Service Contract for a Monitoring System of the
Implementation of Projects and
Programmes of External Co-operation Financed by the
European Community

Lot 5: Centrally Managed Thematic Projects

Synthesis Report for the
Human Rights and Democracy Section

April 2011

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Executive Summary

This Synthesis Report presents the main cross-cutting findings drawn from the monitoring of fifteen (15) projects and re-monitoring of one (1) project which are being (or have been) implemented under the Thematic Programme for the promotion of Human Rights and Democracy worldwide.

Background and intervention logic of the Programme

In the context of the Financial Perspectives 2007 – 2013, the EC developed a new and simplified structure for the delivery of the Community's external assistance. In place of the existing range of geographical and thematic instruments, six instruments have been proposed. Three of them are designed as horizontal instruments to respond to particular needs: 1) humanitarian aid instrument; 2) stability instrument; and 3) instrument for macro-financial assistance, and three are designed with a defined geographical coverage to implement particular policies: Instrument for Pre-accession Assistance - IPA, European Neighbourhood and Partnership Instrument – ENPI, and Development Cooperation and Economic Cooperation Instrument - DCECI.

Consequently the significant number of existing specific thematic regulations such as those for the "European Initiative for Democracy and Human Rights"[1] or on "aid to fight poverty diseases in developing countries"[2] were integrated into these new enabling regulations providing the legal bases for future thematic programmes. The EC has defined thematic programmes, which cut across the geographical coverage of the three policy driven instruments (DCECI, IPA, ENPI), and adopt strategy papers, which contain multi-annual indicative financial allocations.

The objectives of the European Initiative for Democracy and Human Rights (EIDHR) are:

1) Enhancing respect for human rights and fundamental freedoms in countries and regions where they are most at risk;

2) Strengthening the role of civil society in promoting human rights and democratic reform, in supporting the peaceful conciliation of group interests and in consolidating political participation and representation;

3) Supporting actions on human rights and democracy issues in areas covered by EU Guidelines, including on human rights dialogues, on human rights defenders, on the death penalty, on torture, and on children and armed conflict;

4) Supporting and strengthening the international and regional framework for the protection of human rights, justice, the rule of law and the promotion of democracy;

5) Building confidence in and enhancing the reliability and transparency of democratic electoral processes, in particular through election observation.

Overview of the monitored projects under EIDHR

The portfolio of EC Centrally Managed Thematic Projects consists of various projects which can be divided into two broad categories, (a) Single country and (b) Multi country. The terms single country and multi country have been introduced by the ROM CMTP Team in order to facilitate the monitoring of the projects in full alignment with the ROM methodology for Regional Programmes. These terms have been adopted by the ROM Development and Coordination Unit (AIDCO/E5) and are now widely used even in the standard MR templates for CRIS encoding. Two (2) single country and thirteen (13) multi country thematic projects under the EIDHR were monitored while eight (9) of them cover more than one region (trans-regional). Moreover, ROM distinguishes three types of Regional Programmes based on their intervention logic, (a) the exclusively regional RP, the OO and the PP of which are exclusively regional, with activities at national level (category A) or without activities at national level (category B), (b) the Hybrid RP (category C) with autonomous national components and (c) the Pseudo RP (category D) without regional dimensions. According to this typology, eight (8) projects

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1   EC No. 975/1999 of 29 April 1999.
2   EC No 1568/2003 of 15 July 2003.

belong to Category B and five (5) projects in Category C. With respect to the ROM methodology and without compromising the results of the ROM exercise, the ROM CMTP Team in close consultation with the relevant Task Managers and the ROM Task Manager, proceeded in sampling the countries to be visited per project. In total, 70 visits took place, averaging 4,375 countries per project (including one re-monitoring). Furthermore, two (2) projects were monitored ex-post, focusing on the real impact on the target groups and the wide environment and the sustainability of the projects services. The fifteen (15) monitored projects are under the EIDHR and more specifically 3 projects are under the Objective 2 of the Instrument, 7 projects under the Objective 3 and 5 projects under the Objective 4.

Performance of the monitored Projects

The monitored projects performed relatively well (average performance at programme level is 2.73/4.00), with slightly better performance of the DDH projects (2.78). The majority of the projects (73%) performed well and 27% of the projects performed with problems and need to be improved, while no projects appeared major difficulties. =-09876543ew2q1 `X monitored in 2008-2011, the following are considered as successes (projects with ratings "a" and/or "b" for all criteria):

- C-125303, Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia (average performance 3.12).

- C-211244, The Death Penalty Assessments Project: Toward a Nationwide Moratorium on Executions (average performance 2.8).

- C-165404, Human Rights Defenders (average performance 3.4).

On the other hand the following projects are considered as the least successful ones, "C" for all criteria, (there is no project with one or more "d" ratings):

- C-118111, Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism

- C-215520, Inter-regional Capacity Building and Network for Minority Rights Advocacy

C-152214, Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation

Relevance of design enjoys the highest score (2.90/4.00) since the projects are relevant to the sectoral needs at national or international level. The projects perform well in terms of efficiency, 10 out of the 15 projects have a good or very good score under this criterion (A or B). Effectiveness follows efficiency in performance, 10 out of the 15 projects perform well, however in 4 projects the performance in these two criteria is not in line (B grade turns to C or the opposite). Nine (9) of the 15 projects perform well as concerns impact prospects (B grades), however no project performs excellent (A grade). Sustainability is the most challenging criterion with only 5 projects to get good score (B grade). However, there is no project with serious deficiencies (D grade). One could notice a general trend being low financial capacities of the projects, and low policy support.

Recommendations

Taking into consideration the recommendations made by the monitors and the progress of the monitored projects per ROM criterion, the following points are presented for the consideration of the relevant EC Services:

1. The official reporting requirements call for yearly update on the progress of the activities together with an update of the Action Plan (or work plan) and the budget. It would be advisable if the requirements include also an update on the logframe in order its quality be improved and it can be used as a management tool. The technical deficiencies in the projects logframes are closely linked to the lack of knowledge of many organisations in constructing a complete matrix. It is advisable that more instructions or even training is provided to the potential contractors on the logic behind LFA.

2. In many countries the political environment is not favourable for the projects to implement their activities and even more to have an apparent impact on the wider environment. The selection of

projects which include public sector agencies, institutions and organisations and networks as partners would facilitate the access to the policy and decision making structures, making the achievement of impact and sustainability more likely.

3. The Calls for Proposals require a sustainability plan to be presented by the consortiums in their application. However, the presented plans lack clarity in terms of specific steps and roles to the taken by the key actors throughout the project lifetime and beyond. More structured and detailed sustainability plans in the application forms and effective follow up on their implementation during project lifespan could improve the performance of the projects in this aspect and secure the viability of their results in the mid and long term.

1. INTRODUCTION

In the Technical Annex of the ROM CMTP contract, the Contractor proposed to elaborate and submit to the EC Synthesis Reports on the main CMTP Sections. The role of these Synthesis Reports is to present briefly the intervention logic of the related Programme(s), the implemented monitoring visits to the projects, the monitoring results and their analysis, special issues, presentation of a success story and of overall conclusions and recommendations. Experience from the past has shown that the Synthesis Reports, due to their consolidated content, were very welcome by the EC Services.

The Results-Oriented Monitoring (ROM) system by assessing projects' Relevance and Quality of design, Efficiency, Effectiveness, Impact, and Sustainability aims to provide independent advice to: i) inform the stakeholders on the project performance. ii) provide statistics and quantitative analysis on the monitored EC development portfolio, and iii) provide a source of information at the level of the programming cycle. The present Synthesis Report builds on the points (ii) and (iii), given that the Monitoring Reports have already covered the point (i).

This Synthesis Report presents in a consolidated form the main findings from the monitoring of fifteen (15) projects under the Human Rights and Democracy Section. In terms of domains, the Synthesis Report covers two distinct CRIS domains: DDH and the EIDHR.

