

Management Response and Follow-up Note

Evaluation of Danish Support to Promotion and Protection of Human Rights 2006-2016

This note to the Programme Committee summarises the main findings, lessons learned and recommendations from the final report of the Evaluation of Danish support to promotion and protection of Human Rights from 2006-2016. It also includes the MFA management response to the evaluation. The management response has been prepared by the Department for International Law and Human Rights (JTFM) with inputs from KFU and the Danish Mission to the UN in Geneva. The Evaluation Department (EVAL) has supported and coordinated the elaboration of the management response.

The evaluation was commissioned by EVAL and conducted by an independent team of evaluators from Nordic Consulting Group.

1. Executive Summary

Evaluation scope and approach

Respect for, promotion and protection of human rights are core values of Danish international engagements. Support to promotion and protection of human rights has for decades been a priority for Denmark in its foreign policy and as an integral part of its development cooperation.

In June 2016, the Danish Ministry of Foreign Affairs commissioned Nordic Consulting Group to undertake an Evaluation of Danish Support to Promotion and Protection of Human Rights covering the period from 2006-2016. Two separate reports have been prepared - a main evaluation report and a portfolio analysis. The main evaluation report is focused on two specific areas of Danish support to Human Rights: 1) rule of law and better access to justice, and 2) freedom from torture. These two areas have been selected from a total of five priority areas of Danish support to human rights, which are all covered in the portfolio analysis¹.

The evaluation has a two-fold purpose:

1. To provide an overview of results and possible impacts of Danish policy initiatives and development cooperation on human rights promotion and protection.

¹ The five areas are: Support for national human rights institutions; freedom from torture; rights of indigenous peoples; CSR; and promotion of rule of law and access to justice through justice sector reform. A sixth key priority area of Denmark is gender equality including women and the girl child, and sexual and reproductive health and rights. This area has recently been reviewed and evaluated and was therefore not included in the scope of this evaluation.

2. To provide lessons learned on linkages and synergies between multilateral and bilateral interventions as well as on the effectiveness of the chosen strategies and the value added of the Danish support.

Rule of law and better access to justice is analysed primarily at the programme level as this is the main modality applied in Danish support. This analysis takes the form of a meta-analysis and is primarily based on an assessment of a comprehensive sample of programme documentation related to Danish bilateral and regional rule of law programmes and projects. The main focus of Danish engagements in relation to freedom from torture is at the policy level. This part of the evaluation therefore focuses on assessing Danish diplomatic engagement and partnerships in relation to influencing norm-setting at international as well as country level.

Overview of the Danish Human Rights portfolio

During the evaluation period, Danish support has been governed by the overall strategies for development cooperation, such as The Right to a Better Life (from 2012) and The Strategy for International Human Rights Cooperation (adopted in 2009). These strategies outline how Denmark seeks to promote human rights through a range of policy and programmatic instruments.

Box 1: Key instruments and modalities of Danish support to human rights²

- Policy dialogue at country level incl. Universal Periodic Review (UPR)
- Initiation of, or support to UN resolutions, declarations or other international instruments
- Participation in the UN General Assembly and the Human Rights Council, committees and special initiatives
- Support to nomination and election of Danish experts for high-level positions in the multilateral system
- Multilateral cooperation
- Bilateral cooperation in Danish priority countries
- Human rights mainstreaming through the Human Rights Based Approach
- Regional programmes (e.g. Danish-Arab Partnership Programme or European Neighbourhood Programme)
- CSO support through strategic partnerships with Danish and international organisations

² This list is not exhaustive for Danish international cooperation as a whole, but includes the modalities found to be most relevant in the Danish human rights portfolio. The portfolio analysis provides a detailed mapping of Danish programmes, projects, and policy interventions, implemented by the MFA and its partners.

Human rights permeate almost all Danish initiatives both programmatically and at policy level. A significant proportion of MFA personnel, both in Copenhagen and at representations work on human rights either as their core area of work (the Human Rights office in Copenhagen, and missions in Geneva and New York) or as an underlying aspect of other engagement areas.

Denmark works with a number of partners including UN agencies and the EU both in norm-setting forums and in partner countries. In partner countries, Denmark extends its support to state institutions and to civil society actors that work with human rights. Moreover, the MFA supports a number of Danish organisations working with human rights promotion and protection. Key partners include the Danish Institute for Human Rights (DIHR), the Danish Institute Against Torture (DIGNITY), the International Work Group for Indigenous Affairs (IWGIA) and the International Rehabilitation Council for Torture Victims (IRCT). A range of other Danish organisations also work with human rights promotion and protection, e.g. through strategic partnerships with the MFA.

