - Principal objective (100%); Significant objective (50%): N/A

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

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List of abbreviations

ACHPR	African Commission on Human and Peoples' Rights
CIDTP	Cruel, inhuman or degrading treatment or punishment
CSO	Civil society organisation
DDD	Doing Development Differently
GBV	Gender-based Violence
HUMCIV	Department of Humanitarian Action, Civil society and Engagement
IASC	Inter-agency Standing Committee
LGBT+	Lesbian, Gay, Bisexual, Transsexual and other sexual and gender minorities
MEAL	Monitoring, Evaluation, Accountability and Learning
MHPSS	Mental health and psychosocial support
NANHRI	Network of African National Human Rights Institutions
NGO	Non-governmental Organisation
NHRI	National Human Rights Institute
NPM	National Preventive Mechanism
OH	Outcome Harvesting
OHCHR	Office of the High Commissioner on Human Rights
SDG	Sustainable Development Goal
UN	United Nations
UNCAT	UN Convention Against Torture
WHO	World Health Organisation

1. Introduction

In its capacity as a global champion in the fight against torture, the Danish Ministry of Foreign Affairs partners with DIGNITY – Danish Institute Against Torture to implement the *A World without Torture* Programme.

The present development engagement document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning *Support to DIGNITY 2025-2029: A World without Torture* as agreed between the parties: DIGNITY – Danish Institute Against Torture (henceforth ‘DIGNITY’), and the Department of Humanitarian Action, Civil society and Engagement in the Ministry of Foreign Affairs of Denmark (henceforth ‘HUMCIV’).

This development engagement document and enclosed annexes is an appendix to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below.

2. Context and justification

2.1 Development challenge

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.¹ Torture undermines societal trust and cohesion, as well as the stability and development prospects of societies.² 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.³

Torture occurs, persists, and evolves differently in different contexts. Various actors are involved with different motivations and objectives.⁴ Torture occurs where the growth conditions for it exist.⁵ In the contexts where this programme will be implemented, the growth conditions are fertile: violence is entrenched in cultural and social practices. Violence permeates social relations in families, in community life and in state-citizen relations. The lack of accountability perpetuates violence and fosters cultures of impunity where rule of law cannot take root.

The causes of entrenched violence, ultimately resulting in torture as the most extreme form of violence, are multifaceted. They include poverty and conflicts over resources, histories of oppression, marginalization and inequality that render certain groups more vulnerable than others, weak institutions that are ill-equipped to prevent and address abuses, abrasive state-citizen relations, militarized and punitive approaches to justice.⁶

Furthermore, in the countries where the programme 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

¹ Başoğlu M, Marks I. (1988): *Torture*. British Medical Journal Dec 3; 297(6661); DIGNITY (2013): *Field Manual on Rehabilitation*.

² Krug EG, et al (2002): *World Report on Violence and Health*.

³ *Findings and recommendations from the UN Committee Against Torture*

⁴ Einolf, C. J. (2023): *Understanding and Preventing Torture: a Review of the Literature*. Human Rights Review. Vol. 24 (3)

⁵ Celermajer, D. (2018): *The Prevention of Torture: An Ecological Approach*. Cambridge: Cambridge University Press.

⁶ Jefferson, A. (2024): *Prison reform and torture prevention under ‘compromised circumstances’*. Criminology & Criminal Justice; Vol. 24 (2)

and participate in private, public, and economic life.⁷ It can have a ripple effect, perpetuating cycles of trauma and violence – starting with violent behaviours with families and communities.⁸

2.2 Programme context

Although torture is universally and absolutely prohibited by international treaty and customary law, it is widely practiced across the globe. Torture is 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 officials, often targeting poor and marginalized 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. Political rights and civil liberties have declined globally in the last 18 consecutive years.⁹ 71% of the world’s population, 5.7 billion people, live in autocracies – an increase from 48% ten years ago – and the global level of democracy is now down to the 1985 level.¹⁰

These developments put further pressure on the work to prevent torture, rehabilitate survivors, and promote justice and accountability. Civil society organizations around the world, including human rights defenders, operate under shrinking civic spaces, enhanced forms of repression and intimidation.¹¹ Legal safeguards, rule of law, and independent oversight bodies are increasingly undermined.¹² Mass incarceration and ‘tough on crime’ policies result in significant overcrowding in prisons around the world.¹³

New digital technologies have expanded opportunities for democratic participation amongst women and LGBT+ persons. At the same time, these technologies – including surveillance powers, disinformation techniques, and AI – allow states to enhance and sophisticate repression of populations and critical voices.¹⁴ Such technologies are potent tools in the propagation of new forms of technology facilitated gender-based violence.

The rise of authoritarianism and erosion of human rights and democratic values are intimately linked to - and often further exacerbated by – other key global challenges, notably climate change, armed conflicts, global health threats, and displacement and refugee crises.¹⁵

Despite these developments, the context of implementation also offers some new opportunities for action and positive changes 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 being applied and shared around the world.¹⁶

⁷ Wang SJ, Bytyçi A, Modvig J. et al. (2017): *A novel bio-psycho-social approach for rehabilitation of traumatized victims of torture and war in the post-conflict context: a pilot randomized controlled trial in Kosovo*. Conflict Health; 10(34) WHO (2022): *World Mental Health report. Transforming mental health for all*

⁸ Wisdom, CS. (1989): *The cycle of violence*. Science. New Series, Vol. 244 (4901); Krug EG, et al (2002): *World Report on Violence and Health*.

⁹ Freedom House (2024): *Freedom in the World 2024*

¹⁰ V-Dem Institute (2024): *Democracy report 2024. Democracy Winning and Losing at the Ballot*

¹¹ Westminster Foundation for Democracy (2020): *Addressing the global emergency of shrinking civic space and how to reclaim it: A programming guide*

¹² V-Dem Institute (2024): *Democracy report 2024. Democracy Winning and Losing at the Ballot*

¹³ Penal Reform (2021): *Imprisonment and prison overcrowding*

¹⁴ Feldstein, S. (2021): *The Rise of Digital Repression. How Technology is Reshaping Power, Politics, and Resistance*

¹⁵ Lawrence, M. et al (2024): *Global polycrisis: the causal mechanisms of crisis entanglement*

¹⁶ Global Platform / MS Action Aid: *Global Social Movement Centre (MOVE)*

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.¹⁷ 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 atrocity crimes, this offers some hope for a stronger drive towards accountability for perpetrators and justice for victims.¹⁸

2.3 Key issues to be addressed

The programme responds to the global challenge of prevalent torture¹⁹ and other forms of violence²⁰ 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. In pursuit of an overall vision of a world without torture, the programme aims to address the four key issues described in detail below:

Issue #1: Prevalent torture and inhuman treatment

Despite its universal and absolute prohibition, and a battery of international standards for documenting and preventing it, torture occurs in all societies to different degrees. In some contexts, torture is a deliberate strategy of oppression. In other contexts, it is the end-result of resource scarcity and neglect in the criminal justice system.

In places where torture is condoned at the highest level of government and perpetrated with intent to inflict severe pain and suffering, the space for tackling the issue through capacity strengthening and dialogue is limited. In contexts where torture is primarily the result of weak institutions, there is, on the other hand, room for promoting institutional reform and behavioural change through transformative engagement with change agents. The specific challenges which will be addressed in the programme are the following:

Prison overcrowding: The global prison population is record high.²¹ Many countries, including the target countries of this programme, have high levels of prison overcrowding, which is known to increase the risk of ill-treatment.²² The programme will address this issue by generating evidence and advocating with national and international duty bearers for implementation of measures that

¹⁷ OHCHR: *Voluntary Fund for Technical Cooperation in the Field of Human Rights*

¹⁸ Trail International (2024): *Universal Jurisdiction Annual Review 2023*

¹⁹ Torture refers here to Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (CIDTP) as defined in the UN Convention Against Torture.

²⁰ Other forms of violence are understood as acts carried out by non-state actors or public officials not acting in an official capacity. Such practices of violence may infer state responsibility, if the state has failed to fulfil its positive obligations to protect individuals from such violence and/or to prevent, investigate, prosecute and punish perpetrators of such acts.

²¹ Penal Reform International & Thailand Institute of Justice (2024): *Global Prison Trends 2023*

²² DIGNITY Fact Sheet (2019): *Pre-trial detention*. Contains a list of references to evidence

reduce the prison population by promoting e.g. reduced use of pre-trial detention and increased use of non-custodial measures at the trial and post-trial stage, such as early conditional release.²³

Poor prison health care: Overcrowding and scarce resources result in poor health conditions in prisons. This is detrimental to the physical and mental health of people in detention, often amounting to inhuman treatment and impacting on overall public health.²⁴ The programme will address this issue by generating baseline knowledge and evidence and advocating and working with national and international duty bearers to change practices to improve access to health care in prisons, including to most vulnerable groups such as persons with mental health disorders, LGBT+ community and women.

Weak safeguards in police custody and coercive policing. In the contexts where this programme will be implemented, police brutality or excessive use of force upon arrest and during interrogation are prevalent.²⁵ The issue will be addressed through generating evidence, advocating and where possible training police, prosecutors, and judges to ensure implementation of basic safeguards and foster a paradigm shift that replaces coercive interrogation with investigative interviewing.

Lack of independent oversight. Preventive monitoring of places of detention by independent bodies is one of the most effective ways of preventing inhuman treatment and improving conditions in prisons.²⁶ In the contexts where this programme will be implemented, monitoring institutions are weak, ill-capacitated and lack strategies to engage effectively with state institutions to help prevent torture and ill-treatment. This issue will be addressed through capacity strengthening of civil society organisations and other oversight bodies engaged in monitoring through skills development, networking, and knowledge.

Need for critical prison research and new approaches. While promoting the implementation of human rights standards in the criminal justice system are important, it is equally important to foster critical perspectives on imprisonment as such. Therefore, the programme will produce critical prison research with a view to generate new perspectives on pathways to justice that go beyond the ambition of making a broken system work better.²⁷

Issue #2: Violence in communities and families

Torture is not an isolated phenomenon. It occurs where the growth conditions for it exist. Such conditions are fertile in the areas where this programme will be implemented, namely in societies where violence permeates relations in families, in community life and in state-citizen relations. Thus, to effectively prevent torture, it is necessary to identify and address the causes and underlying factors, which enable and sustain torture and ill-treatment. The specific challenges which will be addressed in the programme are the following:

Exclusion and stigma. Distinct historical and structural patterns of discrimination create conditions that render certain groups more at-risk of violence and abuse. At-risk individuals are often also the most marginalized when it comes to access to social and economic opportunities. When youth, women, LGBT+ individuals, persons with mental health disorders and others are excluded and

²³ An example hereof is: DIGNITY (2021): *Pre-Trial Detention*; or Abuaneh, A., & Søndergaard, E. (2023). *International Perspectives on Jordan's Legislation on Deprivation of Liberty Prior to Trial*. Arab Law Quarterly

²⁴ DIGNITY Fact Sheet (2022): *Prison Overcrowding*. Comprise a list of references to evidence

²⁵ DIGNITY (2018): *Extra-custodial use of force. Enhancing human rights protection in urban areas through a comprehensive approach*.

²⁶ DIGNITY (2021): *Monitoring Health in Places of Detention. An overview for health professionals*

²⁷ Examples hereof include Jefferson, A.M. & Martin T.M. (2019): *Prison Ethnography in Africa: Reflections on a Maturing Field*. Politique africaine 2019 (3); Jeffries, S., Jefferson, A.M et al (2022): *Gender, Criminalization, Imprisonment and Human Rights in Southeast Asia*

stigmatized, it legitimizes violence against them, and generates new cycles of violence within and amongst groups. The programme will address the challenge by empowering marginalized individuals to claim their rights, and by engaging and including them in participatory processes that find and implement solutions to community violence.

Abrasive state-citizen relations. Mistrust and abrasiveness characterize the relations between authorities and civil society in the contexts where this programme will be implemented. Citizens lack trust in state institutions due to poor governance, weak access to services, and lived experiences of violent law enforcement. It results in a toxic climate for managing conflicts peacefully.²⁸ The programme will address this challenge by opening spaces and facilitating constructive dialogue between duty bearers and rights holders from different sectors towards collaborative action that create safer communities.²⁹

Weak capacity for violence prevention leadership. When authorities, as is the case many low-resource, post-colonial countries, are trained in and incentivized to implement their mandates through coercion rather than through dialogue and joint action, they generate violence and insecurity rather than addressing it. Vice-versa, when civil society actors have limited skills and few avenues to claim their rights, seek dialogue and promote joint action, the strongest actors rule and no constructive dialogues between duty bearers and rights holders take place. The programme will address this issue by strengthening the skills of leaders from state institutions and civil society to collaborate and take joint action to prevent violence and create safer communities.

Issue #3: Limited access to rehabilitation for survivors

Survivors of torture and other forms of violence often experience a decrease in functioning to an extent where it becomes a barrier for self-reliance and participation in family, work, and community life.³⁰ When the effects of trauma are not addressed, survivors of torture and other traumatic events are left behind. They cannot meaningfully participate in society and therefore risk becoming further marginalized.³¹ In the least developed countries, the access to rehabilitation is extremely limited. In already under-resourced health systems, mental health has notoriously had low priority and scarce resources are often allocated to a few psychiatric institutions in big cities.³² Specialized health, notably mental health, services are thus not available. Economic and educational opportunities are limited and those that exist are inaccessible to people living with trauma or other forms of functional impairment.³³ The specific challenges which will be addressed in the programme are the following:

Lack of access to health care, notably mental health. The programme will be implemented in societies with weak public health systems. All specialized services are scarce – specialized torture rehabilitation not the least. The programme will address this issue by promoting outreach of basic health services with focus on mental health and pain alleviation. It will strengthen capacities of

²⁸ 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).

²⁹ Kjaerulf, F, Vejborg Andersen, S. and Ronsbo, H (2024): *Leadership Development as a catalyst in partnership projects*. Praxis Paper. DIGNITY publication series #46.

³⁰ See for example: Miller, K.E. et al (2020): *Strengthening parenting in conflict-affected communities: development of the Caregiver Support Intervention*. Global Mental Health, 7. Lambert, J. & Skovengaard, A. (2023): *Mental health and well-being of adult Syrian refugees and host population in Jordan*. Copenhagen: DIGNITY. Publication Series #40

³¹ As an example, research on PTSD affected populations evidence increased risk of chronic disease, accelerated aging, and premature mortality – disproportionately affecting disadvantaged groups. See Koenen, K.C. et al (2017): *Posttraumatic stress disorder in the World Mental Health Surveys*. Psychological Medicine. Vol 47(13). See also Op den Kelder, R. et al., (2018). *Executive functions in trauma-exposed youth: A meta-analysis*. European journal of psychotraumatology, 9(1); Østergaard, ML.D, Brasholt, M. et al (2023): *Vulnerability factors in conflict-related mental health*. *Medicine, Conflict and Survival*. Vol 39 (1)

³² WHO (2022): *World Mental Health report. Transforming mental health for all*.

³³ UNICEF (2021): *The State of the World's Children 2021*

local health providers to deliver non-specialized, outpatient services through public health clinics in hard-to-reach areas and by strengthening referral structures to other types of locally available public services. This will improve basic functionality levels and prevent survivors and at-risks groups from developing severe health conditions.

Weak referral structures. Where services are available, marginalized individuals have challenges in accessing them due to lack of awareness, poor collaboration between service providers or even deliberate exclusion linked to stigma. With point of departure in a survivor-centred approach to rehabilitation, the programme will promote access to a broad range of services based on survivors' needs and preferences, which may include support to medical care, retrieve legal documents, establish livelihoods, enrol in educational activities, benefit from social safety nets or other. Therefore, the programme will address the challenge of limited access to services by strengthening referral networks between locally available services.

Limited trauma awareness. In poor and marginalized communities, there is typically very limited knowledge of trauma. It restricts the ability of service providers and social networks to understand the specific needs and behavioural patterns of people living with health effects of traumatic events. Lack of knowledge creates barriers for accessing services, and often feeds public narratives leading to stigma. The programme will address this challenge by raising awareness on the impacts of trauma amongst local service providers, notably community health clinics, community leaders and in the public.

Issue #4: Limited access to justice for survivors and lack of accountability for perpetrators

In the countries targeted by this programme, survivors of torture and other forms of ill-treatment have limited access to justice. Cultures of impunity take root when torture is not investigated and prosecuted, where perpetrators face no consequences of their actions, and where victims have no opportunities to obtain justice. Where state actors are complicit, there is very limited opportunity to pursue domestic accountability for perpetrators. Instead, survivors, affected communities and civil society organisations document torture to build international pressure for accountability, to build cases for international prosecution or universal jurisdiction cases, and/or to pursue other forms of accountability through locally driven processes. Yet, capacities to pursue accountability are lacking. The specific challenges, which will be addressed in the programme are the following:

Weak documentation capacities. Amongst civil society actors in the programme's contexts, there is typically a lack of capacity amongst civil society actors to collect, store and analyse evidence of torture and related violations in accordance with international human rights or criminal justice standards. Moreover, CSOs often lack the skills to process the evidence and channel it effectively to appropriate accountability bodies, including national prosecution authorities or international courts or human rights mechanisms. The programme will address the challenge by strengthening capacities to collect, store, preserve and analyse evidence of torture and related human rights violations – and to make submissions in pursuit of justice and accountability at national and/or international accountability bodies.

Lack of survivor-centred, trauma-informed approaches. CSOs engaged in documentation of human rights violations often lack the knowledge and skills to meet survivors' needs and preferences in a holistic and trauma-informed manner. While all genuine human rights CSOs buy into the do-no-harm principle, they often lack skills to identify and respond to risks of re-traumatization in a comprehensive manner, and to assist survivors beyond recording their testimonies. The programme will address this issue by strengthening capacities amongst CSOs in applying a survivor-centred, trauma-informed approach to accountability.

Limited access to international accountability avenues. Local CSOs, with a few exceptions, typically have limited access to international accountability institutions, including UN treaty bodies, Special Rapporteurs, international and third-country courts. The disconnect between local actors with knowledge and international accountability bodies creates missed opportunities for accountability and justice. The programme will address the challenge by empowering local CSOs in consolidating and submitting evidence of human rights violations to national and international accountability bodies with the capacity to promote the rule of law.

Insufficient attention to local accountability processes. Legal accountability processes are resource demanding, time intensive and often distant from affected communities. Therefore, the programme will seek to explore complementary opportunities for justice and accountability that is immediately meaningful for communities and strengthen local ownership, notably different forms of restorative, transitional or customary accountability at local level.³⁴

2.4 Lessons learnt

The programme builds on extensive expertise and many years of experience from DIGNITY's work to prevent and document torture, CIDTP and other forms of violence and to strengthen access to quality rehabilitation and justice. This section provides an overview of some of the key experiences and lessons learned which have informed the programme.

Understanding why and how torture and violence occur is crucial to effectively prevent it.

Research emphasizes the importance of addressing the structural causes of torture and violence, i.e. the underlying social, political, cultural, and institutional factors that perpetuate the occurrence of torture. Only by identifying and understanding the causes of torture and the causal chain can it be prevented. It is therefore paramount to understand the complex phenomenon of torture and violence as it occurs, persists, and evolves in different contexts, with multiple actors involved in its causation and with multiple motivations for each actor.

DIGNITY has extensive experiences in conducting research on the root causes of torture and violence and to using the knowledge to develop inter-disciplinary approaches at multiple levels to meaningfully challenge the structures and cultural norms that tolerate torture and violence.³⁵ This linkage between exploring and understanding what approaches and which combination of approaches are most effective will be an integrated part of the programme towards developing and implementing effective, evidence-based interventions to prevent torture and violence.

Independent and effective oversight bodies and safeguards are key to torture preventive efforts.

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. Through this work DIGNITY has been able to generate new knowledge and contribute to international norm-setting.³⁶ However, low institutional capacity levels as well as compromised independence makes it challenging to promote even basic human rights standards in the programme's target countries.

