



# CIVIL RIGHTS DEFENDERS IMPACT REPORT 2025

Submitted by

**CIVIL RIGHTS DEFENDERS**

Stockholm 2026-09-29

# TABLE OF CONTENTS

|                                                                                               |           |
|-----------------------------------------------------------------------------------------------|-----------|
| <b>IMPACT REPORT 2025 .....</b>                                                               | <b>2</b>  |
| <b>CIVIL RIGHTS DEFENDERS' VISION AND MISSION.....</b>                                        | <b>2</b>  |
| <b>STRATEGY AND THEORY OF CHANGE.....</b>                                                     | <b>3</b>  |
| BACKGROUND AND CONTEXT .....                                                                  | 3         |
| THEORY OF CHANGE .....                                                                        | 3         |
| STRATEGIC GOALS.....                                                                          | 3         |
| ORGANISATIONAL CAPABILITIES .....                                                             | 4         |
| <b>CIVIL RIGHTS DEFENDERS AND OUR RESOURCES .....</b>                                         | <b>4</b>  |
| ORGANISATION .....                                                                            | 4         |
| PARTNERS .....                                                                                | 5         |
| RESOURCES AND FUNDING.....                                                                    | 5         |
| Public Grants.....                                                                            | 6         |
| Foundations and Organisations.....                                                            | 6         |
| Funds Raised from the General Public.....                                                     | 6         |
| Companies .....                                                                               | 6         |
| <b>WHY IS CIVIL RIGHTS DEFENDERS' WORK NEEDED? .....</b>                                      | <b>7</b>  |
| CAPACITY.....                                                                                 | 7         |
| Highlight: Building resilient communities and strengthening security through solidarity ..... | 7         |
| SECURITY .....                                                                                | 8         |
| Highlight: Rapid Support.....                                                                 | 9         |
| ACCOUNTABILITY:.....                                                                          | 9         |
| Highlight: End to Impunity.....                                                               | 10        |
| ENGAGEMENT .....                                                                              | 10        |
| Highlight: Engagement Drives Change.....                                                      | 11        |
| <b>THE COSTS OF CIVIL RIGHTS DEFENDERS' OPERATIONS .....</b>                                  | <b>11</b> |
| <b>LESSONS LEARNED AND HOW CIVIL RIGHTS DEFENDERS MEASURE ACTIVITIES AND OUTCOMES.....</b>    | <b>12</b> |

# IMPACT REPORT 2025

How does the work of Civil Rights Defenders influence the development of civil and political rights?

A full overview of the Civil Rights Defenders' activities during 2025 can be found in the [Annual Report](#). This Impact Report provides an overview of Civil Rights Defenders strategy as well as an in-depth example of Civil Rights Defenders work under the four strategic areas of accountability, capacity, engagement and security.

Civil Rights Defenders is an international, non-profit, human rights organization that is politically and religiously independent. For over 40 years, Civil Rights Defenders have been working to defend and promote people's civil and political rights and empower human rights defenders at risk around the world. We engage in advocacy activities and legal processes, work with security and capacity building, and provide information on and create engagement for the situations concerning human rights.

Guided by the principle of equal dignity for all, Civil Rights Defenders works toward a world of democratic societies in which we all enjoy our civil and political rights. Conflicts and human rights violations increasingly pervade our world, and a well-functioning, strong, and local civil society is becoming increasingly important. Civil Rights Defenders endeavor to bring about progress in politics, business, and civil society by working and developing together on the important issues of human rights. We believe that our engagement and expertise within our areas of knowledge help to bring about change and a better world for all.

We are a global organization with a presence on four continents. In 2025, Civil Rights Defenders continued its efforts to support human rights defenders in Africa, Asia, Latin America, Eurasia, and Europe. With a long-term perspective, Civil Rights Defenders collaborates with more than 300 human rights organizations in over 50 countries. Together with the human rights defenders in our network, we jointly champion a world of democratic societies where we all enjoy fundamental rights and freedoms.