In 2012, the Human Rights Based Approach (HRBA) was introduced in all Danish development cooperation. However, the evaluation finds that many of the core principles governing the HRBA were already an integrated part of the Danish modus operandi before the introduction of the HRBA. These core principles include concentration of efforts, long-term partnerships, empowerment, local ownership, and the possibility of broad involvement of Danish civil society. New was, however, explicit and systematic reference to human rights.

Key findings related to promotion of rule of law and better access to justice

Support to Rule of Law and better access to justice is integrated into Denmark's strategic priorities for development cooperation. Denmark's rule of law support is not anchored in an explicit rule of law strategy. Rather, it is based on international standards and principles on rule of law and in line with Denmark's development cooperation strategies and partner countries' own strategies and priorities. The support is based on a variety of modalities targeting both rights holders and duty bearers who contribute to strengthen the rule of law and build up well-functioning legal systems.

Box 2: Partners in rule of law and access to justice support

- Ministries
- Judiciary
- NHRIs
- Enforcement agencies
- Informal justice actors
- Alternative dispute resolutions mechanisms
- Legal aid providers
- CSOs

The main focus of the support is capacity development of key institutions and actors in the justice sector, and support to improving the capability of the sector as a whole. Access to legal aid is also a key feature of Danish support as is engagement with informal justice systems. The evaluation finds that the choice of partners is relevant in order to achieve results.

The evaluation has found that the engagements in this focus area follow an approach that includes value-driven commitment, flexibility and credibility, as well as long-term reliable commitment engaging with both the duty bearers and rights holders. This ‘Danish approach’ is valued by partners and increases the leverage of Denmark both the MFA and Danish partners.

Key findings related to freedom from torture

Freedom from torture has been a main focus area of Denmark at the international policy level for decades. The prohibition of torture is contained in international human rights instruments. The evaluation concludes that Denmark has developed a distinct strategic approach to promote freedom from torture and Denmark is perceived as the leading actor on the international scene.

The most important Danish modalities of support include sponsoring the omnibus resolution against torture at the UN General Assembly, sponsoring the thematic resolution at the UN Human Rights Council, and sponsoring the periodic extension of the mandate of the UN Special Rapporteur. The evaluation finds that Denmark’s inputs clearly add content value to the results achieved and it is a measure of success that the resolutions are adopted without a vote or by general consensus. Interviewed interlocutors agreed that the continued Danish focus on the anti-torture agenda has been important in strengthening not only the resolutions, but the architecture and UN bodies as a whole.

Denmark also makes consistent use of the UPR process to raise concerns about national systems for protection against torture. The UPR is a periodic review of the human rights records of all individual UN Member States under the auspices of the Human Rights Council.

Denmark has been among the initiators of the Convention Against Torture Initiative (CTI), a group of states actively promoting and helping states overcome obstacles in the ratification and implementation of the UN Convention Against Torture (UNCAT). CTI is by all interviewed interlocutors seen as a unique model for inter-state cooperation.

Denmark supports a number of dedicated CSOs engaged in projects and technical support to the fight against torture in countries across the world. Particular support in this regard is provided to two Copenhagen-based organisations, DIGNITY and IRCT, and to some extent to the DIHR. The Association for the Prevention of Torture in Geneva, who hosts the CTI secretariat, also receives support.

Interviews and documentation show that the support to CSOs and the DIHR is essential for facilitating professional and credible organisations, enabling them to contribute to results within the freedom from torture agenda. The achievements of these partners include policy development and monitoring at international and national level, as well as enabling their national partners to access the international policy level.

As also seen in the analysis of the programme level engagements, Denmark has applied a consistent approach to partnerships building on long-term commitment, flexibility and trust in its engagements at the policy level.

Although the outcomes at policy level do not necessarily result in an immediate impact upon rights holders, they contribute to a more robust international framework.

Lessons learned across the intervention areas

Denmark applies a distinct 'Danish Approach' to the promotion and protection of human rights. This approach is value-driven, characterised by firm commitment to international human rights standards with focus on partnership, identification of shared values, long-term planning and engagement with both the supply and demand side. The evaluation findings confirm that Denmark is perceived as a flexible, professional, credible and reliable partner without hidden agendas, capable of building bridges between stakeholders as well as using platforms for dialogue to achieve results. This contributes to an increased leverage, which is useful both at programme and policy level for the achievement of results.