³⁴ Jensen, S. & Kelly, T. (2022): *Rethinking human rights protection: lessons from survivors of torture and beyond?*. Journal of the British Academy. Vol. 10

³⁵ Examples include: Jefferson, A. (2024): *Prison reform and torture prevention under 'compromised circumstances'*. Criminology & Criminal Justice; Vol. 24 (2); Jefferson, A. M. & Martin, T.M. (2023). *Monitors and ethnographers: a reflection on affinities and potential synergies*. Prison service journal, no. 265;

³⁶ Iacopino, V. Modvig, J. et al (2022). *Istanbul Protocol 2022 empowers health professionals to end torture*. The Lancet, 2022 June 29, vol. 400(10347)

In the African context, DIGNITY has gained positive experience in strengthening capacities of CSOs in undertaking independent prison monitoring and promoting CSO dialogues with state authorities and NHRIs. Most recently, an initiative to strengthen capacity of regional networks such as the Network of African National Human Rights Institutions (NANHRI) appears to be a promising strategy for promoting torture prevention in Africa. However, there is still a need to explore different avenues for strengthening independent oversight and improved safeguards in the region, which will be an important focus area of the programme.

Adopting holistic, intersectoral approaches to violence and torture prevention with a focus on mutual accountability is an effective way to achieve sustainable changes.

From ongoing work and research, DIGNITY has learned that joint analysis and collaboration amongst diverse actors improve the collective understanding of complex problems that generate violence. Bringing state and civil society actors into constructive dialogue spaces creates a sense of mutual accountability and can lead to social innovation towards more effective and more sustainable prevention of violence and provision of safety.³⁷

DIGNITY has longstanding experience in strengthening collaborations between and amongst civil society and state actors to promote conducive conditions for sustainable violence prevention. Amongst others, a scalable leadership programme has been developed, which has proven effective in changing harmful norms and attitudes and release the potentials for collective action that improve local governance and human security for the benefit of large at-risk populations.³⁸ Approaches and methods from this work will be scaled up in other contexts and mainstreamed into other violence preventions initiative within the present programme.

Community-based approaches towards rehabilitation services is an effective way to reach most beneficiaries and to ensure services meet the unique needs of survivors and at-risks populations.

Over the past five years, DIGNITY has increased its focus on developing scalable approaches towards strengthening access to quality and trauma-informed rehabilitation. This has included initiatives to strengthening community-based structures, formal as well as informal with the purpose of bringing the services closer the beneficiaries and implementing shorter therapeutic interventions that can be implemented by non-specialists.³⁹ Although, the long-term ambition is to strengthen the capacities of formal structures to provide better services according to their obligations, the reality in many contexts is that survivors seek the health services they trust and have access to. The most vulnerable often seek such services within informal structures as access to formal services unavailable or services are not trusted.

While significant achievements have been made in increasing timely access to quality and trauma-informed rehabilitation through scalable approaches, there remains an immense and urgent needs for rehabilitation services to at-risk populations and survivors in low resource settings.⁴⁰ Continuous efforts will be made in further strengthening and scaling-up contextualised community-based approaches and access to holistic services. This will be done by developing new approaches for working with informal structures to ameliorate their interventions and through

³⁷ 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).

³⁸ Kjaerulf, F, Vejborg Andersen, S. and Ronsbo, H (2024): *Leadership Development as a catalyst in partnership projects. Praxis Paper*. DIGNITY publication series #46.

³⁹ Example: DIGNITY (2022): *The DIGNITY Physiotherapy Pain School for Trauma-Affected Populations. A Manual for group and individual treatment*.

⁴⁰ WHO (2022): *World Mental Health Report. Transforming mental health for all*.

establishing and reinforcing local referral channels and partner networks to link with formal structures and make appropriate referrals to relevant services towards better meeting the unique needs of survivors.

Survivor-centred justice for survivors and accountability for perpetrators of torture, CIDTP and other human rights violations is imperative for promoting rule of law.

In the last three years, DIGNITY has increasingly used its experiences and expertise to promote justice for survivors of torture and accountability for perpetrators. Drawing on a track-record in medico-legal documentation of torture and a research base and technical expertise in addressing and treating trauma and mental health and psychosocial support (MHPSS), DIGNITY has demonstrated a comparative advantage in empowering civil society in adopting a survivor-centred and trauma-informed approach to accountability.

Significant achievements have been made in establishing a coalition of national and international CSOs that join forces to collect, consolidate, verify, and preserve evidence of gross human rights violations in Belarus and Ukraine using a survivor-centred approach. Experiences from this work has built the foundations for addressing some of the key challenges in other regions under this programme to further pursue accountability, justice and rule of law. This will include further strengthening the interlink between trauma sensitivity, treatment and accountability to ensure the well-being of the survivors in accountability processes.

South-South learnings and the establishment of multiple and diversified network are crucial to address complex challenges and achieve global influence.

Torture is a complex phenomenon, which can only be effectively addressed by applying multiple strategies and working with a range of different actors and stakeholders. Over the past four years DIGNITY has strengthened partner-driven (south-south) learning, experience exchange and joint advocacy. The south-south learning initiative has contributed in significant ways to enhancing trust and learning between DIGNITY's partners. This work will continue and be a key element of the present programme where the network will be further strengthened to take on partner-led coordinated efforts to promote partnership exchange and shared advocacy amongst other towards the African Commission on Human and Peoples' Rights (ACHPR).

A systematic incorporation of advocacy into projects and creation of linkage between local and global advocacy efforts is key to achieve changes.

DIGNITY's advocacy has been increasingly focused on strengthening links between international and national-level advocacy towards influencing social change in target countries. Advocacy gains have included changes to law, policy and practice relating to torture prevention and rehabilitation. Advocacy has been more consistently embedded in development projects with partners through increased support to partners' advocacy at local, national and regional levels. Simultaneously, partners have increasingly contributed to joint advocacy via DIGNITY's access to international fora, thereby ensuring that locally collected evidence was brought to the global level.

Advocacy under this programme will include an intensification of advocacy at the national level through increased networking and support to partners, as well as continued efforts to embed international, regional, national, and local advocacy in DIGNITY's international projects and partnerships.

Ensuring alignment between research, international programmes and advocacy enhances potential for impact.

Bridging research, international programmes and advocacy produces significant advocacy gains. Empirically informed and evidence-based advocacy increases the credibility and value of DIGNITY's messaging, thereby creating greater potential for impact. Evidence from research and interventions with partners has been used to inform the development of new international norms and to promote compliance with anti-torture norms at the domestic level. Conversely, advocacy is required to promote the knowledge emerging from DIGNITY's research and interventions, hereby maximising the potential for DIGNITY's research to generate change. The programme will therefore continue to have a strong focus on integrating advocacy, research, monitoring and documentation.

Delivering in a humanitarian crisis with a development and human rights mandate requires careful consideration of added value.

Over the past decade, some of DIGNITY's intervention contexts have become increasingly fragile and conflict prone. In many places with a co-existence of extreme levels of poverty and severe basic needs amounting to humanitarian crisis. DIGNITY has adapted to the need of operating in the humanitarian-development nexus by adopting less specialized and more flexible, scalable intervention models – particularly when it comes to rehabilitation. Moreover, the Covid-19 pandemic prompted greater flexibility for partners in re-programming to address acute needs and move capacity development activities online. Russia's full-scale invasion of Ukraine in 2022 prompted development of intervention models that combine documentation of war crimes with immediate individualized protection assistance to survivors.

In recognition of new requirements for responding in humanitarian crisis, DIGNITY became member of the CHS Alliance in 2021 and performed a CHS self-assessment in 2023. It pointed to strengths when it comes to relevance, local leadership and do-no-harm, but also unravelled areas of improvement, related to beneficiary participation, feedback and complaints mechanisms. Moreover, the MFA review of DIGNITY pointed to a need for carving out DIGNITY's role and added value in humanitarian response with a view to ensuring compliance with humanitarian principles and establish better access for DIGNITY's beneficiaries to humanitarian support.⁴¹

Therefore, in contexts with humanitarian needs, the programme will be implemented based on the following principles: (1) Meeting basic needs of vulnerable individuals can be implemented under the principle of last resort.⁴² This requires a careful analysis of other responding actors and delivery of such aid only if there are no other options available or no other actors to refer to. Further, it obliges DIGNITY to introduce partners to humanitarian principles and standards for humanitarian action (CHS), and to monitor and support partners in implementing them. (2) Individualized protection assistance can be delivered across interventions if partners are familiar with humanitarian principles and operate according to humanitarian protection standards. It is DIGNITY's obligation to ensure that such capacity is in place with partners. (3) In all interventions under this programme, measures will be implemented that expand targeted rights holders' access to services and their opportunities for accessing rehabilitation and justice. This includes systematic strengthening of referral pathways and coordination with other actors. (4) If DIGNITY's expertise and research capacity can add value to a humanitarian response, research or advisory to other humanitarian actors can be delivered if it enhances the impact of the specific country programme.

⁴¹ MFA (2024): *Mid-term Review Report of "A World without Torture 2021-24"*

⁴² In line with obligations International Humanitarian Law, INGOs are ethically and operationally obliged to deliver humanitarian assistance to protect and assist those in need when no other options are available.

2.5 Implementation contexts

The programme will be implemented in 8 countries across 3 regions:

- Sub-Saharan Africa: Liberia, Sierra Leone, Burkina Faso, Kenya, Uganda. Implementation in South Africa will be passed out in 2025
- MENA: Palestine, Libya
- Asia: Myanmar

Country-level engagements will be complemented by cross-regional and global engagements focussed on international advocacy and cross-country research and learning.

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 prevent and combat 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 programme period.

The country-level projects will respond to different issues relevant to the context and the partners’ strengths and preferences. The table below summarizes the issues that will be addressed in the respective implementation countries and which goals from the result framework will be pursued in the specific context. The optional engagement themes are marked with (x).

A detailed overview of the projects and their contributions to the programme’s results framework are outlined in [section 10](#). Details on the partners and the rationales for their selection can be found in [Annex 2](#).

Country	Type of issues to be addressed	RF goals pursued			
		O1	O2	O3	O4
Liberia	<ul style="list-style-type: none"> • High levels of violence at community- and household level, incl. gender-based violence (GBV) • Vast prevalence of trauma and limited access to MHPSS and other forms of rehabilitation • Long-lasting impunity for war crimes 		x	x	x
Uganda	<ul style="list-style-type: none"> • Prevalent torture and ill-treatment in criminal justice system, incl. places of detention and impunity for perpetrators • High levels of violence at community- and household level, incl. GBV • Vast prevalence of trauma and limited access to MHPSS and other forms of rehabilitation 	x	x	x	x
Sierra Leone	<ul style="list-style-type: none"> • Prevalent torture and ill-treatment in criminal justice system, incl. places of detention • High levels of violence at community- and household level, incl. GBV 	x	x		

Kenya	<ul style="list-style-type: none"> • High levels of violence at community- and household level, incl. GBV • Vast prevalence of trauma and limited access to MHPSS and other forms of rehabilitation • Prevalent ill-treatment in places of detention 	x	x	x	
Burkina Faso	<ul style="list-style-type: none"> • Prevalent torture and ill-treatment in criminal justice system, incl. places of detention and impunity for perpetrators • (Vast prevalence of trauma and limited access to MHPSS and other forms of rehabilitation) 	(x)		(x)	x
Myanmar	<ul style="list-style-type: none"> • Prevalent torture and ill-treatment in criminal justice system, incl. places of detention and impunity for perpetrators • Vast prevalence of trauma and limited access to MHPSS and other forms of rehabilitation 	x		x	x
Palestine	<ul style="list-style-type: none"> • Prevalent torture and ill-treatment and impunity for perpetrators • Vast prevalence of trauma and limited access to MHPSS and other forms of rehabilitation 	(x)		x	x
Libya	<ul style="list-style-type: none"> • Prevalent torture and ill-treatment related and impunity for perpetrators 	x			x

2.6 Justification & strategic alignment

Relevance to Danish Development priorities

The World We Share: The programme is based on and informed by Denmark’s strategy for development cooperation, *The World We Share*, which establishes democracy and human rights as the foundation for Danish development cooperation. The strategy specifically commits 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 marginalized groups.

Through a combination of collaborative research, advocacy at multiple levels, and development partnerships with local actors, the programme will promote Denmark’s goals of a human rights- and rule-based international order with strong champions and allies in the ‘Global South’.

Furthermore, by applying an intersectional, human rights-based approach with a focus on promoting and protecting rights of groups most at risk of torture and other forms of violence, including sexual and gender-based violence, the programme contributes to Denmark’s overall vision of resilient and gender just societies. By improving functionality of survivors through better access to basic mental health care and other rehabilitation services, and by empowering populations at risk of violence, the programme is designed to enhance prospects for those most left behind.

While the programme will not tackle climate change directly, it 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 and survivors.

Sustainable Development Goals: the programme is aligned with the Agenda 2030 with particular contributions to SDG 16, 3, 5, and 11.

With regards to SDG 16 (Promote Peace, Justice and strong Institutions), the programme's focus on fighting torture will deliver contributions to reduce violence, end abuse and promote the rule of law.⁴³

With regards to SDG 3 (Ensure healthy lives and promote well-being for all at all ages), the programme will contribute to improve health amongst populations deprived of their liberty and increase access to basic health and other rehabilitation services for survivors of torture and other forms of violence towards enhanced access to health rights and improved well-being.⁴⁴

With regards to SDG 5 (Achieve Gender equality and empower all women and girls) the programme will contribute to the fight against sexual and gender-based violence by preventing such forms of violence at community level and by promoting more robust state action under their torture prevention obligations. Moreover, the rising share of women and sexual minorities in the global prison population requires particular attention in policy and practice for torture prevention addressed in this programme. With regards to SDG 10 (Reduce inequality within and among countries), the programme will contribute to empower at-risk populations to claim their rights to live free of torture through advocacy against discriminatory laws and practices.⁴⁵

Lastly, with regards to SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), the programme will deliver contributions to safer urban communities through multistakeholder violence prevention initiatives and state-citizen dialogues.⁴⁶

Doing Development Differently: This programme reflects the ambitions of the DDD agenda as adapted by Danish development policy to towards shifting towards more adaptive, flexible, and locally driven approaches to development:

County specific interventions will be 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 programme.

The monitoring methods applied in the programme allow for *managing for results*, ongoing *learning* and *adaptive management*. Outcome Harvesting (OH), which will be used as a key monitoring and evaluation tool, is designed to monitor and document *change*: who has changed how, and why (not). It captures the programme's contribution to change and allows for verification of outcomes by third parties. Participatory and collaborative harvest sessions with partners in combination with change-focused reporting formats facilitate ongoing adaptations.

Principles of *accountability, transparency and mutuality*⁴⁷ will be operationalized in the programme 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.

Lastly, the programme will be implemented through a *multidisciplinary, holistic approach* with strong *coordination* to other efforts that address the underlying causes and extended effects of torture. It

⁴³ 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*

⁴⁴ Specific contributions to target 3.4: *Reduce mortality from non-communicable diseases and promote mental health*

⁴⁵ 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*

⁴⁶ Specific contributions to target 11.1: *Inclusive and sustainable urbanization*.

⁴⁷ 'Mutuality' refers to partnerships in which partners interact in a respectful and equitable manner with good communication and genuine dialogue

will be operationalized through thorough stakeholder mapping, multi-purpose development engagements, including referrals, and coordinated advocacy.

Synergy with other Danish development engagements

At project level in implementation countries, the programme will seek synergies with other Danish supported programmes, notably those implemented by the MFA's Strategic Partnership Agreement partners. This will include collaborative stakeholder- and context analysis 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. Lastly, such coordination will seek to enhance the beneficiary population's access to various forms of support through strengthened referral pathways.

Similarly at project level, liaison and information sharing with Danish Embassies will be pursued to create synergies to other Danish (and EU) policy dialogues and development engagements in the specific countries, including human rights dialogues, private sector collaborations, bilateral support, incl. technical assistance to authorities.

At programme level, DIGNITY will seek collaboration coordination with 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.

For policy level, the programme will contribute to reinforcing the legitimacy and quality of UN bodies and agencies supported by the Danish government – not least OHCHR and the WHO.

Adherence to international aid standards

Relevance: The programme will be implemented in alignment with international as well as national policies and priorities. This includes alignment of programmes with existing frameworks of national human rights and health policies and programmes and working closely together with local authorities and other stakeholders to ensure that programme support and complements national efforts. Moreover, all interventions within the programme are context specific and tailored to the cultural, social and legal contexts of the target countries. Finally, DIGNITY's strong experiences in evidence-based approaches using research and evidence from local contexts to inform the design of programmes will ensure that interventions are based on the realities of the affected populations.

Impact: The programme is designed with a focus on long-term outcomes ensuring that interventions lead to sustainable improvements for the most vulnerable groups through systemic change. A key approach to achieving impact is by producing and using evidence as the foundation for facilitating collaboration between civil society organisations, governments, and international institutions towards more rights-respecting policies and legal frameworks. The programme will ensure the involvement of local communities and targeted stakeholders in programme design and implementation to ensure that interventions are most likely to have a lasting impact.

Effectiveness: The programme will be implemented under a strategic framework with achievable change-oriented objectives which a clear linkage to the global objective. A robust MEAL framework and methods will ensure progress towards achieving both intended and unintended outcomes. This includes collection of quantitative and qualitative data to assess the effectiveness

of interventions and identify needs for adjustments in response to new information and changing circumstances to enhance effectiveness.

Efficiency: The programme will promote efficiency by prioritising interventions that have high potential for impact and scalable solutions that can be expanded or adjusted based on available resources and changing needs. Compared to the preceding programme, interventions will be implemented in fewer locations through larger programme partnerships of longer duration, which will minimize transaction costs. A differentiated model for partnership management has been developed and will be applied in the programme, ensuring that DIGNITY administrative resources are spent on partners that need most support and reduce bureaucratic burdens of high-capacity partners. Moreover, DIGNITY's capacity to strengthen local partners and to facilitate sharing of best practices and lessons learned between partners will be applied to achieve efficiency.

Coherence: The programme will benefit from DIGNITY's strong track record in engaging and coordinating with stakeholders and development actors from the local to the global level, including Danish representations and other development actors and human right bodies such as UN and EU agencies, EU, INGOs, NGOs, ministries, research institutions as well as a range of diverse international working groups such as the Inter-agency Standing Committee (IASC) working group on MHPSS and the WHO Violence Prevention Alliance. The programme will furthermore be implemented based on a thorough understanding of stakeholders, existing policies and initiatives in the target countries drawing on partners' networks and in-depth knowledge of the actor landscape and coordination with other actors to ensure harmonization and coherence across the programme.

Sustainability: Creating local ownership and strengthening organisational capacities of civil society and state actors is an integrated part of the programme's sustainability- and exit strategy. The programme will be implemented in partnership with credible local actors anchored in the context, incl. CSOs, research institutions, government agencies and monitoring bodies which will enhance the potential for interventions to become locally embedded and continue beyond the programme's timeframe. Ongoing and structured organisational capacity development initiatives will potentially enable DIGNITY's partner to grow into respected and sustainable organisations with the potential to attract funding and influence decision makers to allocate resources for continuous support ensuring that interventions are sustained after the end of individual partnership engagements. Finally, the programme will seek to empower survivors of torture and at-risk populations by giving them a voice ensuring that their needs and perspectives shape the interventions and thereby enhances social and cultural sustainability.

3. Programme Objective & Theory of Change

3.1 Overall goal & impact

The vision of the programme is a world without torture. Its intended impact is that rights holders are protected from torture and other forms of violence and survivors have access to quality rehabilitation and justice.

3.2 Theory of change statement

Responding to the overall challenge that torture and other forms of violence are prevalent and poses 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 programme is that *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 in-human 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.

3.3 Key approaches

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

Integrating research, advocacy and development partnerships. A combination of research, advocacy, and development partnerships will be applied to affect change at different levels. The combination of evidence, voice and engagement with affected communities will make a difference for the ultimate beneficiaries, namely survivors and populations at risk of torture and violence.

Survivor-centred: Preferences, rights and needs of survivors and at-risk populations are the starting point for all interventions of this programme.

Intersectional, human rights-based: The programme is designed and implemented with a view to realizing human rights by (a) setting goals that contribute to respecting, protecting and fulfilling the absolute right to freedom from torture and other inhuman treatment, and the right to rehabilitation and redress for survivors; by (b) delivering outcomes focused on fostering willingness and developing capacities of duty bearers to meet their obligations as well as of rights-holders to claim their rights; and (c) by establishing processes for programme implementation that respect human rights by adhering to the principles of participation, accountability, non-discrimination and transparency. Cognisant of the multiple drivers of discrimination and vulnerability (e.g. race, ethnicity, religion, political or other opinion, national or social origin, disability, socio-economic status, and sexual orientation and gender identity) an intersectional approach is intrinsic to the programme's HRBA. It prompts a focus on identifying and including most vulnerable groups and individuals, understanding, and centring their needs and preferences, and generating change to their benefit.