## CIVIL RIGHTS DEFENDERS' VISION AND MISSION

**Vision:** A world of democratic societies in which we all enjoy our civil and political rights.

**Mission:** Our mission is to defend civil and political rights together with human rights defenders and to increase their security, capacity, and access to justice. We work as a part of a global movement of human rights defenders and partner with those at risk. Through legal means and public advocacy, we hold states, individuals, and non-state actors accountable for human rights violations. We advocate for the norms and values of the International Covenant on Civil and Political Rights and other relevant human rights standards, as we encourage people to use these rights to promote democratic societies.

# STRATEGY AND THEORY OF CHANGE

The [Strategy 2023-2030](#) outlines the vision, mission, core values, and strategic goals of Civil Rights Defenders for the period 2023-2030. The strategy emphasizes the importance of defending civil and political rights in collaboration with human rights defenders, increasing their security, capacity, and access to justice.

## BACKGROUND AND CONTEXT

The strategy highlights the decline of democracy and human rights globally, with human rights defenders facing various challenges such as regulatory and legal pressure, discrimination, violence, imprisonment, and public ostracism. Civil Rights Defenders conducted a future trends analysis in 2022, concluding that the decline of democracy and human rights will likely continue and accelerate. The strategy aims to strengthen the global movement for democracy and human rights through collaboration with partners and innovative approaches.

## THEORY OF CHANGE

Civil Rights Defenders' Theory of Change outlines how we aim to achieve our vision of a world where everyone enjoys civil and political rights. The strategy is built on the premise that strong civil societies are essential for democratic societies, and human rights defenders play a crucial role in this process.

The Theory of Change focuses on improving the security and capacity of human rights defenders, enabling them to work effectively and safely. This involves providing tools, support, and training in areas such as human rights, security, legal matters, digitalization, and good governance. By enhancing the capabilities of human rights defenders, Civil Rights Defenders aims to create a resilient human rights movement that can engage stakeholders and mobilize communities to advocate for human rights and hold violators accountable.

The approach includes legal advocacy through strategic litigation and court cases, as well as political and public advocacy through campaigns and media presence. The goal is to shift the power balance from autocrats to democratic actors, ensuring that decision-makers take action to improve respect for human rights and that duty bearers are held accountable.

## STRATEGIC GOALS

The strategic goals for 2023-2030 are built on Civil Rights Defenders' theory of change and include:

1. **Security:** Ensuring human rights defenders are secure and have the capacity to minimize security risks and mitigate the effects of human rights violations.
2. **Capacity:** Providing innovative, flexible, and defender-centric partner support, and ensuring Civil Rights Defenders is a resilient and sustainable organization.
3. **Engagement:** Expanding decision-makers' narratives in favour of human rights and democracy and creating clear pathways for stakeholders to get involved.

4. **Accountability:** Developing clear and efficient tools and methods to hold duty bearers accountable, ensuring those affected by human rights violations have access to justice.

## Strategic goals and objectives



## ORGANISATIONAL CAPABILITIES

During 2025, Civil Rights Defenders continued to strengthen its organisational capacity to ensure long-term resilience, effectiveness, and impact in an increasingly challenging environment. The organisation invested in leadership and management development, strengthened human resources policies and competence development, and improved coordination of fundraising and grant management across the organisation. Work also continued to enhance risk management, security, strategic planning, learning, and cross-departmental collaboration.

During the second half of the year, the organisation launched a comprehensive organisational development initiative aimed at building a more adaptive, innovative, and sustainable organisation with stronger systems for learning, collaboration, and results. These efforts have helped position Civil Rights Defenders to deliver more effectively on its mission and strategy in a rapidly changing global context.

# CIVIL RIGHTS DEFENDERS AND OUR RESOURCES

## ORGANISATION

Civil Rights Defenders has an independent, non-profit board of recognised human rights experts. The members of the board are elected during the Annual Meeting, which is the organisation's supreme decision-making body.