Access to expertise and adequate human resources make a difference. The evaluation finds that Denmark, both through the Ministry of Foreign Affairs, its missions abroad and its partner organisations, has advanced technical expertise on human rights, tried-and-tested methodologies and access to human resources. There is a risk that sudden changes, for example cuts in staff resources as well as cuts in development assistance in general, can undermine the effectiveness of the Danish approach.

The international policy level and the programme level impact on each other. International mechanisms and standards are used to provide a common framework at the programme level. The bridging between the international and the national level will often depend on third parties (e.g. civil society organisations), and the evaluation finds that there seems to be missed opportunities for Denmark to further facilitate synergies between the two levels.

Denmark applies a clever mix of engagements. The Danish support consists of engagements through the MFA, the permanent missions to the UN and the Danish embassies in priority countries. This is complemented by the work of Danish and international organisations that have a good reputation and credibility. This enables Denmark to both target the demand and the supply side, and to build bridge between the two.

Lessons learned related to programme level

Need for a clearer strategic frame for the work on Rule of Law. In the absence of a formal strategy, it has been difficult to evaluate if Denmark is working towards any overall targets and whether the engagements are aligned with Danish priorities. The justice sector support touches upon all essential components of the rule of law and access to justice with varying degrees of intensity.

Access to legal aid and counselling as an implicit Danish priority. The evaluation finds that access to legal aid and counselling is a key feature of Danish support in access to justice programmes. Most programmes include some elements of legal aid mechanisms. Access to legal counselling is also a feature in programmes related to other priority areas, such as NHRI, freedom from torture, rights of indigenous people and CSR. Documentation shows that legal aid programmes are generally performing well when comparing intended outputs and outcomes with actual results.

Measuring the results of individual engagements is challenging. Rule of law is a very broad concept and the justice system is complex and includes the informal system. The evaluations, reviews and project completion reports studied generally find that there is lack of measurable indicators at the outcome and impact level and/or absence of documentation relating to achievements.

Programme and projects need to be well-prepared and well-managed to achieve results. Related to the above, programmes require an elaborate context analysis, good baseline studies, including identification of the drivers for change etc. M&E modality, the capacity of partners as well as a lack of or access to credible data, must also be addressed from the very start of the planning phase. The evaluation finds that this constitutes a challenge for Denmark to ensure that these basics are in place. More focus on preparation of interventions will contribute to achieving better results.

Size and modality matter. The evaluation finds that larger programmes, involving several donors, are more likely to move the sector in general in the right direction, as the donors' leverage is increased both within the sector and vis-à-vis the government. The use of fund managers or the establishment of separate legal entities to manage the programme, as seen in several partner countries, may also create an advocacy platform between Civil Society and the state, contributing to results beyond what is intended. Smaller appropriations, on the other hand, have offered Denmark an opportunity to provide flexible funding for specific initiatives, which in a smaller context, can have a significant impact.

Better knowledge management in MFA could create better programmes and better results. In the formulation of new programmes, there appears to be very little use made of experience gained from programmes implemented in other countries. It has also been unclear to the evaluation team how lessons from a specific programme are used in other programmes. To optimise the use of lessons learned from other programmes, there is a need for the MFA to be much more systematic in how it handles documentation and reports.

Lessons learned related to policy level

Freedom from torture is part of the Danish storytelling. Internationally, Denmark is perceived as the leading state in the fight against torture. This is a result of a long-term commitment to this agenda over the last four decades. The establishment in the 1980s of the Rehabilitation Centre for Torture (now DIGNITY) and the IRCT has contributed to a strong Danish focus on the anti-torture agenda. Based on stakeholder interviews, there are clear indications that the credibility of these organisations contributes to the positive image of Denmark, internationally, regionally and nationally.

No strategy – but a clear strategic approach. Denmark does not have a strategy for this policy area but does have a clear strategic approach to the fight against torture and, as a result, allocates resources, both within the MFA and through Danish and international CSOs and institutions. Development of a formal strategy might actually have been counter-productive as Denmark seeks to exercise influence and encourage action primarily through the 'nudging' of partners. This is achieved both through policy dialogue and through financial support, with the view to generate and provide back-up to actions by these partners. These kinds of arrangements are difficult to describe in a formal strategy without the risk of appearing to take credit for what should be seen as a joint effort.

