

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

<p>Key results: The project will ensure improved access to justice and reparations for torture survivors and will have supported their healing together with their families and communities. This will be done through:</p> <ul style="list-style-type: none"> • International Rehabilitation Council for Torture Victims (IRCT) member centres have improved capacity to provide survivor centred rehabilitation services that help torture survivors, their families and communities to heal and improve their socio-economic situation. • Torture survivors have greater access to justice and reparations through e.g. stronger laws and mechanisms to protect and uphold their human rights. • IRCT member centres are financially resilient, compliant with donor standards, more visible and better positioned to access and manage external funding. <p>Justification for support: Combatting torture is an explicit ambition in Denmark's strategy for Development Cooperation. Torture remains widespread – it is reported in more than 140 countries. Torture occurs often in relation to conflicts, which are on the increase. Torture is used for political oppression. Torture is often hidden and invisible. IRCT and its 172 member centres expose torture and advocate for stronger anti-torture laws/policies. IRCT also support member centres' work with torture survivors with rehabilitation services including livelihood support. Support to IRCT provides Denmark with a strong platform for its anti-torture work allowing the Danish MFA to access relevant and updated torture-related information from the whole world.</p> <p>Major risks and challenges: Continued changes in the development assistance landscape reduces funding to IRCT member centres, which in turn reduces the services they can provide. A backlash against human rights and democracy makes advocacy for the rights of survivors more difficult and increases the risks to torture survivors and member centres, necessitating continuous assessments of risks.</p>	File No.	26/04912					
	Country	Support covers members within the 59 OECD-DAC countries globally, where IRCT works, i.e. activities are only implemented in countries that meet the OECD/DAC criteria.					
	Responsible Unit	HUMCIV					
	Sector	Democracy					
	Partner	International Rehabilitation Council for Torture Victims (IRCT)					
	DKK million	2026	2027	2028	2029	2030	Total
	Commitment	10.0	10.0	10.0	10.0	-	40.0
	Projected disbursement	10.0	10.0	10.0	10.0	-	40.0
	Duration	2026-2029 (4 years)					
	Previous grants	Since 1997. Latest: DED 2021-2025 (DKK 36 million)					
	Finance Act code	06.32.08.70					
	Head of unit	Marie-Louise Koch Wegter					
	Desk officer	Marie Groth Kruse					
	Reviewed by CFO	Karsten Ivar Schack					
Relevant SDG							
							
							
							

Objectives – Choose as relevant.

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

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

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

Justification for choice of partner:

IRCT has existed for 50 years and is the world's largest membership-based organisation specialising in the treatment and documentation of torture with 176 member centres in 79 countries. The 2024 MFA review found IRCT "highly relevant as a global platform ... within Healing and Justice, capacity building, documentation, knowledge sharing, case handling, and advocacy. Services and deliverables are by donors consider relevant, timely and high quality."

Summary:

The project will strengthen local rehabilitation centres' work to improve the lives of torture victims and advocate for anti-torture laws in line with ambitions in the Danish Strategy for Development Cooperation and in a global environment of backlash against human rights and continued widespread use of torture. The project is a continuation of an existing project and is implemented by IRCT, a longstanding partner to the Danish MFA with a unique position in the field of support to torture survivors.

Budget (engagement as defined in FMI):

Outcomes 1 (Healing)	DKK 18.1 million
Outcome 2 (Justice)	DKK 18.2 million
Outcome 3 (Strong Movement)	DKK 0.8 million
Not attributed (core cost, audit, equity)	DKK 2.9 million
Total	DKK 40 million

Project Document

International Rehabilitation Council for Torture Victims (IRCT) (2026–2029)

United Against Torture – Healing and Justice for Survivors

1. Introduction

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

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

2. Context, strategic considerations, rationale and justification

Human rights are a cornerstone of Denmark's foreign policy and development cooperation. This commitment is enshrined in the Law on Danish International Development Cooperation, which in its very first paragraph highlights the promotion of human rights and democracy in accordance with the UN Charter, the Universal Declaration of Human Rights, and the UN's human rights conventions. Denmark pursues a development policy based on the values and principles that have shaped our own society.

Through the framework appropriation for human rights and democracy (HRD) and Denmark's strategy for development cooperation – A Changing World, Denmark supports the fight against torture. The partnership with the IRCT is thus part of the broader Human Rights and Democracy partnership portfolio in the MFA, which is managed by HUMCIV.

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

The IRCT is the world's largest membership-based organisation specialising in the treatment and documentation of torture and has existed since the 1970s. The IRCT is a long-standing partner of the MFA and has been a partner continuously since 1997. The annual funding from the MFA to the IRCT was DKK 9 million during the 2022-2025 period, constituting approximately 50% of IRCTs total budget.

Other funding sources stem from the European Union (EU), the Swiss government, Sigrid Rausing Trust, private foundations and members' contributions.

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

In the spring of 2025, the IRCT initiated work towards development of a new strategy, the 2026-30 IRCT Strategy. The strategy builds on experiences and lessons learned from the previous IRCT strategy, and thus builds on the previous MFA partnership period. This PD and new partnership phase therefore aligns itself with the 2026-30 Strategy.

2.1 Development problem addressed by the project

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

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

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

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

2.2 Project context

Torture is still reported in [more than 140 countries](#) around the world, despite its absolute prohibition in international law, leaving hundreds of thousands of survivors, their families and communities severely traumatised. In May 2025, [the Copenhagen Peace Report](#) by The Hesbjerg Foundation, identified 56 active, armed conflicts, the highest number since WWII with documented torture cases in a majority of the conflicts including Ukraine, Gaza, Sudan, Israel, Syria, Sri Lanka, Iran, Afghanistan, Iraq, Ethiopia, Eritrea, DRC, Turkey, Egypt, Cameroun, etc. IRCT research shows that torture occurs for a multitude of

reasons. In some contexts, it is a systematic practice of political oppression, in some it is rooted in discrimination against vulnerable groups and in others it happens because police use it as a tool to get confessions from innocent poor and marginalised people to crimes they did not commit. Torture and its victims are often hidden or ignored and do not exist in the awareness of public authorities or the general public.

Data collected by IRCT members from the more than 80,000 torture survivors supported each year and from regional hearings with survivors shows that the groups at highest risk of torture are persons living in poverty; political dissidents and protesters; and groups subject to systematic discrimination, including women, LGBT+ persons and ethnic minorities. In the IRCT's experience, these groups are tortured to suppress political dissent, pro-democracy activism and the defence of human rights; as part of systemic discrimination; and as part of criminal "investigations" where innocent people are tortured to confess so the police can meet performance targets.

This connects with a broader geopolitical shift where the space for promoting human rights is narrowing in some countries and where the global financing for human rights and anti-torture work is reducing. This is a significant challenge but also one that the anti-torture movement is well equipped to address. Funding for anti-torture work has been unstable and limited for decades and since most interventions seek to effect change in security sector institutions, which are often the most powerful and conservative, the movement has extensive experience in identifying and using political openings when they occur.

In addition, because the geopolitical challenges to democracy and human rights are widely evident, they have created an increased awareness in the global public about the importance of human rights and democracy. There is a growing realisation among states and the public that the global rules-based system is at risk, that most countries will suffer greatly if the system breaks down, and that it can only be protected if it is grounded in societies that are committed to human rights and the rule of law. The IRCT sees itself playing a clear role within this context and has identified opportunities in that regard.

The Convention against Torture Initiatives (CTI) continues to drive ratification and implementation through state-to-state support. The CTI recently adopted a new strategy until 2030 setting a clear agenda for action in the coming years. The CTI plays a key role in the global fight against torture because it addresses the global torture challenges from a technical state/ duty-bearer perspective.

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

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

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

2.3 Key challenges to be addressed

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

- 1. Torture survivors remain disempowered*

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

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

2. Capacity gap in IRCT member organisations

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

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

3. Caregivers suffer

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

A baseline survey carried out at the end of 2024 demonstrated that the main challenges experienced by staff members in IRCT member centres are fatigue, anxiety, low motivation, high staff turnover, a low sense of fulfilment and procrastination. However, only 46% of the respondents said that their organisations have the full capacity to respond to the above challenges. The remaining 54% highlighted

that they require assistance in the form of mental health and wellbeing interventions and training, capacity development and financial resources. These needs are evident across all regions where the IRCT are engaged.

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

The goal of Care4Caregivers+, which is an initiative that focuses on supporting and protecting the mental health and well-being of staff in torture rehabilitation, is to ensure IRCT member staff continue to be able to provide the best care during the rehabilitation journeys of torture survivors, which is also articulated in Article 1 of the IRCT Global Standard of Rehabilitation.

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

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

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

5. Local change agents need international pressure and support

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

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

pressure the Chilean Government to start creating a reparations programme for survivors of torture during protests in recent years.

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

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

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

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

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

The IRCT currently has 172 member organisations in 78 countries (89 organisations in 59 countries in the global south). For example, the membership on the African continent spans two IRCT regions defined by statutes (Sub-Saharan Africa and MENA). In total the IRCT has 38 members covering the 22 countries listed below.

This accounts for:

- 22% of IRCT global membership
- 28% of the countries we cover globally
- 43% of IRCT global south membership
- 37% of the countries we cover in DAC countries

List of countries:

- Burundi	- Ivory Coast	- Rwanda	- Sudan
- Cameroun	- Kenya	- Senegal	- The Gambia
- Chad	- Liberia	- Sierra Leone	- Tunisia
- DRC	- Malawi	- Somalia	- Uganda
- Egypt	- Morocco	- South Africa	- Zimbabwe
- Ethiopia	- Nigeria		

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

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

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

During the strategic period 2022-25 the IRCT achieved the following key results as a result of the Danish contribution:

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

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

- The IRCT presented evidence of how it has followed up and addressed previous critical assessments and recommendations from reviews since 2015. The review found that the IRCT has made progress in the following areas, including i) establishing a clear trend towards a more diversified funding base, ii) documentation of results in a more robust annual progress reporting framework and iii) facilitated a stronger membership engagement with an ExCom

- supporting the strategic directions emerging from Member organisations and their day-to-day needs for a membership platform.
- The IRCT complies with MFA requirements and conditions regarding financial management and documentation supporting annual consultations with the MFA and annual reporting. IRCT demonstrates a good approach to financial operations and governance, enabling IRCT to access financial information and overviews based on real-time data.
- The IRCT has improved its focus on and methodologies for membership engagement in the governance of the IRCT and the implementation of its global strategy.
- The IRCT's work on the Istanbul Protocol and Torture Journal was considered by the review to be significant.

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

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

The full list of recommendations and the status of implementation is included in annex 6.

Through the experience of implementing its 2022-25 Global Strategy, the IRCT highlights a number of key lessons that it brings into the new strategic period 2026-30 and new phase of the partnership with the MFA. The main ones are:

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

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

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

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

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

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

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

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

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

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

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

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

In the last strategic period, the IRCT deepened its collaboration with other actors working to maximise its global impact. The European Union (EU) funded #UnitedAgainstTorture consortium brings together the global memberships of the World Organisation Against Torture ([OMCT](#)), the International Rehabilitation Council for Torture Victims ([IRCT](#)) and the International Federation of Action by Christians for the Abolition of Torture ([FIACAT](#)) with the Association for the Prevention of Torture ([APT](#)), [Omega Research Foundation](#) and [REDRESS](#). The consortium is gaining momentum and supports over 200 local human rights organisations to create change. The IRCT collaborates with Human Rights Watch, Amnesty International, Doctors Without Borders and World Medical Association. This has proven to be an effective methodology that the IRCT will continue in its new strategy period.

The IRCT receives funding from the EU, Swiss government, Sigrid Rausing Trust and other foundations. These sources of funding allow for synergies between the different project activities, at times

enhancing a particular strategic theme, for example, survivor engagement or advocating with state mechanisms, and at other times allowing the IRCT to address new themes or challenges.

2.5 Justification and strategic alignment

The project links strongly to key Danish foreign- and development policy priorities on strengthening human rights and democracy, and particularly the protection against torture. This has been a longstanding priority for Denmark most recently confirmed in the Strategy for Danish Development Cooperation – A Changing World, Partnerships in Development, and within the 2024 Africa Strategy, as well as in the Foreign and Security Policy Strategy.