The organisation has a secretariat led by the Executive Director, whose task is to implement the decisions of the board and to handle the day-to-day operation of the organisation. The work of Civil Rights Defenders is primarily carried out by staff based at the organisation's head office in Stockholm, at regional offices, or stationed to locations in Asia, Africa, Belgrade, Bogotá, Istanbul, Pristina, Sarajevo, and Tirana. At the end of 2025, the organisation employed 77 people across its 9 offices, compared to 90 at the end of 2023.

Country programmes are managed and coordinated by four regional departments: Africa and MENA, Asia and Europe, Eurasia, and Latin America. The organisation has one thematic department, the Legal Department, in addition to departments for Communications, Fundraising and Partnerships, and Finance and HR.

## **PARTNERS**

We cooperate with more than 300 human rights organisations across East and Horn of Africa, Europe, Eurasia, Latin America, Southeast Asia, and Sweden. We believe that local forces are best placed to be driving human rights work due to their permanent presence and closeness to those who face human rights violations.

Civil Rights Defenders work with different partners, which can be organisations or individuals with whom we engage in activity-based or contractual collaborations. This may refer to grant partners or collaborative partners within a legally binding or otherwise established project. These partners are referred to as our Activity Partners.

Civil Right Defenders also engage on regular basis with organisations and individuals for the purpose of sharing information, insights, analysis, cooperation, to strengthen our activities and advocacy. These may include similar non-governmental organisations, networks, umbrella organisations, or other trusted contacts within formal bodies institutions. These partners are referred to as our Strategic Partners. In the regions where Civil Rights Defenders work to increase the security and capacity of human rights defenders, we primarily engage with Activity and Strategic Partners that:

- Are human rights defenders or part of human rights-based organisations and communities.
- Are affected by and/or at risk due to policies and practices, which affect their civil and political rights.
- Have limited capacity to perform human rights work and/or formal structures – or partners that represent such actors.
- Have, or that have the potential to, impact on the human rights situation in the local or regional context

## **RESOURCES AND FUNDING**

Civil Rights Defenders is a registered Swedish non-profit organisation with no religious and political affiliation. Our work is financed by governmental organisations and private funders, including foundations, corporate partnerships, and contributions from the general public. The support is essential to ensure our flexibility and ability to act quickly and to target actions where the need is greatest.

The changing security situation in Europe and the changes we see in funding for civil society from public bodies in Sweden and other countries, not least the USA, create uncertainty about how funding of our work from public bodies will develop in the coming years. The global situation presents challenges but also new opportunities for funding from new revenue sources. The organisation's activities will develop and adapt according to the organisation's financial development during the year and to meet the challenges we see in the world.

### **Public Grants**

In 2025, Civil Rights Defenders' revenue from grants from public bodies amounted to a total of 102,927 thousand SEK, which is slightly lower than previous year (108,115 thousand SEK). The largest donors are Sida, followed by the Swedish Agency for Youth and Civil Society and the Swedish Institute. Grants from public bodies are important for long-term work both globally and in Sweden.

### **Foundations and Organisations**

Foundations and organisations are important donors for Civil Rights Defenders, with 27,274 thousand SEK in revenue in 2025, a decrease of 4,227 thousand SEK from 2024 (31,501 thousand SEK). The largest donors in 2025 were International Federation for Human Rights, Open Society Foundation, the Gerald and Monica Nagler Foundation, and National Endowment for Democracy.

### **Funds Raised from the General Public**

During the year, Civil Rights Defenders raised 10,325 thousand SEK from private individuals compared to 11,578 thousand SEK in 2024, a decrease of 11%. At the same time, revenue from legacies increased from 249 thousand SEK in 2024 to 741 thousand SEK in 2025, leading to a total decrease from the segment of about 6%.

During the year, the focus has been on increasing the number of new donors and monthly donors. This provides a good foundation for follow-up engagement and loyalty work for continuously increasing fundraising from private individuals in the long term. Monthly giving remains important as it enables long-term planning and stability and reduces administrative costs. Growing the donor base through new donors along with continued upgrade activities remains a priority in the coming year.