The evaluation finds a risk in the consensus-seeking approach taken by Denmark, as it may jeopardise a more progressive development in the protection against torture, e.g. by failing to push a stronger wording in the resolutions. However, Denmark has, so far, been able to strike a good balance. The CTI appears to be a suitable modality for revitalising the agenda, with

Denmark eventually in a more passive role. The absence of a strategy may also weaken the link between the international policy results and the national policy level. To mitigate this, the CTI constitutes an opportunity to follow up at national policy level in a number of selected countries.

The Danish engagements have contributed to measurable results. The evaluation team finds clear results of MFA's direct engagements (resolutions), through CTI and the supported Danish and international organisations and institutions. It is difficult to measure the impact in relation to the rights holders, but the engagements contribute to a platform for dialogue and accountability at national level.

Both individuals and institutionalisation of the priority area are important for the achievement of results. The evaluation finds that Denmark's ability to achieve results at the international policy level depends, to some extent, on individual staff members at MFA, its foreign missions as well as in the supported organisations and institutions. The Danish engagement is based on expertise not only on the subject-matter, but also on processes. The torture agenda at the international policy level has become part of the Danish DNA and has been institutionalised. Nevertheless, the international policy level is subject to many different agendas, that may change quickly, and is faced with fluid alliances. In the absence of a strategy, much is dependent on the dedication of individual staff members and domestic political agendas, with an inherent risk of dilution of the Danish achievements and potentially impacting Denmark's leverage internationally.

Recommendations

1. General recommendations

Strengthening the linkages between the international policy level, and national policy and programme level. UN resolutions and UPR recommendations (in general but in particular those made by Denmark) should be reflected in Denmark's country policies and programmes as well as in relevant programme documents. The MFA should follow up on the implementation of UPR recommendations and UN resolutions sponsored by Denmark, within the priority areas and, in particular, in relevant priority countries, in order to ensure a greater impact at national level and to support better linkages and synergies. Reference to relevant UPR recommendations and UN resolutions should be integrated in scoping and formulation of programmes. In the case of freedom from torture, the CTI could be an instrument to link the two levels in those countries that are identified in the CTI Strategy.

Strengthening of the Ministry of Foreign Affairs' handling of programme and policy related documentation. The MFA should revisit how it manages, structures and publishes documentation relevant for development cooperation. It is, at times, unclear when a policy-

related document ‘expires’ or where documents are published. Identification and tracking of relevant documentation internally in the Ministry of Foreign Affairs is difficult. This also negatively influences the scope for drawing lessons learned across countries or areas of engagement.

2. Recommendations related to the priority area: Rule of law and better access to justice

A need to clarify how Denmark wishes to provide support to rule of law and better access to justice beyond 2018. The priority area is reflected in Denmark’s country policies and programmes; and correspondingly in strategic and thematic programme objective as well as outcomes. However, these policies and programmes are only developed for priority countries and not for all countries. Bearing in mind that rule of law and better access to justice is a broad priority area, that needs to be operationalised in a local context, it is not recommended to formulate a strategy as such but rather to up-date guidelines that clarify how this area should be approached.

The ability to measure results should be strengthened. There is a clear need to identify how to develop a theory of change, implement baseline studies, gather data in the absence of reliable or credible sources, as well as how to formulate measurable and realistic outcomes, impacts and corresponding indicators.

Partners’ capacity should be assessed prior to all programmes and a plan developed to strengthen their capacity. As part of programme/project preparation, there should be an assessment of partners’ capacity to implement programmes as well as how to monitor and evaluate progress. If the capacity is low, the programme/project need to address that as part of the programme, otherwise results are unlikely to be achieved.

Knowledge sharing should be envisaged as part of the preparation process. There is a need for an increased focus on sharing of experience, best practice and knowledge, including within the MFA, in programme preparation. The preparation of a programme should ensure that the programme is evaluable and, moreover, that lessons learned from similar programmes or previous programmes in the same country (or elsewhere) are taken into account.

Focus on maintaining a Danish Approach throughout the programme cycle regardless of programme modality. Whatever modality or entry point is chosen, the cooperation must reflect the Danish approach and implementation of interventions should guard the principles inherent in that approach. This requires adequate human, technical and financial resources, strategic choice of partners, flexibility and long-term commitment and, above all, a focus on rights holders as well as duty bearers.