An example is the alignment seen in the contributions to the current Strategy for Danish Development Cooperation, and within the Africa Strategy, with the aim to strengthen rights through joint approaches and local ownership. With its global network of local organisations supporting torture survivors to thrive in their communities and to claim their rights with local duty bearers, the IRCT as an organisation aims to align itself with the principles of localisation and local ownership.

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

In 2024, 56% of survivors supported by the IRCT were living in poverty putting them at increased risk of torture and further complicating the healing journey. Livelihood focused activities is a key component of the rehabilitation services provided by IRCT members and through the last strategic period, the IRCT documented how this work contributes to reducing poverty in families and entire communities. Evidence gathered through pre- and post- livelihood support assessments, and an external evaluation demonstrated a number of positive effects from integrating livelihood initiatives in rehabilitation services. Survivors are regaining hope for the future, breaking self-stigma and self-imposed isolation and reducing anxiety and levels of stress. Livelihood support sped up the healing of primary and secondary torture survivors, built trust with peers and service providers, and increased their attention to rehab. Families noticed positive impacts, especially with increased income which eased financial burden for family expenses. A particularly effective project in Albania included meetings with national stakeholders including representatives from businesses, INGOs and government agencies as part of the project, which ensured understanding of the issue, breaking the stigma around employing torture survivors and explored viable pathways for employment of survivors, including prospects for longer-term support by other partners.

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

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

strengthening these mechanisms, the IRCT contributes to protecting and preserving the rules-based order.

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

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

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

- *Collaboration with other Danish and International stakeholders*

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

As an organisation founded in Denmark, the IRCT shares a long history of collaboration and impact on the global human rights landscape with DIGNITY and the Danish Institute for Human Rights (DIHR), in particular by having led the creation of global movements of rehabilitation centres and national human rights institutions. Today, the IRCT collaborates closely with DIGNITY and DIHR in its work at the UN in particular in relation to the anti-torture resolutions and the Universal Periodic Review (UPR). At the country level, the IRCT coordinates with DIGNITY and, where relevant, with DIHR to ensure that interventions are aligned and mutually reinforcing. This is for example the case with different crisis programmes in Bangladesh where the IRCT has reached out to both DIGNITY and DIHR to identify spaces for collaboration and alignment of interventions and partnerships.

Internationally, the IRCT continues to be a relevant actor on torture related to political dialogues at the UN in Geneva, with the EU and at the African Commission for Human and Peoples Rights (ACHPR). The IRCT has structured collaborations with Human Rights Watch, Amnesty International and Doctors Without Borders, and is an active member in the United Against Torture Consortium (UATC).

Responding to current challenges toward the rules-based order, the IRCT aims to further scale up this engagement and cooperation during this project period.

- *Alignment with other cross-cutting priorities*

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

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

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

The IRCT is aware of its *climate* impact and is committed to operating with a minimal carbon footprint, following major changes to its policies in the past two years. Beyond carbon mitigation, the online platform FABO.org, provides virtual training and knowledge sharing opportunities which means greater resilience to potential climate shocks in most member locations and to enable partners and others to use advanced technology.

Although climate stresses, as for example climate-induced migration, may lead to an increase in torture and impact access to justice, the IRCT will monitor these climate risks or impacts, and report, advocate for change and adjust methods and work approaches as relevant.

3. Project Objective

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

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

4. Theory of change and key assumptions

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

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

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

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

If:

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

Then:

- IRCT members will provide more effective rehabilitation with significant socio-economic impact. This will happen because they have access to knowledge and good practices to strengthen their rehabilitation services and because they develop stronger methodologies for including torture survivors in their work and caring for staff of anti-torture organisations.

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

Ultimately this will contribute to a situation where:

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

Key assumptions:

- Political willingness: States continue to engage meaningfully with international and regional human rights mechanism and in processes to create change at the national level. Currently, UN member states remain actively engaged with the key mechanisms used by the IRCT such as the UPR and UNCAT state reviews. As noted elsewhere, the process of creating change at the national level with key security sector institutions relies heavily on political will. This limitation is the foundation of the IRCT's advocacy work, which is designed to identify, generate and make use of political openings when they occur.
- Civil society space: Civil society space allows for robust activity and dialogue with state institutions on the eradication of torture. For dialogues relating to torture and ill-treatment, this space has been limited for decades because security sector institutions are often not open to discussions that are premised on the understanding that they break the law. However, IRCT members and the secretariat have decades of experiences navigating these spaces in ways that are safe and effective.
- Continued financial support: IRCT, member organisations and other partners continue to receive financial support from donors to work against torture. The current donor environment is highly challenging, in particular with the significant reductions of United States funding for anti-torture work. However, the IRCT secretariat has secured stable long-term funding and is increasingly successful in securing funding for members to provide direct services to survivors;
- Stable regional and UN human rights mechanisms: Regional and UN human rights mechanisms continue to be financially operational and deliver quality monitoring and evaluation of national human rights situations.
- Continued collaboration among IRCT international partners: International civil society organisations, such as Human Rights Watch and Amnesty International, continue to be active in the fight against torture and collaborate with the IRCT.

Given the dynamic and rapidly evolving contexts in which the IRCT works, the project is designed to be agile and flexible. New developments may also lead to new opportunities opening up in some contexts, and deteriorating situations might make it impossible to operate in others. Any changes to outputs or outcomes will be made in consultation the MFA, HUMCIV, and will be made according to MFA guidelines.

How the IRCT movement works (local leadership, partnership and movement building):

IRCT's strength lies in its membership-led model: with nearly 180 rehabilitation centres in roughly 80 countries, the movement is grounded in the expertise, legitimacy and lived experience of local organisations and the torture survivors they support. Local member organisations govern the IRCT, and they are the principal actor in the implementation of the IRCT global strategy.

Each member contributes not only to service delivery for survivors, but also to advocacy, capacity-building and peer learning within the network. This creates horizontal partnerships where local members lead the design and implementation of joint initiatives, and the Secretariat supports this by facilitating knowledge-sharing, quality-standards (such as the Global Standards on Rehabilitation) and global advocacy interventions. In this way, IRCT fosters local ownership and leadership, a member driven partnership model, and the building of a strong global movement of local organisations working in solidarity and mutual support.

In recent years, the IRCT has taken significant steps in further shifting the power towards increased local leadership. IRCT members now lead advocacy with regional mechanisms and are increasingly the primary advocates in global advocacy processes. As an example, the IRCT's advocacy at the UN General Assembly for a global torture free trade treaty is led by an advocacy specialist from IRCT's member organisation in South Africa. Under impact areas 1 and 2, IRCT members are increasingly supporting each other directly with knowledge and experience facilitated by the IRCT. In this way, members are exchanging advocacy strategies and approaches, new rehabilitation methods and best practices in care for caregivers. In the IRCT's experience, this is both a highly cost effective and more impactful method of working because knowledge and experience is easier to share between actors who operate in similar contexts. The IRCT intends to continue in this direction including in other work areas such as finance, administration and communication.

The IRCT implements most of its activities in collaboration with its members and in some instances in collaboration with external stakeholders. This means that all outputs and outcomes described in the results framework are created with the involvement of the IRCT Secretariat through one or more of IRCT intervention methodologies.

Methodologies:

Below is a description of the methodologies applied for each goal and the respective role of the IRCT members, the Secretariat and external stakeholders.

Impact area 1 is designed to mainly direct its actions towards strengthening the ability of the IRCT membership to provide the best possible support to torture survivors under the structure provided by the Global Rehabilitation Standards adopted by the IRCT membership in 2020. At the Secretariat level, Impact area 1 is implemented by the Secretary General, three program managers who facilitate capacity enhancement on survivor engagement, care4caregivers+ and livelihoods integration into rehabilitation processes and a full-time staff leading communications. They support the implementation of Impact area 1 through the following methodologies:

- **Collect and develop:** The IRCT Secretariat collects and organises global knowledge, expertise and good practices on rehabilitation, which is considered relevant to support the IRCT membership in strengthening the impact of their rehabilitation work. This knowledge is primarily developed by individual IRCT members who hold the expertise, but in order to be accessible to the broader membership, it often needs to be structured, contextualised and

sometimes translated so that it can be effectively used across contexts. When the IRCT identifies a gap with global relevance, it may also support the development of knowledge or expertise in this area.

- **Disseminate:** The IRCT Secretariat disseminates knowledge, expertise and good practices on rehabilitation to the full membership and other rehabilitation actors through its website and member community, webinars that continue to have very high global attendance and its scientific publication, Torture Journal.
- **Supporting integration:** The IRCT Secretariat supports integration of knowledge, expertise and good practices on rehabilitation in individual members through a combination of peer-to-peer exchanges and small sub grants for members to pilot new approaches and build the necessary institutional structures.

Impact area 2 is designed to mainly direct actions towards influencing the decisions of external actors, including State and UN agencies. At the Secretariat level, Impact area 2 is implemented by a director (based in Copenhagen), a world leading expert in documentation and investigation of torture (roving) and two advocacy officers (Brussels and Geneva). They support the implementation of Impact area 2 through the following methodologies:

- **Istanbul Protocol:** The IRCT Secretariat provides advice, evidence and expertise on documentation and investigation of torture to other anti-torture actors with expertise in litigation and campaigning and to state agencies committed to strengthening their investigations of specific torture events. The impact of these interventions come from the combination of IRCT evidence and the campaigning/litigation expertise of external stakeholders that we work with on these interventions. The IRCT Secretariat coordinates an Independent Forensic Expert Group (IFEG) composed of 42 experts from 23 countries, all of whom are specialised in the forensic investigation and documentation of torture and ill-treatment. This group provides Pro-Bono support to the IRCT's evidence work, which enables the IRCT to make a significant number of very high impact interventions at very limited cost each year.
- **Global Advocacy:** The IRCT Secretariat executes a global advocacy strategy on behalf of the membership, which focuses on influencing global standards on reparations for victims and investigation of torture. This work is overseen by the IRCT's board and often has individual IRCT members actively involved in the implementation.
- **National advocacy:** The IRCT Secretariat supports **local** members to implement more impactful national advocacy interventions to make duty bearers address their key national concerns in the fight against torture. This is often initiated through engagement with UN State review processes by the Universal Periodic Review (UPR) and the UN Committee against Torture, where the resulting recommendations are used to increase the pressure on the state to implement. In these processes, individual IRCT members lead with the change priorities, analysis of the national situation and recommendations for change; the IRCT Secretariat provides high level expertise in UN advocacy teaching its members how to present their information and how to advocate at the UN and makes its network with Geneva based diplomatic missions and experts available to the individual member organisation. This creates the basis for joint advocacy interventions in Geneva. To support members to advocate with national decision makers, the IRCT Secretariat makes available technical expertise from the Secretariat and other member organisations and small flexible sub-grants that members can access to react to often rapidly emerging political opportunities for change.
- **Capacity building:** To underpin this work, the IRCT Secretariat offers members capacity building on advocacy, documentation and investigation of torture. This capacity is currently

provided by the Secretariat and IFEG group members. Under the proposed PD, the IRCT intends to increase its activity in member-to-member capacity building on advocacy.

Impact area 3: As part of the IRCT strategic approach, staff resources at IRCT are allocated across key functional areas to ensure effective member support and programme delivery. This involves close collaboration across several roles, including the Director of Operations, Sub-Granting Coordinator, Project Controller, Finance Officer, and Grants and Administrative Assistant. Together, these functions ensure support throughout the full project cycle - from planning and implementation to audits and financial reporting while also contributing to member capacity building and ensuring compliance with both donor and internal requirements.

- **Capacity Building on Financial Management:** The IRCT Secretariat provides capacity building for IRCT members on financial management, anti-corruption and safeguarding. This includes the design and delivery of targeted training sessions, provision of technical guidance, and ongoing advisory support to members.
- **Sub-Granting Management:** The IRCT Secretariat Staff time is also dedicated to the full cycle of sub-granting management. This includes member selection, pre-contract financial assessments, agreement administration, financial monitoring, compliance oversight, and reporting. The aim is to ensure transparent and accountable use of funds, while maintaining strong and collaborative relationships with members.