### **Companies**

During the year, companies contributed 18,456 thousand SEK to Civil Rights Defenders through either long-term collaborations or by giving a one-time donation. In 2024, corresponding revenue from companies was 24,081 thousand SEK, which corresponds to a decrease of 23%. Donations and grants from companies are of great importance to meet challenges going forward, and the organisation continues to focus on strengthening collaborations with companies and organisations.

Civil Rights Defenders has been a beneficiary of the Swedish Postcode Lottery since 2013 and received 10,545 thousand SEK in 2025, as well as additional contributions via the Dream Project. Other important collaborations that contributed to the organisation included Meta.

# WHY IS CIVIL RIGHTS DEFENDERS' WORK NEEDED?

Based on the principle of equal rights and dignity for all, Civil Rights Defenders work toward a world of democratic societies in which we can all enjoy civil and political rights. Conflicts and human rights violations increasingly pervade our world, and we believe that a well-functioning, strong, and local civil society is more important than ever.

Civil Rights Defenders aim to contribute towards the expansion the space for human rights defenders by improving their security and capacity, and by increasing stakeholders' engagement for and accountability in relation to civil and political rights. This report will take an in-depth look at particular actions – highlights - supported under the four strategic goals - capacity, accountability, engagement, and security.

## CAPACITY

Civil Rights Defenders believes that it is only through a powerful and resilient global human rights movement based on strong civil societies that we can build a democratic world. We are committed to helping human rights defenders manage their work effectively and increase their organisational capacity so that they can make long-term positive changes in their countries. We provide human rights defenders in more than 50 countries with innovative, flexible, and defender-centric partner support. Capacity support can take many forms: expert advice, security training, skill, and organisational development, as well as long-term financial support. As support is always based on organisations' specific needs, it can look different in different regions.

Capacity-building work takes many forms. For Civil Rights Defenders it is key to make use of both local and our own expertise to adapt efforts to the local context. In some countries, open training sessions can be held, gathering hundreds of individuals, while in other cases, a three-day training can make a difference for an organisation's work in a challenging context. In Asia, Civil Rights Defenders organised training for a partner organisation in the difficult context they work in, focusing on risk prevention and risk minimisation.

In Latin America, Civil Rights Defenders' support, for example, enabled indigenous women who were survivors of conflict related sexual violence to testify in a legal process against the perpetrators. Ahead of the hearings, their participation was at risk due to fear, shame, and reactivated trauma. Civil Rights Defenders therefore quickly mobilised specialised psychosocial support. The women received individualised preparation and support during 13 public hearings, including home based interventions to strengthen their psychological wellbeing throughout the process. As a result, all participants were able to testify in court in a safe and coherent manner, contributing to an important breakthrough in transitional justice efforts and strengthening accountability for sexual violence in conflict.

### **Highlight: Building resilient communities and strengthening security through solidarity**

In 2025, Civil Rights Defenders continued advancing our commitment to strengthening the security capacities and resilience of human rights defenders worldwide. A powerful and sustainable human rights movement depends not only on professional skills and resources, but also on collective strength, psychosocial wellbeing, and the security of those who lead the fight for democratic freedoms. As part of this work, during November 2025, we brought together 24 human rights defenders from across the EU Eastern Partnership countries for a six-day programme in Chisinau, Moldova, under our new initiative Resilience Agenda:

Solidarity Community for Secure Activism. The gathering created a vital space where activists could learn from one another, build trust, and explore how community-based approaches enhance security in increasingly repressive environments.

Throughout the week, participants shared experiences from their diverse fields, from supporting LGBTI+ communities, documenting war crimes, and advocating for political prisoners. Many face daily risks: surveillance, disinformation campaigns, and the emotional strain of working with highly vulnerable groups. By identifying common challenges and exchanging practical strategies, the group worked collectively to strengthen psychosocial resilience and develop tools to protect their wellbeing.

The workshops underscored a crucial message: effective security is holistic. It extends beyond protocols and technology to relationships, networks, and solidarity that enable defenders to continue their work despite immense pressure. For many, the most valuable outcome of the programme was the recognition that they do not stand alone. Across borders and backgrounds, they form part of a larger community committed to protecting human rights.