Trauma-informed: The programme will be designed and implemented with careful consideration of the physical and mental health impacts that typically follow from experiences of torture and other forms of violence. It implies an ability of DIGNITY and partners to recognize signs of trauma and to respond appropriately thereby minimizing risks of causing further emotional harm to survivors (re-traumatization) and harm to those who help (secondary traumatization).

Local leadership and sustainability: The programme will be implemented through partnerships between DIGNITY and partners based in the Global South. DIGNITY's partnership policy and its trust-based framework for partnership management will be applied to promote local leadership. It entails co-creation of project interventions, joint knowledge generation, systematic strengthening of partners' organisational capacity, provision of core organisational support, and fostering networks between south-based partners. Strengthening partners' institutional capacity promotes sustainability of the outcomes delivered by the programme. Moreover, it secures long-

term presence of capable, and well connected CSOs, which is crucial to expand and sustain civic space and human rights activism in the implementation countries.

Impactful Learning: DIGNITY applies a systematic, evidence-based approach to capacity strengthening and capacity sharing which prioritizes ownership, content relevance and impact. Partners will be involved in designing and prioritizing the definition of learning objectives, needs assessments, trainings, mentoring feedback and other competency development activities to ensure relevance to everyday practices, learning needs and preferences of the target group. Monitoring methods, including Outcomes Harvesting, will enable measurement of programme's contribution to change in practices and behaviours of the target group.

Scalable interventions and outreach: The programme will prioritize reaching large populations affected by torture and violence, thereby reaching survivors. People who have been exposed to torture and other forms of violence do not often identify themselves as 'victims' or 'survivors' and therefore rarely seek specialized services but prefer locally available assistance for somatic and mental health problems. By strengthening the capacities of local health actors in responding to physical and psychological trauma through non-specialized, outpatient, community-based care, and through referral to other services, the programme will reach survivors in the most cost-efficient and contextually relevant way. Moreover, by preventing violence at community level, the programme will reach a large population at risk of torture.

3.4 Inputs

Through the programme DIGNITY will mobilize and apply several resources and programmatic approaches to counter the development challenge. The programme will particularly benefit from the organisation's many years of experience, knowledge, and expertise within the following areas:

- Partnerships: DIGNITY has established robust partnerships in the implementation countries with CSOs, research institutions and, in some places, state institutions. DIGNITY's status as a reliable development partner enables locally anchored implementation of the programme.⁴⁸
- Research and knowledge production: Decades of multidisciplinary (health, legal, ethnographic) research on rehabilitation and torture prevention in combination with systematic monitoring and evaluation inform the programme. CSO partners in the implementation countries will co-produce knowledge and thereby gain capacity to apply research-based methods and work evidence-based.
- Technical expertise: DIGNITY hosts a broad range of technical expertise in law, medicine, mental health, and research methods, which will be used in the programme to enhance partners' skills and capacity as they see relevant. DIGNITY's technical expertise will supplement and fertilize the equally important expertise and context knowledge held by partners.
- Advocacy capacity: DIGNITY has in-depth expertise in human rights advocacy at multilateral and national levels with access to a wide range of actors.⁴⁹ This platform for 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.

⁴⁸ DIGNITY builds and maintains partnerships with point of departure in its [Partnership Policy](#)

⁴⁹ 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.

3.5 Activities (if)

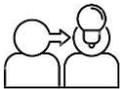
Applying the approaches and using the inputs described above, the following activities will be implemented in the programme:



Inclusion and empowering survivors and other rights holders: Through participatory approaches, the programme 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 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 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 create 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.



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 programme.



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.

3.6 Outcomes (then)

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

1. Civil society and State actors have strengthened capacities and willingness to prevent Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (CIDTP)
2. Civil society and State actors have strengthened capacities and willingness to prevent violence and create safer communities.
3. Civil society and State actors have strengthened capacities and willingness to provide quality and trauma-informed rehabilitation.
4. Civil society actors and State authorities have strengthened capacity and willingness to promote survivor-centred justice for survivors and accountability for perpetrators of torture, and related human rights violations and international crimes.

Please find an illustration of the programme’s theory of change in [Annex 3](#).

3.7 Assumptions (because)

The programme makes the following overall and cross-context assumptions about why and how it can deliver the outcomes:

All States, even authoritarian ones, are sensitive to international criticism of their torture and CIDPT practices.⁵⁰ 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 pressures 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, there are limited scope and opportunity to engage directly with state actors towards enhancing their willingness and capacity to respect, protect and fulfil the right to live free of torture, CIDPT and other forms of violence. In those contexts, the programme will focus on partnerships with civil society actors and international advocacy.

Within all states, there are change agents 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.⁵¹ Similarly to above, 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/CIDPT 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, where there are no incentives to torture, and/or where perpetrators are prosecuted and punished.⁵² Critical media coverage and competent civil society that document 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

⁵⁰ Einolf, C. J. (2023): *Understanding and Preventing Torture: a Review of the Literature*. Human Rights Review. Vol. 24 (3)

⁵¹ 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.

⁵² Carver R, Handley L (2016): *Does torture prevention work?* University of Liverpool Press, Liverpool.

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 assisting 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, their families and 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 programmes 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 actionable recommendations from international human rights bodies, which can be followed-up at national level.

3.8 Risks

The following common key risks factors may challenge the above assumptions across contexts:

Windows of opportunity for change may close in the implementation countries and locations. Social actors who have shown interest in collaboration may be silenced or change agendas if there are changes in the political context and/or if political crises or armed conflict erupt. Civil society partners may not be able to operate if civic spaces shrink further.

A global legitimacy crisis of the international human rights system caused by selective enforcement of human rights norms, political bias, double standards, geopolitical rivalries, and power dynamics risk undermining the programme's impact or legitimacy in the eyes of partners – be it civil society or state actors alike.

Instability and deteriorated security situations may undermine the longer-term horizons for engagement and trust-building with actors, which is needed to achieve durable change.

Complementary initiatives that address other key drivers of violence in the target areas – notably related to socio-economic development and stabilization - may get obstructed.

4. Summary of the 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		<ol style="list-style-type: none"> 1. Rights holders have enhanced power 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.
Targets	Midterm (Year 3)	<p>Minimum 75 civil society and state actors⁵³ 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).</p> <p>Minimum 400.000 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).</p>
	Endline (Year 5)	<p>Minimum 150 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).</p> <p>Minimum 560.000 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)</p>
Output 1		Civil society and state actors have strengthened capacity and willingness to prevent torture and CIDTP
Output indicator 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 - disaggregated by a) type of actor and b) type of change
Endline targets		<ol style="list-style-type: none"> i. Minimum 100 recorded examples⁵⁴ of actors <u>using</u> acquired or strengthened skills, tools, and knowledge in their work to prevent torture and CIDTP. ii. Minimum 35 recorded examples of CSOs and state actors with improved <u>institutional</u> practices for prevention of torture and CIDTP.

⁵³ 'Actor' in this results frame refers to an institutional entity – not an individual person

⁵⁴ 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.

	iii. Minimum 10 recorded examples of CSOs and state actors using evidence and knowledge generated through the programme to <u>influence</u> 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 - disaggregated by a) type of actor and b) type of change
Endline targets	i. Minimum 35 recorded examples of established or strengthened collaborations and dialogues between stakeholders to improve prevention of torture and CIDTP. ii. Minimum 30 recorded example of sustainable changes in policy and/or practice towards prevention of torture and CIDPT
Output 1.3	No. & extent to which individuals at risk of torture benefit from improved safeguards and other preventive measures - disaggregated by a) gender, b) age; c) location; and d) type of preventive measure
Endline targets	i. 14.000 individuals <u>reached</u> through initiatives aimed at improving preventive measures against torture and CIDPT ii. Minimum 60 recorded examples of how torture prevention initiatives have <u>affected</u> the target group.
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 70 recorded examples of actors <u>using</u> acquired or strengthened skills, tools, and knowledge in their work to create safer communities ii. Minimum 25 recorded examples of CSOs and state actors with improved <u>institutional</u> practices for violence prevention iii. Minimum 10 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.
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 110 recorded examples of <u>established or strengthened</u> collaborations and dialogues to improve prevention of violence ii. Minimum 40 recorded examples of <u>sustainable changes</u> 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.
Endline targets	<ul style="list-style-type: none"> i. Minimum 420.000 individuals <u>reached</u> through violence prevention initiatives. ii. Minimum 72 recorded examples of how violence prevention activities have <u>affected</u> 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	<ul style="list-style-type: none"> i. Minimum 80 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. Minimum 40 recorded examples of CSOs and state actors with improved <u>institutional</u> practices for rehabilitation. iii. Minimum 10 recorded examples of CSO- and state actors using evidence and knowledge generated through the programme <u>influence</u> 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	<ul style="list-style-type: none"> i. Minimum 110 recorded examples of <u>established or strengthened</u> collaborations and dialogues between stakeholders to improve quality of and/or access to rehabilitation. ii. Minimum 40 recorded examples of <u>sustainable changes</u> 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	<ul style="list-style-type: none"> i. Minimum 15.000 <u>individuals assisted</u> directly with MHPSS services of which minimum 60% (sample) [9000] report increased level of <u>well-being and/or functioning</u>. ii. Minimum 27.000 individuals assisted through relevant <u>referrals</u> to medical, social and other forms of rehabilitation support. iii. Minimum 30.000 individuals reached through <u>awareness raising</u> activities to reduce stigma and improve help-seeking behaviours
Output 4	Civil society and state actors have strengthened capacity and willingness to promote survivor-centred justice for survivors and accountability for perpetrators of torture, and related human rights violations and international crimes.

Output indicator 4.1	No. & descriptions of civil society and state actors demonstrating improved capabilities to document, investigate, and pursue justice for survivors and accountability for perpetrators in accordance with international standards, using a trauma-informed and survivor-centred approach - disaggregated by a) type of actor and b) type of change.
Endline targets	<ul style="list-style-type: none"> i. Minimum 60 recorded examples of actors <u>using</u> acquired or strengthened skills, tools, and knowledge in their work to document, investigate, and pursue justice for survivors and accountability for perpetrators. ii. Minimum 25 recorded examples of CSOs and state actors with improved <u>institutional</u> practices for documenting, investigating, and pursuing justice for survivors and accountability for perpetrators. iii. Minimum 10 recorded examples of CSOs and state actors using evidence generated through the programme to <u>promote</u> the rule of law
Output 4.2	No. & descriptions of collaborations between and amongst civil society and state actors that promote access to justice for survivors and improve opportunities to hold perpetrators accountable - disaggregated by a) type of actor and b) type of change.
Endline targets	<ul style="list-style-type: none"> o Minimum 35 recorded examples of <u>established or strengthened</u> collaborations and dialogues to improve survivor-centred accountability and access to justice. o Minimum 10 recorded examples of <u>joint initiatives</u> contributing to promote survivor-centred accountability and access to justice
Output 4.3	No. of survivors having their cases documented in accordance with their rights, needs and preferences with reference to international standards - disaggregation by a) gender; b) age; and c) location when safe and ethically feasible
Endline targets	<ul style="list-style-type: none"> i. Minimum 8800 individuals <u>assisted</u> through initiatives promoting or increasing access to survivor-centred documentation. ii. 60% of individuals reached (sample) [5330] have had their cases appropriately documented <u>enabling</u> them to exercise their rights individually and collectively. iii. Minimum 25 recorded examples of how documented cases have been used to promote accountability and justice.

5. 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. A detailed budget is in [Annex 5](#).

The budget reflects a fair share model of accounting for indirect costs where indirect costs are clearly linked to a specific output.

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	Budget All Years (1000 DKK)	Share of direct costs	Share of total costs
DIRECT COSTS																		
Output 1: Civil society and state actors have strengthened capacity and willingness to prevent torture and CIDTP	17.520	27,6%	25,8%	17.420	27,5%	25,6%	17.070	26,9%	25,1%	16.670	26,3%	24,5%	16.690	26,3%	24,5%	85.370	26,9%	25,1%
Output 1: Direct activity costs	9.350	14,7%	13,8%	9.350	14,7%	13,8%	9.350	14,7%	13,8%	9.250	14,6%	13,6%	9.250	14,6%	13,6%	46.550	14,7%	13,7%
Output 1: Direct transfers to partners & country offices	2.700	4,3%	4,0%	2.850	4,5%	4,2%	2.850	4,5%	4,2%	3.000	4,7%	4,4%	3.200	5,0%	4,7%	14.600	4,6%	4,3%
Output 1: Partners & country offices, Africa	2.000			2.300			2.550			2.700			2.900			12.450		
Output 1: Partners & country offices, other DAC	700			550			300			300			300			2.150		
Output 1: Direct allocated programme-supporting costs	5.470	8,6%	8,0%	5.220	8,2%	7,7%	4.870	7,7%	7,2%	4.420	7,0%	6,5%	4.240	6,7%	6,2%	24.220	7,6%	7,1%
Output 2: Civil society actors and state authorities have strengthened capacity and willingness to prevent violence and create safer communities	12.194	19,2%	17,9%	12.144	19,2%	17,9%	12.394	19,5%	18,2%	12.594	19,9%	18,5%	12.634	19,9%	18,6%	61.960	19,5%	18,2%
Output 2: Direct activity costs	4.730	7,5%	7,0%	4.630	7,3%	6,8%	23.550	7,4%	6,9%									
Output 2: Direct transfers to partners & country offices	3.850	6,1%	5,7%	3.950	6,2%	5,8%	4.300	6,8%	6,3%	4.600	7,3%	6,8%	4.800	7,6%	7,1%	21.500	6,8%	6,3%
Output 2: Partners & country offices, Africa	0			0			0			0			0			0		
Output 2: Partners & country offices, other DAC	0			0			0			0			0			0		
Output 2: Direct allocated programme-supporting costs	3.614	5,7%	5,3%	3.464	5,5%	5,1%	3.364	5,3%	4,9%	3.264	5,1%	4,8%	3.204	5,1%	4,7%	16.910	5,3%	5,0%
Output 3: Civil society and state actors have strengthened capacity and willingness to provide quality, trauma-informed rehabilitation	18.700	29,5%	27,5%	18.850	29,7%	27,7%	18.950	29,9%	27,9%	19.150	30,2%	28,2%	19.090	30,1%	28,1%	94.740	29,9%	27,9%
Output 3: Direct activity costs	7.100	11,2%	10,4%	35.500	11,2%	10,4%												
Output 3: Direct transfers to partners & country offices	7.400	11,7%	10,9%	7.700	12,1%	11,3%	7.900	12,5%	11,6%	8.200	12,9%	12,1%	8.200	12,9%	12,1%	39.400	12,4%	11,6%
Output 3: Partners & country offices, Africa	4.400			4.700			5.000			5.400			5.500			25.000		
Output 3: Partners & country offices, other DAC	3.000			3.000			2.900			2.800			2.700			14.400		
Output 3: Direct allocated programme-supporting costs	4.200	6,6%	6,2%	4.050	6,4%	6,0%	3.950	6,2%	5,8%	3.850	6,1%	5,7%	3.790	6,0%	5,6%	19.840	6,3%	5,8%
Output 4: Civil society and state actors have strengthened capacity and willingness to promote survivor-centred justice for survivors and accountability for perpetrators of torture, and related human rights violations and international crimes.	15.000	23,7%	22,1%	75.000	23,7%	22,1%												
Output 4: Direct activity costs	5.300	8,4%	7,8%	26.500	8,4%	7,8%												
Output 4: Direct transfers to partners & country offices	5.990	9,4%	8,8%	5.990	9,4%	8,8%	5.990	9,4%	8,8%	5.990	9,4%	8,8%	5.990	9,4%	8,8%	29.950	9,4%	8,8%
Output 4: Partners & country offices, Africa	4.200			4.200			4.200			4.200			4.200			21.000		
Output 4: Partners & country offices, other DAC	1.790			1.790			1.790			1.790			1.790			8.950		
Output 4: Direct allocated programme-supporting costs	3.710	5,9%	5,5%	18.550	5,9%	5,5%												
A - DIRECT COSTS	63.414	100,0%	93,3%	317.070	100,0%	93,3%												
<i>of which is spent on:</i>																		
Direct activity costs	26.480	41,8%	38,9%	26.480	41,8%	38,9%	26.480	41,8%	38,9%	26.380	41,6%	38,8%	26.280	41,4%	38,6%	132.100	41,7%	38,9%
Direct transfers to partners & country offices	19.940	31,4%	29,3%	20.490	32,3%	30,1%	21.040	33,2%	30,9%	21.790	34,4%	32,0%	22.190	35,0%	32,6%	105.450	33,3%	31,0%
Direct allocated programme-supporting costs	16.994	26,8%	25,0%	16.444	25,9%	24,2%	15.894	25,1%	23,4%	15.244	24,0%	22,4%	14.944	23,6%	22,0%	79.520	25,1%	23,4%
INDIRECT COSTS																		
Audit	148	0,2%	0,2%	148	0,2%	0,2%	148	0,2%	0,2%	148	0,2%	0,2%	148	0,2%	0,2%	740	0,2%	0,2%
Administration (7% of direct costs)	4.438	7,0%	6,5%	4.438	7,0%	6,5%	4.438	7,0%	6,5%	4.438	7,0%	6,5%	4.438	7,0%	6,5%	22.190	7,0%	6,5%
B - INDIRECT COSTS	4.586	7,2%	6,7%	22.930	7,2%	6,7%												
C - CONTINGENCIES		0,0%	0,0%		0,0%	0,0%		0,0%	0,0%		0,0%	0,0%		0,0%	0,0%		0,0%	0,0%
TOTAL BUDGET (A+B+C)	68.000	100,0%		340.000	100,0%													
<i>*Detailed category breakdown across outputs:</i>																		
	% of A		% of A		% of A		% of A		% of A		% of A		% of A		Amount		% of A	
Direct activity costs	26.480	41,8%	26.480	41,8%	26.480	41,8%	26.380	41,6%	26.280	41,4%	26.280	41,4%	132.100	41,7%				
Activities	4.500	7,1%	4.500	7,1%	4.500	7,1%	4.500	7,1%	4.500	7,1%	4.500	7,1%	22.200	7,0%				
Investment	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%				
Salaries	20.000	31,5%	20.000	31,5%	20.000	31,5%	20.000	31,5%	20.000	31,5%	20.000	31,5%	100.000	31,5%				
Travel	1.980	3,1%	1.980	3,1%	1.980	3,1%	1.980	3,1%	1.980	3,1%	1.980	3,1%	9.900	3,1%				
Direct transfers to partners & country offices	19.940	31,4%	20.490	32,3%	21.040	33,2%	21.790	34,4%	22.190	35,0%	22.190	35,0%	105.450	33,3%				
Partners & country offices, Africa	14.450	22,8%	15.150	23,9%	16.050	25,3%	16.900	26,7%	17.400	27,4%	17.400	27,4%	79.950	25,2%				
Partners & country offices, other DAC	5.490	8,7%	5.340	8,4%	4.990	7,9%	4.890	7,7%	4.790	7,6%	4.790	7,6%	25.500	8,0%				
Direct allocated programme-supporting costs	16.994	26,8%	16.444	25,9%	15.894	25,1%	15.244	24,0%	14.944	23,6%	14.944	23,6%	79.520	25,1%				
Pro rata support costs	9.460	14,9%	9.460	14,9%	9.460	14,9%	9.460	14,9%	9.460	14,9%	9.460	14,9%	47.300	14,9%				
Communication	2.450	3,9%	2.450	3,9%	2.450	3,9%	2.450	3,9%	2.450	3,9%	2.450	3,9%	12.250	3,9%				
Monitoring	1.600	2,5%	1.600	2,5%	1.600	2,5%	1.600	2,5%	1.600	2,5%	1.600	2,5%	8.000	2,5%				
Tools Development & Innovation	3.484	5,5%	2.934	4,6%	2.384	3,8%	1.734	2,7%	1.434	2,3%	1.434	2,3%	11.970	3,8%				

6. Institutional and management arrangement

The programme will be implemented by DIGNITY – Danish Institute Against Torture. The programme builds on the development engagement ‘Support to DIGNITY ‘A World Without Torture 2021-24’ and extends the strategic partnership between DIGNITY and the Danish Ministry of Foreign Affairs, which started in the early 1990s.