5. Summary of the results framework

For results-based management, learning and reporting purposes the MFA, HUMCIV, will base the actual support on progress attained in the implementation of the project as described in the documentation. Progress will be measured through the IRCT's monitoring framework focusing on key outcomes and corresponding outputs and their associated indicators. Results are reported on annually to the MFA, HUMCIV. The results framework is further subject to adjustment upon annual and other consultation with the MFA. All changes to results framework will be approved by the MFA and reflected in the reporting.

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

Project	United Against Torture - Healing and Justice for Survivors
Project Objective	Torture survivors will have improved access to justice and reparations and together with their families and communities they will be supported to heal.
Impact Indicator	<ul style="list-style-type: none"> a. # of survivors, their families, and communities receiving rehabilitation services (disaggregated by gender and poverty level). b. # State institutions or civil society actors that take positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities. <p><i>Note: The IRCT and its global membership operate in a context where it is not possible to determine the total number of torture survivors that exist globally. Many survivors do not disclose what happened to them, many are still in a place of detention and the majority live in places where no rehabilitation services are available. Therefore, the IRCT is not able determine the percentage of the total torture survivor population that it supports. Instead, the IRCT focuses its efforts on increasing the number of survivors that receive its services, strengthening the impact of its interventions and reaching out to survivor groups that are underrepresented in IRCT clinics.</i></p>
Baseline	<ul style="list-style-type: none"> a. Baseline will be produced based on IRCT's annual impact data collection for the year 2025. In 2024, the IRCT membership supported a total of 81.393 torture survivors worldwide. However, with the USAID funding terminations, many IRCT members have had to reduce the capacity of their services during 2025. Therefore, the 2025 impact data will provide a more accurate and relevant baseline. b. During 2024, 15 State institutions and civil society actors took positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities.
Targets 2029	<ul style="list-style-type: none"> a. 300.000 Torture survivors, their families and communities will have received rehabilitation services (at least 50% will be women and at least 50% will be persons living in poverty according to nationally determined thresholds). b. 50 State institutions or civil society actors.

Project Title	United Against Torture - Healing and Justice for Survivors
Outcome 1:	
Healing	IRCT members have improved capacity to provide survivor centred rehabilitation services that help torture survivors, their families and communities to heal and improve their socio-economic situation. This will be achieved through the implementation of the Global Standards on Rehabilitation and the integration of thematic approaches such as livelihoods, survivor engagement, and care for caregivers, leading to more comprehensive support.
a. Outcome indicator	<ul style="list-style-type: none"> a. % of IRCT members in the global south that report having improved the impact of their rehabilitation services through the use of IRCT resources and support.

		<ul style="list-style-type: none"> b. # of instances where IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.
Baseline	2024	<ul style="list-style-type: none"> a. Baseline is zero. Most IRCT members have already improved their rehabilitation services through the use of IRCT resources and support. However, the strengthening of rehabilitation services is an ongoing process as the needs of survivors, good practices and organisational capacities evolve over time. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT. Therefore, it is most meaningful for the IRCT to measure the % from zero when a new project begins. b. Baseline is zero. Most IRCT members have already improved their capacity within one of more of the three thematic approaches. However, the national context, survivors' needs and organisational capacities evolve over time. This means that the need to further develop and adapt thematic approaches continues to be there. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT. Therefore, it is most meaningful for the IRCT to measure the # of instances from zero when a new project begins.:
Target	2029	<ul style="list-style-type: none"> a. 45% of IRCT members in the global south will report having improved the impact of their rehabilitation services through the use of IRCT resources and support. b. 30 IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.
Outcome 2: Justice		Torture survivors have greater recognition, access to justice and reparations through public exposure of the violations, strengthened civil society, and stronger laws and mechanisms to protect and uphold their human rights.
Outcome indicator		<ul style="list-style-type: none"> a. # of instances where IRCT expertise and evidence is used for publicly exposing torture, strategic litigation, prosecution or public advocacy. b. # of State institutions that receive recommendations, express commitment and/or take steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities (disaggregated by region and percentage of countries where IRCT interventions yield results). c. # of global and regional anti-torture legal frameworks and mechanisms that strengthen their policies or practices in the areas of survivor inclusion, accountability/justice and reparations based on IRCT advocacy and support.
Baseline	2024	<ul style="list-style-type: none"> a. In 2024, the IRCT contributed to exposing torture, strategic litigation, prosecution or public advocacy in 10 instances b. In 2024, 7 State institutions received recommendations, expressed commitment and/or took steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities.

		<ul style="list-style-type: none"> c. In 2024, 3 global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.
Target	2029	<ul style="list-style-type: none"> a. By 2029, the IRCT will have contributed to exposing torture, strategic litigation, prosecution or public advocacy in 25-30 instances b. By 2029, 30 additional State institutions will have received recommendations, expressed commitment and/or took steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities. c. By 2029, 6 additional global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.
Outcome 3: Strong Movement		IRCT members are financially resilient, compliant with donor standards, more visible and better positioned to access and manage external funding through strengthened financial systems, improved audit readiness, as well as safeguards and compliance with anti-corruption requirements.
Outcome indicator		<ul style="list-style-type: none"> a. % of member centres receiving subgrants that demonstrate improved financial reporting (as measured through financial assessments or audit feedback). b. % of member centres that have adopted anti-corruption and safeguarding policies. c. # of followers of IRCT's YouTube and LinkedIn accounts
Baseline	2024	<ul style="list-style-type: none"> a. Baseline is zero because this is a programme of gradual improvement that potentially can help all members in the global south. b. This is a new area of strategic intervention in response to the MFA 2024 review recommendations. The baseline will be developed during 2025. c. At end 2024 IRCT had 7,948 LinkedIn followers and 43,000 YouTube followers
Target	2029	<ul style="list-style-type: none"> a. By 2029 100% of subgrant recipients demonstrate improved financial reporting. b. By 2029 60% of members have adopted anti-corruption and safeguarding policies. c. IRCT has 20,000 LinkedIn followers and 100,000 YouTube followers

6. Budget

As per the agreement, the IRCT will administer the grant according to Danida's [Guidelines for programmes, projects, country strategic frameworks & hard earmarked multilateral support \(link\)](#) and [General Guidelines for Financial management \(link\)](#). The IRCT is responsible for all financial planning and management according to the MFA Guidelines including procurement, work planning, financial progress reporting, accounting, and auditing.

The Danish grant is allocated strictly to activities that contribute directly to the expected outcomes and only to countries that are ODA eligible, in accordance to DAC. The IRCT shall ensure that all expenditures align with the approved budget and deliver on measurable impact. Funds are managed with a strong

focus on economy, efficiency, and effectiveness, and spending decisions are guided by value-for-money principles. Regular monitoring and financial oversight mechanisms are in place to ensure compliance with donor requirements and to maximize the use of resources for meaningful results. The budget is presented below, with a more detailed budget provided in Annex 5. All MFA contributions are subject to annual parliamentary approval.

Budget Line	Total Budget (1000 DKK)	2026 (1000 DKK)	2027 (1000 DKK)	2028 (1000 DKK)	2029 (1000 DKK)
Outcome 1 Healing	18.125	4.516	4.502	4.494	4.614
Output 1.1. Global Center of Excellence	7.059	1.754	1.780	1.759	1.766
Output 1.2 Survivor Engagement	4.716	1.184	1.166	1.178	1.188
Output 1.3 C4C+	3.465	863	841	859	902
Output 1.4 Livelihoods	2.885	715	714	698	758
Outcome 2 Justice	18.163	4.562	4.535	4.516	4.550
Output 2.1. Investigation and Documentation programme	11.543	2.892	2.874	2.884	2.893
Output 2.2. UN and regional advocacy programme	4.220	1.054	1.044	1.052	1.069
Output 2.3. National advocacy programme	2.010	517	519	483	491
Output 2.4. Global Center of Expertise on justice for torture survivors	390	98	98	97	97
Outcome 3 Strong Movement	815	198	239	266	112
Output 3.1. Financial Resilience and Donor Compliance	606	146	187	214	60
Output 3.2. Movement visibility	209	52	52	52	52
A. Total Direct Cost	37.103	9.276	9.276	9.276	9.276
-----of which is					
---spent directly on activities	23.275	5.853	5.776	5.808	5.838
---spent directly through transfers to local independent partners	4.805	1.186	1.245	1.186	1.186
---spent on OUTCOME-allocated programme supporting cost	9.023	2.236	2.254	2.281	2.252
Audit	300	75	75	75	75
Indirect cost Max 7%	2.597	649	649	649	649
B. Total Indirect Cost	2.897	724	724	724	724
Total Budget A+B	40.000	10.000	10.000	10.000	10.000
<i>GRANT (annual liquidity required / disbursement plan)</i>	40.000	10.000	10.000	10.000	10.000

Fundraising: The IRCT Secretary General (SG) coordinates fundraising. A resource and sustainability advisory board composed of technically skilled resource persons supports the SG to analyse opportunities, access resource strong supporters and take action. The objective is to secure multi-year funding to ensure diversity and balance in the funding portfolio. Therefore, the IRCT now receives

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

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

7. Institutional and Management arrangement

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

Management

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

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

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

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

IRCT structures

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

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

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

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

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

These collaborations bring added value to the work of the IRCT and ensures that all IRCT interventions maximise potential for efficiency and impact.

Monitoring and Evaluation

At the IRCT, monitoring, evaluation, accountability, and learning (MEAL) are embedded within long-term partnerships with member centres and integrated into every stage of IRCT's joint work. As a membership-based organisation with 172 torture rehabilitation centres across 78 countries, IRCTs approach to MEAL reflects the belief that meaningful change and learning emerge through sustained collaboration, local leadership, and mutual accountability.

Each joint intervention with members serves as both an action and a learning cycle. Together, IRCT and members define objectives, plan and implement activities, and document results in ways that strengthen local ownership and relevance. The evidence and insights generated are then used collaboratively to reflect on progress, identify challenges, and co-design subsequent interventions. In this way, the IRCT MEAL system supports adaptive learning where each cycle deepens understanding, improves practice and collaboration, and builds on shared experience. A recently developed methodology now organises regular project monitoring meetings with a small group of members, rather than individually, to encourage peer learning and the direct exchange of experiences throughout the project cycle.

IRCT's MEAL framework ensures mutual accountability between the Secretariat and member organisations, as well as downward accountability to survivors and communities. Feedback loops are built into partnership processes so that learning flows in multiple directions, across members, between

members and the Secretariat, and from the community level to global advocacy. To strengthen the evidence base and practice of member organisations, IRCT is also developing global centres of expertise on healing and justice, which will serve as hubs for knowledge sharing under impact areas 1 and 2.

A key focus of IRCT's MEAL system is to ensure inclusivity and equity in learning and evidence. Data collected through member projects and global surveys will be gender-disaggregated to better understand differences in survivor experiences, access to services, and outcomes. Similarly, data on member participation, capacity, and engagement will be analysed by themes and organisational profile to capture diverse trajectories within the movement, as for example inclusivity and equity in leadership. The IRCT regularly collects feedback on member satisfaction with individual activities to evaluate the quality of collaboration, identify support needs, and inform how the Secretariat can best strengthen member leadership and participation.

At a collective level, this approach enables system-wide learning across the IRCT network. Insights from individual collaborations contribute to a shared evidence base on effective rehabilitation, justice, and reparations for survivors of torture. These learnings inform not only new interventions but also IRCT's strategic priorities and global advocacy efforts, ensuring that the network evolves in step with the realities and innovations of its members and the changing political environment.

The IRCT uses Podio as its central monitoring platform, and as it was noted in the 2024 MFA review, IRCT staff will continue to enhance the use of its analytical and reporting functions. In selected cases, IRCT may also carry out field visits to member organisations to clarify outstanding issues, provide technical support or verify results. The organisation also conducts evaluations on specific strategic themes, assessing both the relevance and impact of interventions. Findings from these evaluations directly inform future activity design, the refinement of indicators, and the overall MEAL focus ensuring that learning drives progress at every level of the network.

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

Reporting

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

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

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

The following table outlines the general reporting schedules.