The Resilience Agenda now continues, with another planned gathering during the fall of 2026, as well as online where participants will keep developing shared methods, tools, and long-term support structures. Together, they are shaping a strong informal regional network capable of sustaining activism through both crisis and change. Through initiatives like this, Civil Rights Defenders remains steadfast in our mission: to equip human rights defenders with the skills, strategies, and support systems they need to thrive, and to ensure that those who work for democratic rights never have to do so in isolation.

## **SECURITY**

Being a human rights defender has always been a dangerous job, and it has only gotten more dangerous in recent years. From persecution and harassment to arbitrary arrests and disappearances, defenders on the frontlines face daily threats to their lives and safety. Civil Rights Defenders is dedicated to ensuring that human rights defenders can manage their security effectively and that they always know that we have their back. We have built up a range of tools to help improve the security of human rights defenders no matter what they face. We provide protection, physical equipment, digital security tools, emergency support, and a comprehensive programme of preventive security training opportunities to ensure our partners have the knowledge and tools they need to improve their physical and digital security.

Each year, Civil Rights Defenders organises security trainings for human rights defenders around the world. In 2025, a total of 45 human rights defenders received training in digital, physical, and psychosocial security, as well as in storytelling and public speaking. One of the security trainings conducted during the year, for example, gave participants the opportunity to practise how to plan and reason about safety and protection in their work both through practical planning and risk analysis exercises, and through joint discussions about situations the participants themselves had encountered in their daily lives. In 2025, Civil Rights Defenders continued its commitment to strengthening the security capacity and resilience of human rights defenders worldwide.

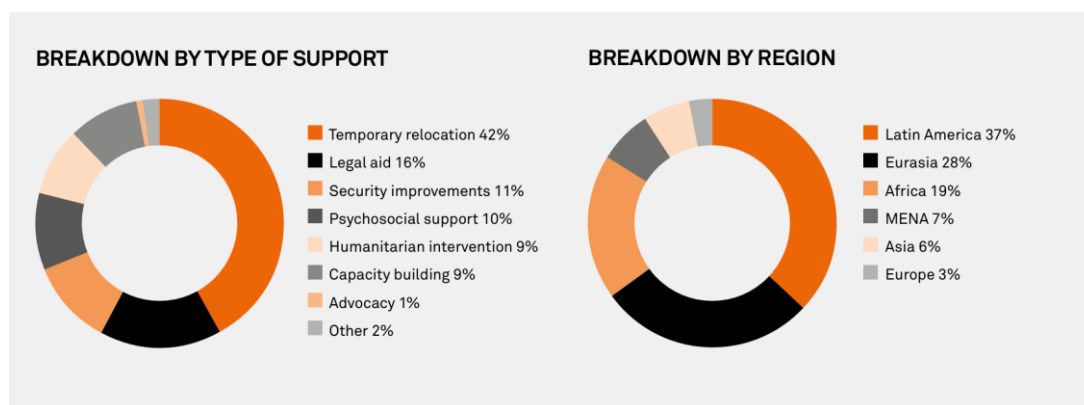
A strong and sustainable human rights movement is built not only on professional skills and resources, but also on collective strength, psychosocial wellbeing, and the safety of those leading the struggle for democratic freedoms. As part of this work, the organisation, for

example, brought together 24 human rights defenders from countries within the EU's Eastern Partnership for a six-day programme in Chisinau, Moldova, in November 2025, within the framework of the new initiative Resilience Agenda: Solidarity Community for Secure Activism. The gathering created an important space where activists could learn from one another, build trust, and explore how community-based approaches can strengthen safety in increasingly repressive environments

### Highlight: Emergency Fund Support

Defending human rights in many parts of the world means constantly facing risks and threats. When a human rights defender is confronted with a threatening situation, Civil Rights Defenders' Emergency Fund provides rapid support to strengthen defenders' security as quickly as possible. For instance, we provide legal aid, temporary relocation of people affected by persecution, and preventive measures such as security trainings and digital security solutions. The aim is to improve human rights defenders' security, so they feel safe enough to continue their work.