Map the role of legal aid services in Danish development cooperation to explore lessons learned. The role, and results, of legal aid services in Danish development cooperation should

be mapped as the evaluation shows that this is a key component in the Danish engagements and that further valuable lessons are very likely to exist.

Improve the frequency of evaluations and reviews. There is a need to conduct more reviews, studies and evaluations within the priority area (provided that the knowledge gathered from such evaluations is institutionalised). The present number and frequency do not reflect the efforts in the area and their use as a documentation base for identifying trends, experiences, challenges and opportunities is limited.

3. Recommendations related to the priority area: Freedom from Torture

Strengthening the linkage between the Danish Embassies and the CTI. Relevant Danish embassies should be introduced to the CTI and its support options enabling them to encourage the implementation of the CTI agenda. Expanding the interface with regional and sub-regional organisations, such as the African Union, may be an effective way to link international/regional and national efforts.

Ensure that the Danish Ministry of Foreign Affairs and the Danish UN missions have the relevant resources and that knowledge is institutionalised. Denmark should keep focusing on internal capacity building at the permanent missions to the UN and ensure effective transition between relevant staff members. The MFA in Copenhagen should ensure that the intervention area is allocated with adequate resources at the Headquarters level. This is also important as it contributes to ensuring that the Danish partner organisations, who are extremely important key players and who help shape the Danish identity in the area, meet the technical capacity requirements necessary to be able to engage more strategically.

Establish a flexible support mechanism for smaller grants for strategic policy issues. In order to ensure that strategic policy objectives can be followed up by relevant stakeholders, it is recommended to establish a funding frame or modality which can provide support to initiatives or actors that work at the policy and advocacy level, and which does not fall within any other funding modality at country level or at Headquarters level.

Denmark should continue to support key organisations as they are essential to Denmark's strategic approach. The organisations supported by Denmark should receive adequate support in order to stay professional, to conduct research and to increase their expertise and their potential to engage with duty bearers as well as with rights holders. In line with the above, there is room for the MFA, as well as the Danish UN missions, to engage with key Danish partners and organisations located in Denmark, as IRCT, even more strategically in order to benefit fully from the capacity that has been built in Denmark within this field.

2. Management response

General comments:

The Ministry of Foreign Affairs (MFA) appreciates the timing and the scope of the evaluation. Overall, the MFA is satisfied with the findings in the evaluation, which confirms the impact and relevance of Denmark's human rights interventions.

It is encouraging that the evaluation underlines that Denmark is considered a flexible, professional, credible and reliable partner in human rights interventions and that the staff within the MFA and among the key partners is considered to have an advanced technical expertise – or access to such expertise.

The evaluation also highlights the integrated approach to human rights, combining efforts at the international level with interventions at national level, including through development assistance.

The MFA agrees with most of the conclusions in the evaluation and find them helpful for the human rights work on the two priorities addressed. The MFA will aim to include in its future work relevant recommendations and findings of the evaluation.

Follow-up to recommendations:

Recommendation 1: Strengthening the linkages between the international policy level, and national policy and programme level

The MFA agrees that there is scope for improving the linkages between the resolutions and recommendations made at the international level and the interventions at national level, both in terms of policy and programme interventions. UN resolutions, recommendations from the Universal Periodic Review as well as from Treaty Bodies, and, where appropriate, also from Special Rapporteurs and Independent Experts, may provide useful input to policy dialogue as well as to specific programme intervention at national level. The MFA will aim to strengthen the dialogue with the relevant embassies and the internal programme screening procedures (e.g. the Programme Committee) to make better use of these recommendations. In the same vein, the MFA will explore the possibilities for-building on potential synergies between the recommendations and advances to realize relevant SDG targets at the national policy and programme level. A Danish-Chile led resolution adopted by the Human Rights Council in March 2018 provides a practical framework for this work.

Recommendation 2: Strengthening of the Ministry of Foreign Affairs' handling of programme and policy related documentation

The MFA continuously works to improve the management, structures and publication of programme and policy related documentation with a view to provide a clear overview of existing relevant policies and programme guidelines.

The MFA is aware of the challenges of identifying relevant documentation pertaining to results achieved both at policy and programme level. Given the dynamic nature of policy-making and norm-setting engagements, documenting results and processes is complicated. The MFA will work to strengthen its documentation of both programme and policy processes in order to provide a foundation for demonstrating the effects of Danish engagements.