Activity	Date	Content
Relevant support/inputs to MFA on mutually relevant topics (virtual financial assessments, policy inputs)	Throughout grant period	HUMCIV and INTJUR
Progress to HUMCIV and INTJUR report	31 March 2027	Results framework reporting to HUMCIV. Reporting to INTJUR, as requested on specific issues. MFA Financial and narrative reports 2027, annual budget and work plan the year following the reporting period.
Annual Reporting 2027	30 June 2027	The Annual Organisational Audit Report for 2026 including a financial statement of the grant, see details under chapter 8 financial management. Annual Narrative Report 2026.
Budget 2026-2029	1 Oct. 2027	Revised budget 2026-2029. Important input for the annual consultations.
Annual Consultations	Q3/Q4 2027	Reporting on progress and challenges related to implementation of the 2026 grant.
Progress to HUMCIV and INTJUR report	31 March 2028	MFA Financial and narrative reports 2027, annual budget and work plan the year following the reporting period
Annual Financial Report 2027	30 June 2028	The Annual Organisational Audit Report for 2027 including a financial statement of the grant, see details under chapter 8 financial management. Annual Narrative Report 2027.
Budget 2026-2029	1 Oct. 2028	Revised budget 2026-2029.
Annual Consultations	Q3/Q4 2028	Reporting on progress and challenges related to implementation of the 2027 grant.
Progress to HUMCIV and INTJUR report	31 March 2029	MFA Financial and narrative reports 2027, annual budget and work plan the year following the reporting period
Annual Reports 2028	30 June 2029	The Annual Organisational Audit Report for 2028 including a financial statement of the grant, see details under chapter 8 financial management. Annual Narrative Report 2028.
Budget 2026-2029	1 Oct. 2029	Revised budget 2026-2029.

Activity	Date	Content
Annual Consultations	Q3/Q4 2029	Reporting on progress and challenges related to implementation of the 2028 grant and the future prospects, including MFA funding.
Progress to HUMCIV and INTJUR report	31 March 2030	MFA Financial and narrative reports 2029, annual budget and work plan the year following the reporting period
Annual Reports 2029	30 June 2030	The final Annual Organisational Audit Report for 2029 including a financial statement of the grant, see details under chapter 8 financial management. The final Annual Narrative Report 2029.
Annual Consultations	Q3/Q4 2030	Final reporting on progress and challenges related to implementation of the grant 2029 and any future prospects, including MFA funding.

8. Financial Management, planning and reporting

The financial administration of the MFA grant follows the guidelines for financial management as referred under section 6. All eligible expenses must comply with these guidelines, unless otherwise agreed in writing between the IRCT and the MFA.

MFA funds not used within one year can be carried forward, provided these falls within the approved project period. Unspent funds and interest at the end of the project period should be paid back. Use of unallocated funds requires prior MFA approval. The grant is in DKK, and any currency loss must be absorbed within the total amount.

Any budget deviations beyond permitted limits must be approved by the MFA.

Disbursement and Co-financing Conditions

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

It is permitted to implement the activities under this project with co-financing from other external donors as long as the activities are covered by the project results framework and meet the OECD/DAC criteria for Official Development Assistance (ODA).

Accountability, Procurement, Reporting and Auditing

The IRCT will submit an annual financial report to HUMCIV together with the annual narrative report. These will be submitted alongside the signed annual organisational audit, including a note with a financial statement of the grant, broken into at least the same level of details as the approved detailed budget in

annex 5, and including income for the grant including unspent funds carried over from previous year, MFA disbursement of the year, grant interest, as well as unspent funds at the end of the year.

Financial management of activities is carried out through risk-based financial monitoring visits and follow-up, regular financial reporting, and compliance checks, ensuring that all expenditures are aligned with the objectives and conditions of the grant agreement. The IRCT is guided by accountability, transparency, and cost-efficiency. The procurement of goods, services, and consultants is governed by IRCT's internal Procurement Procedure. Segregation of duties is maintained throughout financial processes. Annual external audits are shared with the MFA according to the matrix in chapter 7.

IRCT Financial Monitoring of Subgrants to Member Centres

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

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

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

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

8.1. Safeguarding

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

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

on if they breach a tolerance threshold, including supply chain risks and child labour, anti-terrorism financing and other fundraising procedure risks, and other regulatory risks.

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

The IRCT and any partner contracted under this project, must take responsibility for preventing corruption, including by actively working with risk management, sound financial management, transparency, and value for money while spending and procuring. This includes a responsibility to commit to recognized standards of transparency, probity, and accountability. No fraud, bribery, or corruption can be tolerated under the project. Upon suspicion or awareness of specific cases of corruption involving staff members and/or implementing partners, the IRCT is obliged to immediately notify the MFA in accordance with the "Zero Tolerance" Anti-Corruption Policy of the MFA. A standard corruption clause applies between the parties of this project and shall be inserted in agreements signed with any recipients of funding under the project. The IRCT is expected to revisit the anti-corruption approach and the mechanisms applied. The MFA will follow up on this during yearly consultations. Similarly, the IRCT is committed to prevent sexual exploitation, abuse and harassment (PSEAH).

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

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

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

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

8.2. Value for Money Statement

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

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

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

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

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

3. Effectiveness – Delivering results that matter

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

- The IRCT uses subgrants as a highly agile and effective tool to reinforce national rehabilitation and advocacy efforts. All subgrant narrative reports are assessed twice each year.

4. Equity & Sustainability – Lasting, inclusive change

- IRCT interventions focus on marginalised and under-served survivors, including women, children, LGBT+, and displaced persons thorough local small civil society organisations at grass roots levels. The IRCT collects annual data on survivors served globally to better understand the groups that it serves and identify any gaps or blind spots in service provision.
- The IRCT works to build survivor leadership in the fight against torture at national, regional and global level. This ensures that survivors' needs and expressed opinions are central to the prioritisation of IRCT interventions.
- The IRCT membership model for collaboration with local rehabilitation centres ensures engagement is long term and focused on the sustainability of the organisations. To ensure this, IRCT focus on strengthening the cores structures of IRCT members such as administration, fundraising and care for caregivers, while at the same time supporting them in more substantive initiatives including rehabilitation and advocacy.
- The IRCT's engagement with state actors is always focused on ensuring sustainable change at the national level. The IRCT works with UN and regional mechanisms to create the necessary political willingness before it engages state actors directly. When these engagements happen, they are focused on incremental steps forward that are sustainable within the institutions when the IRCT steps out.

The IRCT is expected to develop a VfM policy that should be discussed with the MFA. This will be used to ensure that VfM considerations are integrated in all IRCT activities.

9. Risk Management

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

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

1. Contextual – the IRCT will manage any risk that the activities and engagement may create for local member centres and the torture survivors. Many IRCT members operate in environments of shrinking civic space and threats to human rights defenders. Most are very experienced in navigating this context but they still require occasional support from the IRCT. The IRCT monitors developments at global level and all interventions are informed by local expertise and guidance of IRCT's members, supported by joint risk management where necessary. To ensure that it addresses this effectively, the IRCT collaborates closely with leading human rights defenders and civic space organisations to be able to facilitate specialist support. The IRCT also helps members in need access emergency support funding, including

through the Global Focus 'Claim Your Space' mechanism. In addition, the IRCT's ability to access and alert global human rights mechanisms such as the UN Special Rapporteur on Torture helps protect the operational space for IRCT members.

2. Programmatic – Working with a diverse membership in a variety of political, economic and security contexts may create a risk of changes and delays in program implementation and shortfalls in reporting. In addition to using project planning tools, the IRCT focuses on maintaining close relations with its members and other local partners to understand their specific circumstances and challenges and mitigate those risks as early as possible.
3. Financial – the IRCT recognizes that operating in high-risk environments requires a proactive and structured approach. It invests in strong internal controls, regular audits, and risk-based partner assessments to prevent misuse before it occurs. This includes enhanced virtual financial spot checks, and capacity-building of local partners. When irregularities are suspected, it acts immediately and takes swift administrative action, including suspending funding, terminating agreements, and issuing repayment claims. The IRCT also have reporting tools and protection measures to reduce risks for individuals who report concerns, particularly in politically sensitive environments. It ensures timely communication with donors and other stakeholders about cases of concern, and the corrective actions taken within IRCT control.
4. Funding - The IRCT works with financial scenario building and a four-year financial perspective, and works to diversify its donor base to ensure financial sustainability. Fundraising is the priority task of the IRCT management team and often carried out in collaboration with members. In addition, IRCT has a Resources and Sustainability advisory board which develops ideas and implements them related to identifying resource strong individuals and foundations. The IRCT will continue to prioritise efficiency, agility and sustainability in its financing and operations so that the organisation can respond effectively to emergency situations and changing geopolitical environments. The IRCT prioritises a slim Secretariat, virtual interactions with members, and continues to benefit from the extensive pro-bono support of health, forensic, legal and human rights experts to deliver its work. The IRCT also works actively to secure additional funding opportunities for members, in particular for direct support to survivors. This focuses both on creating sub-granting schemes and on influencing overall donor priorities. In light of the very volatile funding environment, the IRCT also offers advice and support to members experiencing funding challenges including sharing of experiences from other members who have successfully adapted their organisations to new funding environments.
5. Institutional – As an NGO the IRCT has a particular focus on addressing any reputational and operational risk. The IRCT therefore ensures compliance to ethical standards which are set and overseen by its Governing Board. The IRCT depends on the continued financial support from its donors. Active communication, project performance management, timely and accountable reporting and the responsible and transparent use of funds are paramount to mitigate funding risks. The management team and Executive Committee of the IRCT supervise and address risks and issues.

IRCT governance monitors risks through quarterly reporting. The IRCT management has twice monthly management meetings during which risks are reviewed. The IRCT members proactively communicate with the IRCT secretariat and other members, as situations evolve.

If changes to risk leads to changes in the result framework, changes will be developed according to MFA guidelines.

The IRCT and the MFA enjoy good cooperation and dialogue in acute situations, especially related to the risk of human rights defenders being targeted.

The conversation on risks will be incorporated in the annual consultations between the IRCT and the MFA. Abovementioned risks may also impact on HUMCIV and the MFA at large, depending on the category of risk. See Annex 4 for the detailed IRCT Risk Management Matrix.

10. Closure and Sustainability

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

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

Sustainability within the IRCT is rooted in its identity as a global membership organisation built on long-term collaboration, shared ownership, peer support, leadership development and mutual accountability. The IRCT's strength lies in the enduring partnerships among the Secretariat and the members. Each intervention contributes to building local leadership, institutional resilience, and collective capacity that extends beyond any single grant cycle. By embedding learning, evidence generation, and capacity development into all collaborations, the IRCT ensures that knowledge and skills remain within member organisations, strengthening the global anti-torture movement over time. This way, IRCT's sustainability model is both organisational and systemic, designed to ensure that survivors' access to healing, justice, and reparations continues to grow through the leadership of empowered local centres and the solidarity of a coordinated global network.

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

Annex 1: IRCT Context Analysis

1. Overall Development Challenges, Opportunities and Risks

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

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

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

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

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

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

1. *Torture survivors remain disempowered*

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

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

2. Capacity gap in IRCT member organisations

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

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

3. Caregivers suffer

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

A baseline survey carried out at the end of 2024 demonstrated that the main challenges experienced by staff members in IRCT member centres are fatigue, anxiety, low motivation, high staff turnover, a

low sense of fulfilment and procrastination. However, only 46% of the respondents said that their organisations have the full capacity to respond to the above challenges. The remaining 54% highlighted that they require assistance in the form of mental health and wellbeing interventions and training, capacity development and financial resources. These needs are evident across all regions where the IRCT are engaged.

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

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

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

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

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

5. Local change agents need international pressure and support

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

However, it can be difficult to engage decision makers and have them accept the problem, and even harder to convince them to prioritise action to address it. When positive change happens, it is often due to a combination of pressure from national civil society and international or regional human rights mechanisms. Ensuring that international and regional mechanisms apply effective pressure on national governments requires technical expertise and international networks that national civil society organisations often do not have. Furthermore, when effective pressure is applied, it is essential that

national civil society organisations have access to fast and flexible funding and specialised expertise to allow them to react in a timely manner and engage effectively when there are political openings for change.