In 2025, the Emergency Fund supported 2,302 human rights defenders, including family members, across 29 countries, a 57% increase from 2024. This development was made possible by our flexible, adaptive methods and our ability to respond swiftly to evolving risks. However, while resources have decreased, the demand for emergency assistance has continued to rise. We saw a decline in applications for emergency funds from some regions compared to 2024, others, particularly Eurasia and Latin America and the Caribbean, experienced an increase, reflecting sustained crackdowns on civic space, growing criminalisation of dissent, and deepening political repression.



### ACCOUNTABILITY

In the work on accountability for grave human rights violations and international crimes during the year, Civil Rights Defenders has spread knowledge and increased engagement around accountability for international crimes. Governments and those in power must be held accountable when human rights are violated. Civil Rights Defenders works – both independently and with human rights defenders in our networks – to influence laws, policies, and legal decisions in Sweden and globally, ensuring they uphold and expand civil and political rights. We also make sure that individuals have access to justice and redress by initiating legal proceedings against those in power when human rights are violated.

As part of this work, Civil Rights Defenders has continued to monitor and report on the trial against representatives of the former company Lundin Oil, who have been charged with aiding and abetting international crimes committed in Sudan (now South Sudan). The trial is

unique globally and has attracted significant interest, both in Sweden and internationally, among legal experts and other stakeholders. To increase awareness, a seminar focusing on key issues raised in the trial was organised in 2025, with four of the plaintiffs participating. The trial began in 2023 and is expected to conclude in 2026.

During the reporting period, Civil Rights Defenders, through a partner organisation, strengthened the ability of LGBTI+ individuals who have been subjected to violations, survivors, human rights defenders, and civil society organisations in Turkey to seek protection, document abuses, and pursue accountability in a highly restrictive context. Access to legal advice and support enabled those affected to better navigate both formal and informal accountability mechanisms.

Civil Rights Defenders submitted a third-party intervention on the limits of the freedom of assembly in a case before the Swedish Supreme Court, in which the Court examined whether environmental defenders should be convicted of the serious offence of sabotage due to their participation in peaceful protests. The Supreme Court acquitted the defendants and held that the criminal provision, when applied in the context of constitutionally protected freedoms of assembly and expression, must be interpreted with the restraint, caution, and proportionality required by the Swedish Constitution's rules on limiting these freedoms.

In December, Civil Rights Defenders organised the Nordic Rule of Law Forum for the fifth consecutive year, this time in cooperation with the University of Gothenburg. The forum aims to strengthen respect for human rights and the rule of law, and to increase interest in and The Nordic Rule of Law Forum in December brought lawyers, judges, researchers, and civil society together to discuss changes in migration law in Sweden. dialogue on these issues. In early December, around 100 participants gathered to discuss current topics under the theme *Rights on the Move – Rule of Law in an Era of Restrictive Migration Policies*.

### **Highlight: End to Impunity**

When perpetrators avoid accountability for their actions, it erodes trust in institutions and fuels cycles of violence and inequality. To tackle this, Civil Rights Defenders, along with eight other civil society organisations and two associate partners, has launched a four-year project: The Global Initiative Against Impunity for International Crimes and Serious Human Rights Violations: Making Justice Work.

In 2025, Civil Rights Defenders continued our engagement in the Global Initiative Against Impunity (GIAI) for International Crimes and Serious Human Rights Violations: Making Justice Work. Following the initiative's launch in 2024, this year saw the release of *Transitional Justice in Action*, a visual booklet developed with Impunity Watch that highlights grassroots movements resisting impunity. Through stories from diverse contexts, the publication shows how communities, survivors, and civil society organisations continue to pursue justice despite worsening crises and shrinking civic space. Their work demonstrates the importance of transitional justice initiatives that are grounded in local realities and driven by those most affected. The booklet is part of our broader commitment through the GIAI to strengthen accountability, centre survivors' voices, and support organisations confronting serious human rights violations.