The programme is funded under the account ‘other development aid’ (§06.32.08) on the annual Financial 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 Ministry of Foreign Affairs is the owner of the programme. This chapter outlines the framework for ensuring adequate reporting, structured dialogue, timely decision-making and joint learning between HUMCIV and DIGNITY.

HUMCIV has the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the programme. After the termination of the programme support, the HUMCIV reserves the right to carry out evaluations of the programme.

6.1 Governance arrangements

DIGNITY will implement the programme and take full responsibility for delivery of the outputs and targets outlined in the results framework ([Annex 3](#)) within the agreed budget ([Annex 5](#)) in compliance with the Danida Aid management Guidelines. DIGNITY will do so through the implementation of projects in Sub-Saharan Africa, Myanmar, Palestine, and Libya in partnerships with civil society organisations, independent monitoring bodies, research institutions, and state actors. Research and advocacy will leverage impacts of country-level projects as well as deliver evidence, tools and methods that can be used by other actors across the globe.

HUMCIV will oversee and monitor the delivery on the programme through the following annual reporting and meeting schedule which will apply for every implementation year of the programme starting in 2026 (after first year of implementation) and ending in 2030 (year following programme end).

Timing	Event	Details in roles and responsibilities
1 st May	Submission of DIGNITY's annual accounts	DIGNITY shall submit to the MFA; <ul style="list-style-type: none"> • DIGNITY's certified institutional accounts annotated by management for the previous year
June	Technical consultations I	HUMCIV and DIGNITY shall meet for technical discussion of the submitted certified accounts and the financial status report (Q1).
June	Strategic consultations I	HUMCIV and DIGNITY shall meet for strategic discussion of the submitted Annual Evaluation, including report on Results Framework, challenges & learnings as well as status on review recommendations.
1 st Oct	Submission of audited grant accounts, annual evaluation, revised budget and annual plan	DIGNITY shall submit to the MFA; <ul style="list-style-type: none"> • Certified account for the grant (for the previous year) • 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 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 discussion 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.

In the event of unforeseen developments and need for urgent action, DIGNITY's chief operational officer is responsible for liaison with HUMCIV. A designated desk officer from HUMCIV is responsible for the ongoing dialogue with DIGNITY.

6.2 Monitoring, evaluation, accountability, learning & reporting

In collaboration with partners, project managers and technical advisors, DIGNITY's MEAL unit will support cross-cutting implementation of quality monitoring, evaluation, accountability, learning and reporting. Main approaches DIGNITY's MEAL practices are outlined below:

Monitoring: All projects will be closely *monitored* to track progress and results, to make sure they are implemented as planned and in accordance with Danida guidelines and international implementation standards. Furthermore, ongoing monitoring supports rapid detection of needed adjustments.

Evaluation: Progress and results will be regularly *evaluated* to assess impact and effectiveness of projects, and to identify areas for improvement.

Accountability: Various *accountability* measures are in place to ensure that both DIGNITY and partners are responsible for their actions and decisions and that resources are used in an optimal manner. It includes internal organizational accountability, and accountability directed towards donors, partners, stakeholders and beneficiaries:

- *Accountability toward donors* is first and foremost ensured by striving for effective and efficient project implantation. Reporting must be timely and transparent with direct links between project results and the overall Result Framework, including challenges, potential negative outcomes, and lessons learned.
- *Accountability towards partners* is strengthened through close engagement to learn from programme experiences in local contexts. Additionally, DIGINTY performs yearly Partner Health Checks to systematically assess the quality of collaboration with civil society partners.
- *Accountability towards stakeholders and beneficiaries* includes project implementation carried out in an ethical, transparent, and participatory manner, with the involvement of stakeholders and communities.

Learning: Effective learning involves establishing a culture of continuous improvement based on evaluations and continuous learning loops. It is important to make space for adjustments, so lessons learnt can actively inform project implementation, adaptation, and resource allocation. Furthermore, DIGNITY is currently implementing a new approach on Impactful Learning, to support and improve all learning and capacity strengthening activities across programs.

Timely and systematic **reporting** will build on the above-described practices. Clear and coherent operational guidance shall streamline reporting practice across projects, facilitating the consolidation of project results on program level.

Programme level monitoring

DIGNITY's MEAL team will take responsibility for programme level monitoring and reporting. Programme level reporting includes Annual Reports, Midterm Review, and Final Report. These reports will be based on the Results Framework 2025-2029. Recommendations from the MFA Review of DIGNITY in 2024 on the previous Results Framework have been carefully considered and implemented in the new framework.

Programme level reporting is primarily based on the aggregation of specific project level results in relation to output indicators formulated in the Results Framework. An Operational MEAL Guide will be developed to support this reporting, with concrete guidance on how to report on specific types of indicators and which methods to ensure crosscutting project alignment with the overall framework. The goal is to have a systematic and transparent collection and analysis of data, and to facilitate the consolidation of results for program level reporting.

Project managers and partners will be supported by the MEAL unit to make sure results and learnings from individual project are easily translated into program level results. In supporting

project level monitoring, DIGNITY's MEAL team will undertake capacity strengthening internally or among partners when needed.

Project level monitoring

Project level monitoring is the responsibility of DIGNITY's project managers. It includes regular narrative and financial reports from partners (quarterly or semi-annual and annual), annual Outcome Harvesting sessions and Partnership Health Checks, and a continuous implementation of the Impactful Learning approach. Partners submit audited reports of their financial accounts annually.

Annual reports from partners focus on tracking results at output level and outcome level in relation to the results framework, and address the following key areas:

- Developments in the context during the past year and how they may affect the project
- Implementation of the work plan and budget based on output targets for the reporting period, including brief explanations of deviations from targets/milestones and how these have been addressed
- Challenges encountered and specification of recommended changes and major adjustments, including major budget re-allocations for approval
- Risk analysis and reflections on both the current and the upcoming reporting period.

Outcome Harvesting (OH) will be used as a key monitoring, evaluation and learning method in the programme. OH focuses on capturing the change (=outcomes) that project activities and outputs contribute to. It generates learning about who (do not) change, how and why (not). OH is well suited for collaborative learning.

Impactful Learning: The programme will apply a systematic approach to capacity strengthening which prioritizes ownership and content relevance. Partners will be involved in designing and prioritizing the content of training, mentoring or other competency development activities to ensure relevance to everyday practices, learning needs and preferences of the target group.

The specific monitoring and evaluation methods applied on project level are outlined in the individual project documents and partner contracts. Each project's result framework or LFA aligns with selected indicators, outputs and outcomes in the overall Results Framework.

In addition to the results monitoring, the development in partners' organisational capacity will be monitored through *partner review visits* and status reporting – in with DIGNITY's partnership management framework (see [section 8](#) for more information)

Mid-term review and Final Reporting

In May every year, DIGNITY will deliver annual status updates to the MFA on the actions taken to meet the recommendations of the 2024 mid-term review of the 2021-25 programme.

A mid-term review of this programme will be done in 2027 by the MFA. It will take stock on results achieved so far, and to assess progress towards programme level outcomes. The mid-term review will act as a catalyst for crosscutting learnings and in-depth discussions and reflections on project and programme level. Programme values will be considered, including challenges and possibilities in partnerships, overall contribution to local leadership. Furthermore, the Theory of Change will be discussed and revised, including an updated assessment of risks and assumptions.

The final reporting 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 programme design.

MEAL and Management summary table

The below table summarises all main monitoring and evaluation activities in the programme. The activities involving the MFA are highlighted in grey.

MEAL and reporting activities	Timing	Stakeholders	Output
Partners' narrative and financial reporting (project level)	Quarterly (15 April)	Implementing partners (on high support framework)	Narrative and financial progress report
Partners' narrative and financial reporting (project level)	Semi-annually (15 August)	Implementing partners (on medium support framework)	Narrative and financial progress report
Partners' annual financial reporting (project level)	Annually (15 January)	Implementing partners / DIGNITY Project teams	Annual financial reporting
Partners' annual narrative reporting (project level)	Annually (31 January)	Implementing partners / DIGNITY Project teams	Annual narrative reporting
Partnership health checks (project level)	Annually (February-March)	Implementing partners / DIGNITY Project teams	Action points for the development and maturing of partnership
Partners' annual audits (project level)	Annually (31 March)	Implementing partners	Audit reports
Annual report, including audited accounts	Annually (1 October)	Project managers / MEAL team / Management	Annual Evaluation (previous year), Annual Plan (following year)
Outcome harvesting workshop	Annually (November)	Implementing partners / DIGNITY Project teams	Collected outcomes
Midterm-review	2027	MFA	Midterm review report
Final reporting	2030	Project managers / MEAL team / Management	Final report
Project reflection, dialogue and adaptation	Continuous	Implementing partners / DIGNITY project teams	Meeting minutes, adapted project plans

6.3 Communication of results

The communication under the programme serves several purposes: (1) Generate support and enthusiasm in the Danish public for Denmark's leading work in the fight against torture; (2) Strengthen the global anti-torture movement by communicating evidence on needed action and results achieved, and by attracting interest and support from a wider set of stakeholders inclined to recognize the important link between the fight against torture and other important human rights- and development goals. (3) Sustain and increase interest amongst international and national duty bearers to act against torture and other forms of violence. (4) 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.

Communication will be pursued by disseminating knowledge, research, and results generated by the programme to different audiences through tailored messaging and differentiated channels, including DIGNITY's media, DIGNITY's social media and national and international media. See detailed communication plan in [Annex 7](#).

7. Financial Management, planning and reporting

DIGNITY and the Danish Ministry of Foreign Affairs will sign a mutually binding Development Cooperation Agreement stipulating the rules and obligations for managing and administering the programme grant. As per the Development Cooperation Agreement, DIGNITY will administer the grant according to Danida's Financial Management Guidelines for development cooperation.⁵⁵

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 programme's compliance requirements with the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting. The procedures and minimum requirements are as described below.

7.1 Disbursements, accounting and procurement

Funds will be disbursed twice per year by the MFA to DIGNITY. The initial transfer shall be made upon signature of contract. Following annual disbursements will be made January. A receipt of funds shall be provided in writing within fourteen days following the receipt of funds.

Procedures regarding cash handling, approval of expenditures, reporting, budget control and other internal control, including control of assets (fixed assets, stores, debtors, and cash) shall be based on sound financial management procedures following the Financial Management Guidelines and International Accepted Accounting Standards.

At the end of the grant any unspent balance or saving of project funds shall be returned to the MFA together with any interest accrued from Danish funds unless otherwise agreed.

⁵⁵ According to latest updated guidelines available on <https://amg.um.dk>

7.2 Financial Management

DIGNITY is obliged to ensure that any local partner organisation administering funding under this programme have the capacity to adhere to minimum requirements from the MFA with respect to financial transparency and accountability. DIGNITY will uphold this obligation its framework and procedures for partnership management, which includes capacity assessments of potential new partners as well as regular partner capacity reviews of existing partners.

Capacity assessments are done with a view to analyse local partners' organisational capacity and adherence to applicable guidelines and requirements. Moreover, the capacity assessments serve as a baseline for making investments into civil society partners' organisational capacity amounting to 20% of partner budgets. Such investments are based on firm commitments to local leadership, sustainability and adherence to the principles of mutuality and respect as established in [DIGNITY's partnership policy](#).

DIGNITY has the discretion to forward unused funds to the following year, with attention to the budget constraints provided by the ministry. DIGNITY has the discretion to re-allocate between outputs within the budget. Changes exceeding 30% must be presented to and approved by the MFA.

7.3 Financial planning and reporting

Financial, other reporting and requests for budget amendments will follow the schedule outlined in section 6.1.

Reviews on performance and capacity as well as financial inspection will be carried out according to the regular rules and assessment by MFA. The MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. To facilitate the work of the person(s) instructed to carry out such mission, DIGNITY shall provide these with all relevant assistance, information, and documentation. The MFA reserves the right to carry out an evaluation after the termination of the grant period.

Annual plans and revised budgets shall be submitted by DIGNITY to the MFA no later than 1 October.

7.4 Audit

DIGNITY shall submit annual audits of financial accounts of the previous year no later than 1 October. The audit period follows the calendar year. The audits shall be conducted in accordance with International Standards of Auditing (ISA) and shall include elements of compliance and performance audit.

The basis for the compliance and performance audit must follow relevant International Standards of Supreme Audit Institutions (ISSAIs). The audit report shall include a management letter/report. The accounting documentation shall at any time be available for scrutiny by the MFA and the Danish Auditor General.

7.5 Anti-corruption & PSEAH

DIGNITY takes responsibility to prevent corruption, including by actively working with risk management, sound financial management, transparency, and value for money while spending and procuring. Any partner contracted under the programme will be committed to recognized standards of transparency, probity, and accountability, and will not tolerate fraud, bribery, or corruption.

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 Danish Ministry for Foreign Affairs. The following standard corruption clause applies between the parties of this programme and shall be inserted in agreements signed with any recipients of funding under the project:

“No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted – neither directly nor indirectly – as an inducement or reward in relation to activities funded under this agreement, including tendering, award or execution of contracts. Any such practice will be grounds for the immediate cancellation of entered agreements and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Royal Danish Ministry of Foreign Affairs, a further consequence of any such practice can be the definite exclusion from any other engagements funded by the Danish Ministry of Foreign Affairs.”

Similarly, DIGNITY is committed to prevent sexual exploitation, abuse and harassment (PSEAH). [DIGNITY’s Code of Conduct](#) applies legally to all staff working under the programme. Partners contracted under the programme will be contractually obliged to comply with international PSEAH standards. DIGNITY takes responsibility for ensuring that partners have functioning code of conduct and other PSEAH policies and procedures in place. This will be monitored during partner capacity assessments. Incidents of PSEAH can be reported through DIGNITY’s internal grievance handling mechanisms or through [DIGNITY’s anonymous whistleblower mechanism](#).

8. Risk Management

The programme 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 the safe, 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 dialogues 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 programme, 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 the financial management instructions and are embedded in the programme and project management cycle guidance in use.

At partnership level, DIGNITY’s partnership policy and partner management framework sets the parameters for how to measure and manage risks in relation to partnerships under this programme. 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 is 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 the 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 controls.

The differentiated trust and risk framework for partnerships looks as follows:

Control buttons/settings	Maximum	Medium	Minimum
Contract size	no limit	no limit	no limit
Transfers	max 6 months	70-30	100
Reporting frequency	Quarterly and year end	6 months and year end	Year end
Budget flexibility within total budget	Full if it does not affect the results Explain if more than 10% is moved from one heading to the other	Full if it does not affect the results Explain if more than 20% is moved from one heading to the other	Full if it does not affect the results. Explain if more than 30% is moved from one heading to the other
Budget detail level	One standard – more details is upon the PL	One standard – more detail is upon the PL	One standard – more detail is upon the PL
Reporting detail level	Outputs / outcomes + Operational costs	Outputs / outcomes + Operational costs	Outputs / outcomes + Operational costs
Monitoring visits	Every 1-1,5 years during the contract	Every 2-2,5 years during the contract	Minimum once during the contract period
Audits	Institutional / Project, annual + control visit	Institutional / project, annual + control visit	Institutional / project, annual, + control visit

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 partner
- 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, build in collaboration with stakeholders and partners.

Please find an elaborate risk management matrix for the programme in [Annex 4](#).

9. Closure

As elaborated in section 2.4 above, sustainability is built into the programme 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 it is expected that the programme will be extended, there will be continuous efforts to seek complementary funding from other sources which can bring scale to the programme to 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 programme's timespan.

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

10. Summary of projects

NB: As this section requires consultation and joint planning with partners, the MFA has agreed that this section is to be completed and included in the submission of the final draft programme document by 15th September 2024. It will contain 4 sub-chapters (Sub-Saharan Africa, Asia, MENA and Global Engagement) under each outlining (a) key assumptions based on learnings from previous programmes; (b) regional strategic priorities; (c) target groups and stakeholders; (d) choice of countries; (e) key risks in the region; (f) project overview with endline targets for each country under the RF.

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 2009-2013.⁵⁶ Yet, when looking at the recommendations from the UN Committee Against Torture, no society can claim itself entirely free of torture or inhuman treatment.⁵⁷ 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.⁵⁸

Most people who survive torture suffer from traumatising. If untreated, trauma has severe, long-term effects on victims' health and ability to function, work and care for their families.⁵⁹ 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.⁶⁰ High prevalence of extreme violence and untreated trauma leave communities behind as it reduces productivity and creates social tensions.⁶¹

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.⁶²

⁵⁶ Amnesty International (2024) [Torture](#).

⁵⁷ [Findings and recommendations from the UN Committee Against Torture](#):

⁵⁸ Celermajer, D. (2018): *The Prevention of Torture: An Ecological Approach*. Cambridge: Cambridge University Press.

⁵⁹ WHO (2022): *World Mental Health report. Transforming mental health for all*

⁶⁰ 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*

⁶¹ Krug EG, et al (2002): [World Report on Violence and Health](#).

⁶² 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.⁶³

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.⁶⁴ 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

⁶³ V-Dem Institute (2024): [Democracy Report 2024: Democracy Winning and Losing at the Ballot](#); Front Line Defenders (2024): [Global Analysis 2023/24](#)

⁶⁴ 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.⁶⁵

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.⁶⁶

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.⁶⁷

'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.⁶⁸ The composition of the prison population is also changing, with a significant rise in women in detention (60% since 2000)⁶⁹, 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 liberty⁷⁰ – of them 261,000 in detention.⁷¹ Additionally, it was estimated that 1 million children are in police custody annually.⁷² In many regions of the world and Africa in particular, there is a trend towards

⁶⁵ 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](#)

⁶⁶ See publications by [citizenlab.ca](#)

⁶⁷ Front Line Defenders (2024): [Global Analysis 2023/24](#); CitizenLab (2021): [Devices of Palestinian Human Rights Defenders Hacked with NSO Group's Pegasus Spyware](#).

⁶⁸ DIGNITY Fact Sheet (2022): [Prison Overcrowding](#). Comprise a list of references to evidence

⁶⁹ Penal Reform International and Thailand Institute of Justice (2024): [Global Prison Trends 2023](#)

⁷⁰ United Nations Global Study on Children Deprived of Liberty 2019

⁷¹ UNICEF (2021): [Estimating the number of children deprived of liberty in the administration of justice](#)

⁷² United Nations Global Study on Children Deprived of Liberty 2019

criminalizing same-sex conduct, which has increased the violence and incarceration of LGBTQI+ persons.⁷³

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%.⁷⁴ 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 instruments⁷⁵, 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

⁷³ REDRESS (2022): [UNEQUAL JUSTICE: Accountability for Torture Against LGBTQI+ Persons in Africa](#)

⁷⁴ Data from www.prisonstudies.org

⁷⁵ 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.⁷⁶

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.⁷⁷ 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.⁷⁸

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 2022.⁷⁹ 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.⁸⁰ UNHCR estimates that the median prevalence of torture experiences amongst refugee populations is at 27%⁸¹. 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”.⁸²

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

⁷⁶ R. Carver & L. Handley, 'Does Torture Prevention Work?', 2016, Liverpool University Press,

⁷⁷ Juan E. Mendez, 'How International Law Can Eradicate Torture: A Response to Cynics', *Southwestern Journal of International Law*, 22, no. 2 (2016)

⁷⁸ Jefferson, A.M. (2024): *Prison reform and torture prevention under 'compromised circumstances'*. *Criminology & Criminal Justice*. Vol. 24(2) 413–429

⁷⁹ UNHCR Global Trends Report 2022 (2023): <https://www.unhcr.org/global-trends-report-2022>

⁸⁰ 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

⁸¹ Sigvardsson E, et al. (2016) Prevalence of torture and other war-related traumatic events in forced migrants: A systematic review. *Torture J* 26:41-73.

⁸² 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.⁸³

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.⁸⁴ 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.⁸⁵

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.⁸⁶

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.⁸⁷ 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.

⁸³ UN Special Rapporteur on Torture (2018): *Report on migration-related torture*. [A/HRC/37/50](#)

⁸⁴ Mixed Migration Centre (2024): *Quarterly Mixed Migration Update: North Africa, Quarter 1, 2024*

⁸⁵ Mixed Migration Centre (2024): *Quarterly Mixed Migration Update: West Africa, Quarter 1, 2024*

⁸⁶ World Bank (2016): *Urban Violence: A Challenge of Epidemic Proportions*.