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

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

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

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

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

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

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

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

2. Political Economy and Stakeholder Analysis

a. *Global level*

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

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

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

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

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

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

b. *Regional level*

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

developments are:

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

c. *National political level*

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

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

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

- Achievements often take long to materialise. The change often happens in incremental steps and it is often necessary to drive each step by generating pressure from the UN and other human rights mechanisms. The incremental development of a reparations programme for Yazidi Survivors of ISIS in Iraq provides an illustrative example of this point.
- The fight against torture is intrinsically linked with the overall political developments in individual countries and their commitment to democracy and human rights. This means that sometimes the achieved changes are rolled back when national politics change.
- On occasion it must be accepted that if there is no political willingness to protect human rights and eradicate torture, then the collaboration with state agencies will not achieve results. For the

IRCT it is important to identify these situations so that its intervention model can shift from cooperation to denouncing violations. The IRCT must be very focused on identifying the political problems that may prevent technical solutions for working so that it can address them with political solutions.

d. *Stakeholders*

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

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

3. Fragility, Conflict and Resilience

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

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

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

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

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

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

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

Torture is prohibited by international and regional treaties and also in many countries in domestic criminal law. The UN Convention against Torture, which has been ratified by 171 countries, provides

the primary global legal framework. This is supplemented and given more detail by a series of other legal and policy instruments including the Optional Protocol to the Convention against Torture (OPCAT), General Comments from the UN Committee against Torture and resolutions from the UN General Assembly and Human Rights Council 1,2. Together these instruments provide a comprehensive framework to end torture, which can be summarised as follows. States must:

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

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

The overarching problem for torture survivors and persons at risk of torture is that these legal frameworks are very poorly implemented often due to a lack of political will and technical capacity. When torture is not addressed and survivors are not supported, the trauma continues and spreads through families and communities and the institutions responsible for addressing torture become corrupted and, thus, further weakened in their ability and willingness to address the problem.

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

Human Rights Based Approach (HRBA)

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

- Universality, indivisibility and interdependence of human rights, in accordance with international law, since they understand human rights to be the basic platform in the pursuit of equality and happiness of every person, regardless of gender, race, ethnicity, and religious or political affiliation;
- The principles of medical ethics recognised internationally;
- Cultural diversity and mutual respect, since they believe that all cultures of the world have a contribution to make in the understanding of the human experience and that such sensitivity is

the indispensable requirement for the effective protection of the vulnerable, the disenfranchised, and the minorities;

- Democracy, as the most desirable model for the governance of any collective human activity;
- Rule of law, conducting their decision-making processes in coherence with the codified regulations and in accordance with established procedure, to avoid arbitrary treatment;
- Transparency, understood as the duty of every elected representative, manager, and staff of the organisation and its members to render all relevant information on the actions taken on behalf of the community;
- Accountability, as the ability of the community to scrutinize compliance with the mandate and establish responsibility; and
- Due process, since they believe that impartial, effective and efficient justice is essential for the eradication of impunity and the enforcement of accountability.

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

Participation: This project has a central focus on inclusion and empowerment of torture survivors as the primary rights-holders. This project will develop torture survivors' ability to participate and control their own rehabilitation process and provide those that wish with the opportunity to speak up about their cases and become anti-torture advocates. The IRCT will actively promote the creation of spaces where torture survivors can address policy makers so that their experiences influence anti-torture policies. Many IRCT members already have extensive experience in this field and they have committed to making their expertise and experience available to the broader membership.

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

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

Transparency: This project has a central focus on making information available to IRCT members and rights-holders so that they have equal access to exercise and claim their human rights. This will be

achieved through member-to- member exchanges, production of free online training materials and tools and technical assistance with accessing global and regional human rights mechanisms. The IRCT is committed to ensuring that information and meetings are accessible in as many languages as relevant and financially possible to make access to information and participation equal.

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

Gender: The 2016 report by the Special Rapporteur on Torture highlighted the need to take a gender informed approach to the definition of torture and called for increased attention to fighting gender-based torture. In her 2024 report to the UN General Assembly the Special Rapporteur focused on sexual torture and called for an increased use of the anti-torture framework to address sexual and gender-based violence in conflict. The IRCT was a key actor in the development of the report and the sharing of knowledge on its implementation after the publication. The experiences and practices highlighted by the Special Rapporteur are echoed in the experience of the IRCT. According to the information collected from the IRCT's global membership, 55% of the torture survivors supported by IRCT members in 2024 were women and 11,577 disclose being subjected to sexual and gender-based violence. The data and experience of IRCT members also demonstrates that it is more difficult for victims of gender-based torture to disclose and complain about torture due to societal stigma and the support services not being geographically available.

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

5. Inclusive sustainable growth, climate change and environment

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

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

Beyond carbon mitigation, IRCT's online platform FABO, methods for remote working and remote governance enable greater resilience to potential climate shocks in most member locations and to enable partners and others to use the technology to be more adaptable when needed. Projects include climate and environmental assessments as part of risk assessments, and IRCT are acutely aware of the potential for new reasons or methods of torture being brought about due to climate stresses (for

example, climate-induced migration), and its impact on access to justice. Through their work, the IRCT will monitor these climate risks or impacts, and report, advocate for change and adjust methods and work.

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

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

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

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

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

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

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

The project has also been developed in close consultation with torture survivors. The IRCT's Survivor Advisory Board has been involved through the process of developing the project and in addition, it draws on lessons learned from two regional consultations held with torture survivors in Latin America

and Africa. Among the outcomes from these consultations were regional policy statements through the Bogota and Nairobi Declarations and the establishment of regional survivor networks, with whom IRCT are in regular contact.

- *Collaboration with other Danish and International stakeholders*

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

As an organisation founded in Denmark, the IRCT shares a long history of collaboration and impact on the global human rights landscape with DIGNITY and the Danish Institute for Human Rights (DIHR), in particular by having led the creation of global movements of rehabilitation centers and national human rights institutions. IRCT is a member of the DIHR Council for Human Rights. Today, the IRCT collaborates closely with DIGNITY and DIHR in work at the UN in particular in relation to the anti-torture resolutions and the UPR. At the country level, the IRCT coordinates with DIGNITY and where relevant DIHR to ensure that interventions are aligned and mutually reinforcing. This is for example the case with different crisis programmes in Bangladesh and with work on the International Accountability Platform on Belarus

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

Annex 2: MFA Partner Capacity Assessment

This capacity assessment was developed during the formulation process of the IRCT 2026-2029 Project Documentation, based also upon additional relevant and recent IRCT documentation and on the latest MFA Review conducted in 2024. For a complete overview of the status of implementation of the recommendations from the Review, please refer to Annex 6. For further details, please refer to the 2024 Review report.

1. IRCT

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

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

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

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

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

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

2. Strategic considerations

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

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

The promotion of human rights is one of the objectives of Denmark's development cooperation. The new IRCT strategy is furthermore aligned with the Danish Africa Strategy and the Danish Foreign and Security Policy Strategy (2023). The strategy envisages a strengthening of rights through joint approaches and local ownership, both of which are important in the fight against torture and in line with the work of the IRCT.

The new Danish strategy for development cooperation, *A Changing World - Partnerships In Development*, from June 2025 has five focus area, including democracy and human rights. The strategy recognizes the importance of defending human rights, and states that "Denmark will actively oppose violence, the death penalty and torture". The new strategy is further aligned with the Danish Foreign and Security Policy Strategy in emphasising fundamental values such as democracy and human rights, and the right to a life free from torture.

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

3. Technical capacity

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

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

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

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

The recommendations included suggestions in developing the new IRCT strategy, which have been taken into consideration during the process. Implementation of two recommendations related to improvements and simplification of reporting have been undertaken. IRCT will also, as recommended, improve on its risk management and will review its sub-grants format. Other recommendations such as facilitation of access to IRCT’s complaint mechanism and training on anti-corruption, PSEAH and complaints procedures have either been implemented or are in progress. A recommendation regarding a simplification of the audit process is currently being considered, and a recommendation regarding development of an approach to VFM assessments is also ongoing.

4. Administrative Capacity

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

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

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

By the end of 2025, all planned MFA funds are expected to be fully spent, showing a close alignment between planned and actual expenditures.

5. Summary of key features of the IRCT

The below table summarizes the key features of IRCT.

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 for the partner’s activity-level?</i>	Influence <i>How much influence does the partner have over the project?</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>
International	Global network of civil society	Medium to high.	High.	IRCT will manage the MFA grant. IRCT will	IRCT is a well-	It is almost certain there

Rehabili- tation Council for Torture Victims (IRCT)	organisations and independent experts supporting survivors of torture to heal and rebuild their lives through rehabilitation, including medical, psychological, legal and social support.	The project will make up approxi- mately 45-50 of interna- tional activity turnover.	IRCT delivers results that are determined by IRCT and at the same time aligned with Danish development priorities.	provide training to member centers, support healing of torture survivors, assist in documenting torture, advocate for justice, and support the livelihoods of torture victims, IRCT's work is aligned with Danish development priorities.	respected organi- sation with sufficient capacity to imple- ment MFA grants.	will remain a need for continued support to torture victims, including improved capacity to support them and more work on providing evidence on torture.
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Annex 3: Theory of Change, Scenario and Result Framework

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

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

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

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

If:

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

Then:

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

Ultimately this will contribute to a situation where:

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

Key assumptions:

- Political willingness: States continue to engage meaningfully with international and regional human rights mechanism and in processes to create change at the national level. Currently, UN member states remain actively engaged with the key mechanisms used by the IRCT such as the UPR and UNCAT state reviews. As noted elsewhere, the process of creating change at the national level with key security sector institutions relies heavily on political will. This limitation is the foundation of the IRCT's advocacy work, which is designed to identify, generate and make use of political openings when they occur.
- Civil society space: Civil society space allows for robust activity and dialogue with state institutions on eradication of torture. For dialogues relating to torture and ill-treatment, this space has been limited for decades because security sector institutions are often not open to discussions that are premised on the understanding that they break the law. However, IRCT members and the secretariat have decades of experiences navigating these spaces in ways that are safe and effective.
- Continued financial support: IRCT, member organisations and other partners continue to receive financial support from donors to work against torture. The current donor environment is highly challenging. However, the IRCT secretariat has secured stable long-term funding and is increasingly successful in securing funding for members to provide direct services to survivors;
- Stable regional and UN human rights mechanisms: Regional and UN human rights mechanisms continue to be financially operational and deliver quality monitoring and evaluation of national human rights situations.
- Continued collaboration among IRCT international partners: International civil society organisations, such as Human Rights Watch and Amnesty International, continue to be active in the fight against torture and collaborate with the IRCT.

Given the dynamic and rapidly evolving contexts in which the IRCT works, the project is designed to be agile and flexible. New developments may also lead to new opportunities opening up in some contexts, and deteriorating situations might make it impossible to operate in others. Any changes to outputs or

outcomes will be made in consultation with HUMCIV, the MFA, and will be made according to MFA applicable guidelines.