The 15 monitored projects were monitored by the ROM CMTP team during the period from May/2008 to Apr/2011 (1 of them was re-monitored) resulting in 68 Monitoring Reports, i.e. 16% of the total number of MRs produced during the lifecycle of the ROM CMTP project.

2. THEMATIC PROGRAMME SYNOPSIS

2.1. BACKGROUND OF THE PROGRAMME

Created by an initiative of the European Parliament in 1994, the European Initiative for Democracy and Human Rights grouped together the budget headings for the promotion of human rights, democratisation and conflict prevention, which generally had to be implemented in partnership with Non-Governmental Organisations (NGOs) and international organisations.

The aforementioned intiative provided added value in relation to the other Community instruments in that it complemented the Community programmes carried out with governments such as the EDF, TACIS, ALA, MEDA, CARDS, PHARE and the rapid reaction mechanism (RRM), and because it could be implemented with different partners, particularly NGOs and international organisations. It could also be used without host government consent or where leading Community programmes were not available for other reasons, such as their suspension. In addition, it complemented the objectives of the Common Foreign and Security Policy (CFSP).

In May 2001, the Commission adopted a communication[3] on the EU's role in promoting human rights and democratisation in third countries, in which it provides for the development of a coherent strategy and one more oriented towards a certain number of thematic priorities and "target countries" for human rights measures. The new approach has been developed in collaboration with several Directorates-General. The Member States, the European Parliament and NGOs are also involved in its implementation.

In the context of the Financial Perspectives 2007 – 2013, the EC developed a new and simplified structure for the delivery of the Community's external assistance. Consequently the significant number of existing specific thematic regulations such as the "European Initiative for Democracy and Human Rights"[4] and the "aid to fight poverty diseases in developing countries"[5] were integrated into the Financing instrument for the promotion of democracy and human rights worldwide[6]

The Thematic Programme for the promotion of Human Rights and Democracy is one of seven Thematic Programmes[7]. Together with Community, national and regional programmes, these Thematic Programmes constitute the backbone of the EC's work on external cooperation after 2007.

The Thematic projects in this section (as in all other sections) should have a distinctive added value and comply with the principle of subsidiarity. In line with the Communication on External Actions[8] theHuman Rights and Democracy projects may in principle be established, if:

(1)   The EU policy objectives **cannot be achieved through the country and regional programmes** and the project is implemented by or through an intermediary organisation, such as non-governmental organisations or other types of non-state actors and international organisations or multilateral mechanisms

(2)   The project leads to actions in partner countries and regions, which are additional to and coherent with actions funded under the country and regional programmes, where they exist. In those cases, it is more **effective** (i.e. the expected results of the thematic actions are superior to those achieved through country or regional programmes) or more **efficient** (the management cost is less) to use thematic programmes, i.e.

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[3] Communication from the Commission to the Council and the European Parliament of 8 May 2001 - the European Union's role in promoting human rights and democratisation in third countries [COM(2001) 252]

[4]   EC No. 975/1999 of 29 April 1999.

[5]   EC No 1568/2003 of 15 July 2003.

[6]   EC No 1889/2006of 20 December 2006, adopted by the European Parliament and the Council in December 2006 (OJ L 386, 29.12.2006, p. 1).

[7] The other six are: 1) Non-State actors in the development process, 2) Stability, 3) Investing in People, 4) Environment 5) Food security, and 6) Migration and Asylum.

[8]   Communication from the Commission to the Council and the European Parliament on "External Actions through Thematic Programmes under the Future Financial Perspectives 2007 – 2013" - COM(2005) 324, of 3 August 2005

In other words, fully aligned with the budget chapter 19.04, assistance may be provided independently from the consent of third country governments and other public authorities.

2.2. PROGRAMME INTERVENTION LOGIC

In 2005-2006, under the initiative of European Initiative for Democracy and Human Rights four thematic campaigns were launched each covering a limited number of specific priorities, as follows:

- promoting justice and the rule of law
  The measures financed concerned the effective functioning of the International Criminal Court and other international criminal tribunals, abolition of the death penalty and reinforcement of the international mechanisms for the defence of human rights;

- fostering a culture of human rights
  The funds distributed were used, among other purposes, for the enhancement of civil society organisations in the field of defence of the rights of vulnerable groups, the promotion of international instruments in this field and the fight against torture;

- promoting the democratic process
  The funds were used to promote democratic electoral processes and to enhance a basis for democratic dialogue in civil society;

- advancing equality, tolerance and peace
  The measures financed concerned equal rights and equal treatment of individuals, including people belonging to minorities, respect for the rights of indigenous peoples and the commitment of civil society to conflict prevention and resolution.

Since 2007, with the adoption of the EIDHR, the general objectives, set out formally in Article 1 of the Regulation, are to contribute to the development and consolidation of democracy and the rule of law, and respect for all human rights and fundamental freedoms, within the framework of the EC policy on development cooperation, and economic, financial and technical cooperation with third countries, and consistent with the EC foreign policy as a whole.

Four-year (2007-2010) and subsequently three year (2011-2013) Thematic Strategy Papers - programming documents - have been produced by the EC. On the basis of this multi annual programming, the EC has adopted annual action programmes which established specific objectives, priority actions to be supported, anticipated results as well as indicative amounts, taking into account relevant initiatives funded under other programmes. The response Strategies under the EIDHR build on the work being done with and through civil society organisations (CSOs) aimed at defending the fundamental freedoms which form the basis for all democratic processes and helping civil society to become an effective force for political reform and defence of human rights. In this way, it will complement the new generation of geographical programmes, which will increasingly mainstream democracy and human rights, through focusing primarily on public institution-building.

In accordance with the objectives of the EIDHR and the pertinent EU policies and human rights guidelines[9], the EIDHR response strategies support an integrated approach to democracy-building and the protection and promotion of human rights, and will seek to make a key contribution to the European Consensus on Development (or Development Policy Statement - DPS) jointly adopted by the Council and the Representatives of the Governments of the Member States meeting within the Council, the European Parliament and the Commission on 20 December 2005. The DPS underlines that 'progress in the protection of human rights, good governance and democratisation is fundamental for poverty reduction and sustainable development', thereby contributing to the achievement of the Millennium Development Goals (MDGs).

The objectives of the EIDHR are:

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[9]   The first Guideline, on the Death Penalty, was elaborated in 1998. It was followed by six others focussed on Torture, Dialogues with Third Countries, Children Affected by Armed Conflict, Human Rights Defenders, the Rights of the Child and Violence Against Women. The first five Guidelines were published as a brochure four years ago; this new edition adds those Guidelines adopted since then. In preparation for publishing this booklet, all of the older Guidelines underwent a review and renovation to reflect changes both in the Union and the external environment that have taken place since 2005. EU Guidelines Human Rights and International Humanitarian Law, March 2009, included for the first time a guideline developed in 2005 by Member State legal experts on the topic of International Humanitarian Law.

1) Enhancing respect for human rights and fundamental freedoms in countries and regions where they are most at risk;

2) Strengthening the role of civil society in promoting human rights and democratic reform, in supporting the peaceful conciliation of group interests and in consolidating political participation and representation;

3) Supporting actions on human rights and democracy issues in areas covered by EU Guidelines, including on human rights dialogues, on human rights defenders, on the death penalty, on torture, and on children and armed conflict;

4) Supporting and strengthening the international and regional framework for the protection of human rights, justice, the rule of law and the promotion of democracy;

5) Building confidence in and enhancing the reliability and transparency of democratic electoral processes, in particular through election observation.

Due to wide-ranging priorities, the EIDHR is operating together with a broad set of EU instruments, in partnership with Member States and many other donors. In this context, EIDHR remains an instrument of relatively modest size, working in a focused and strategic way. It therefore needs to act primarily as a catalyst to assist in bringing about more sustained developments or action by other actors or instruments. The objectives complement the geographical programmes, such as: IPA, ENPI, Development Cooperation Instrument (DCI), Financing Instrument for Cooperation with Industrialised and other High Income Countries (CIC), and the DCI-based thematic programmes, especially those on Non-state actors (NSA) and local authorities in development, on Investing in people, and on Cooperation with third countries in the areas of migration and asylum, which integrate the protection of human rights and underpin democratic processes in various ways.