⁸⁷ 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](#).

Human rights system: Legitimacy deficits and new opportunities

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”.⁸⁸

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”.⁸⁹ Similarly, the UN Committee Against Torture has increasingly addressed violence against women in its jurisprudence.⁹⁰ 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 violence⁹¹, 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.

⁸⁸ Human Rights Watch (2024): [World Report 2024](#); p.4

⁸⁹ UN Special Rapporteur on Torture (2019) : Domestic violence and the prohibition of torture and ill-treatment. [A/74/148](#)

⁹⁰ Sveaass, N & Gaer, F (2022): [The Committee Against Torture tackles violence against women: A conceptual and political journey](#). Torture Journal, Vol. 32

⁹¹ UN CAT (2022) : Concluding observations on the second periodic report of Uganda. [CAT/C/UGA/CO/2](#)

Resource scarcity resulting from environmental degradation has also been found to exacerbate gendered, interpersonal and intimate forms of violence in various contexts.⁹² 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 2019.⁹³

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.⁹⁴ Victims of torture have a specific right to remedy and reparation, including rehabilitation, as set out in the UN Convention against Torture, Article 14.⁹⁵ 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.⁹⁶

With the widespread use of torture and other forms of violence, the global need for rehabilitation is immense.⁹⁷ 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 scarce⁹⁸, 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 world⁹⁹ – with disproportionate implications for survivors of violence.

⁹² Jensen, S. (2023) : Environmental Degradation and Violence. A Review of the Literature (under peer review for publication)

⁹³ UN Special Rapporteur on Torture : Report on the relationship between torture and corruption. [A/HRC/40/59](#)

⁹⁴ Universal Declaration of Human Rights Article 25 and International Covenant on Economic, Social and Cultural Rights Article 12.

⁹⁵ UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, General Assembly resolution 39/46 of 10 December 1984.

⁹⁶ UNCAT, General Comment No. 3 (2012), Implementation of Article 14 by States parties, CAT/C/CG/3, para 11.

⁹⁷ 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

⁹⁸ WHO (2020): [Mental Health Atlas 2020](#). See also Mackenzie, J. & Kesner, C. (2016): [Mental health funding and the SDGs. What now and who pays?](#) Overseas Development Institute.

⁹⁹ 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.¹⁰⁰

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.¹⁰¹

¹⁰⁰ Thornicroft, G. et al (2022): *The Lancet Commission on ending stigma and discrimination in mental health*. The Lancet. Vol 400 (10361)

¹⁰¹ 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).

Annex 2: Partner Assessments

Partner selection criteria

The partners will be selected using DIGNITY's policies and methods for partner selection.

Torture and violence are complex phenomena, which can only be effectively addressed by applying multiple, long-term strategies that are based on grounded knowledge. Such strategies can only be developed and implemented by involving a wide range of social and political actors at local and global level. Therefore, DIGNITY is only able to achieve the strategic outcome to protect rights holders from torture and other forms of violence and ensure survivors have access to quality rehabilitation and justice in close collaboration with national and international institutions and networks that include like-minded civil society organisations, academia, authorities, individuals, and communities. As such, DIGNITY considers diversified partnerships as the foundation for its ability to achieve results in the fight against torture and violence.

DIGNITY defines a partnership as a collaborative relationship between organisations that commit to joint principles and work towards common goals. Partnerships typically include activities, where DIGNITY's expertise, experience, network, and resources are merged with the partners' complementary capacities to create synergy and impact. The aim is to promote the partners' potential to develop long lasting changes in the fight against torture in their respective contexts. In turn, DIGNITY continues to learn from and share with its partners, to achieve grounded results and to facilitate exchange in the fight against torture and violence.

As per DIGNITY's partnership policy, DIGNITY will remain vigilant to acknowledge and mitigate entrenched power relations that may thwart South-North exchange. This entails a commitment to critically reflect on positions and performances in the partnerships from an intersectional and decolonising perspective. It also entails an investment in developing activities and skills that promote equity and safe spaces for discussing issues of power. This ranges from the overall efforts to manifest equity in partnership development processes to the very concrete considerations of how agreements are worded, meetings conducted, decisions made etc. By addressing power imbalances – also when it is difficult and demands resources and compromise – DIGNITY insists on developing partnerships based on horizontal relations according to the changing context.

DIGNITY identifies potential partners in different ways, including pre-investigations, mappings, recommendations from existing partner(s) or other stakeholders, or other methods. DIGNITY aims at involving existing partners in each context, if any, in the selection of new partners to ensure complementarity, synergies, and collaboration. After a potential partner(s) has been shortlisted and a sanctions check has been made, DIGNITY applies a dialogue-based selection approach where both DIGNITY and the potential partner assess each other's compatibility. DIGNITY always aspires to select partners based on a transparent, lean and fair process. The selection is made by the project team and regional manager, including technical advisors, based on the organisation's experience with managing projects, technical capacities, geographical location, relationship with beneficiaries and stakeholders, and synergies with existing partners.

When a potential partner has been selected, an inception phase of 6-12 months is usually prepared (unless the partnership is building on existing project phases/activities) during which in-depth assessments of the partner and their organizational and technical capacity are made and a long-term project covering (in most cases) the full grant period is planned. All partners will undergo a

review visit within the first 6-12 months in order to verify and qualify DIGNITY's impressions of the partner's organisational capacity to manage and implement projects.

Over the coming grant period, DIGNITY will strengthen and expand its partnerships with the below listed partners.

Brief presentation of partners

Association of Female Lawyers of Liberia (AFELL), Liberia

Presentation: The Association of Female Lawyers of Liberia (AFELL) is a non-profit NGO established in 1994 with accreditation from the Ministry of Planning. AFELL is a membership-based organization, comprising of female lawyers from across Liberia, with a secretariat and 100+ members. AFELL's mission is promoting, protecting, and advancing the rights of women, children and indigent persons through legal advocacy and services. AFELL advocates for legal reforms and provides pro bono legal services, focusing on issues such as gender-based violence, inheritance rights, and discrimination, through their Legal Aid Clinic and their SGBV unit. Furthermore, AFELL conducts trainings for local government, judges, judicial staff, law enforcement officers, and public prosecutors on the Domestic Violence Act. This initiative aims to enhance their understanding of the Act and improve their ability to apply its provisions effectively for the benefit of survivors.

Justification for selection: AFELL is an organization with a high degree of creditability because of their long history of working with women's rights in Liberia. Due to their structure as a membership organisation, they have huge outreach throughout the country and represent a diverse range of Liberian women. AFELL has been consulting with DIGNITY in a consortium with the two other Liberian partners, the Liberia Association for Psychosocial Services (LAPS) and Community Healthcare Initiative (CHI), since 2023, addressing the deficient service provision and prevention of GBV in Liberia through a survivor-centered approach. AFELL is highly recognized as legal aid service providers and in this area complements the work of CHI and LAPS.

African Centre for Treatment and Rehabilitation of Torture Victims (ACTV), Uganda

Presentation: ACTV's vision is "A world free from Torture". The mission of the organisation is to advocate against torture, GBV and other forms of violence, and provide holistic care to survivors. It is licensed by the Ugandan Ministry of Health to operate medical referral centres that provide physical and psychological treatment in addition to other rehabilitation of torture survivors from Uganda and neighbouring countries. ACTV is also accredited to International Rehabilitation Council for Torture Victims (IRCT). In line with DIGNITY, ACTV has a holistic approach to rehabilitation, combining various disciplines including physical and psychological support, medical treatment, social work and legal advice. Besides the clinical work, ACTV uses a community approach which includes community counsellors and peer support groups as well as collaboration with CBOs who provides basic psychological support and counselling. The ACTV community model is a network of community volunteers who work as front-line responders to issues of torture and violence within their communities. This is done through providing basic services to survivors of torture and violence and making appropriate referrals for further management. The key actors within the network include community facilitators, peer support workers, community counsellors, health workers and the rapid response network.

Justification for selection: Uganda generally experience security concerns, tensions between political and cultural authorities and shrinking space for civil society. At community level this is often transformed into violence in various forms, including authority-based violence, GBV, and harmful traditional practices. The high level of conflict and violence has devastating impact on peoples' mental health condition. In the Kasese district where ACTV and DIGNITY is working, the number of people with severe depression, anxiety and PTSD is high. At the same time there is a significant gap in the provision of rehabilitation services - formal structures to provide psychosocial services to survivors of torture and violence is almost non-existent. ACTV is generally recognized as an organisation with a high degree of credibility at local, national and international level. At local level, ACTV plays an important role as a civil society actor providing MHPSS to survivors of torture and violence and carrying out awareness raising in local communities. At national level, ACTV carries out advocacy for the prevention of torture, CIDTP and other forms of violence. ACTV were, for example, playing a leading role in the advocacy efforts that led to the adoption of the Ugandan Prevention and Prohibition of Torture Act (PPTA). At regional level, ACTV has observer status at the African Commission for Human and Peoples' Rights, which they use as an important platform to advocate against torture, and to highlight issues from Uganda.

In terms of documentation and access to justice, ACTV is also a key player in Uganda. They receive referrals (including from Uganda Human Rights Commission (UHRC)) to provide medico-legal documentation for survivors of torture, who will use this as evidence in court cases or in UHRC tribunals.

Moreover, ACTV is providing training to the police, the military and prison staff, to create awareness and understanding of the PPTA, duty bearers' responsibilities as well as how to implement a trauma-informed approach when meeting survivors of torture. Lastly, it is worth highlighting that ACTV, as one of few CSOs in Uganda, are granted access to prisons for the purpose of service delivery to inmates. They provide group therapy sessions, medical supplies and engage with prison authorities on key issues observed during visits. ACTV is interested in collecting more data from prison visits that can be used in advocacy, and expanding their work into prison monitoring, if accepted by relevant, mandated authorities. DIGNITY has been working in partnership with ACTV since 2018 with the overall aim of strengthening timely access to quality rehabilitation for survivors of torture and other forms of violence as well as strengthen the effective prevention of torture, CIDTP and other forms of violence in Uganda, reaping the benefits of the synergetic effects obtained by combining prevention and rehabilitation interventions. ACTV's key role will be to facilitate implementation of community-based rehabilitation, improve medico-legal documentation, and lead advocacy efforts related to the anti-torture agenda. In addition, we will explore together with ACTV how to best utilise their privileged access to prisons.

Centre pour la Qualité du Droit et la Justice (CQDJ), Burkina Faso

Presentation: The Centre for the Quality of Law and Justice (CQDJ) was created in 2013 in Burkina Faso with a vision to make the law an instrument of social change. Since 2017, the CQDJ has worked for access to justice for vulnerable people (in particular prisoners and internally displaced persons) through legal and judicial assistance and legal advocacy. The CQDJ has legal clinics in 6 regions (Ouagadougou, Bobo-Dioulasso, Fada N'Gourma, Koudougou, Fada N'gourma, Dori) which provide assistance to a prison population of about 5,000 inmates. In addition, the CQDJ relies on some 40 focal points from local human rights organizations in the East and Sahel regions

to monitor the action of the armed forces and provide legal assistance to victims of abuses in the fight against insecurity.

Justification for selection: The unfolding multiple military coups and crises in Burkina Faso have devastating consequences on the population and has left the country in extreme vulnerability. The populations suffer from conflicts, torture and extreme violence perpetrated by various armed groups, human traffickers, and criminal gangs, and there is a general lack of justice. With this backdrop, DIGNITY in 2022 started exploring the possibilities for building up a programme in the Sahel region. Based on consultancy recommendations, DIGNITY conducted online meetings with several organisations and assessed their organisational and technical capacities. Ultimately, DIGNITY initiated cooperation with the CQDJ in consortium with the Burkinabè partner Mouvement Burkinabè des Droits de l'Homme et des Peuples (MBDHP). The project is still in its inception phase and the partners are currently co-constructing the project, identifying issues and needs, defining activities, technical and budgetary planning, and mobilizing players in the field. The CQDJ specifically facilitates the development and enhancement of expertise at the level of local civil society organizations and actors in the criminal justice chain on issues related to the prevention of torture and the rehabilitation of survivors.

Community Health initiatives (CHI), Liberia

Presentation: Community Health initiatives (CHI) is an NGO founded in 2014 that aims to strengthen and promote healthcare, social services, women's rights, child rights (in particular girls), including persons living with disability and sexual minorities in Liberia. CHI focuses on sexual and reproductive health and rights, GBV prevention and response, and other issues such as FGM and early marriage. They operate their own sexual and reproductive health and rights (SRHR) clinic, including a mobile SRHR clinic. They have a strong track record on advocacy and have trained duty bearers to prevent and respond to GBV.

Justification for selection: Since 2022, DIGNITY and CHI form a consortium together with the Liberia Association for Psychosocial Services (LAPS) and, since 2023, the Association of Female Lawyers of Liberia (AFELL) to address the deficient service provision and prevention of GBV in Liberia through a survivor-centered approach. The project seeks to address the gaps in the current prevention and response structure in Liberia focusing on district 16 of Montserrado County, by offering services that centers on the survivors needs and thus rely heavily on referrals and complementarity in services provided through the project. Furthermore, it offers trauma-informed prevention which focuses on community-based and community-driven action. The project is informed by studies conducted in Liberia and also by using participatory approaches in the communities. Being four organizations with each their own complementary mandates, means that survivor centered services can be offered to survivors, bridging the gaps between different sectors, making services not only accessible to the survivors, but also coordinated and practical. CHI was chosen as a partner to DIGNITY and LAPS due to their proven track-record with addressing GBV issues in Liberia, and their complementarity with LAPS in terms of resources and geographical areas where they are present. Moreover, CHI is well-known and recognized by both local and international stakeholders.

Lawyers for Justice in Libya (LFJL), Libya/UK

Presentation: Lawyers for Justice in Libya (LFJL) is a key human rights organisation in the context of Libya. It is based in London and was established during the 2011 uprising by a group of six lawyers who wanted to support Libya's transition to a state which embodies the values and

principles of human rights and the rule of law and is a society committed to justice. LFJL maintains a growing network of talented Libyan lawyers and activists, currently in excess of 70 individuals and organisations, who work on the ground across all regions in Libya. It also works closely with the Coalition of Libyan Human Rights Organisations (the Coalition), which it brought together in order to share knowledge and engage in joint advocacy activities. LFJL has formed partnerships with a number of organisations engaged in the fight against torture in Libya and international organizations, such as REDRESS based in London and DIGNITY.

Justification for selection: LFJL and DIGNITY initiated a partnership cooperation in 2014 with the aim of supporting the capacity building of the emerging civil society in Libya and of key professionals. Criteria for selection since have been justified by their engagement in the documentation of torture, litigation, violence against women including online violence, and advocacy for victims of torture. LFJL has, through its network in Libya, access to victims of torture and their families. Moreover, LFJL has accountability actions before international and regional mechanisms including the African Commission on Human and Peoples' Rights and the Human Rights Committee of the United Nations. LFJL is considered to be a well-established and qualified organisation among Libya's human rights NGOs and has credibility among actors both in and outside Libya. The organization is known for its impartiality in highlighting and working to seek justice for violations from all sides.

Liberia Association of Psychosocial Services (LAPS), Liberia

Presentation: The Liberia Association of Psychosocial Services (LAPS) is a Liberian non-governmental organization, established in August 2007 and is dedicated to bringing relief to survivors of war, trauma, and torture as well as GBV of all age groups, to enable them to effectively function in their communities. LAPS strives to achieve this goal through a wide range of activities, including raising community awareness on psychosocial and mental health related issues; trauma recovery and associated psychosocial activities, training of community members and leaders as well as partner organizations and agencies, and continuing capacity building of its own psychosocial counsellors.

Justification for selection: DIGNITY and LAPS started working together in 2012, initially focused only on strengthening access to effective and quality mental health and psychosocial rehabilitation services for traumatised survivors of torture and violence in Liberia, but since 2022 including a focus on preventing and responding to gender based violence in Liberia. This project seeks to address the gaps in the current prevention and response structure in Liberia in a specific district, by offering services that centers on survivors' needs and relying heavily on referrals and complementarity in services provided. Furthermore, it will offer trauma-informed prevention which focuses on community-based and community-driven action. Here, DIGNITY and LAPS work in a consortium together with Community Healthcare Initiative (CHI) and the Association of Female Lawyers of Liberia (AFELL). Being four organizations with each their own complementary mandates, means that survivor centered services can be offered to survivors, bridging the gaps between different sectors, making services not only accessible to the survivors, but also coordinated and practical. As shown in a recent evaluation of the LAPS-DIGNITY cooperation, LAPS has extensive knowledge on the mental health care system in Liberia and is highly regarded as a key MHPSS provider amongst external stakeholders. They are seen as a dependable and competent partner in the MHPSS subsector, often praised for their work addressing the psycho-social needs of Liberians during the Ebola outbreak and for their contributions to the national response to the Covid-19 pandemic. Their MHPSS training manual

is also praised, as is their ability to train psychosocial workers and service providers in psychological first aid and stress management.

Midrift Hurinet (MIDRIFT), Kenya

Presentation: Midrift Hurinet (MIDRIFT) is a non-profit organization founded in 2008, with the aim to empower citizens, the state and non-state actors to instill a culture of peace and security, good governance and human rights. MIDRIFT adopts a Multi-Sectoral Approach (MSA) to help stakeholders create a common agenda and strategies, new tools and action plans and to establish coordination and collaboration structures to address systemic challenges such as election violence or gender-based violence.

Justification for selection: Nakuru and Baringo counties experience high levels of violence such as gang violence, political violence, resource-based violence and gender-based violence. These forms of violence have multifaceted causal factors and are interrelated, and they affect everyone. Needs for psycho-social support is high in the informal settlements while access to MHPSS services is low.

DIGNITY has been working with MIDRIFT on workshops and pre-investigations since 2014, on a Pilot Intersectoral Urban Violence Prevention (IUVP) program (June 2015- December 2016), and in an extended long-term partnership since January 2017 on IUVP, focused on building trust between the local government, police, private sector and civil society, mainly in Nakuru county and since 2018 on psychosocial support to survivors of Gender Based Violence (GBV) as well as provision of necessary referrals. MIDRIFT acts as a strong backbone organization, able to support stakeholders in coordinating differentiated activities across actors and sectors. The organisation has gained a high level of trust in both civil society and with local authorities such as the police, local government and health structures. As an example, MIDRIFT has successfully implemented community based MHPSS in informal settlements and has played a key role in establishing Multisectoral Coordination and Collaboration Fora for Peace and Security in Nakuru and Baringo counties. Capitalizing on capacity strengthening by and knowledge sharing with DIGNITY and DIGNITY's Central American partner CIPREVICA (Latin America), MIDRIFT has now positioned itself as a strategic partner capable of facilitating south-south networking and knowledge exchange, not least on leadership and facilitator development (ToT) programmes for violence prevention.

Mouvement Burkinabè des Droits de l'Homme et des Peuples (MBDHP), Burkina Faso

Presentation: The Mouvement Burkinabè des Droits de l'Homme et des Peuples (MBDHP) is a national human rights association created in 1989 at a time when Burkina Faso was still living under the exceptional regime of the "Popular Front". The country was emerging from the harsh years of repression imposed by the National Council of the Revolution on democrats, trade unionists and many others considered counter-revolutionaries. Born in a context of questioning of human rights, the MBDHP's mission is promoting and defending the rights and freedoms of citizens, by working to expand the spaces of freedom that promote the participation of the population in the political, economic and social development of Burkina Faso. It works for the prevention of torture and the reception of survivors. The MBDHP is represented at the national level by provincial sections and committees in selected villages, departments and sectors. It has 16 legal clinics across Burkina Faso and 2 advisory support centers in Ouagadougou.

Justification for selection: The unfolding multiple military coups and crises in Burkina Faso have devastating consequences on the population and has left the country in extreme vulnerability. The populations suffer from conflicts, torture and extreme violence perpetrated by various armed groups, human traffickers, and criminal gangs, and there is a general lack of justice. With this backdrop, DIGNITY in 2022 started exploring the possibilities for building up a programme in the Sahel region. Based on consultancy recommendations, DIGNITY conducted online meetings with several organisations and assessed their organisational and technical capacities. Ultimately, DIGNITY initiated cooperation with the MBDHP in 2022 in consortium with the Burkinabè partner CQDJ. The project is still in its inception phase and the partners are currently co-constructing the project, identifying issues and needs, defining activities, technical and budgetary planning, and mobilizing players in the field. The MBDHP is highly recognized by both civil society and state institutions as a human rights promoter. They specifically facilitate the development and enhancement of local expertise on legal services for survivors by engaging actors in the field, and increasingly focusing on integrating aspects of mental health and psychosocial support.