Result framework

Project	United Against Torture – Healing and Justice for Survivors
Project Objective	Torture survivors will have improved access to justice and reparations and together with their families and communities they will be supported to heal.
Impact Indicator	<p>a. # of survivors, their families, and communities receiving rehabilitation services (disaggregated by gender and poverty level).</p> <p>b. # State institutions or civil society actors that take positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities.</p> <p><i>Note: The IRCT and its global membership operate in a context where it is not possible to determine the total number of torture survivors that exist globally. Many survivors do not disclose what happened to them, many are still in a place of detention and the majority live in places where no rehabilitation services are available. Therefore, the IRCT is not able determine the percentage of the total torture survivor population that it supports. Instead, the IRCT focuses its efforts on increasing the number of survivors that receive its services, strengthening the impact of its interventions and reaching out to survivor groups that are underrepresented in IRCT clinics.</i></p>
Baseline	<p>a. Baseline will be produced based on IRCT's annual impact data collection for the year 2025. In 2024, the IRCT membership supported a total of 81.393 torture survivors worldwide. However, with the USAID funding terminations, many IRCT members have had to reduce the capacity of their services during 2025. Therefore, the 2025 impact data will provide a more accurate and relevant baseline.</p> <p>b. During 2024, 15 State institutions and civil society actors took positive steps to ensure justice and reparations for torture survivors in line with IRCT national advocacy priorities.</p>
Targets 2029	<p>a. 300.000 Torture survivors, their families and communities will have received rehabilitation services (at least 50% will be women and at least 50% will be persons living in poverty according to nationally determined thresholds).</p> <p>b. 50 State institutions or civil society actors.</p>

Project Title	United Against Torture – Healing and Justice for Survivors
Outcome 1: Healing	IRCT members have improved capacity to provide survivor centred rehabilitation services that help torture survivors, their families and communities to heal and improve their socio-economic situation. This will be achieved through the implementation of the Global Standards on Rehabilitation and the integration of thematic approaches such as

		livelihoods, survivor engagement, and care for caregivers, leading to more comprehensive support. (SDG 1, SDG 3, SDG 8)
Outcome indicator		<ul style="list-style-type: none"> a. % of IRCT members in the global south that report having improved the impact of their rehabilitation services through the use of IRCT resources and support. b. # of instances where IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.
Baseline	2024	<ul style="list-style-type: none"> a. Baseline is zero. Most IRCT members have already improved their rehabilitation services through the use of IRCT resources and support. However, the strengthening of rehabilitation services is an ongoing process as the needs of survivors, good practices and organisational capacities evolve over time. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT. Therefore, it is most meaningful for the IRCT to measure the % from zero when a new project begins. b. Baseline is zero. Most IRCT members have already improved their capacity within one of more of the three thematic approaches. However, the national context, survivors' needs and organisational capacities evolve over time. This means that the need to further develop and adapt thematic approaches continues to be there. The IRCT membership model is based on continuous capacity support to members throughout their engagement as members of the IRCT. Therefore, it is most meaningful for the IRCT to measure the # of instances from zero when a new project begins.
Target	2029	<ul style="list-style-type: none"> a. 45% of IRCT members in the global south will report having improved the impact of their rehabilitation services through the use of IRCT resources and support. b. 30 IRCT members in the global south report having integrated or improved thematic approaches such as the use of livelihoods, survivor engagement or care for caregivers based on IRCT support.
Outcome 2: Justice		Torture survivors have greater recognition, access to justice and reparations through public exposure of the violations, strengthened civil society, and stronger laws and mechanisms to protect and uphold their human rights. (SDG 5, 16, 17)
Outcome indicator		<ul style="list-style-type: none"> a. # of instances where IRCT expertise and evidence is used for publicly exposing torture, strategic litigation, prosecution or public advocacy. b. # of State institutions that receive recommendations, express commitment and/or take steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities (disaggregated by region and percentage of countries where IRCT interventions yield results). c. # of global and regional anti-torture legal frameworks and mechanisms that strengthen their policies or practices in the areas

		of survivor inclusion, accountability/justice and reparations based on IRCT advocacy and support.
Baseline	2024	<ul style="list-style-type: none"> a. In 2024, the IRCT contributed to exposing torture, strategic litigation, prosecution or public advocacy in 10 instances b. In 2024, 7 State institutions received recommendations, expressed commitment and/or took steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities. c. In 2024, 3 global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.
Target	2029	<ul style="list-style-type: none"> a. By 2029, the IRCT will have contributed to exposing torture, strategic litigation, prosecution or public advocacy in 25-30 instances b. By 2029, 30 additional State institutions will have received recommendations, expressed commitment and/or took steps to strengthen laws, policies, mechanisms and practices to ensure justice and reparations for torture survivors in line with IRCT advocacy priorities. c. By 2029, 6 additional global and regional anti-torture legal frameworks and mechanisms strengthened their policies or practice based on IRCT advocacy and support.
Outcome 3: Strong Movement		IRCT members are financially resilient, compliant with donor standards, more visible and better positioned to access and manage external funding through strengthened financial systems, improved audit readiness, as well as safeguards and compliance with anti-corruption requirements.
Outcome indicator		<ul style="list-style-type: none"> a. % of member centres receiving subgrants that demonstrate improved financial reporting (as measured through financial assessments or audit feedback). b. % of member centres that have adopted anti-corruption and safeguarding policies. c. # of followers of IRCT's YouTube and LinkedIn accounts
Baseline	2024	<ul style="list-style-type: none"> a. Baseline is zero because this is a programme of gradual improvement that potentially can help all members in the global south. b. This is a new area of strategic intervention in response to the MFA 2024 review recommendations. The baseline will be developed during 2026. c. At end 2024 IRCT had 7,948 LinkedIn followers and 43,000 YouTube followers
Target	2029	<ul style="list-style-type: none"> a. By 2029 100% of subgrant recipients demonstrate improved financial reporting. b. By 2029 60% of IRCT members in the global south that have adopted anti-corruption and safeguarding policies. c. IRCT has 20,000 LinkedIn followers and 100,000 YouTube followers

Output 1.1

Global Centre of Expertise on Rehabilitation

		Create a space where the IRCT collects and disseminates knowledge and expertise; inspires members and external stakeholders to improve the quality of their rehabilitation services provided to survivors; and supports members to adopt new practices based on member-to-member support and learning.
Output indicator		<ul style="list-style-type: none"> a. # of webinars where more than 70% of participants rate the experience as 'useful' for strengthening their work on rehabilitation b. # of instances of GSR-related peer-to-peer support by IRCT members c. # of Torture Journal articles published
Baseline	2024	<ul style="list-style-type: none"> a. 7 out of 9 webinars in 2024 b. 0 c. 34 in 2024
Target	2026	<ul style="list-style-type: none"> a. 7 out of 9 webinars b. 5 instances c. 30-35 articles
Target	2027	<ul style="list-style-type: none"> a. 8 or 9 out of 9 webinars b. 5-8 additional instances c. 30-35 articles
Target	2028	<ul style="list-style-type: none"> a. 9 out of 9 webinars b. 5-10 additional instances c. 30-35 articles
Target	2029	<ul style="list-style-type: none"> a. 9 out of 9 webinars b. 5-10 additional instances c. 30-35 articles
Output 1.2		<p>Survivor engagement</p> <p>Survivor voices are more visible and impactful in work related to healing and justice through direct support to survivors to speak publicly to decision makers and support to IRCT members to strengthen their policies on survivor inclusion.</p>
Output indicator		<ul style="list-style-type: none"> a. # members who received support from IRCT or its member organisations with integrating more systematic approaches to survivor engagement b. # survivors supported to develop advocacy skills and/or speak publicly about their experiences (disaggregated by gender)
Baseline	2024	<ul style="list-style-type: none"> a. Baseline is zero. Because the capacity building initiative being implemented is new compared to the achievements of the 2022-25 strategy. During the strategic period 2022-25, IRCT members received support to develop their methodologies for enabling torture survivors to engage in anti-torture advocacy work. This was a highly successful intervention that mainly achieved results in relation to torture survivors' possibilities for speaking up against violations. In 2024, IRCT supported survivors speaking at 21 different events. b. By end of Strategy period 2022-24, IRCT had supported survivors to speak at 34 international events approx. 20 survivors from Steering Committee 4f/1m, Survivor Advisory board 5f/2m and members.
Target	2026	<ul style="list-style-type: none"> a. 5 IRCT members receive technical support and subgrants

		b. 20 torture survivors supported to develop advocacy skills and/or speak at publicly about their experiences (disaggregated by gender)
Target	2027	a. 5 members receive technical support and subgrants b. 10 torture survivors supported to develop advocacy skills and/or speak at publicly about their experiences (disaggregated by gender)
Target	2028	a. 5 members receive technical support and subgrants b. 10 torture survivors supported to develop advocacy skills and/or speak at publicly about their experiences (disaggregated by gender)
Target	2029	a. 5 members receive technical support and subgrants and all subgrants will be externally evaluated. b. Torture survivors (disaggregated by gender) evaluate IRCT global movement progress to date
Output 1.3		Care for Caregivers Mental health and wellbeing of staff members of member centres is improved through IRCT knowledge products, capacity development, and organisational level peer to peer support.
Output indicator		a. # of organisations that receive C4C+ sub-grants for capacity development training, external support and/or activities. b. # of organisations that receive organisational peer to peer support c. # of knowledge products produced based on expertise from the IRCT Secretariat
Baseline	2024	a. 3 b. 4 c. 0
Target	2026	a. 3 b. 4-6 c. 2
Target	2027	a. 3 b. 4-6 c. 1
Target	2028	a. 3 b. 4-6 c. 2
Target	2029	a. 3 b. 4-6 c. Evaluation of the implementation of output 1.3.
Output 1.4		Integration of livelihoods support in rehabilitation Socio-economic opportunities for torture survivors to enhance their agency, mental health and productivity.
Output indicator		a. # members supported with sub-grants and # of torture survivors benefitting from the activities b. # of members supported with partnership approaches to livelihood
Baseline	2024	a. In the period 2022-25, 20 IRCT members received subgrants and supported over 1237 survivors. b. 0
Target	2026	a. 3 new subgrants – 150 survivors benefitting b. 5

Target	2027	<ul style="list-style-type: none"> a. 3 new subgrants – 150 survivors benefitting b. 5
Target	2028	<ul style="list-style-type: none"> a. 3 new subgrants – 150 survivors benefitting b. 5
Target	2029	<ul style="list-style-type: none"> a. 3 new subgrants – 150 survivors benefitting b. 5
Output 2.1		Investigation and Documentation programme
		<p>Evidence and expertise on torture and related human rights violations is solicited and provided to State institutions and civil society actors.</p>
Output indicator		<ul style="list-style-type: none"> a. # of interventions where IRCT provides its expertise to States institutions and civil society actors on investigation and documentation of torture and related human rights violations.
Baseline	2024	<ul style="list-style-type: none"> a. 30 interventions
Target	2026	<ul style="list-style-type: none"> a. 15-20 interventions
Target	2027	<ul style="list-style-type: none"> a. 15-20 interventions
Target	2028	<ul style="list-style-type: none"> a. 15-20 interventions
Target	2029	<ul style="list-style-type: none"> a. 15-20 interventions
Output 2.2		UN and regional advocacy programme
		<p>Advocacy interventions with UN and regional mechanisms advancing justice and reparations for torture survivors.</p>
Output indicator		<ul style="list-style-type: none"> a. # Thematic advocacy interventions promoting stronger global or regional standards on justice, reparations, survivor participation, stronger human rights monitoring mechanisms, and stronger political commitment to human rights and the rule of law. b. # of country focused interventions with UN or regional human rights mechanisms
Baseline	2024	<ul style="list-style-type: none"> a. 2-4 thematic interventions per year b. 6-8 country focused interventions per year
Target	2026	<ul style="list-style-type: none"> a. 6-8 thematic interventions at regional or global level addressing one or more of IRCT's policy priorities. b. 10-12 country focused interventions at UN or regional human rights mechanisms.
Target	2027	<ul style="list-style-type: none"> a. 6-8 thematic interventions at regional or global level addressing one or more of IRCT's policy priorities. b. 10-12 country focused interventions at UN or regional human rights mechanisms.
Target	2028	<ul style="list-style-type: none"> a. 6-8 thematic interventions at regional or global level addressing one or more of IRCT's policy priorities. b. 10-12 country focused interventions at UN or regional human rights mechanisms.
Target	2029	<ul style="list-style-type: none"> a. 6-8 thematic interventions at regional or global level addressing one or more of IRCT's policy priorities. b. 10-12 country focused interventions at UN or regional human rights mechanisms.
Output 2.3		National advocacy programme

		Advocacy interventions with State authorities and civil society institutions advancing local IRCT member priority issues related to justice and reparations for torture survivors
Output indicator		<ul style="list-style-type: none"> a. # members supported with national advocacy through technical support and member-to-member sharing of good practices. b. # members supported with sub-grants for national advocacy projects.
Baseline	2024	<ul style="list-style-type: none"> a. 4-6 members supported b. 2-4 members supported
Target	2026	<ul style="list-style-type: none"> a. 4-6 members supported b. 2-4 members supported.
Target	2027	<ul style="list-style-type: none"> a. 6-8 members supported b. 2-4 members supported.
Target	2028	<ul style="list-style-type: none"> a. 7-9 members supported b. 2-4 members supported.
Target	2029	<ul style="list-style-type: none"> a. 7-9 members supported b. 2-4 members supported.
Output 2.4		<p>Global Centre of Expertise on justice for torture survivors: A global centre of expertise for IRCT members and external stakeholders, including State institutions and civil society actors, to access tools and resources on advocacy and the investigation and documentation of torture to strengthen their work.</p>
Output indicator		<ul style="list-style-type: none"> a. # of instances where tools and resources on investigation and documentation of torture are made available to IRCT members and other civil society partners or state agencies. b. # of instances where expertise, advice and good practice examples on global, regional and national advocacy are made available to IRCT members and other civil society partners
Baseline	2024	<ul style="list-style-type: none"> a. This is a new area of work so there is no baseline. b. This is a new area of work so there is no baseline
Target	2026	<ul style="list-style-type: none"> a. 10-15 instances b. 5-10 instances
Target	2027	<ul style="list-style-type: none"> a. 15-20 instances b. 10-15 instances
Target	2028	<ul style="list-style-type: none"> a. 15-20 instances b. 10-15 instances
Target	2029	<ul style="list-style-type: none"> a. 15-20 instances b. 10-15 instances
Output 3.1		<p>Financial Resilience and Donor Compliance IRCT delivers targeted support, guidance, and tools to strengthen member organizations' financial management, donor compliance, and project budget planning. This will aim to increase the sustainability and financial health of member organizations, enabling them to manage funding more efficiently and effectively respond to donor expectations.</p>
Output indicator		<ul style="list-style-type: none"> a. # virtual capacity-building workshops conducted to enhance participants' knowledge and skills in donor compliance, budgeting, auditing, and financial reporting.