2.3. PROJECTS UNDER THE PROGRAMME MONITORED BY THE ROM CMTP TEAM

A table recapitulating all the Projects of the Programme, monitored by ROM CMTP team, is presented here below

Table 1: Monitored projects under the Programme

C/N	CRIS	Project Title	Domain	Coordinator	End date	EC Budget	Monitoring Progress				Partner Countries
							'08	'09	'10	'11	
1	125303	Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia	DDH	International Criminal Tribunal for former Yugoslavia (ICTY)	31/12/2008	950,000	√				Netherlands
2	117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	DDH	Stichting Terre des Hommes Nederlands	28/02/2010	999,996	√	√			Albania, Bolivia, Colombia, FYROM, Germany, Italy, Netherlands, Peru, Philippines, Serbia and Montenegro
3	118111	Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism	DDH	Fédération Internationale des Droits de l'Homme	01/02/2010	968,000		√			Bangladesh, Colombia, Denmark, Egypt, France, Jordan, Indonesia, Kenya, Mauritania, Philippines, Russia, Yemen
4	34534	B5-813/2002/TORT 109 - Partnership for Health Care, Rehabilitation and Support for Survivors of Torture, Gross Human Rights Violations and War and their Families in Germany	DDH	IfF - Refugio Munchen e.V.	30/06/2005	1.477.273			√		Germany
5	66153	Measuring democracy human rights & good governance	DDH	Organisation for Economic Co-operation and Development	30/04/2006	1.510.000			√		France, Mexico, Palestine, Peru, Philippines, USA
6	153486	Strengthening the International Criminal Justice System	EIDHR	No Peace without Justice	23/08/2010	800,000		√			Italy, Jordan, Lebanon, Sudan
7	148304	Comprehensive Rehabilitation Program for Torture Victims in Serbia and Bosnia and Herzegovina	EIDHR	International Aid Network	01/12/2011	748,117			√		Bosnia and Herzegovina, Serbia
8	164719	Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	EIDHR	International Criminal Tribunal for former Yugoslavia (ICTY)	31/12/2010	1.000.000			√		Netherlands
9	215520	Inter-regional Capacity Building and Network for Minority Rights Advocacy	EIDHR	Minority Rights Group LBG (MRG)	31/08/2012	1.497.675			√		Hungary, Uganda, United Kingdom
10	216067	Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination	EIDHR	London School of Economics and Political Science	30/09/2012	1.340.000			√		Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Ukraine, United Kingdom
11	211244	The Death Penalty Assessments Project: Toward a Nationwide Moratorium on Executions	EIDHR	American Bar Association Fund for Justice and Educations (ABA/FJE)	01/09/2012	708,162			√		USA
12	148103	Use of forensic evidence in the fight against torture	EIDHR	International Rehabilitation Council for Torture Victims (IRCT)	31/03/2012	1.425.006				√	Denmark, Ecuador, Georgia, Lebanon, Philippines
13	211519	Developpement du mouvement abolitioniste mondial	EIDHR	Ensemble contre la peine de mort (ECLPM)	12/12/2011	782,000				√	France
14	152214	Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation	EIDHR	Faculty of Arts and Social Sciences of the Univerity of Sydney	14/01/2012	1.498.410				√	Australia, Indonesia, Nepal, Sri Lanka, Thailand
15	165404	Human Rights Defenders	EIDHR	Stichting Schone Kleren Kampagne/Clean Clothes Campaign Foundation	31/12/2011	629,138				√	Bangladesh, Belgium, Cambodia, Denmark, France, Germany, Indonesia, Italy, Netherlands, Norway, Sri Lanka, Spain, United Kingdom

3. ROM WORK PLAN 2008-2011

3.1. MONITORING APPROACH OF THE ROM CMTP TEAM

The Yearly ROMCMTP Portfolios were prepared in close cooperation with the relevant Units of DEVCO/F. Based on the provisions of the Portfolio, the ROM Team prepared a proposed Workplan for each year, providing for the missions and visits to each project as per its features. In view of the specificities of the CMTP, the Workplan was seen as a dynamic plan, with enough flexibility to adjust to emerging changes in line with the continuous cooperation and coordination with the Task Managers involved.

3.2. PREPARATION OF MISSIONS

The preparation of the missions was carried out based on the experience gained in the previous years, while the key element for the successful preparation is the smooth cooperation with all involved actors.

3.2.1 COOPERATION WITH DEVCO/F

Each operational year, upon approval of the ROM CMTP Portfolio and the list of ROM experts, the relevant EC Task Managers were informed timely on the ROM missions to the respective projects and requested the necessary information. The EC TMs provided the ROM CMTP Team with updated documentation and contact details of the key project stakeholders. In addition, consultation on the exact timing of the missions and the countries to be visited took place. Finally, briefings prior to the missions and de-briefings after the mission were organised and took place with the ROM CMTP Team, as appropriate.

3.2.2 COOPERATION WITH THE EU DELEGATIONS

The EU Delegations are not involved in the daily management of the projects under this Thematic Instrument. However, upon request of the EC HQ Task Managers, the ROM CMTP Team contacted the focal points (for Human Rights and Democracy) in the EU Delegations, informing them on the planned visits to the country and arranging short meetings with the monitors.

3.2.3 PREPARATION AND ORGANISATION OF THE MONITORING VISITS

Each ROM mission was assigned to relevant monitors, respecting the criteria of availability and sectoral background experience of the Thematic Programme. Each ROM mission was announced to the project authority approximately one month prior to a date of the briefing meeting with the EC Task Manager. In collaboration with the project, the ROM CMTP Team arranged all operational and logistical issues of the visits, among others the detailed schedules of meetings, transfer of the updated documentation to the monitors, information on the intra-country transportation, visa arrangements. After the briefing, the Lead Monitor firstly visited the Project Authority (Lead Partner); then the relevant stakeholders and the beneficiaries in the countries were visited by the team of experts assigned to the respective mission. Country-specific ROM outputs were produced and a consolidated Horizontal Report was produced by the Lead Monitor, in collaboration with all involved monitors.

3.2.4 NCORPORATION OF THE PROGRAMME IN THE 2008-2011 WORKPLANS AND OVERVIEW OF THE MONITORED PROJECTS

The CMTP can be divided into two broad categories, (a) Single country and (b) Multi country. The terms single country and multi country have been introduced by the ROM CMTP Team in order to facilitate the monitoring of the projects in full alignment with the ROM methodology for Regional Programmes. These terms have been adopted by the ROM Development and Coordination Unit (DEVCO/E5) and are now widely used in the standard MR templates for CRIS encoding.

Two (2) single-country and thirteen (13) multi-country projects were monitored while nine (9) of them cover more than one region (trans-regional). Moreover, ROM distinguishes four types of Regional Programmes (RP) based on their intervention logic:

- **Exclusively regional without national activities/components (category A):**

- The Overall Objective (OO) and Project Purpose/Specific Objective (PP) defined in the Financial Agreement are exclusively regional

- Impact and sustainability are regional

- Success in all involved countries is necessary for the achievement of the project's objectives

- No national activities/components

- Example: Regional network Programme, Support to regional Institutions

- **Exclusively regional RP including activities on the national level (category B):**

- The OO and PP defined in the Financial   Agreement are exclusively regional

- Impact and sustainability are regional

- Success in all involved countries is necessary for the achievement of the project's objectives

- Possibility of activities on the national level

- Example: a pipeline or regional road crossing several countries

- **Hybrid RP (category C):**

- RP with autonomous national components.

- The OO is regional, but partially based on the reinforcement of the national capacities

- The results are both regional and national and the national results contribute to regional results.

- The activities are regional and national and the regional activities coordinate and complement national activities.