Myanmar partners

DIGNITY will have five partners in Myanmar. Due to the security situation of both partners and their constituencies, they cannot be described in a public version of this document. They will be disclosed and described to the MFA if needed. The partners are active within legal aid, research, documentation and provision of MHPSS. An example of one partner is:

Assistance Association for Political Prisoners (AAPP), Myanmar

Presentation: The Assistance Association for Political Prisoners (AAPP) is a human rights organization based in Mae Sot, Thailand. AAPP was founded in 2000 by former political prisoners living in exile on the Thai/Myanmar border. AAPP advocates and lobbies for the release of remaining political prisoners and for the improvement of the lives of political prisoners after their release. A fundamental role of the AAPP is to ensure that the plight of political prisoners remains of fundamental importance to the international community, and to maintain pressure on the military junta to release all remaining political prisoners. AAPP has developed rehabilitation and assistance programs for political activists who have been released. AAPP documents experiences of human rights violations connected with detention of political activists in Myanmar and raises awareness through advocacy with national and international key stakeholders.

Justification for selection: Since the military coup in 2021 in Myanmar, daily protests and armed resistance remind the military junta that the pro-democracy resistance continues across the country. In its bid to assert control, the military continues to violently crack down on peaceful demonstrations, and arbitrarily detain and torture civilians in interrogation centres and prisons. The trial process is controlled by the military junta, and non-guilty verdicts are impossible if political prisoners are charged under repressive legislation. AAPP and DIGNITY have been collaborating since 2020, most recently on researching the circumstances and conditions around imprisonment of political prisoners and post-release and using the research for international advocacy as well as for documentation to be used to hold the military regime to account. AAPP continues to be a well-placed partner with significant knowledge of the current precarious circumstances in Myanmar. AAPP is also widely recognized as a reliable and credible source of information on Myanmar political prisoner issues by the UN, foreign governments, international human rights organisations, and respected media outlets around the world. AAPP is increasingly engaged in contributing to law and governance reform of a future Myanmar.

Network of African National Human Rights Institutions (NANHRI), Kenya

Presentation: NANHRI, founded in 2007, is a non-profit, regional organization that brings together 46 National Human Rights Institutions (NHRIs) in Africa (Africa has 54 sovereign countries). 28 out of the 46 member NHRIs have been accredited with “A-status” by the Sub-Committee for Accreditation of the Global Alliance of NHRIs (GANHRI), meaning that they are fully compliant with the Principles relating to the Status of National Institutions (the Paris Principles). NANHRI is registered under Kenyan laws as an independent legal entity with the status of a company limited by guarantee. Its Secretariat is hosted by the Kenya National Commission on Human Rights in Nairobi. NANHRI's vision is that of a continent with enhanced human rights culture and justice for every African, and an accompanying vision ‘to support the establishment and strengthening of national human rights institutions to effectively undertake their mandate in line with Paris Principles’. NANHRI plays a key role in bringing African NHRIs together, supporting their work and providing advice on specific issues. They have strong relationships with their members and their work is well appreciated by NHRIs.

Justification for selection: Torture and ill-treatment are prevalent on the African continent, on a relatively high scale. In order to prevent torture and ill-treatment, there is a need for building independent and effective NHRIs which can monitor the human rights situation, submit recommendations and advocate for change, while holding the State accountable for any human rights violations. NHRIs are one of the few mechanisms that have broad powers and a legal mandate to address the issue of torture and ill-treatment. NHRIs have a broad mandate and can take different actions contributing to a robust torture prevention framework on all levels (legislation, practice, oversight). This mandate often includes investigating complaints, commenting on existing or new legislation, visiting places of detention, submitting thematic and/or annual reports, and reporting to regional and international human rights bodies. In 2024, DIGNITY initiated a pilot project with NANHRI with the aim to ensure that NANHRI and National Human Rights Institutions (NHRIs) in Sub-Saharan Africa have the necessary technical and organisational capacities to fulfil their mandate on the prevention of torture and ill-treatment. A partnership with NANHRI presents a big added value in strengthening localisation and outreach. Such a partnership will offer an avenue to engage further with selected NHRIs in Africa and with NANHRI on strengthening prevention of torture. The specific areas of focus will be selected jointly with NHRIs, but could include preventive monitoring of places of detention, strengthening efforts to document torture and ill-treatment, promoting human-rights compliant policing practices, reducing the use of pre-trial detention, and addressing overcrowding in prisons. Considering the broad mandate and the wide scope of NHRIs' work, they enjoy a vast outreach to at-risk populations, including the most marginalized such as women and LGBTIQ+, youth and migrants. This is an important strength and underlines the importance of strengthening the capacities of NHRIs. Working with NHRIs through NANHRI also creates valuable opportunities for fostering synergies with the work of DIGNITY's CSO partners and thus strengthening and multiplying the impact.

Palestinian Center for Human Rights (PCHR), Palestine

Presentation: Founded in 1995 by a group of Palestinian lawyers and human rights activists, the Palestinian Center for Human Rights (PCHR) is a non-profit human rights organisation based in Gaza city. It is a steadfast defender of the rights of Palestinians, working diligently to shield civilians and their properties in the occupied Palestinian territory (oPt). PCHR advocates for every Palestinian to be afforded the human rights enshrined in international legislation, including the

right to sovereignty over their land and the exercise of self-determination in compliance with international norms, all within a democratic framework that upholds human rights and the rule of law. PCHR's overarching mission is to employ legal and advocacy strategies to advance the cause of human rights, uphold the rule of law, and instil democratic values among the Palestinian people. Central to PCHR's operations is its fieldwork, a cornerstone activity that has been continuously conducted for over 28 years. This involves a network of adept field workers spread across various locales in the Gaza Strip, tasked with meticulously collecting and documenting legal information pertaining to human rights violations. These field workers engage directly with victims and witnesses, ensuring that the information gathered is both precise and verifiable. The collected data is then relayed to the unit coordinator and additional researchers for further verification and analysis. This direct engagement in the field ensures that PCHR maintains a robust connection with the community, fostering a reciprocal relationship wherein the community's needs and interests help shape PCHR's initiatives, while the organization remains attuned and responsive to the community's demands and aspirations.

The Centre enjoys Consultative Status with the ECOSOC of the United Nations. It is an affiliate of the International Commission of Jurists-Geneva; the International Federation for Human Rights (FIDH), Paris; member of the Euro-Mediterranean Human Rights Network, Copenhagen; member of the International Legal Assistance Consortium (ILAC), Stockholm; member of the Arab Organization for Human Rights, Cairo; and member of the World Coalition against the Death Penalty, Rome.

Justification for selection: Since the onset of the ongoing war on October 7, 2023, the Gaza Strip has witnessed devastating human, social, and infrastructural losses, deepening the already acute human rights crisis in the Occupied Palestinian Territories (OPT). The current situation has intensified challenges in Gaza, severely limiting access to essential services, dismantling livelihoods, and inflicting widespread trauma on the population. After a pre-investigation process with the aim of scoping out DIGNITY's added value in supporting civil society in the oPt, and comprehensive dialogue with several organisations during the last half of 2023, in December 2023, DIGNITY entered a new accountability-focused partnership with the Palestinian Centre for Human Rights (PCHR). PCHR is one of few human rights organisations based in Gaza that has been documenting torture and other alleged crimes under international law committed against Palestinians from within the Gaza strip since 7 October 2023. PCHR has, prior to October 7, a long track record of documenting human rights violations, torture, and ill treatment committed against Palestinians by both Israel and Palestinian authorities. The partnership focuses on rigorous documentation and analysis of human rights violations and breaches of International Humanitarian Law, seeking accountability for these transgressions, and advocating for the rights and needs of affected people. PCHR has extensive experience in human rights advocacy and legal aid provision and is a well-placed partner for contributing to the protection and promotion of human rights in the Gaza Strip.

Palestinian Counselling Center (PCC), Palestine

Presentation: The Palestinian Counselling Centre (PCC) is a mental health non-governmental organization established in 1983 with its headquarters in Jerusalem and branch centres/clinics in Ramallah, Qalqilya, Nablus, and Jenin. The PCC was started by a group of psychologists to respond to the increasing need for mental health services among the Palestinian population. The PCC started intervening at the primary intervention level concentrating its efforts on raising the community's awareness of the importance of counselling as a form of effective therapy for various

psychosocial problems. The organisation then moved to intervene at the secondary level by placing and supervising psychologists, counsellors, and social workers in schools and primary health clinics. Presently, the PCC is regarded as a provider of secondary mental health care where it provides psychotherapy in its clinics in Jerusalem, Nablus, and Ramallah, rehabilitation for chronically mental health patients in Qalqilya, in addition to building the capacities of MHPSS workers nationally and regionally and supervising the psychosocial work of several CBOs in different locations in the West Bank. The PCC employs 49 staff members and serves over 15,000 direct beneficiaries annually.

Justification for selection: PCC is currently a partner of the Treatment and Rehabilitation Center for Victims of Torture under the project with DIGNITY. PCC is experienced in providing high-quality MHPSS and rehabilitation and complements TRC in its geographical locations and its targeted beneficiaries to extend the reach throughout Palestine. PCC has a good community outreach and works closely with community-based organisations (CBOs) including youth and women led CBOs. This helps to ensure that PCC's interventions are informed by and tailored to specific community needs, in turn enhancing the potential for greater impact of joint projects.

Prison Watch Sierra Leone (PWSL), Sierra Leone

Presentation: Prison Watch Sierra Leone (PWSL) is a human rights NGO formed in 1996, which serves as a focal point relating to all issues of detainees/prisoners and detention in the country. The organisation's main objective is to monitor human rights violation and abuses in detention centres throughout the country. Since its inception, PWSL has monitored and reported on prisons and detention condition and provided training for detention officers and civil society members on human rights.

Justification for selection: PWSL and DIGNITY first established contact in 2006, within a post-war context where the discourse around international development in the country was dominated by the themes of trauma, peacebuilding, and reconciliation and the state was characterised as weak or fragile. In Sierra Leone today, places of detention continue to be places challenged by fundamental human rights issues. The penal regime continues to be characterized by a harsh, cruel and inhumane environment, inadequate training of police and correctional officers, and delays in the administration of justice which have contributed to e.g. overcrowding of prisons and prolonged and unnecessarily lengthy pre-trial detention. During election times and upon arrest, reports show that there is excessive use of force by police resulting in bodily harm, injuries and damages to property.

DIGNITY and PWSL have been in a formalised partnership since 2010 contributing to torture prevention and human rights protection in the field of law enforcement and detention. PWSL is a trusted organisation among the public and those detained as well as among duty bearers. Criteria for continuing to cooperate with PWSL over the years have been justified by PWSL continuing to be one of the main actors with access to detention facilities across the country, strong relations with the judiciary, police and correctional services, and the only NGO representative in the Sierra Leone Correctional Council, which oversees and governs all matters relating to the correctional facilities. In 2023, a focus on violence prevention was added to the cooperation and together with MIDRIFT from Kenya initial capacity building on Place-Based Leadership Development for election violence prevention for state and non-state actors as well as collaborative leadership efforts across diverse sectors towards violence prevention and the creation of safe communities in Sierra Leone was tested and yielded good results.

Treatment and Rehabilitation Center for Victims of Torture (TRC), Palestine

Presentation: The Treatment and Rehabilitation Center for Victims of Torture (TRC) was founded in 1997 by a Palestinian psychiatrist and human rights activist. It operated on a voluntary basis until it was instituted in 1999 and specializes in providing psychosocial services to survivors of politically motivated torture and violence, their families, and their communities. TRC employs a team of highly specialized senior clinical psychologists, social workers, and psychiatrists and provides training in various therapy methods to mental health experts throughout the MENA region. TRC's treatment and rehabilitation programme provides holistic treatment through a model-building approach that addresses and provides alleviation from symptoms of psychological trauma. TRC conducts 90% of its outreach in the field where the team deploys home-based consultations, psychological first aid (PFA), and crisis intervention. TRC also engages in awareness raising to reduce the stigmas around mental health services, promote understanding, tolerance, and sensitivity towards victims in order to support their recovery. They work closely with community leaders, particularly women and children's community-based organizations, in advocating for the rights to remedy, reintegration, and protection from the devastating effects of torture and ill-treatment. TRC operates in Gaza and the West Bank. TRC is the only Palestinian NGO permitted by the government to provide psychotherapy in Palestinian correction and rehabilitation centers. TRC is a member of the International Rehabilitation Council for Torture Victims (IRCT) and a member and co-founder of the Palestinian Coalition Against Torture.

Justification for selection: Since October 2023, the population in Gaza has been exposed to constant bombardments, unimaginable violence and death, loss of loved ones, displacement, food insecurity, and constant fear. Many have witnessed the destruction of their homes, schools, and communities, causing deep psychological trauma. In addition, the large number of missing people still under the rubble and the inability to rescue and sufficiently treat the injured further compounds the psychosocial distress of the population. In the West Bank, in addition to rising violence and deathly attacks, roadblocks and checkpoints are rendering physical movement difficult for Palestinians. Many have relatives in Gaza and live in constant worry and fear of bad news. MHPSS service delivery is hampered by the unstable situation on the ground making it extremely dangerous for MHPSS staff to meet survivors and provide services. Everyone is affected in Gaza, including mental health experts, and with Israel limiting the access to Gaza for international NGO workers, MHPSS provision is scattered and small in scale. Large gaps remain in the survivor-centred efforts, through which affected persons can access the quality and timely support based on their specific needs.

As part of the efforts to ensure holistic support for survivors of torture and violence, and building on learnings from other emergency contexts, including Ukraine, DIGNITY initiated a rehabilitation programme in Palestine in August 2023. The programme promotes access to MHPSS for Palestinian men, women, and youth, and is implemented in partnership with the Treatment and Rehabilitation Center for Victims of Torture (TRC). TRC was selected as DIGNITY's MHPSS partner in the oPt after a pre-investigation exercise and a piloting phase in early 2023. TRC is a well-established organisation in the West Bank with a good community outreach and relevant collaboration with several governmental and non-governmental actors including universities, international organisations, and local civil society.

Summary of key partner features

Name of Partner	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the project programme for the partner's activity-level (Low, medium, high)?</i>	Influence <i>How much influence does the partner have over the project (low, medium, high)?</i>	Contribution <i>What will be the partner's main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
AFELL	<p>Advocacy for legal reforms and provision of legal services dedicated to promoting, protecting, and advancing the rights of women, children, and impoverished persons.</p> <p>Want to foster peace, security, and economic growth.</p> <p>Enhances the understanding of Liberian laws to improve the ability to apply its provisions effectively for the benefit of survivors.</p>	<p>Medium: In 2023, AFELL had an annual turnover of USD 100,000 of which almost half came from a consultancy contract with DIGNITY. AFELL is also funded by the Clooney Foundation as well as income from membership fees.</p>	<p>Medium: AFELL has been contracted as a consultant in an existing partnership with other Liberian partners, but the programmatic intervention is linked to AFELL's strategic objectives</p>	<p>- Sharing knowledge and expertise of their work with the legal aspects of GBV prevention and response as well as Liberia's legal framework and legal system</p> <p>- Facilitating access to networks throughout the country and regionally</p>	<p><u>Strength:</u> Have broad outreach throughout the country, and are well-known by local and international stakeholders.</p> <p><u>Weaknesses:</u> Organizational capacity gaps.</p> <p><u>Opportunities:</u> Good relationship with Government, state agencies and partners. Highly recognized as legal aid service providers.</p> <p><u>Threats:</u> Outbreak of politically motivated violence regarding the War Crimes Court. Requirements for moving from consultancy to partnership result in drastic change of AFELL's core values.</p>	<p>AFELL is currently on a consultancy contract. DIGNITY is in the process of starting dialogue with AFELL to move them into a partnership with DIGNITY.</p>
ACTV	<p>Provision of holistic rehabilitation both in their clinics, in prisons and in local communities.</p> <p>Transferring MHPSS expertise to community level through a community model.</p> <p>Advocacy for the ratification of the OPCAT and the implementation of the Prevention and Prohibition of Torture Act No. 3 of 12.</p> <p>Training the police, the military and prison staff.</p>	<p>High: DIGNITY is a key partner for ACTV and DED funding constitutes an important part of their annual turnover.</p>	<p>High: Priorities and projects are jointly developed, and programmatic interventions are clearly linked to ACTV's strategic objectives</p>	<p>- Facilitate implementation of community-based rehabilitation.</p> <p>- Improve access to medico-legal documentation.</p> <p>- Conduct effective prison visits.</p> <p>- Implement key advocacy efforts at national and regional level.</p> <p>- Strengthen the implementation and knowledge of the local anti-torture legislation.</p>	<p><u>Strength:</u> - Key player in Uganda, with high expertise and well-respected. Filling an important gap. - Positive and strong relationships with local authorities, as well as strong local anchorage. - Strong reporting and financial management. - Strategy and expertise closely aligned to DIGNITY and DED priorities.</p>	<p>Exiting the partnership with ACTV is not yet relevant. They have been struggling financially after the closing of the DGJF in Uganda. DED funding was instrumental in maintaining their core capacity. Today, the organisation is in a much better place, and we continue to build on that. Sustainability and capacity strengthening is considered throughout the project.</p>

AAPP	<p>Board member of IRCT.</p> <p>Observer status at the African Commission of People and Human Rights.</p>	<p>Medium: AAPP has several other donors but only the collaboration with DIGNITY contributes to strengthening their documentation, analysis and reporting and thereby quality of advocacy.</p>	High.	<ul style="list-style-type: none"> - Collect data, analyse, develop and promote human rights documentation on the conditions and experiences of political prisoners in Myanmar - Legal aid assistance to human rights lawyers representing political prisoners - Advocacy with national and international key stakeholders. 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> - Highly ambitious, sometimes leading to overload for staff. - Management of sensitive and personal data should be improved. - Overcomplicated financial procedures, which could be simplified. <p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - High potential to create even bigger impact and improve their expertise through the partnership with DIGNITY. <p><u>Threats:</u></p> <ul style="list-style-type: none"> - Shrinking civic space and higher pressure on CSOs as we get closer to elections in Jan 2026. 	High potential to create even bigger impact and improve their expertise through the partnership with DIGNITY.
	<p>Documenting violations of human rights and disseminating knowledge of political prisoner issues</p> <p>Advocate and publish reports related to political prisoner issues based on trends identified through monitoring and documentation as well as translations of international human rights treaties</p> <p>Legal aid.</p>	<p>Medium: AAPP has several other donors but only the collaboration with DIGNITY contributes to strengthening their documentation, analysis and reporting and thereby quality of advocacy.</p>	High.	<ul style="list-style-type: none"> - Collect data, analyse, develop and promote human rights documentation on the conditions and experiences of political prisoners in Myanmar - Legal aid assistance to human rights lawyers representing political prisoners - Advocacy with national and international key stakeholders. 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> - Highly ambitious, sometimes leading to overload for staff. - Management of sensitive and personal data should be improved. - Overcomplicated financial procedures, which could be simplified. <p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - High potential to create even bigger impact and improve their expertise through the partnership with DIGNITY. <p><u>Threats:</u></p> <ul style="list-style-type: none"> - Shrinking civic space and higher pressure on CSOs as we get closer to elections in Jan 2026. 	<p>No exit strategy has been developed considering that Myanmar is in a protracted crisis. Rather the strategy has been to diversify partners. However, the high trust in the partnership and initial dialogue on institutional strengthening could enable a dialogue on developing an exit strategy.</p>

	Access to justice for vulnerable people through legal and judicial assistance and legal advocacy.	Medium-high: In 2023, DIGNITY was the biggest of CQDJ's four donors with a funding of 70 million C.F.R.	High: CQDJ is co-constructing the project, identifying issues and needs, defining activities, technical and budgetary planning, and mobilizing players in the field. The programmatic interventions are clearly linked to CQDJ strategic objectives. Representatives from CQDJ also participate in the project's steering committee along with representatives from MBDHP, Oxfam and DIHR.	<ul style="list-style-type: none"> - Facilitating the development and enhancement of expertise at the level of local civil society organizations and actors in the criminal justice chain on issues related to the prevention of torture and the rehabilitation of survivors. - Providing MHPSS and legal services to beneficiaries. - Basic documentation and advocacy, sensitization campaigns. 	<p>Their legal status rendering AAPP vulnerable to injustice and in terms of insurance. AAPP is looking into the possibilities of changing this in 2024.</p> <p>Strengths</p> <ul style="list-style-type: none"> - Small and agile organization that can adapt to the changing context. - Close to the end-beneficiaries due to their mobile clinics. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Organisational capacity gaps. <p>Opportunities:</p> <ul style="list-style-type: none"> - Young organization with many opportunities to affect their organizational setup. <p>Threats:</p> <p>Burkina Faso is one of the most unsafe and unstable environments in Sub-Saharan Africa.</p>	No exit strategy has yet been developed as the partnership is still in its inception phase, but capacity building of the partner to ensure sustainability will be part of the development of the project engagement.
CQDJ				<ul style="list-style-type: none"> - Sharing knowledge and expertise of their work with SRH and GBV response and prevention in Liberia. - Sharing knowledge and expertise related to their participatory community-approach and national advocacy efforts. - Sharing knowledge and expertise related to their intersectional and feminist approach. - Facilitating access to south-south networks of members throughout the country as well as a wide range of relationships with important partners, networks and institutions. 	<p>Strength:</p> <ul style="list-style-type: none"> - Strong reputation and credibility among local communities, stakeholders, and donors. - Integrated focus on access to justice, GBV prevention, SRHR, and women's rights ensures a comprehensive approach to addressing women's issues. - Deep trust and engagement within the community. - Strong networks with local and international organizations, government bodies, and other stakeholders. - Key player in influencing policy changes and legal reforms in favor of women's rights. 	No specific exit strategy has been developed, but capacity building of both CHI and local structures are built into the project design to ensure sustainability.
CHI	CHI's key mandate is to strengthen and promote healthcare, social services, women's rights and child rights. They have a particular focus on girls, persons living with disability and sexual minorities in Liberia.	Medium: In 2023, CHI had an annual turnover of USD 431.382 (approx. 3 million DKK) and received around 1,1 million DKK from DIGNITY.	High: Priorities and projects are jointly developed programmatic interventions are clearly linked to CHI's strategic objectives.			