		b. # virtual financial assessments carried out to evaluate member organizations' compliance with donor requirements and to strengthen their capacity for future fundraising opportunities. c. % of IRCT Secretariat staff that have completed safeguarding and anti-corruption trainings.
Baseline	2024	a. 1 workshop b. 20 financial assessments. c. c) 100%
Target	2026	a. 1-2 workshops b. 100% of IRCT members that receive sub-grants from the IRCT will have a financial assessment. c. 100%
Target	2027	a. 1-2 workshops b. 100% of IRCT members that receive sub-grants from the IRCT will have a financial assessment. c. 100%
Target	2028	a. 1-2 workshops b. 100% of IRCT members that receive sub-grants from the IRCT will have a financial assessment. c. 100%
Target	2029	a. 1-2 workshops b. 100% of IRCT members that receive sub-grants from the IRCT will have a financial assessment. c. 100%
Output 3.2		Movement visibility
Output indicator		a. # communications products about members and their work b. # Secretariat-facilitated trainings on developing professional communications standards for members
Baseline	2024	a. 40 per year b. 1-2 per year
Target	2026	a. 50 per year b. 4-6 per year
Target	2027	a. 50 per year b. 4-6 per year
Target	2028	a. 50 per year b. 4-6 per year
Target	2029	a. 50 per year b. 4-6 per year

Annex 4: IRCT Risk Matrix

Contextual risks

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

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

Programmatic risks

<i>Risk Factor</i>	<i>Likeli-hood</i>	<i>Impact</i>	<i>Risk response</i>	<i>Residual risk</i>	<i>Background to assessment</i>
Torture survivors are put at risk by sharing their experience	Likely	Major	Timely conversation/assessment with local staff/members and care givers- also triangulate data, if possible, to determine security issues. Approaches to survivor engagement that create a safe and secure space and assess and mitigate possible negative impacts will be identified and used.	Even with all protection measures in place, perpetrators can come out of nowhere.	Recent examples from relevant country contexts
Member centres are put at risk of reprisals by speaking out against torture	Likely	Major	Timely conversation/assessment with local staff/members and care givers- also triangulate data, if possible, to determine security issues. Joint risk assessment and management with member centres.		Recent examples from relevant country contexts
Risk of partners' financial mismanagement and insufficient financial monitoring may lead to the misuse of funds, thus less funds available for programming.	Unlikely	Major	IRCT implements robust financial systems and conduct regular audits, with reinforcement through regular financial reporting. Monitoring of MCs and support to MCs in the form of training will increase their capacity.	There remains a risk of corruption and funds mismanagement in many of the countries in which IRCT members operate.	Negative impact on IRCT's reputation and the possibility of impeding the achievement of project objectives are consequences that may result from this risk.

Financial mismanagement and insufficient financial monitoring leads to less than planned progress on the Danish MFA's fight against torture	Unlikely	Major	IRCT's financial systems, including financial monitoring and reporting are designed to capture any issues before they impact implementation.	There is a reduced risk of corruption and funds mismanagement.	Given the context in which IRCT operates, there is a risk of financial misappropriations regardless of the financial systems in place.
HR Funding declines/disappears	Likely	Major	Publish impact data and practice-changing evidence at strategically relevant times/social media channels.	Residual risk due to donor govt change of focus	Past 5 years of support to IRCT
Members lack capacity to engage in anti-torture activities depending on resources available in each centre.	Unlikely	Minor	<p>IRCT provides multiple ways and forms of participation in IRCT activities, that are inclusive of members from low-resource environments.</p> <p>IRCT includes a mapping of available resources in the design of intervention strategies.</p> <p>Good practices to be followed including data protection and ethical behaviour and active communication need to be ensured to ensure trust and motivate engagement.</p>	Residual risk is absorbed by the flexible participation modalities provided by the IRCT	IRCT consults its members and responds to their needs on an ongoing basis.
IT system does not function, or IT security is breached	Unlikely	Major	<p>The IRCT Secretariat works with IT experts to set up a secure IT infrastructure, procedures and updated hardware and software.</p> <p>Continue virtual training with Human Rights Defenders to bring about proactive alertness and behaviour change regarding passwords, equipment and digital practice.</p> <p>The IRCT provides IT training to members and staff to ensure continued learning and decrease human error.</p>	A residual risk for IT failure and cyber-attacks, so engaging IT experts, continued training and insurance cover remain a priority.	Reliance on functioning and secure IT systems that protect personal information data has become increasingly important to the work of the IRCT and IRCT rely on these systems for the success of IRCT work. At the same time cyber-attacks, faulty use of IT equipment and software and

					misfunctioning systems have become more frequent.
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Institutional risks

<i>Risk Factor</i>	<i>Likeli-hood</i>	<i>Impact</i>	<i>Risk response</i>	<i>Residual risk</i>	<i>Background to assessment</i>
Corruption or fraud damages the reputation of IRCT or the Danish MFA	Unlikely	Major	<p>IRCT proactively communicates about Anti-Corruption policy and requires all subgrantees to take online Anti-Corruption training prior to receipt of grants and attendance at training workshops. New IRCT secretariat staff must take an online course within 3 months of employment.</p> <p>IRCT's anticorruption policy is mandatory for staff and members and referred to in IRCT service and consultancy contracts.</p> <p>Due diligence at IRCT secretariat includes mandatory online training for staff, activate discussions at staff meetings.</p> <p>IRCT has a digital complaint form to report suspicions of corruption cases. Cases or suspicion of corruption are reported to IRCT Compliance advisory board, IRCT ExCom, and donors and external partners as relevant.</p> <p>IRCT engages in NGO networks such as ISOBoR, Global Focus and BOND to continue learning and improving IRCT processes to respond to the risk.</p> <p>Any suspected cases of corruption or fraud will immediately be reported to the Danish MFA.</p>	<p>A residual risk remains; however, the policies, training, and monitoring will reduce the risk.</p>	<p>Corruption can take place, even in a proactive 'anti-corruption' atmosphere.</p>

IRCT financial transactions are breached.	Unlikely	Minor	IRCT has established and regularly updates its financial procedures, which are well known and followed by staff. Refresher trainings are provided, and there is ongoing, proactive oversight from IRCT management to ensure compliance and detect any irregularities early.	A residual risk remains because financial threats and mistakes can still happen, but IRCT reduce it through clear guidance, and regular checks.	IRCT aims to maintain high standards of financial integrity and transparency, ensuring trust from donors is upheld at all times.
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Annex 5: Budget

Annex 5 - DMFA Grant Budget 2026-29					
Organisation: IRCT - International Rehabilitation Council for Torture Victims Project title "UnitedAgainstTorture" Project period: 01.01.2026 - 31.12.2029					
Budget Line	Total Budget (1000 DKK)	2026 (1000 DKK)	2027 (1000 DKK)	2028 (1000 DKK)	2029 (1000)
Outcome 1 Healing	18.125	4.516	4.502	4.494	4.614
Output 1.1. Global Center of Excellence (GSR, TJ, webinars)	7059	1754	1780	1759	1766
---spent directly on activities	5051	1268	1253	1261	1269
---spent directly through transfers to local independent partners	336	75	112	75	75
---spent on OUTCOME-allocated programme supporting cost	1672	411	415	423	423
Output 1.2 Survivor Engagement	4716	1184	1166	1178	1188
---spent directly on activities	2849	719	702	709	719
---spent directly through transfers to local independent partners	716	179	179	179	179
---spent on OUTCOME-allocated programme supporting cost	1151	286	284	290	290
Output 1.3 Care4Caregivers + (C4C+)	3465	863	841	859	902
---spent directly on activities	1715	431	412	415	458
---spent directly through transfers to local independent partners	895	224	224	224	224
---spent on OUTCOME-allocated programme supporting cost	855	209	205	220	220
Output 1.4 Integrating Livelihoods	2885	715	714	698	758
---spent directly on activities	1301	318	321	301	362
---spent directly through transfers to local independent partners	895	224	224	224	224
---spent on OUTCOME-allocated programme supporting cost	688	173	170	173	173
Outcome 2 Justice	18163	4562	4535	4516	4550
Output 2.1. Investigation and Documentation programme	11543	2892	2874	2884	2893
---spent directly on activities	8263	2076	2055	2060	2069
---spent directly through transfers to local independent partners	478	119	119	119	119
---spent on OUTCOME-allocated programme supporting cost	2803	695	699	705	705
Output 2.2. UN and regional advocacy programme	4220	1054	1044	1052	1069
---spent directly on activities	2022	509	497	500	517
---spent directly through transfers to local independent partners	1164	291	291	291	291
---spent on OUTCOME-allocated programme supporting cost	1033	254	257	261	261
Output 2.3. National advocacy programme	2010	517	519	483	491
---spent directly on activities	1198	317	297	288	297
---spent directly through transfers to local independent partners	320	75	96	75	75
---spent on OUTCOME-allocated programme supporting cost	492	126	126	120	120
Output 2.4. Global Center of Expertise on justice for torture survivors	390	98	98	97	97
---spent directly on activities	298	75	75	75	75
---spent directly through transfers to local independent partners	0	0	0	0	0
---spent on OUTCOME-allocated programme supporting cost	91	23	24	22	22
Outcome 3 Strong Movement	815	196	239	266	112
Output 3.1. Financial Resilience and Donor Compliance	606	146	187	214	60
Output 3.2. Movement visibility	209	52	52	52	52
A.Total Direct Cost	37.103	9.276	9.276	9.276	9.276
---of which is					
---spent directly on activities	23.275	5.853	5.776	5.808	5.838
---spent directly through transfers to local independent partners	4.805	1.186	1.245	1.186	1.186
---spent on OUTCOME-allocated programme supporting cost	9.023	2.236	2.254	2.281	2.252
Audit	300	75	75	75	75
Administration fee (non-activity specific, max 7% of direct costs)	2.597	649	649	649	649
B.Total Indirect Cost	2.897	724	724	724	724
Total Budget A+B	40.000	10.000	10.000	10.000	10.000
GRANT (annual liquidity required / disbursement plan)	40.000	10.000	10.000	10.000	10.000

The support costs are allocated proportionally (%) from the total support cost amount to each output, based on internal allocation logic. Importantly, although the budget reflects planned allocations, actual support costs are tracked through real expenditure and charged to output based on actual usage. This approach ensures both transparency and flexibility while staying within the overall support cost ceiling and allows us to correctly report support costs per output during financial reporting. The IRCT applies a simplified method to estimate how shared support services (e.g., rent, IT, admin, shared salaries) benefit each output, with actual costs tracked and adjusted during project implementation.

Annex 6: Supplementary material

List of status of recommendations from 2024 review

The response was last updated on 2 June 2025

Review recommendations and IRCT response

The following provides the list of key recommendations from the RT to the future strengthening of IRCT:

R#1: In the Strategy 2026-2029, IRCT further clarifies its comparative strengths and opportunities within healing and justice as a Knowledge Center on torture, local-national-global levels, human rights agenda, torture and LNOB, and as a member-based organization relative to other international and national human rights organisations (UATC members, HRW, DIHR, Dignity, AI, CVT-US, etc.).