Recommendations 3-9 relate to Rule of law and better access to justice through justice sector reforms

Recommendation 3: A need to clarify how Denmark wishes to provide support to rule of law and improve access to justice beyond 2018

The MFA agrees that there is no need to formulate a Danish rule of law or access to justice strategy. Rather, Denmark should support international standards and principles on rule of law and access to justice. This could perhaps be further clarified in existing or new guidelines.

Recommendation 4: The ability to measure results should be strengthened

The MFA agrees with this as a paramount ambition. In particular, as concerns rule of law and access to justice, there is a need to improve focus assessing transformative changes and social justice.

Recommendation 5: Partners' capacity should be assessed prior to all programmes and a plan developed to strengthen their capacity.

The MFA agrees with this recommendation.

Recommendation 6: Knowledge sharing should be envisaged as part of the preparation process

The MFA agrees with this recommendation. In particular, lessons learned and best practices from previous and similar programmes should carefully considered.

Recommendation 7: Focus on maintaining a Danish Approach throughout the programme cycle regardless of programme modality

This recommendation is somewhat unclear. The MFA does not see a need for specific ‘Danish’ approach throughout the programme cycle. Existing policies for programme formulation require an analysis of human rights and HRBA.

Recommendation 8: Map the role of legal aid services in Danish development cooperation to explore lessons learned

The MFA agrees that there might be valuable lessons learned in this key area of interventions.

Recommendation 9: Improve the frequency of reviews and impact assessments

The MFA agrees with this recommendation. However, for resource reasons it would be important to draw upon external consultants.

Recommendations 10-13 relate to freedom from torture

Recommendation 10: Strengthening the linkage between the Danish Embassies and the CTI

The MFA agrees with the recommendation to strengthen the linkages between the embassies and the CTI in implementing interventions relating to freedom from torture. The CTI was established *inter alia* to provide a platform for practical hands-on cooperation in order to seek to persuade more countries to ratify the UN Convention against Torture and its optional protocol and thereby ensuring more and better implementation of the obligations of the convention. The initiative therefore focuses specifically on countries, which have not ratified the convention. For those countries, local insights from the Danish embassies – as well as from the embassies of the other four core States of the CTI – will be highly relevant to plan and focus interventions. There may be scope for an even more strategic engagement – of course limited by the fact that only six Danish embassies are relevant in this context. Such an engagement will be developed in close dialogue with the CTI secretariat.

Recommendation 11: Ensure that the Danish Ministry of Foreign Affairs and the Danish UN missions have the relevant resources and that knowledge is institutionalised.

The MFA agrees that relevant human resources and institutionalisation of knowledge is important to ensure effective interventions in the fight against torture. This is already a key priority, and the MFA will within the existing financial resources continue to ensure that an adequate level of resources is upheld – both in headquarters and at the UN Missions in Geneva and New York. The longstanding support for and cooperation with key partner organisations also contributes to ensure sufficient knowledge in the MFA, by ensuring access to the highest level of expertise (see also recommendation 13 below). Furthermore, the MFA continuously

aims at optimising working methods in cooperation with partners to ensure that resources and expertise are used as effectively as possible.

Recommendation 12: Establish a flexible support mechanism for smaller grants for strategic policy issues

The MFA acknowledges that the options for funding minor interventions are currently limited mainly due to the often - relatively - high administrative costs in relation to small grants. At the same time experience has demonstrated that such minor interventions can have a considerable impact in furthering strategic policy issues – and often an impact that outweighs the relatively high administrative burden. The MFA will therefore consider the feasibility of such a support mechanism taking into consideration the transaction costs. If this option is to be pursued, it would most probably be limited to a limited number of strategic policy areas; the fight against torture among them.

Recommendation 13: Denmark should continue to support key organisations as they are essential to Denmark's strategic approach

The MFA agrees with the recommendation to maintain an adequate level of support to key human rights organisations in order to ensure that they can continue their efforts. There is already a close and ongoing cooperation between the key organisations and the MFA both in Copenhagen and at the UN Missions, but there may be scope for further strengthening the strategic engagement with a view to fully profit from the capacity in the field. The MFA will continue to support the key partner organisations. Steps has also already been taken by the MFA to establish more strategic and cross-cutting cooperation with these organisations.