- Failure of one national activity/component to deliver outputs would jeopardise the regional outcome even if some regional outcome would be produced anyway, as national outcomes in other countries will persist.

- Example: Regional natural parks or development of a network of highways linking different countries.

- **Pseudo RP (category D):**

- OO, PP, impact or activities regional dimension.

- Regional fund used for opportunist local or national activities

- Each beneficiary country develops its own autonomous operation without regional considerations

- Example: Water facility or programme of business cooperation with the EU

According to this typology, three (3) projects belong in Category A, six (6) in Category B, and four (4) projects in Category C. With respect to the ROM methodology and without compromising the results of the ROM exercise, the ROM CMTP Team in close consultation with the relevant Task Managers and the ROM Task Manager, proceeded in sampling the countries to be visited per project.

In total, 70 visits took place in 39 countries, averaging 4,7 visits per project. Furthermore, two (2) of the projects were monitored ex-post, focusing on the real impact on the target groups and the wide environment and the sustainability of the projects services.

Table 2: Number of Projects per different type

| Prjoject Status | Single-country | Multi-country | | | | | TOTAL |
		Cat. A	Cat. B	Cat. C	Cat. D	TOTAL	
Ongoing	1	3	6	3		12	13
Ex-post	1			1		1	2
TOTAL	2	3	6	4	0	13	15

The table here below depicts the percentage of projects under EIHRD in the last three ROM CMTP portfolios

Table 3: Human Rights and Democracy Projects in the yearly ROM Portfolio

	2008	2009[10]	2010
Number of Projects under the EIDHR Programme	2	7	7
Number of Projects Overall ROM Portfolio	41	62	52
Percentage	5%	11%	13%

The following two tables provide quantitative data on the projects monitored, the visits implemented, the countries visited, the reports produced and the budget covered during the 2008-2011 ROM Workplan, as regards the EIDHR projects.

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[10] In 2009, the project "Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America" had been re-monitored

Table 4:   Quantitative overview of outputs achieved for projects- by region and sub-regions

Overview	1 ENPI countries	2 Africa, Indian Ocean, South Africa	3 Asia	4 Latin America	5 EU	6 Western Balkans and Turkey	7 Caribbean, Pacific, Cuba, OCTs	8 Other (JP, US)	TOTAL
N° of countries visited	11	3	7	4	7	6		2	**40**
N° of project-visits	12	3	13	7	17	17		2	**71**
N° of MR reports produced	12	3	12	7	15	17		2	**68**
N° of single-country projects monitored					1			1	**2**
N° of multi-country projects monitored (on the basis of the coordinator)					11	1		1	**13**
Million € covered					13.4	0.7		2.2	**16.3**
Average size of project per sub-region / country					1.1	0.7		1.1	**1.1**

Three visits took place without the production of reports; these visits were necessary in order to obtain essential information for the production of the respective horizontal reports. The visits were related to the project C-118111 "Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism", in Belgium and Thailand and the project C-153486 "Strengthening the International Criminal Justice System", in the Netherlands. The visits per region are summarised in the following table:

Table 5: Detail overview of outputs achieved for projects- by region and sub-regions

ENPI countries		Africa, Indian Ocean, South Africa		Asia		Latin America		EU		Western Balkans and Turkey		Other (JP, US)	
Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits
Armenia	1	Kenya	1	Bangladesh	1	Bolivia	2	Belgium	5	Albania	2	USA	1
Egypt	1	S.Africa	1	Cambodia	2	Colombia	2	Denmark	1	Bosnia	3	Australia	1
Georgia	1	Uganda	1	Indonesia	1	Mexico	1	France	3	Croatia	2		
Lebanon	2			Nepal	1	Peru	2	Germany	1	FYROM	4		
Moldova	1			Philippines	5			Hungary	1	Kosovo	3		
Palestine	1			Sri Lanka	1			Holland	4	Serbia	3		
Russia	1			Tajikistan	1			UK	2				
Tunisia	1			Thailand	2								
Ukraine	1												
Yemen	1												
TOT	**11**	**TOT**	**3**	**TOT**	**14**	**TOT**	**7**	**TOT**	**17**	**TOT**	**17**	**TOT**	**2**

4. INSIGHTS OF THE SECTION

4.1. PERFORMANCE OF THE MONITORED PROJECTS

The following table presents the average performance of the monitored human rights and democracy projects during the period 2008 - 2011. The performance of the projects is calculated as the average of the five monitoring criteria (Relevance and quality of project design, Efficiency, Effectiveness, Impact, Sustainability). For the calculation of the average the grades a, b, c, d have been replaced by scores 4, 3, 2, 1 respectively.

Table 6: Average ratings per each main criterion

Criterion	Domain				Total	
	DDH		EIDHR			
	Average rating	Good (A or B)	Average rating	Good (A or B)	Average rating	Good (A or B)
Relevance/Quality of Design	2.94	60%	2.88	80%	2.90	73%
Efficiency	2.78	60%	2.72	70%	2.74	67%
Effectiveness	2.89	80%	2.70	60%	2.76	67%
Impact	2.68	60%	2.66	60%	2.67	60%
Sustainability	2.59	40%	2.60	30%	2.60	33%
AVERAGE	2.78	80%	2.71	70%	2.73	73%
Number of projects	5		10		15	

* For the multi-country projects, the scores of the horizontal reports were used.

As presented in the above Table, the monitored projects performed relatively well (average performance at programme level is 2.73/4.00), with slightly better performance of the DDH projects (2.78). The majority of the projects (73%) performed well and 27% of the projects performed with problems and need to be improved, while no projects appeared major difficulties. monitored in 2008-2011, the following are considered as successes (projects with ratings "a" and/or "b" for all criteria):

- C-125303, Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia (average performance 3.12/4.00).
- C-211244, The Death Penalty Assessments Project: Toward a Nationwide Moratorium on Executions (average performance 2.80/4.00).
- C-165404, Human Rights Defenders (average performance 3.40/4.00).

On the other hand, the following projects are considered as the least successful ones, "c" for all criteria, (there is no project with one or more "d" ratings):

- C-118111, Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism
- C-215520, Inter-regional Capacity Building and Network for Minority Rights Advocacy
- C-152214, Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation

The following Table groups the projects by DEVCO performance category.

Table 7: Project/programme portfolio performance by Performance category (% of projects in each category)

Performance category	Average rating	Average rating	% of all projects
Category I	Very good performance (minimum 3 a, no c, no d)	0	0%
Category II	Good performance (a, b, maximum 2 c, no d)	11	73%
Category III	Performing with problems (a, b, minimum 3 c, no d)	4	27%
Category IV	Not performing, or having major difficulty (minimum 1 d)	0	0%
TOTAL		**15**	**100%**

4.2. ANALYSIS PER CRITERION

4.2.1 RELEVANCE AND QUALITY OF DESIGN

The monitored projects receive the highest highest score (2.90/4.00) in this criterion since they are relevant to the sectoral needs at national or international level. In particular:

- the ICC and ICTY projects (C-125303, C-164719 and C-153486) are in line with "Supporting and strengthening the international and regional framework for the protection of human rights, justice, the rule of law and the promotion of democracy" which is also the objective 4 of the EIDHR;.

- METAGORA project was designed in order to create the appropriate conditions and framework for the evidence-based assessment of democracy, human rights and governance;

- The networked Asia-Pacific Master's Degree in Human Rights and Democratisation (C-152214) aimed at building a pool of professional HR specialists equipped to advocate for, and encourage respect of, HR&D principles across the region, taking into consideration the fact that most countries in the Asia Pacific region still lack solid frameworks for the protection of human rights (HR), suffer from democratic deficiencies and education programmes in HR remain relatively underdeveloped.