					<p>Weaknesses:</p> <ul style="list-style-type: none"> - Financial and human resource constraints that limit the scale and scope of its activities. - Heavy reliance on donor funding. - Organizational capacity gaps. - Limitations in collecting comprehensive data and effectively measuring the impact of programs. <p>Opportunities:</p> <ul style="list-style-type: none"> - Good relationship with Government, state agencies and partners <p>Threats:</p> <ul style="list-style-type: none"> - Outbreak of politically motivated violence regarding the War Crimes Court. - Deep-seated cultural norms and practices may resist change, making it challenging to promote women's rights and gender equality. 	
LAPS	Strengthening access to effective and quality mental health and psychosocial rehabilitation services for traumatized survivors of torture and violence, including gender-based violence, in Liberia.	Medium-high: In 2023, LAPS had an annual turnover of USD 340,643,08 (around 2,4 million DKK) and they received around 1,6 million DKK from DIGNITY.	High: Priorities and projects are jointly developed, and programmatic interventions are clearly linked to LAPS' strategic objectives.	<ul style="list-style-type: none"> - Providing community-based and survivor-centered MHPSS services - Sharing knowledge and expertise of their work with the mental health care system in Liberia and the implementation of their PSS model - Sharing knowledge and expertise of GBV prevention and response relating to MHPSS in country - Facilitating access to south-south networks of members throughout the country as well as a wide range of relationships with important partners, networks, and institutions 	<p>Strength:</p> <ul style="list-style-type: none"> - Extensive knowledge on the mental health care system in Liberia. - Highly regarded as a key MHPSS provider amongst external stakeholders. - Experience in the provision of Transitional Justice related services in Liberia. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Organizational capacity gaps. <p>Opportunities:</p> <ul style="list-style-type: none"> - Good relationship with Government, state agencies and partners. - Recognized service provider stakeholders on Transitional Justice issues in Liberia. 	No specific exit strategy has been developed. However, institutional anchorage and ownership are enhanced by reinforcing the organizational capacity development of LAPS and by strengthening linkages to healthcare authorities.

<p>MBDHP</p>	<p>MBDHP's mission is promoting and defending the rights and freedoms of citizens, by working to broaden the scope of freedoms to enable people to participate in Burkina's political, economic, and social development.</p>	<p>Low: MBDHP has funding from UN, USAID among others, but are very interested in DIGNITY cooperation in the torture field.</p>	<p>High: MBDHP is co-constructing the project, identifying issues and needs, defining activities, technical and budgetary planning, and mobilizing players in the field. The programmatic interventions are clearly linked to CQDJ strategic objectives. Representatives from MBDHP also participate in the project's steering committee along with representatives from CQDJ, Oxfam and DIHR.</p>	<p>Facilitating the development and enhancement of local expertise on mental health and psychosocial support for survivors by engaging actors in the field.</p> <ul style="list-style-type: none"> - Basic documentation and advocacy, sensitization campaigns. 	<p>to recognition of MIDRIFT's work.</p> <ul style="list-style-type: none"> - Well on their way towards creating an admin setup aligned with their strategic priority of further diversifying their funds and building own capital (DIGNITY capacity building in fundraising has taken place). <p><u>Threats:</u></p> <ul style="list-style-type: none"> - MIDRIFT works actively towards mitigating threats by working closely with both state and non-state actors, and thereby opening up the space for implementation of programme activities. - Competition for funds are fierce, but MIDRIFT works specifically towards creating networks at both the national, regional and international level. 	<p>No exit strategy has yet been made as the partnership is still in its inception phase, but capacity building of the partner to ensure long-term results will be part of the development of the project engagement.</p>
				<p><u>Strength:</u></p> <ul style="list-style-type: none"> - Big network that extends the borders (e.g. Senegal and France). - Highly recognized by civil society and state institutions. <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> - Organisational capacity gaps. <p><u>Opportunities</u></p> <ul style="list-style-type: none"> - Good opportunities for scaling up and reaching a great number of beneficiaries as they have great outreach throughout Burkina Faso - Strong potential for MHPSS integration. <p><u>Threats:</u></p> <ul style="list-style-type: none"> - Burkina Faso is one of the most unsafe and unstable environments in Sub-Saharan Africa. 		

<p>NANHRI</p>	<p>Regional umbrella body for national human rights institutions (NHRIs) across Africa.</p> <p>Has a vision of a continent with enhanced human rights culture and justice for every African through supporting the establishment and strengthening of NHRIs to effectively undertake their mandate in line with Paris Principles.</p>	<p>Low: NANHRI is funded by membership subscriptions, annual subscriptions, donors' contributions, special funds, grants and donations.</p> <p>NANHRI had/has several partners, such as UNDP, UN OHCHR, OSF, DIHR, Raoul Wallenberg Institute, and African Police Civilian Oversight Forum (APCOF). However, few focusing on anti-torture specifically.</p>	<p>High: NANHRI and DIGNITY will jointly explore avenues for complementarity and for strengthening NANHRI's role as a key regional stakeholder. Selected NHRIs will also be included to provide input and influence the design of the long-term project, that is relevant to their needs and priorities</p>	<p>- Facilitating access to their members and providing a platform for participation, exchange and discussion among NHRIs.</p> <p>- Responsible for project management and administration (incl. logistics) for the proposed Activities.</p>	<p><u>Strength:</u></p> <ul style="list-style-type: none"> - Key regional stakeholder with long experience in supporting the establishment and strengthening of independent and effective NHRIs. - Strong financial management, with solid policies. <p><u>Weaknesses:</u></p> <p>Small and busy secretariat, who manages a lot of projects. It might be considered to fund an additional project officer for the long-term project.</p> <p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - Can provide better access to and engagement with NHRIs in the countries where DIGNITY already works to increase impact without DIGNITY having to set up agreements with each single NHRI. - Can provide a stronger platform for advocacy, e.g. in the ACHPR. <p><u>Threats:</u></p> <ul style="list-style-type: none"> - Not succeeding in establishing meaningful collaborations/partnerships with selected NHRIs, e.g. due to fear among NHRIs to intensify their work on prevention of torture due to political climate in the respective countries, and different contexts/needs. 	<p>Exit strategy not yet developed, as the partnership is still in its inception phase. Sustainability will be considered closely when designing the long-term project.</p>
<p>PWSL</p>	<p>Monitoring of human rights violations and abuses in detention centers and police stations throughout the country.</p> <p>Legislative reforms of the penal system.</p>	<p>High: PWSL has long been supported mainly by funds through the DIGNITY partnership. However, a focus on building the capacity to diversify funding is part of the cooperation agreement.</p>	<p>High: Priorities and projects are jointly developed and programmatic interventions are linked to PWSL's strategic objectives.</p>	<p>- Monitoring places of detention in all detention facilities in Sierra Leone, including multiple police stations.</p> <p>- Facilitating legislative reforms.</p>	<p><u>Strength:</u></p> <ul style="list-style-type: none"> - Highly respected by and has strong relations with the judiciary, police and correctional services. - Has access to all detention facilities in the country and is 	<p>Exit strategies have been discussed, specifically focusing on diversification of funds (DIGNITY capacity building in fundraising has taken place) and on the</p>

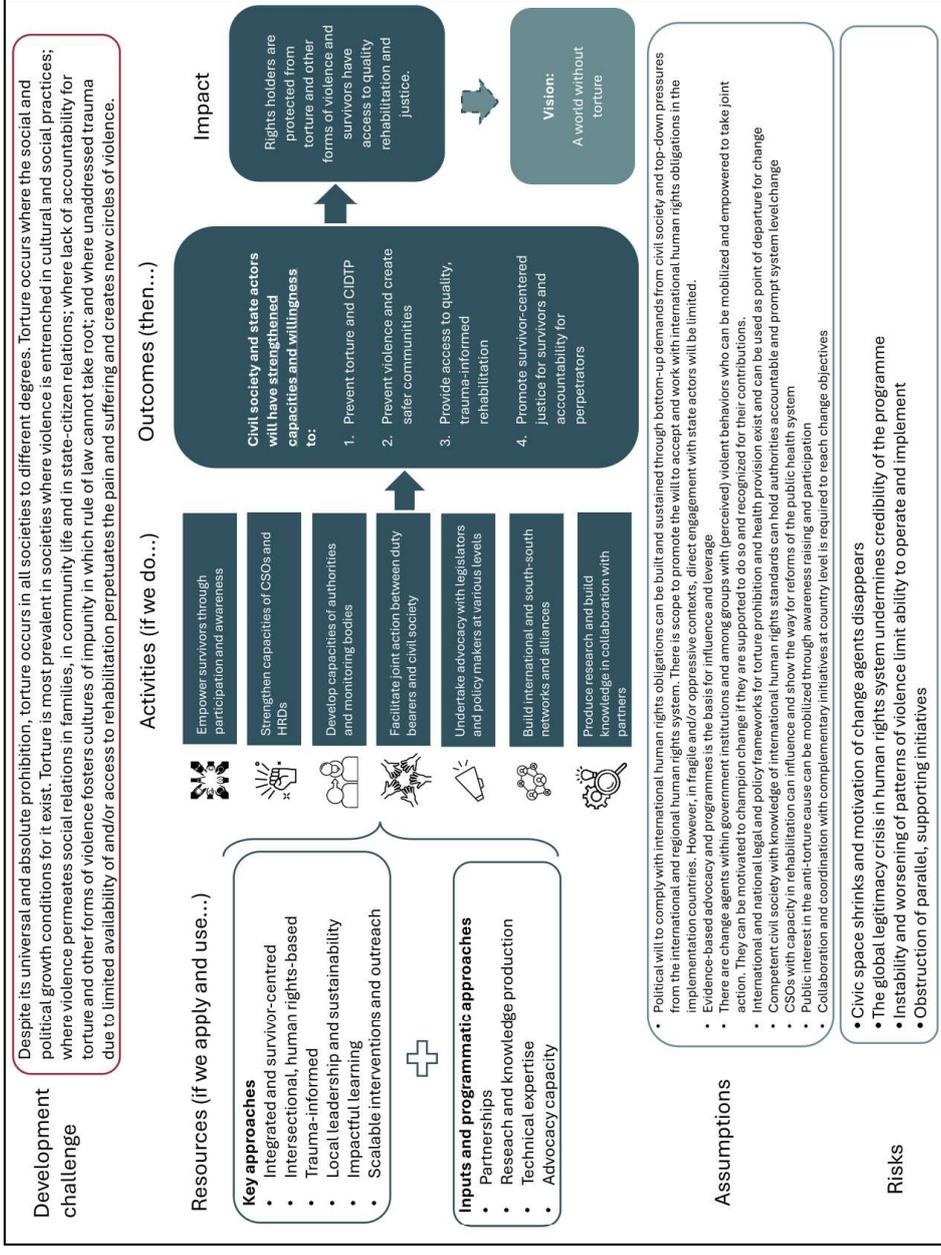
	Dissemination of knowledge around detention conditions and changing public perception of prisoners and the penal system.			<ul style="list-style-type: none"> - Data collection and analysis. - Facilitating trainings. 	<p>the only NGO representative in the Correctional Council, which oversees and governs all matters relating to the correctional facilities.</p> <p>Weaknesses:</p> <ul style="list-style-type: none"> - Highly dependent on DIGNITY funds and has rather weak organizational set-up. - At times experience high staff turnover. <p>Opportunities:</p> <p>Good possibilities for strengthening collaboration with other national actors also working with human rights, detention conditions, and violence prevention.</p> <p>Threats:</p> <p>Difficult context to work in (e.g. due to high inflation rates, extreme poverty, and weak state structures).</p>	importance of strengthening partnerships e.g. working closer with the Human Rights Commission.
PCHR	<p>Collecting and documenting legal information pertaining to human rights violations.</p> <p>Advocacy to advance the cause of human rights, uphold the rule of law, and instil democratic values among the Palestinian people.</p>	<p>High: Although PCHR has several partners and donors, including the European Commission, the partnership with DIGNITY focuses on strengthening PCHR's capacity in the field of documenting torture and CIDPT.</p>	<p>High: The partnership is based entirely around the prioritized needs and focus areas of PCHR. All activities have been developed jointly and are implemented either by PCHR (e.g. documentation) or jointly in the partnership (e.g. joint advocacy and analysis).</p>	<ul style="list-style-type: none"> - Monitoring and documenting torture, other related crimes under international law, and human rights violations. - Providing legal aid and representation - Advocacy efforts for accountability and justice. 	<p>Strength:</p> <ul style="list-style-type: none"> - Presence and ability to operate in Gaza Strip - A team of trained lawyers and field workers - Strong advocacy profile - Good collaboration and coordination with Palestinian civil society more broadly. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Needs capacity in documentation methods and procedures. - High vulnerability of Gaza-based staff and continuous disruptions to operations due to constant displacement of staff due to the ongoing aggressions on Gaza. <p>Opportunities:</p>	<p>The sustainability of activities and of PCHR's organisational capacity will be considered when developing the long-term programme from 2025 onwards. The current partnership contract with PCHR is set for one year (2024) to pilot certain activities and gather learnings to inform the longer-term engagement design.</p>

PCC	Providing psychosocial services, educational social services, CBO capacity building, lobbying and advocacy to improve access to MHPSS in the oPt.	Medium: In 2022, PCC's donors included UN Women, Save the Children Sweden, Save the Children Norway, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), among others. The financial contribution from DIGNITY will be substantial in supporting the organisational capacity of PCC. In addition, the partnership will support the organisation's technical capacity.	Medium-high: As a partner to TRC in the ongoing project, PCC has been key in developing and implementing the project particularly in the delivery of psychosocial support services. From 2025 onwards, DIGNITY and PCC will continue in a constellation ensuring enhanced emphasis on joint activities.	-Provision of MHPSS and rehabilitation services.	<p>- Strengthened procedures and practices for documentation</p> <p>- Continued and enhanced collaboration on joint advocacy</p> <p>- Strengthened capacity for documenting according to international standards</p> <p>- An improved database structure for archiving and analysis purposes.</p> <p>Threats: Destabilization of the organisation and risk of death of Gaza-based staff due to the ongoing aggressions from Israel on Gaza.</p> <p>Strength: Very good local outreach and anchorage in local communities, including good relationships with local CBOs who benefit from PCC's capacity strengthening support.</p> <p>Weaknesses: Comparing to TRC, PCC has a less pronounced level of specialized expertise in the provision of trauma-focused psychotherapy.</p> <p>Opportunities: Community-led interventions inclusive of youth, women, PWD and other marginalized and disadvantaged groups in Palestinian society.</p> <p>Threats: The ongoing war on Gaza and the extremely tense and violent status quo in the West Bank severely hampers PCC's ability to reach remote communities efficiently and without delay. The highly volatile situation might also create difficulties in making bank transfers of funds to the partner.</p>	<p>With the ongoing political situation, it is difficult to phase out MHPSS activities. PCC and its partner TRC will attempt to ensure equality in treatment and rehabilitation and avoid leaving any gaps. Capacity building efforts are integrated into the project to ensure that the organizations will have enhanced abilities to provide MHPSS services to communities in Palestine even after the end of the project.</p>
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TRC	Providing psychosocial services to survivors of politically motivated torture and violence, their families, and their communities.	Medium-low: TRC has a relatively strong donor base. However, with the additional funds added to the partnership budget in 2024, the financial contribution is more substantial. TRC are technically solid but are benefitting from capacity building on certain MHPSS approaches.	High: The outcomes and outputs in the partnership project are closely aligned with TRC's strategy. All programmatic aspects have been developed jointly, and TRC are leading on implementation.	-Provision of MHPSS and rehabilitation services in Gaza and the West Bank.	<p><u>Strength:</u></p> <ul style="list-style-type: none"> - A strong and well-established clinical team with capacity to provide highly specialized services - Geographically wide coverage with services in the West Bank and capacity to expand operations in Gaza - A strong and responsive project team in the main office. <p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> Could benefit from strengthened capacity to do referrals to legal support and services. <p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - To develop TRC's capacity to give and receive referrals - TRC has plenty of information and analysis that could be better utilized for advocacy purposes, which is also a strategic priority for TRC. <p><u>Threats:</u></p> <ul style="list-style-type: none"> The ongoing war on Gaza and the extremely tense and violent status quo in the West Bank severely hampers TRC's ability to reach remote communities efficiently and without delay. The highly volatile situation might also create difficulties in making bank transfers of funds to the partner. 	With the ongoing political situation, it is difficult to phase out MHPSS activities. TRC will attempt to ensure equality in treatment and rehabilitation and avoid leaving any gaps. Capacity building efforts are integrated into the project to ensure that the organisation will have enhanced abilities to provide MHPSS services to communities in Palestine even after the end of the project. In addition, the project has ensured support for the strengthening of TRC's database and archiving system to strengthen organisational capacity over the long term.
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Annex 3: Theory of Change and Detailed Results Framework

Theory of change



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		<ol style="list-style-type: none"> 1. Rights holders have enhanced power 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, CIDPT and other forms of violence, to provide access to rehabilitation and justice for survivors, and promote rule of law.
Baseline	Year 0	<p>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.</p> <p>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.</p> <p>Legal frameworks criminalising, preventing, and combating torture are in place in most countries, but there is a lack of will and/or capacity amongst state authorities to implementing 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 other social services exist, but poor governance and weak capacity amongst executing authorities result in poor service delivery and limited access for most vulnerable groups.</p> <p>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 are health are usually less controversial, easing space for implementation and collaborations with state actors</p> <p>Independent oversight bodies scrutinising states’ compliance with their human rights obligations exist in most states, but their often lack the knowledge and skills to undertake effective preventive monitoring.</p>

Targets	Midterm (Year 3)	<p>Minimum 75 civil society and state actors¹⁰² 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).</p> <p>Minimum 400.000 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).</p>
	Endline (Year 5)	<p>Minimum 150 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).</p> <p>Minimum 560.000 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)</p>