IRCT response: During the strategy consultation process in spring 2025, IRCT members were invited to identify comparative strengths and opportunities, so they can be incorporated into its Strategy 2026-2030. The feedback from members indicated the following strengths: The high level of knowledge and expertise held in the membership; the IRCT Secretariats ability to convene spaces to improve members' rehabilitation capacities and organizational policies; The IRCT as the leading expert and custodian of the Global Standards on Rehabilitation; significant positive developments in Survivor Engagement, which must be built on; Existing Care4Caregivers+ in some members that need to be offered more broadly; world leading expertise set on the Istanbul Protocol; and its ability to input strategic perspectives, access decision makers and use international networks at UN human rights mechanisms. The IRCT is currently working on its new strategy and will ensure to include these inputs and address the broader issues addressed in the recommendation.

R#2: IRCT strengthen its partnership approach e.g. consider recruitment of 2-3 regionally based partnership advisors (or use a different approach) who can support and pursue greater optimization of partners complementary experiences, tools and competencies and provide regular support to MCs in joint programming, implementation and fund raising with strategic partners (INGOs or NGOs) e.g. specialised in livelihood, MHPSS, national advocacy etc.

IRCT response: IRCT recognises the importance continuing to move closer to its members to be better able to support where they are. As a starting point the IRCT will seek to do this through two concrete initiatives. First, the IRCT Secretariat will support members who are ready to take up national, sub-regional or regional leadership roles to convene regular meetings and access resource organisations (for example, IOM or Global Survivors Fund) and assess options for joint proposals/joint programs. IRCT will pilot this work related to livelihoods work in Kenya and advocacy work in Nigeria. Second, the IRCT Secretariat will dedicate significant additional staff resources to mapping and connecting members with matching advocacy skills and needs to ensure that those with existing experiences of beneficial national partnerships can support and inspire others.

R#3: IRCT further improves its annual results reporting with a global outcome level narrative and VfM discussion guided by a theory of change presenting the pathways and critical assumptions for how IRCT will impact within the two agendas on healing and justice in international and global agendas, resolutions, events etc. and how IRCT contributes to ending torture in a global landscape of human rights defenders.

IRCT response: IRCT agrees that reporting at global outcome level is challenging. During 2025, the IRCT will develop and pilot an updated outcome level reporting approach, which will then be ready for implementation with its new strategy. R#4: IRCT, in dialogue with MFA (HUMCIV and INTJUR) redefine the requirements for annual results reporting to MFA and consider using the above recommendations on global outcome level narratives with a VfM discussion to request IRCT for annual issue papers: one on healing/rehabilitation and one on justice/advocacy work. The two issue papers could replace the current annual results report to MFA and a simple table with core numbers (quantitative data relative to targets per output) could be prepared for MFA-HUMCIV.

R#4: IRCT, in dialogue with MFA (HUMCIV and INTJUR) redefine the requirements for annual results reporting to MFA and consider using the above recommendations on global outcome level narratives with a VfM discussion to request IRCT for annual issue papers: one on healing/rehabilitation and one on justice/advocacy work. The two issue papers could replace the current annual results report to MFA and a simple table with core numbers (quantitative data relative to targets per output) could be prepared for MFA-HUMCIV.

IRCT response: IRCT reporting against Results Based Framework and the annual report are fine for IRCT, given the potential challenges of finding an acceptable 'new' reporting methodology at a time with new staff at DK MFA. IRCT is at all times willing to contribute to DK MFA and other departments at DK MFA on thematic issues as needed. For example, inputs to DK MFA Africa Strategy, DK MFA Development strategy, DK MFA virtual financial monitoring tool and to the ongoing international anti torture policy work led by INTJUR.

R#5: IRCT adopts a more proactive and integrated approach to risk management by conducting more regular and comprehensive risk assessments and developing more agile response mechanisms for emerging risks. These initiatives should be co-designed and implemented in collaboration with MCs to foster shared ownership and accountability between the IRCT Secretariat and MCs.

IRCT response: IRCT will more proactively assess and manage risk including by giving it an enhanced focus in its quarterly reporting to and discussion with the IRCT Ex Com. Given that a small number of IRCT members receive subgrants from DK MFA, IRCT considers the current level of financial assessment and project assessment to be adequate in measuring emerging risks. Member centers are good at informing the IRCT secretariat as risks emerge, and the IRCT is often invited to contribute inputs to mitigating risks and resolving issues. Instituting membership-wide, regular and comprehensive risk assessments is excessive. Spot checking and being available and agile when there is something on the horizon is adequate.

R#6: IRCT should develop a fixed format for grant agreements to ensure consistency in the structure and content of all grant agreements across different calls. This includes embedding required clauses directly in the format to ensure compliance with fraud management, ethical behavior and good governance.

IRCT response: Agree. Formats will be adjusted to a standard format

R#7: IRCT develops defined sub-grant thresholds for maximum overhead support and a ceiling on overall salary contribution while ensuring that sound justifications are also presented. In addition, IRCT should consider developing eligibility benchmarks based on MCs' annual budgets to ensure that funding supports MCs in most need to increase impact as much as possible.

IRCT response: When reviewing budgets, a cost-conscious approach is applied, ensuring that salary allocations remain proportionate and justified in order to optimize resource use and support program

effectiveness. IRCT conducts a thorough assessment of all sub-grant applications, including reviews of previous sub-grants, achievement of results, financial and narrative reporting, and supporting documentation. This enables IRCT to maintain a clear understanding of each member's financial needs, available funding opportunities, and the strategic value of supporting certain centers to address critical gaps. These factors are integrated into IRCT's sub-grant decision making processes to ensure the strategic and impactful allocation of sub-grants. The IRCT will also review its sub-grants format and notes the recommendation that there should be fixed thresholds for overheads and ceilings for salaries. However, considering the very diverse situations in which IRCT members operate around the world, including highly oppressive and financially and politically unstable environments, the IRCT will continue to ensure a certain degree of flexibility in this area.

R#8: IRCT should establish and prominently display a direct link to its complaint mechanism on the front page of its website to facilitate easy access to whistleblower mechanisms, compliance guidelines, and other critical resources. This enhances visibility and promotes a culture of openness and accountability.

IRCT response: Agree. IRCT has added 2 additional options to the IRCT website to display complaints mechanism.

R#9: IRCT collaborates closely with MCs to integrate dedicated sessions on anti-corruption, PSEAH, and reporting mechanisms into consultations and engagements in all countries. Furthermore, IRCT should provide MCs and beneficiaries with posters, stickers, and other informative materials that clearly outline reporting procedures. These proactive steps ensure that reporting mechanisms are well understood within the partnerships. By incorporating these initiatives into existing collaborations and interactions, IRCT empowers MCs with the necessary tools for reporting, enhances awareness, and strengthens the engagement of both internal and external stakeholders.

IRCT response: Agree. IRCT immediately incorporated a detailed training on anti-corruption, PSEAH and complaints procedures into MENA Global Standards on Rehabilitation training held in Amman, Jordan April 7-10, 2025. IRCT members requested more materials. Therefore, a poster template for IRCT members to enhance awareness and hang visibly on the walls of their organisation's reception and staff meeting rooms will be developed and circulated by IRCT secretariat before year end 2025.

R#10: IRCT and MFA commence a dialogue on an increase of the annual financial support to IRCT in a new grant period from 2026 to 2028 from the current DKK 9.0 mio. to DKK 12 million. The final approval pending a solid new IRCT strategy 2026-2029 with a supporting programme document with clear outcomes, outcome indicators and targets.

IRCT response: Agree. IRCT commenced a dialogue with DK MFA on Dec. 17, 2024, then January 16, 2025 and thereafter IRCT President and Ex Com wrote to Head of Section, HUMCIV who will meet with IRCT SG on May 14, 2025 with a response to this request.

R#11: IRCT revises its audit approach by extending the Audit Instruction to allow MCs to incorporate income and expenditures from IRCT sub-grants into their institutional audits conducted by their external auditors. This adjustment would reduce duplication, streamline processes, and improve cost efficiency while maintaining accountability. The revised approach should be developed in consultation with the MFA and IRCT's appointed auditor to ensure alignment with all requirements and stakeholder expectations.

IRCT response: It is suggested to expand organizational audits - for example, the IRCT annual audit in June, together with the signed audited annual accounts related to the donor-funded project in order to avoid performing audits twice. IRCT is in consultation with DK MFA on this.

R#12: IRCT develops a concept note and approach to future VfM assessments to be shared and addressed with MCs in order to strengthen documentation and the narrative around specific and more global outcomes within IRCT's core strategic areas such as healing and justice.

IRCT response: As part of the IRCT's strategy development plan process, the IRCT is analysing this recommendation and seeking external and member input on this recommendation. The IRCT agrees that making members more aware of its global VfM but it is still evaluating whether the membership as a whole should be asked to apply such a VfM considering the very diverse and constantly evolving scenery in terms of what parts of the IRCT's strategy are of most importance to individual members.

Annex 7: IRCT Plan for Communication of Results

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

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

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

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

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

Who are the audiences the IRCT needs to address?

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

What are the goals for IRCT's main audiences?

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

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

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

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

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

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

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

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

What are the key messages for this Communications Strategy?

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Annex 8: Process Action Plan for Implementation

Action/product	Deadlines	Responsible/involved units	Comment/status
Project budget is inserted into the proposal for the Finance Act	of 2026 will be published Fall 2025	HUMCIV	
Formulation, quality assurance and approval			
Initiate Tender for consultant for the programming assignment	January 2025	HUMCIV	Contract expected to commence by mid-February
Initiate development of Project Document and Annex	January - February 2025	Consultant and HUMCIV in dialogue and coordination with the partner	Standard project documents found via amg.um.dk → Bilateral cooperation → Guidelines for Country Strategic Frameworks Programmes and Projects
Tender for appraisal in August	May-June 2025	HUMCIV	
Draft Results framework and TOC	IRCT 12 May 2025	Consultant with IRCT, To be aligned with amount in coordination with proposed in FFL26	
Draft Project document and annexes	IRCT 12 May 2025	Consultant with IRCT, To be submitted to HUMCIV in coordination with HUMCIV	
Forward draft of project document to LÆRING for public consultation	IRCT 21 May 2025	HUMCIV	Early draft should provide sufficient outline of the intended project/programme without having all details in full
Public consultation period	May - June 2025 according to set schedule	LÆRING	
Meeting in Danida Programme Committee (PC)	IRCT 3 June 2025	LÆRING/HUMCIV	List of received responses from the consultation
Adjustment of project documents following feedback from PC	IRCT June 2025	HUMCIV / Consultant / IRCT	Summary conclusions from the Programme Committee taken into account. External Consultant with HUMCIV to quality assure, finalise and coordinate with IRCT
Draft Project documents and annexes submitted to LÆRING and external Consultant, for appraisal	IRCT 1 August 2025	HUMCIV / Consultant in dialogue and coordination with IRCT	IRCT submits to consultants, who, after revisions, then submits to HUMCIV for adjustment and approval
Appraisal IRCT: external	August - September 2025	External consultant	An independent view must be safeguarded during appraisal

Deadline for submission by external Consultant of <i>draft</i> appraisal report, including summary of conclusions and recommendations	IRCT 15 August 2025	External Consultant
HUMCIV and IRCT provide feedback to draft appraisal reports	15-26 August 2025	HUMCIV, IRCT, consultant
Deadline for submission of <i>final</i> appraisal report, including summary of conclusions and recommendations	29 August 2025	External Consultant (IRCT) Key to integrate comments from IRCT and HUMCIV
Adjustment of project documents following feedback from appraisal	Sep 2025	HUMCIV, Consultant, IRCT
Final Project Document, annexes and appropriation cover note	1 October 2025	HUMCIV, Consultant, IRCT
Final Project Document, annexes and appropriation cover note forwarded to LÆRING		HUMCIV HUMCIV submits to LÆRING
Approval of project	Oct-Dec 2025	
Final deadline for approved project	Jan 2026	HUMCIV/LÆRING

Initial actions following project approval

LÆRING facilitates that grant proposals are published on Danida Transparency	Jan-Feb 2026	LÆRING
Signing of legally binding agreement	After approval	HUMCIV, IRCT
Register commitment(s) in MFA's financial systems within the planned quarter	After agreement(s) are signed	HUMCIV
Disbursement (based upon final FFL approval)	January 2026	HUMCIV

Annex 9: Quality Assurance Checklist

Please see separate Annex 9 document.