The majority of the projects monitored were relevant to the "Supporting actions on human rights and democracy issues in areas covered by EU Guidelines, including on human rights dialogues, on human rights defenders, on the death penalty, on torture, and on children and armed conflict" (which is also the Objective 3 of the EIDHR). These projects targeted vulnerable groups that suffered from HR violations under certain circumstances (during wars, in the frame of the fight against terrorism, in their working environment). Moreover, in most of the projects, the lead partners promoted the involvement of the local partners in the project design, thus further adapting it to their actual needs. The intervention logic of the monitored proejcts, although not always following the PCM Guidelines as regards the formulation of the logframe, was clear, straight forward and feasible. In total, 11 out of the 15 projects monitored had a score A or B in the respective criterion.

4.2.2 EFFICIENCY

Ten out of the 15 monitored projects have a good ("B") or very good ("A") grade under efficiency. For example, the project "Rehabilitation and Support for survivors of torture in Germany project (C-34534)" implemented its activities according to the plan, the quantitative targets were met, new monitoring tools were tested and refined in order to follow up the progress of the activities and to better address the needs of the target groups. Furthermore, it managed to establish smooth collaboration among the partner NGOs. In general, all projects implemented the activities according to their action plans, on time and within budget. The lead partners are well established organisations with experience in carrying out and coordinating activities in the respective field. The partners are well involved and carry out the activities at local level. Moreover, the good efficiency was a result of the good project design. Only one project with good score in Relevance, performed with problems with regard to efficiency (C-

148304). This was related to initial miscalculations regarding the provision of inputs of one of the partners. Moreover, two projects faced some delays in the implementation of activities, one linked to the EC disbursements (METAGORA project) and the other (Strengthening the International Criminal Justice System project) related to the political situation in one participating country (Lebanon).

4.2.3 EFFECTIVENESS

Effectiveness follows efficiency in performance, 10 out of the 15 projects perform well, however in 4 projects some incosistencies were observed between the activities and the expected results. Two projects, the trafficking children project (C-117929) and the rehabilitation for torture victims in Serbia and Bosnia and Herzegovina (C-148304) improved their performance, achieving the expected results (score B in effectiveness) while they under-performed in efficiency (C grade). In spite of the delays in the transfer of project funds, the weak reporting and the lack of regional coordination, the trafficking children project increased the knowledge and capacity of the target groups to address trafficking issues. Despite the initial miscalculations related to the inputs to be provided and some quantitative targets for the outputs that were not met, the rehabilitation centres offer access to the victims of torture, they provide assistance and they build their own capacities using the sources of the project. On the contrary, the Outreach Program of the ICTY (C-164719) and the use of forensic evidence (C-148103) projects despite the proper implementation of their activities faced problems in the attainment of the expected results. Some stakeholders were not satisfied with the slow pace of proceedings in some cases connected to alleged war crimes. Moreover, the general public in some targeted countries do not have a positive opinion towards the Tribunal. The project has not reached all key stakeholders and the PP was partially achieved. As regards the use of forensic evidence to defend cases of tortures before courts, the deficiencies in the legal systems of many targeted countries hindered full implementation of the proposed methodology; in this respect, the legal-related part of the PP was not achieved.

4.2.4 IMPACT

Nine of the fifteen projects perform well as concerns impact (B grades), however no project performs excellent (A grade). On the positive side, better understanding of the public and change of attitude has been observed (e.g. regarding individualised guilt in the case of war crimes in the Balkans). Moreover, some projects managed to bring key actors together, establishing strong networks and strengthen their position in the sector (e.g. ICTY and trafficking children projects). As concerns torture issues and the rehabilitation of victims, the projects that provided assistance to individuals, indirectly benefit their families, the local communities and eventually the society. Some projects achieved positive impact at policy level as well. Some positive steps have been made towards protection of victims of war (survivors of torture project implemented in Germany). However, some projects had not put in place mechanisms to measure impact, using relevant OVIs at OO level (e.g. trafficking children and torture in the fight against terrorism projects). Also, there were projects which did not manage to reach the grass root level and they did not benefit from a wider positive impact. In other cases, although impact was evident at global level (METAGORA and the forensic evidence projects), the impact in the countries of intervention was limited, mainly due to the local political contexts (e.g. Mexico, Lebanon). Media play a crucial role as regards impact prospects. They have the power to influence wide audiences by revealing cases of HR violations or to promote HR. It remains, though, on the media whether such cases are deemed as newsworthy. Another leverage to achieve wide impact is the international and local pressure. In many countries, where legislation, political will and public culture is not so favourable, international mechanisms are the only option towards policy changes respectful of HR and democracy. Projects used these mechanisms, trying to lobby key international actors (forensic evidence and torture in the fight against torture projects). Finally, even if national legislations are in place (and can be measured), only the subsequent efficient implementation of the laws can ensure impact on the local society. This is a key fact that the monitoring reports have pinpointed, recommending the projects to follow up on this aspect.

4.2.5 SUSTAINABILITY

Sustainability is the most challenging criterion with only 5 projects to get good score (B grade). However, there is no project with serious deficiencies (D grade). A common aspect among the projects is their low financial capacity and low policy support. On the other hand, level of ownership and management capacity are relatively good. Funds have not been secured (rehabilitation centres in

Serbia and Bosnia and Herzegovina and the Strengthening the ICC System project) in order to proceed with handover to the institutional structures after the end of the projects. The lack of fund raising strategy is the main reason of the D grade of the HR Masters Degree project (C-152214). The specific topic of the Support the Rights of the Conscripts project cannot attract the interest of international donors. Even if the International Community is interested in the issue of human rights, very few donors appear willing to support activities related to the human rights of conscripts. Also, institutional financial support (e.g. for restructuring of the legal system) cannot be expected by governments which tolerate actions of torture (relevant to the forensic evidence project). As regards level of ownership, this is closely linked to the design of the project. When the projects partners were involved in the project design or the project had addressed correctly the current local needs, the level of ownership is high and the continuation of the project services is possible (e.g. Rehabilitation and Support for Survivors of Torture in Germany, Strengthening the ICC, human rights defenders, human rights network for Conscripts projects). The grade for 7 projects is B while 3 projects score A in this sub-criterion (5.2 in the BCS). The Monitoring Report on the first ICTY project (C-125303) indicated that the high level of ownership among the target groups was the result of the high relevance of the project to their needs as well as of the successful activities and achieved results. The HR Defenders project is totally embedded in local structures thus local networks will continue to use the project services in the future. The lead partner provided quality training to the relevant target groups, which is the reason behind the high level of local ownership. At policy level, 9 projects scored C in the respective sub-criterion. Lack of policy support is also observed in EU countries. For example, Germany has not yet adopted policy changes allowing application of the Common European Asylum System that has directives, which specify the obligation for Member States to provide care to asylum seekers and refugees who have been subjected to torture (as of Feb 2010). Italy has not yet adopted the implementing legislation of the Rome Statute (as of Dec 2009). In developing countries, human rights are not a priority for the local governments. Regarding death penalty, this is a state policy, thus campaigns and lobbying towards abolition of the practice is opposite to the official policies. Torture is basically a State practice while impunity for the perpetrators is tolerated by the State Authorities. Although the majority of the countries worldwide has signed and ratified the basic International Conventions on HR, in practice no substantial progress has been noticed. Finally, 12 projects score high as regards the management capacity which is linked to the good performance in design, efficiency and effectiveness. The target groups have developed their technical and managerial skills and are capable to take over the services in the future.

4.3. ANALYSIS PER MONITORED PROJECT

A short analysis of the situation for each project follows hereafter:

Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia (C-125303)

The Outreach Programme (OP) has been operating since 1999 and as such has a solid base, both in terms of the qualitative approach as well as a an increasingly pro-active and sophisticated partner network, both institutionally and on the level of Civil Society. The intervention logic is clear, built upon previous experience and has been designed to reach a wide spectrum of society. It provides ongoing training for legal professionals, to ensure capacity building, in order to enhance the capacity of local Judiciary to handle War Crime cases as well as ensuring that the Tribunal's work is transparent, accessible to individuals and organisations in former Yugoslavia. Beside the technical aspect of the OP, the target groups play an important role in advocacy for policy and legal changes and conformity of the legal procedures with international norms. There is coherence and complementarity between the activities of the OP and relevant national institutions. The prosecution of War Crime cases by the local courts has contributed towards increased credibility of local jurisprudence and work of the National Courts. This directly contributes towards respect for Human Rights, good, responsible governance and promotion of democratic values.

Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America (C-117929)

Even though in all three regions the legal frameworks are being finalised to varying degrees, the capacity and/or political will to ensure their effective enforcement and constructively engage Civil Society remains limited. The role of the NGO network is therefore essential. All the countries under

consideration are sending and receiving countries. The traffickers are able to operate because of inefficient law enforcement and problems of corruption and gender/ethnic discrimination. The chosen project strategy, i.e. the creation of a critical mass in institutional structures and on the level of Civil Society is therefore commendable, as is the long-term commitment and experience of the Project Coordinator and its senior national partners. The intermediary beneficiaries, national NGO networks, are showing increasingly good coordination in terms of field activities on central/provincial and local level and in their dialogue with the Governments. The project activities are, generally, supporting the planned results, but the absence of baseline data remains an outstanding issue. The project coordinator, Terre des Hommes/France (TdH/Fr), has worked through its own network and in collaboration of a large group of local organisations for a considerable time on Human Rights (HR) issues in general and Anti-Child Trafficking issues in particular, in all the countries involved in the project. The choice of the partner organisations (Country Focal Points –CFP-) in most countries is commendable, since the CFPs have considerable previous experience in the field of Child Protection and Victim Support, are leaders in their field and belong to various Civil Society Organisations (CSO) networks. On national level, coordination mechanisms are adequate. Regional coordination arrangements are clear in South East Asia, but they can certainly be improved in the Balkan Region and are virtually non-existing in Latin America. The interregional coordination mechanisms are limited to conferences. Impact is mainly visible in the Balkan region, where the CSOs are integrated gradually in the formulation of legislation and measures for Child Protection and their implementation. In Southeast Asia, progress is being made on regional level through ASEAN, but follow-up mechanisms need to be refined. Latin America remains problematic.

Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism (C-118111)

The project followed on from the terrorist attacks of 2001 and those in Europe and Bali. Subsequent anti-terrorism measures were applied in many countries, sometimes leading to Human Rights (HR) abuses, including torture and extraordinary rendition. Whereas most countries signed various treaties opposing torture, some justified such acts, through special legislation deemed appropriate in the interests of national security. The International Federation for Human Rights (FIDH) and its partner the International Rehabilitation Council for Torture Victims (IRCT) implement the project fully in line with the EU strategies and relevant international conventions, e.g. the International Convention on Civil Rights and Political Rights (ICCPR) and the UN Convention Against Torture (CAT). The results and progress by country are determined to a great extent on the abilities and capacities of the international and local partners to counter the official mechanisms that hamper (slightly or greatly) their work. Whereas good progress was made in a few countries, more difficulties were experienced in most of them. Although noticeable impact could be measured in terms of authorities adopting legislation and other related measures, only their subsequent efficient implementation could help ensure that torture related problems are reduced. Where satisfactory progress has already been made, the support provides a good basis upon which further (possibly more focussed regional) support could build upon.

B5-813/2002/TORT 109 - Partnership for Health Care, Rehabilitation and Support for Survivors of Torture, Gross Human Rights Violations and War and their Families in Germany (C-034534)

The project was designed to help the participating Non-Governmental Organisations (NGOs) to cover the psycho-social needs of refugees and asylum seekers who have been victims of torture; such needs have not been sufficiently covered by the existing country policies. The project was designed and implemented by three partner NGOs, all of which deal exclusively with the highly traumatised refugees / asylum seekers and their families. Important strength of the project design has been the collaboration of the three partners, which allowed the provision of services to a larger group and at the same time the building of capacity at each individual NGO through the exchange of experiences and the development of common methodologies. The project objectives and intervention logic remained appropriate even years after the project ended. The close partnership of the three NGOs lasted from 2000 to 2008 through three consecutive EC funded projects. At present, they continue to exchange views and experiences from time to time as members of the same Association, and at different events and conferences, but the intensive cooperation of the past has not been maintained. Finally, all the lobbying efforts did not achieve the expected impact at the higher political level, since they did not manage to influence much the Federal Government in advancing the relevant policies. The legal

position of refugees and asylum seekers, including those who were victims of torture continues stagnating and even deteriorating despite the civil society efforts.

METAGORA - Measuring Democracy, Human rights and Governance (C-066153)

The METAGORA project came into being as a direct result of the 'Montreux Conference on Statistics, Development and Human Rights' in 2000. METAGORA was designed by OECD/PARIS21 aiming at creating the appropriate conditions and framework for the evidence-based assessment of democracy, human rights and governance. The project was to be policy-oriented in scope, multidisciplinary in approach, and inclusive and participatory in method. METAGORA's concept is compatible, and its pilot focus partially identical, with that of the corresponding European Instrument for Democracy and Human Rights (EIDHR). Beyond the EC participation, the METAGORA donor group was also composed of the French Ministry of Foreign Affairs, the Swedish International Development Agency (SIDA), the Swiss Agency for Development and Cooperation (SDC), and the Swiss Federal Department of Foreign Affairs (FDFA). METAGORA managed to attract additional support from the European Free Trade Association (EFTA) and Canada. These assisted in the finalisation of most, but not all, METAGORA activities after EC funding came to an end. OECD/PARIS21 discontinued METAGORA in 2008 and it handed over all project files to UNDP's OGC. There is therefore limited sustainability at the overall project level. The promotion of METAGORA methods and tools suffers where institutional reorganisation results in the loss of institutional memory as in Mexico and South Africa. Sustainability and good use of results, where they exist, are either based on the integration or absorption into existing systems of METAGORA methods, tools, data and indicators, or on the continued use of METAGORA training materials.

Strengthening the International Criminal Justice System (C-153486)

Since the arrest warrant issued by the International Criminal Court (ICC) against the President of Sudan in March 2009, it has become impossible to publicly mention the ICC in Sudan, and many other countries, particularly African, have become reluctant to the idea of supporting the ICC. The project fully supports EC development and cooperation strategies in the field of justice and human rights. The beneficiary of the grant contract, "No Peace Without Justice" (NPWJ), has benefited from EC grants since 1995, all aimed towards strengthening the international criminal justice system. The action has supported the effective functioning of the ICC and promoted the implementation of the principle of complementarity between the ICC and national justice systems. This has been achieved through conflict mapping training, ongoing development of Justice Rapid Response (JRR), and the work in the MENA region on transitional justice. There has also been a promotion of the universal ratification of the Rome Statute and the APIC, through public awareness-raising events and private advocacy work. There is now a greater awareness of international criminal justice and of transitional justice in affected countries.

Comprehensive Rehabilitation Program for Torture Victims in Serbia and Bosnia and Herzegovina (C-148304)

The project has a distinct operation in every participating country. The project objectives are consistent with the UN and EU Conventions against torture as well as the more recent Optional Protocol Against Torture (OPCAT), ratified by Serbia (RS) in 2006, and by Bosnia and Herzegovina (BA) in 2008. The project builds on a series of similar interventions by the same contractor since 2001, but the current intervention introduces an added value for the sustainability of the action by establishing two Centres for Rehabilitation of Torture Victims (CRTV) in BA. Project results and objectives are a reformulation of the same - assistance and support to the target group. In this respect, the project is mainly activities-oriented. The inclusion of family members in the support services such as skills empowerment will enhance their employability prospects and contribute to the improved well-being of the affected families. The beneficiaries are unanimous in their belief that the existence of a facility in a single location, entirely focused on alleviating their common problems, is one of the most important contributions to regaining their dignity.