Output 1		Civil society and state actors have strengthened capacity and willingness to prevent torture and CIDTP	
Output indicator 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 - disaggregated by a) type of actor and b) type of change	
Baseline	Year 0	3 CSO partners in Sierra Leone, Myanmar, Uganda; and 9 institutional actors, including NANHRI, four NHRIs in Africa, Prison and police authorities in Kenya, Uganda and 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 CPT, the Independent Investigative Mechanism for Myanmar and other.	
Annual Targets	Year 1	i) Annual total: 12	i. Minimum 3 recorded examples ¹⁰³ per project of actors <u>using</u> acquired or strengthened skills, tools, and
	Year 2	i) Annual total: 15 ii) Annual total: 5	
	Year 3	i) Annual total: 20	

¹⁰² 'Actor' in this results frame refers to an institutional entity – not an individual person

¹⁰³ 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.

		ii) Annual total: 8 iii) Y1-Y3: 5	<p>knowledge in their work to prevent torture and CIDTP.</p> <p>ii. Minimum 1 recorded example per project of CSOs and state actors with improved <u>institutional</u> practices for prevention of torture and CIDTP.</p> <p>iii. Number of recorded examples of CSOs and state actors using evidence and knowledge generated through the programme to <u>influence</u> norms, policies and practices at local, national, and international level.</p>
	Year 4	i) Annual total: 25 ii) Annual total: 10	
	Year 5	i) Annual total: 30 ii) Annual total: 15 iii) Y1-Y5: 10	
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 - disaggregated by a) type of actor and b) type of change	
Baseline	Year 0	5 partners from Myanmar, Uganda, Sierra Leone, Kenya, and the African region currently engage in direct collaboration with national human rights institutions, prison services, human rights lawyers, and judicial entities 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.	
Annual Targets	Year 1	i) Annual total: 12	<p>i. Minimum 2 recorded examples per project of <u>established or strengthened</u> collaborations and dialogues to improve prevention of torture and CIDTP.</p> <p>ii. Minimum 1 recorded example per project of <u>sustainable changes</u> in policy and/or practice towards prevention of torture and CIDTP</p>
	Year 2	i) Annual total: 18 ii) Annual total: 6	
	Year 3	i) Annual total: 24 ii) Annual total: 9	
	Year 4	i) Annual total: 30 ii) Annual total: 9	
	Year 5	i) Annual total: 36 ii) Annual total: 12	
Output 1.3		No. & extent to which individuals at risk of torture benefit from improved safeguards and other preventive measures - disaggregated by a) gender, b) age; c) location; and d) type of preventive measure	
Baseline	Year 0	5 partners from Myanmar, Uganda, Kenya and Sierra Leone work towards improving preventive measures against torture and CIDTP through a combination of 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 across the country. 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.	
	Year 1	i) Annual total: 10.000	

Annual Targets	Year 2	i) Annual total: 11.000 ii) Annual total: 6	i. Number of individuals <u>reached</u> through initiatives aimed at improving preventive measures against torture and CIDPT ii. Minimum 1 recorded example per project of how torture prevention initiatives have <u>affected</u> the target group.
	Year 3	i) Annual total: 12.000 ii) Annual total: 12	
	Year 4	i) Annual total: 13.000 ii) Annual total: 18	
	Year 5	i) Annual total: 14.000 ii) Annual total: 24	

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	
Baseline	Year 0	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).	
Annual Targets	Year 1	i) Annual total: 12	i. Minimum 3 recorded examples per project of actors <u>using</u> acquired or strengthened skills, tools, and knowledge in their work to create safer communities ii. Minimum 1 recorded example per project of CSOs and state actors with improved <u>institutional</u> practices for violence prevention iii. Number of recorded examples of CSOs and state actors using evidence and knowledge generated through the
	Year 2	i) Annual total: 12 ii) Annual total: 4	
	Year 3	i) Annual total: 15 ii) Annual total: 6 iii) Y1-Y3: 5	
	Year 4	i) Annual total: 15 ii) Annual total: 8	
	Year 5	i) Annual total: 18 ii) Annual total: 10 iii) Y1-Y5: 10	

			programme to <u>influence</u> policies and practices at local, national, and international level.
Output indicator 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	
Baseline	Year 0	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.	
Annual Targets	Year 1	i) Annual total: 16	i. Minimum 4 recorded examples per project of <u>established or strengthened</u> collaborations and dialogues to improve prevention of violence ii. Minimum 2 recorded examples per projects of <u>sustainable changes</u> in policy and/or practice towards creating safer communities.
	Year 2	i) Annual total: 20 ii) Annual total: 8	
	Year 3	i) Annual total: 25 ii) Annual total: 10	
	Year 4	i) Annual total: 25 ii) Annual total: 10	
	Year 5	i) Annual total: 25 ii) Annual total: 12	
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: 300.000 individuals	i. Number of individuals <u>reached</u> through violence prevention initiatives. ii. Minimum 4 recorded examples per project of how violence prevention activities have <u>affected</u> the target group.
	Year 2	i) Annual total: 330.000 ii) Annual total: 16	
	Year 3	i) Annual total: 360.000 ii) Annual total: 16	
	Year 4	i) Annual total: 390.000 ii) Annual total: 20	
	Year 5	i) Annual total: 420.000 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 7 CSO partners in Uganda, Liberia, Kenya, 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 MHPSS, scientific journals) and in international and national policy forums (such as health authorities' technical working groups).	
Annual Targets	Year 1	i) Annual total: 15	<ul style="list-style-type: none"> i. Minimum 3 recorded examples per project 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. Minimum 1 recorded example per project of CSOs and state actors with improved <u>institutional</u> practices for rehabilitation. iii. Number of 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.
	Year 2	i) Annual total: 15 ii) Annual total: 5	
	Year 3	i) Annual total: 18 ii) Annual total: 12 iii) Y1-Y3: 5	
	Year 4	i) Annual total: 18 ii) Annual total: 12	
	Year 5	i) Annual total: 18 ii) Annual total: 12 iii) Y1-Y5: 10	
Output indicator 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	
Baseline	Year 0	Collaborations exist between 7 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, and Palestine.	
Annual Targets	Year 1	i) Annual total: 20	i. Minimum 4 recorded examples per project of <u>established or strengthened</u> collaborations and
	Year 2	i) Annual total: 20 ii) Annual total: 10	
	Year 3	i) Annual total: 24	

		ii) Annual total: 10	<p>dialogues to improve quality of and/or access to rehabilitation.</p> <p>ii. Minimum 2 recorded examples per projects of <u>sustainable changes</u> in policy and/or practice towards improving quality of and/or access to rehabilitation</p>
	Year 4	i) Annual total: 24 ii) Annual total: 12	
	Year 5	i) Annual total: 24 i) Annual total: 12	
Output indicator 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	
Baseline	Year 0	Approx. 20.000 individuals in Uganda, Liberia, Kenya 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 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: 3000/ 1800 ii) Annual total: 4200 iii) Annual total: 5000	<p>i. Number of <u>individuals assisted</u> directly with MHPSS services of which minimum 60% (sample) report increased level of <u>well-being and/or functioning</u>.</p> <p>ii. Number of individuals assisted through relevant <u>referrals</u> to medical, social and other forms of rehabilitation support.</p> <p>iii. Number of individuals reached through <u>awareness raising</u> activities to reduce stigma and improve help-seeking behaviours</p>
	Year 2	i) Annual total: 3000 / 1800 ii) Annual total: 4800 iii) Annual total: 5500	
	Year 3	i) Annual total: 3000 ii) Annual total: 5400 iii) Annual total: 6000	
	Year 4	i) Annual total: 3000 / 1800 ii) Annual total: 6000 iii) Annual total: 6500	
	Year 5	i) Annual total: 3000 / 1800 ii) Annual total: 6600 iii) Annual total: 7000	

Output 4		Civil society and state actors have strengthened capacity and willingness to promote survivor-centred justice for survivors and accountability for perpetrators of torture, and related human rights violations and international crimes.
Output indicator 4.1		No. & descriptions of civil society and state actors demonstrating improved capabilities to document, investigate, and pursue justice for survivors and accountability for perpetrators in accordance with international standards, using a trauma-informed and survivor-centred approach - disaggregated by a) type of actor and b) type of change.
Baseline	Year 0	7 CSO partners in Myanmar, Uganda, Burkina Faso, Libya, 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. Further, DIGNITY and partners have contributed to develop several international documentation standards for torture, such as the revised Istanbul Protocol.	
Annual Targets	Year 1	i) Annual total: 12	<ul style="list-style-type: none"> i. Minimum 2 recorded examples per project of actors <u>using</u> acquired or strengthened skills, tools, and knowledge in their work to document, investigate, and pursue justice for survivors and accountability for perpetrators. ii. Minimum 1 recorded example per project of CSOs and state actors with improved <u>institutional</u> practices for documenting, investigating, and pursuing justice for survivors and accountability for perpetrators. iii. Number of recorded examples of CSOs and state actors using evidence generated through the programme to <u>promote</u> the rule of law
	Year 2	i) Annual total: 12 ii) Annual total: 6	
	Year 3	i) Annual total: 12 ii) Annual total: 6 iii) Y1-Y3: 5	
	Year 4	i) Annual total: 12 ii) Annual total: 6	
	Year 5	i) Annual total: 12 ii) Annual total: 6 iii) Y1-Y5: 10	
Output indicator 4.2	No. & descriptions of collaborations between and amongst civil society and state actors that promote access to justice for survivors and improve opportunities to hold perpetrators accountable - disaggregated by a) type of actor and b) type of change.		
Baseline	Year 0	A collaboration with 3 CSO partners in Liberia has 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: 12	<ul style="list-style-type: none"> i. Minimum 2 recorded examples per project of <u>established or strengthened</u> collaborations and dialogues to improve survivor-centred accountability and access to justice. ii. Minimum 1 recorded example per project of <u>joint initiatives</u> contributing to promote survivor-centred accountability and access to justice
	Year 2	i) Annual total: 18 ii) Annual total: 6	
	Year 3	i) Annual total: 24 ii) Annual total: 8	
	Year 4	i) Annual total: 30 ii) Annual total: 10	
	Year 5	i) Annual total: 36 ii) Annual total: 12	
Output 4.3	No. of survivors having their cases documented in accordance with their rights, needs and preferences with reference to international standards - disaggregation by a) gender; b) age; and c) location when safe and ethically feasible		

Baseline	Year 0	8 partners in 6 countries (Myanmar, Sierra Leone, Palestine, Uganda, Burkina Faso, and Libya) 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: 2000 ii) Annual: 40% (800)	i. Number of individuals <u>assisted</u> ¹⁰⁴ through initiatives promoting or increasing access to survivor-centred documentation. ii. % of individuals reached (sample) have had their cases appropriately documented <u>enabling</u> them to exercise their rights individually and collectively. ¹⁰⁵ iii. Number of recorded examples of how documented cases have been used to promote accountability and justice.
	Year 2	i) Annual total: 2100 ii) Annual: 40% (840)	
	Year 3	i) Annual total: 2200 ii) Annual: 50% (1100) iii) Y1-Y3: 15	
	Year 4	i) Annual total: 2300 ii) Annual: 50% (1150)	
	Year 5	i) Annual total: 2400 ii) Annual: 60% (1440) iii) Y1-Y5: 25	

¹⁰⁴ Counts all individuals who have been assisted with documentation, legal aid or other, including also beneficiaries who decide not to proceed or have their case fully documented

¹⁰⁵ Includes both pursuit of justice for individuals as well as advocacy on behalf of a group/population

Annex 4: Risk Management

Please find detailed risk matrix is enclosed in a separate excel file

Annex 5: Budget Details

Please find detailed budget enclosed in a separate excel file

Annex 6: List of Supplementary Materials

To be inserted

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 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 four key outputs:

1. Prevention of torture
2. Prevention of violence
3. Rehabilitation of survivors
4. Accountability

These four 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 and the prosecuting of perpetrators are crucial steps to ensure victims receive justice, enabling both individuals and society to overcome the negative effects of war and trauma (4).

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: Website Live events Newsletters	DIGNITY's Social media: LinkedIn, Facebook Instagram Twitter	National and international media: Newspapers, radio and TV, digital platforms, and popular science journals in Denmark and internationally.
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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, Ukraine, 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 our experts and staff share new knowledge from programs, new research, results, experiences, or comment on a current event relevant to the DED.
- Interviews with our partners about their country-specific results in torture prevention, violence, rehabilitation, or accountability.

- Paid content: specially selected posts with strong results from our partners in Ukraine or Kenya will be promoted on social media through ads, leading to our 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, violence, rehabilitation, and accountability.

Annex 8: Process Action Plan for Implementation

To be inserted

Annex 9: Quality Assurance Checklist

To be inserted

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
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	

Risk scenarios	Types of events	Probability	Impact	Risk level	Risk	Mitigation and/or preventive measures (current)	Residual risk	Background
CONTEXTUAL RISKS								
Political instability	Elections may generate substantial instability and violence leading to rupture in project activities.	3	2	Medium	6	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.	3	2	Medium	6	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	3	2	Medium	6	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.	3	2	Medium	6	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)	3	2	Medium	6	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.	2	4	Medium	8	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	3	2	Medium	6	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.	2	2	Low	4	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	4	1	Low	4	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 institutional 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	3	2	Medium	6	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	3	2	Medium	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	
	DGN Partners do not have access to relevant state partners (stake holders) motivated for change	2	4	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	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	3	2	Medium	6	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	3	1	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	
	State and non-state social actors disagree on issues and fail to use knowledge to generate change	3	2	Medium	6	Build common data, identify hot-spots, agree on most urgent issues, support actors in adressing these through dissemination of practice relevant	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	3	2	Medium	6	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	3	2	Medium	6	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 build 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-Infomal-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	3	2	Medium	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)	2	2	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

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	Medium	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	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 specific intervention area.
Partner employees abuse funding	Embezzlement, forgery of documents, lack of control of purchases	3	1	Low	3	Anti-corruption policy developed, implementation of relevant manuals for partners on procurement and project management that can be used by DGN	Minor	
Major programs fail due to poor management	Lack of overview of project deliverables	2	2	Low	4	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	2	2	Low	4	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.	2	2	Low	4	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	3	Medium	6	Partnership policy and continous focus on building larger partnerships 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	3	Medium	6	Partnership policy and continous focus on building larger partnerships 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	4	1	Low	4	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	1	3	Low	3	DIGNITY has a Press Crisis Management Plan	Crisis are always unpredictable and the plan may not address 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	Medium	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	Crisis are always unpredictable and the plan may not address 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	Medium	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	Medium	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	State parties may still be able to aquire knowledge regarding inividuals 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	1	3	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	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	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	1	2	Insignificant	2	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 likelihood of traumatic stress	3	2	Medium	6	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 warrants, extradition for prosecution, public defamation loss of sense of safety and security	1	3	Low	3	Risk assessments of DGN actions, use of official spokespersons that are not used in project activities, outreach to MFA	Risk assessments of DGN actions, use of official spokespersons 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	1	3	Low	3	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	1	4	Low	4	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.	1	4	Low	4	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.	Policy on abusive behaviour, whistleblower scheme, CO travel regulations.

IMPACT	Humans /safety	Programme Objective	Description	Risk Matrix					
	Death	<u>Programme:</u> 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. <u>Institution:</u> Death to staff; extensive damage to global reputation	Catastrophic	5	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
	Extensive injuries	<u>Programme:</u> 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. <u>Institution:</u> 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	<u>Programme:</u> 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. <u>Institution:</u> 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	<u>Programme:</u> 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. <u>Institution:</u> Minor injury to staff; some loss of assets	Minor	2	Very Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	Little to no injuries	<u>Programme:</u> A risk event that, if it occurs, will have little to no impact on achieving outcome objectives. <u>Institution:</u> negligible 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	

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			600			500			400			340			2,590		
Output 4: Civil society and state actors have strengthened capacity and willingness to promote survivor-centred justice for survivors and accountability for perpetrators of torture, and related human rights violations and international crimes.	15,000	23.7%	22.1%	75,000	23.7%	22.1%												
Output 3: Direct activity costs	5,300	8.4%	7.8%	26,500	8.4%	7.8%												
Output 3: Activities	500			500			500			500			500			2,500		
Output 3: Investment	0			0			0			0			0			0		
Output 3: Salaries	4,600			4,600			4,600			4,600			4,600			23,000		
Output 3: Travel	200			200			200			200			200			1,000		
Output 3: Direct transfers to partners & country offices	5,990	9.4%	8.8%	29,950	9.4%	8.8%												
Output 3: Partners & country offices, Africa	4,200			4,200			4,200			4,200			4,200			21,000		
Output 3: Partners & country offices, other DAC	1,790			1,790			1,790			1,790			1,790			8,950		
Output 3: Direct allocated programme-supporting costs	3,710	5.9%	5.5%	18,550	5.9%	5.5%												
Output 3: Pro rata support costs	2,180			2,180			2,180			2,180			2,180			10,900		
Output 3: Communication	750			750			750			750			750			3,750		
Output 3: Monitoring	400			400			400			400			400			2,000		
Output 3: Tools Development & Innovation	380			380			380			380			380			1,900		
A - DIRECT COSTS	63,414	100.0%	93.3%	317,070	100.0%	93.3%												

- of which is spent on:*

Direct activity costs

Direct transfers to partners & country offices

Direct allocated programme-supporting costs

26,480	41.8%	38.9%	26,480	41.8%	38.9%	26,480	41.8%	38.9%	26,380	41.6%	38.8%	26,280	41.4%	38.6%	132,100	41.7%	38.9%
19,940	31.4%	29.3%	20,490	32.3%	30.1%	21,040	33.2%	30.9%	21,790	34.4%	32.0%	22,190	35.0%	32.6%	105,450	33.3%	31.0%
16,994	26.8%	25.0%	16,444	25.9%	24.2%	15,894	25.1%	23.4%	15,244	24.0%	22.4%	14,944	23.6%	22.0%	79,520	25.1%	23.4%

INDIRECT COSTS

Audit	148	0.2%	0.2%	148	0.2%	0.2%	148	0.2%	0.2%	148	0.2%	0.2%	148	0.2%	0.2%	740	0.2%	0.2%
Administration (7% of direct costs)	4,438	7.0%	6.5%	4,438	7.0%	6.5%	4,438	7.0%	6.5%	4,438	7.0%	6.5%	4,438	7.0%	6.5%	22,190	7.0%	6.5%
B - INDIRECT COSTS	4,586	7.2%	6.7%	22,930	7.2%	6.7%												

C - CONTINGENCIES			0.0%			0.0%			0.0%			0.0%			0.0%			0.0%
TOTAL BUDGET (A+B+C)	68,000		100.0%	340,000		100.0%												

*Detailed category breakdown across outputs:

	% of A		% of A		% of A		% of A		% of A		Amount	% of A
Direct activity costs	26,480	41.8%	26,480	41.8%	26,480	41.8%	26,380	41.6%	26,280	41.4%	132,100	41.7%
Activities	4,500	7.1%	4,500	7.1%	4,500	7.1%	4,400	6.9%	4,300	6.8%	22,200	7.0%
Investment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaries	20,000	31.5%	20,000	31.5%	20,000	31.5%	20,000	31.5%	20,000	31.5%	100,000	31.5%
Travel	1,980	3.1%	1,980	3.1%	1,980	3.1%	1,980	3.1%	1,980	3.1%	9,900	3.1%
Direct transfers to partners & country offices	19,940	31.4%	20,490	32.3%	21,040	33.2%	21,790	34.4%	22,190	35.0%	105,450	33.3%
Partners & country offices, Africa	14,450	22.8%	15,150	23.9%	16,050	25.3%	16,900	26.7%	17,400	27.4%	79,950	25.2%
Partners & country offices, other DAC	5,490	8.7%	5,340	8.4%	4,990	7.9%	4,890	7.7%	4,790	7.6%	25,500	8.0%
Direct allocated programme-supporting costs	16,994	26.8%	16,444	25.9%	15,894	25.1%	15,244	24.0%	14,944	23.6%	79,520	25.1%
Pro rata support costs	9,460	14.9%	9,460	14.9%	9,460	14.9%	9,460	14.9%	9,460	14.9%	47,300	14.9%
Communication	2,450	3.9%	2,450	3.9%	2,450	3.9%	2,450	3.9%	2,450	3.9%	12,250	3.9%
Monitoring	1,600	2.5%	1,600	2.5%	1,600	2.5%	1,600	2.5%	1,600	2.5%	8,000	2.5%
Tools Development & Innovation	3,484	5.5%	2,934	4.6%	2,384	3.8%	1,734	2.7%	1,434	2.3%	11,970	3.8%