## **ENGAGEMENT**

While Sweden has made significant progress around human rights, serious shortcomings remain. The country is often regarded as a strong global voice for human rights, but in recent years protections for these rights and the principles of the rule of law have gradually

weakened. Civil Rights Defenders work, among other things, to combat discrimination and hate crimes, and to strengthen the rights of migrants and minorities. Through strategic litigation, advocacy, and by raising issues at the political level, we hold those in power to account.

To challenge the increasingly harsh public rhetoric in Sweden's migration debate, the campaign *En annan verklighet* (Eng: A Different Reality) was launched in late 2025. Its purpose was to shift the narrative by sharing personal stories from people who have been forced to flee.

An important part of Civil Rights Defenders' work to foster engagement is providing human rights defenders with a platform where their voices can be heard. In Ukraine, for example, Civil Rights Defenders supported mobilisation and engagement through its partner organisation Ukrainian Archive, which brought together several Ukrainian and international civil society organisations and media actors to strengthen their work documenting war crimes. This enables evidence to be collected in line with international standards and used in the pursuit of justice in Ukraine.

In the spring, Civil Rights Defenders held its annual award ceremony at Maxim in Stockholm. The Civil Rights Defender of the Year Award 2025 was presented to the Syrian Center for Media and Freedom of Expression for its more than twenty years of work exposing war crimes and holding perpetrators accountable, even in exile, by transforming documentation of mass atrocities into legal action with global reach.

### **Highlight: Engagement Drives Change**

In 2025, Civil Rights Defenders intensified efforts to strengthen accountability and access to justice for children in Sweden, as new political proposals risked weakening existing protections for children's rights. These included proposals for youth detention centres, restrictions on family reunification, and lowering the age of criminal responsibility. Despite the Convention on the Rights of the Child being law in Sweden, children still lack effective access to justice, as Sweden has not ratified the Third Optional Protocol, which would allow them to bring complaints to the UN if their rights are violated and national systems fail.

During the UN's Universal Periodic Review in May 2025, Sweden again faced criticism for failing to ratify, despite repeated recommendations and a 2023 Swedish government inquiry finding ratification necessary. A petition with 10,600 signatures was handed over in November 2025 to the Minister for Social Services, Camilla Waltersson Grönvall, calling on Sweden to ratify the protocol.

## **THE COSTS OF CIVIL RIGHTS DEFENDERS' OPERATIONS**

Civil Rights Defenders' operating revenue in 2025 amounted to a total of 159,936 thousand SEK, which is a decrease compared to 2024 (175,766 thousand SEK). The revenue comes from both governmental and private sources and includes both donations and grants

Fundraising revenue for 2025 amounted to 22,347 thousand SEK, which is at the same level as 2024 (22,336 thousand SEK). To ensure continued financial strength and long-term stability, the organisation, in accordance with its strategy 2023–2030, has continued to work

to diversify the donor portfolio, where increased fundraising from private financiers remains a priority. The intention is also to continue developing collaborations with companies, foundations, and philanthropists to have more diversified funding for the organisation and thereby reduce the risk of being too heavily tied to one donor.

## **LESSONS LEARNED AND HOW CIVIL RIGHTS DEFENDERS MEASURE ACTIVITIES AND OUTCOMES**

Civil Rights Defenders various programmes have different built-in reporting and evaluation systems. Overall, Civil Rights Defenders employs a comprehensive approach to measure results and outcomes, primarily using a Results-Based Management (RBM) framework.

The RBM approach involves several key elements:

1. **Identifying Clear and Measurable Objectives:** Civil Rights Defenders sets specific goals that they aim to achieve through their activities. These objectives are clearly defined and measurable to ensure that progress can be tracked effectively
2. **Monitoring and Evaluation (M&E):** Civil Rights Defenders outlines how monitoring and evaluation activities will be carried out and the types of indicators that will be used to measure performance. This includes both internal and external evaluations, which are systematic studies using research methods to address specific questions about the program's performance
3. **Outcome Mapping:** This is a key part of our strategy, where we map out the expected outcomes and track progress towards these goals
4. **Custom Indicators:** In addition to standard indicators, Civil Rights Defenders encourages the use of custom output and outcome indicators tailored to the program logic and measures progress toward program objectives