Outreach Programme of the International Criminal Tribunal for the former Yugoslavia (C-164719)

The Outreach Programme (OP) 2009-2010 of the International Criminal Tribunal for the former Yugoslavia (ICTY) is a follow-up on the project presented in the beginning of the current section (C-125303). The achievement of OP 2009-2010 goals still depends heavily on the existence of a conducive political environment which cannot be taken for granted. At the level of national governments and judicial authorities across the target area, there is a varying degree of commitment to OP and, to this end, the project ought to target political parties and the media more actively. Apart from the distribution of material produced prior to 2009, one should mention the production of the Map of International Criminal Justice in three languages, the booklet on Lessons Learned and Best Practices in Knowledge Transfer, the Manual on ICTY Developed Practices as well as a number of leaflets, brochures and info files. The project has contributed to high-quality academic research (studies, publications, articles, etc.), thus triggering a global debate on war crimes and justice dispensation. Therefore, OP continues contributing to the promotion of the ICTY achievements for the development of a global system of international criminal justice and fighting impunity worldwide.

Inter-regional Capacity Building and Network for Minority Rights Advocacy (C-215520)

The project is highly relevant considering the lack of Governmental commitment towards Minority Rights in the targeted African, Asian, and European countries, but the design shows weaknesses relative to its ambitious goals. In line with the heterogeneity of the first year target countries in Africa (Botswana, Kenya, Tanzania, Uganda), in Asia (Cambodia, India, Malaysia, Sri Lanka and Thailand), and in Europe (Georgia, Kyrgyzstan, Russia, Turkey and Ukraine), the situation towards Minority Rights highly differs; nevertheless, the project is responding to the needs of local Non Governmental Organisations (NGOs) and activists in basic advocacy capacities and shadow reporting. The added value, the global approach to promote regional exchange and the online training instrument are weakened through a remarkable quantitative emphasis, reflected in the wide geographical scope of 36 countries and in the Objectively Verifiable Indicators (OVIs) at the level of activities (800 participants at the online training), results (75% reporting increased advocacy work), Project Purpose (90 state representatives or reliable sources reporting improved advocacy) and Overall Objective (6 legislation or policy changes). On the other hand, the planned lifecycle of the project is not adequate to address an effective intervention in countries with complex political contexts

Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination (C-216067)

Precise data are hard to come by in the targeted countries, but there are numerous indications of forceful conscription, corruption in military commissions, maltreatment of soldiers, killings or suicide incidents and wide-spread impunity in the armed forces. Conscientious objection is still rarely respected in most Commonwealth of Independent States (CIS) countries. The legacy of conflict and endemic instability in the wider region has also a bearing on human rights in the armed forces. The project is implemented by a network of non-governmental Resource Centres (RCs) led by the London School of Economics (LSE). Measuring the project's impact on government decision-making may take time, but the RCs already manage to insert the conscripts' human rights in the public agenda. State institutions and military authorities in the targeted countries appear to be well aware of the issues raised by the project, but large segments of the general public are still in need of information. In general, what started out as a Soldiers Mothers' Committees movement in the last days of the Soviet Union now needs to transform into a youth-driven intervention. Most of the RCs' activities are of a relatively low cost, but travel to remote locations would still require considerable funding, if the outreach of the intervention is to be maximised. All RCs had the chance to define own priorities and design respective work plans, within the broad framework set by the project design and the participatory approach and a transparent decision-making process within the network help increase commitment.

The Death Penalty Assessments Project: Toward a Nationwide Moratorium on Executions (C-211244)

The presence of systemic problems and the possible lack of fairness in the application of the death penalty in the United States (US) raised concerns ever since the US Supreme Court reaffirmed the use of capital punishment in 1976. The American Bar Association (ABA) adopted a resolution urging a halt to executions until such concerns are properly addressed and, since 2001, established a death

penalty moratorium initiative that was funded by the EC from 2003 to 2007 and again under the present project. Eight State Assessment Reports (SARs) have already been produced, determining the compliance of the corresponding capital jurisdictions with over 90 ABA benchmarks on the fair and accurate administration of the death penalty and providing an objective blueprint on which State-funded, independent, comprehensive studies could be undertaken. The project results to date are highly anticipated in the two States being examined. The publicity campaigns produced, and the attention generated by the timing of the launching of the assessment work in Kentucky, which coincided with the debate surrounding the postponement of 3 executions in the State for various reasons, created a receptive environment for the project work. It is expected that the production of at least 4 better documented SARs will encourage the public and decision makers to request the suspension of the death penalty system either on the basis of the SARs or following the implementation of independent studies about the death penalty procedures used.

Human Rights Defenders (garments workers) (C-165404)

The overall logical framework is well designed, with clear results that lead to well formulated objectives. Whenever an Urgent Appeals (UA) case is reported by partners in the South to the International Secretariat (IS) of the Clean Clothes Campaign (CCC) the responsibility for managing the case is decided and clear roles and responsibilities are assigned to each partner. Activities are being adequately implemented with no major delays, and outputs are being delivered as due. UA cases are one of the main outputs; until March 2011, 52 UA have been received (60 were planned in total) and 17 (out of 20 planned) UA cases have been already solved. The project is cost-effective, is achieving its planned results and is likely to attain its PP. With the exception of some serious cases, the compensations in solved cases have not fully met the expectations, but probably without the UA procedure no resolution would have been possible. The project is already contributing to increasing the observance of garment workers' rights. The resources provided through the project to the CCC has allowed for increasing the number of cases that can be handled: 15% of the total UA cases managed by the CCC since its establishment correspond to the period 2009-2010. Some methods among national CCC could still be harmonised, but in future it would be more important to further strengthen local partners' capacity and to improve the functioning of the global network.

Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation (C-152214)

The project timescale is not appropriate considering the academic cycles of the participating institutions and does not consider the time needed to build lasting and productive partnerships and ensure sustainability. Despite the numerous logistics and administrative challenges, almost all planned outputs are being delivered in a logical sequence and generally according to plan, and are likely to contribute to the achievement of many of the expected results. All partners have demonstrated commitment to the Master's Degree in Human Rights and Democratisation (MHRD). However, the extent/quality of partner cooperation, their ability to share information on constraints/ difficulties encountered, political instabilities in some countries and insufficient fund raising for continuing the MHRD are critical elements that can prevent the target group from accessing the project services. Unpredictable external factors such as political and social unrest, differing perceptions by students of the social environment, quality of education and prestige of the participating institutions are all elements that may render the partnership less balanced than initially thought. It is unlikely that the OO can be met by the contribution of this project alone. Many external factors can jeopardize the impact, including: the fundamental lack of freedom of expression and recurrent political and civil unrest in some countries; possible difficulties to access HR&D oriented employment in the students' home countries; possible personal risks for HR advocates. Most of the partners have expressed uncertainty on how to approach the fund raising strategy. However, as the project is highly regarded and seen as an innovative approach with great potential, all partners have reported that, should the course not continue, the content of the MHRD will be integrated in their existing HR curricula.

Use of forensic evidence in the fight against torture (C-148103)

This project has been built on the results of two completed projects implemented by the lead partner, shifting the focus from training and awareness raising to applying forensic evidence in the prosecution

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of alleged torture cases in national and regional courts. The proposed centralised management style and the range of activities to be implemented locally appear relevant, taking into consideration the challenges and risks of this new endeavour. The horizontal activities have progressed to a very satisfactory degree and the related outputs have been produced as planned (the majority of them in very good quality). In spite of the delayed mobilisation of the national partners and the difficulties stemming from the external environment, the partners' experience, acquired through their participation in the previous IRCT projects (except Lebanon), has ensured the good quality of the outputs at national level. At Project Purpose (PP) level, though, the deficiencies of the legal systems of the target countries hinder the successful processing of torture cases, which is the main project goal. Although the medical side functions very well, the project's goal to focus on the legal side (support the victims before the court) has not been achieved sufficiently. In turn, taking into consideration the current deficiencies in the respective legal frameworks impact prospects in the near future are quite unlikely.

Developpement du mouvement abolitioniste mondial (C-211519)

All project partners have been informed and actively involved in the design. The coordination and management arrangements are clearly defined and contribute to the strengthening of the partners' institutional capacity. The project corresponds to the real local needs which fight against death penalty. To date, all activities have been implemented as initially planned. The project has managed to adapt and review its strategy in order to ensure benefits for the target groups. Despite the requested financial contribution, the membership has greatly increased (from 85 in the beginning of the project to 120 currently). The developed tools, the campaigns and the common strategies have allowed the most isolated members to strengthen their capacities and increase their visibility. The issue of death penalty is closely linked to the policies of the countries, thus making immediate results difficult to be achieved. In some countries already reluctant to abolish the practice, external factors (e.g. "terrorism" acts) may jeopardise any impact. However, the project has brought together a large number of members, which has created a real potential as concerns lobbying and awareness raising actions.

4.4. PERFORMANCE OF PROJECTS OVER TIME

It is interesting to explore the performance of the projects over time, taking into account their start date (which is linked to the different Annual Action Plans of the Instrument for Human Rights and Democracy). The here below table summarises the relevant data

Table 8: Background information for the analysis of the progress over time

Project Title	CRIS Number	Decision Number	Description*	Date of Financing Agreement	Start Date Planned	Start Date Actual	End Date Likely	ROM Mission Start Date	Months after Project Start	Months before Project End
Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia**	125303	2006/4956	EIDHR 2005-2006 (action implemented jointly with other international organisations)	12/12/06	1/01/07	1/01/07	31/12/08	11/07/08	19	6
Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America**	117929	2005/017-272	EIDHR AWP 2005 - Call for proposals - Campaign 4: Advancing Equality, Tolerance and Peace	29/12/06	1/03/07	1/03/07	28/02/10	9/07/08	17	20
Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism**	118111	2005/017-269	EIDHR AWP 2005 - Call for proposals - Campaign 2: "Fostering a culture of human rights"	19/12/06	1/02/07	1/02/07	1/02/10	1/09/09	31	5
B5-813/2002/TORT 109 - Partnership for Health Care, Rehabilitation and Support for Survivors of Torture, Gross Human Rights Violations and War and their Families in Germany**	34534	2002/003-240	Budget Line B5-813 « Support to the victims of Human Rights Violations » managed by EuropeAid5 - projets de l'appel à propositions torture 2002	6/05/03	1/01/03	1/01/03	30/06/05	1/02/10	86	-56
Measuring democracy human rights & good governance**	66153	2002/004-203	EIDHR 2002 – targeted project under Priority "Support to strenghten Democratisation, Good Governance and the Rule of Law"	23/12/03	1/03/03	1/05/03	30/04/06	11/02/10	83	-46
Strengthening the International Criminal Justice System	153486	2007/019-376	EIDHR 2007 AAP - without country based support schemes - without targeted projects	22/08/08	23/08/08	23/08/08	23/08/10	19/11/09	15	9
Comprehensive Rehabilitation Program for Torture Victims in Serbia and Bosnia and Herzegovina	148304	2007/019-376	EIDHR 2007 AAP - without country based support schemes - without targeted projects	25/02/10	1/12/08	1/12/08	1/12/11	25/01/10	14	23
Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	164719	2008/019-722	EIDHR 2008 AAP Targeted Projects	16/10/08	1/01/09	1/01/09	31/12/10	8/03/10	14	10

Project Title	CRIS Number	Decision Number	Description*	Date of Financing Agreement	Start Date Planned	Start Date Actual	End Date Likely	ROM Mission Start Date	Months after Project Start	Months before Project End
Inter-regional Capacity Building and Network for Minority Rights Advocacy	215520	2008/019-715	EIDHR 2008- AAP without country based support schemes, without targeted projects, without EOMs	12/08/09	1/09/09	1/09/09	31/08/12	6/09/10	12	24
Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination	216067	2008/019-715	EIDHR 2008- AAP without country based support schemes, without targeted projects, without EOMs	1/09/09	1/10/09	1/10/09	30/09/12	4/11/10	13	23
The Death Penalty Assessments Project: Toward a Nationwide Moratorium on Executions	211244	2008/019-715	EIDHR 2008- AAP without country based support schemes, without targeted projects, without EOMs	21/07/09	1/09/09	1/09/09	1/09/12	15/11/10	15	22
Use of forensic evidence in the fight against torture	148103	2007/019-376	EIDHR 2007 AAP - without country based support schemes - without targeted projects	27/11/08	1/04/09	1/04/09	31/03/12	14/02/11	23	14
Developpement du mouvement abolitioniste mondial	211519	2008/019-715	EIDHR 2008- AAP without country based support schemes, without targeted projects, without EOMs	9/07/09	12/06/09	12/06/09	12/12/11	7/03/11	21	9
Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation	152214	2007/019-376	EIDHR 2007 AAP - without country based support schemes - without targeted projects	19/09/08	19/09/08	19/09/08	14/01/12	26/02/11	30	11
Human Rights Defenders	165404	2007/019-376	EIDHR 2007 AAP - without country based support schemes - without targeted projects	30/09/08	1/01/09	1/01/09	31/12/11	8/03/11	27	10

* Data extracted from CRIS

** European initiative for democracy and human rights
(EIDHR) (2000-2006)

Excluding from this analysis the two ex-post monitorings (C-34534 and C-66153), the follow table and chart provide the performance of the projects over time.

Table 9: Progress over time

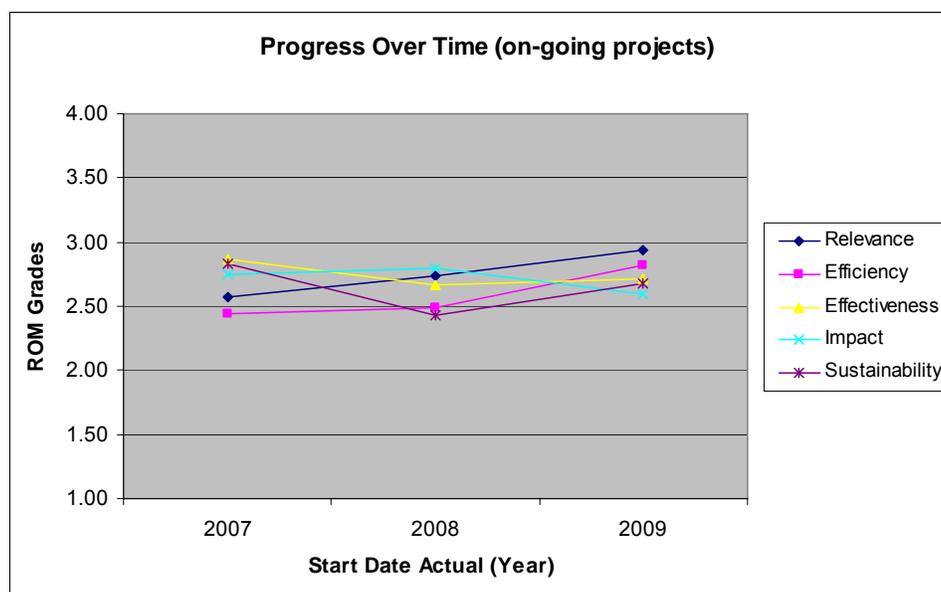|	Start date - actual		
	2007	2008	2009
Number of Projects	4	3	7
Relevance	2.58	2.73	2.94
Efficiency	2.44	2.48	2.82
Effectiveness	2.86	2.67	2.71
Impact	2.75	2.80	2.60
Sustainability	2.83	2.43	2.67

Figure 1: Progress over time

It is noticed from the above Figure that relevance/quality of design and efficiency are improved from 2007 to 2009 while the scores of effectiveness, impact prospects and potential sustainability are declined. Although the data are not representative, projects that started in 2007 were monitored relatively late in their lifetime (on average 22 months after start and 10 months before end), thus, results had been achieved, impact prospects were more clear and potential sustainability could be better assessed. On the contrary, the projects with start date in 2009 were monitored in the midst of their life (on average 18 months after start and 16 months prior to end), so this explains the lower scores in these three criteria. On the other side, the reasons behind relevance and efficiency higher scores can be found to the better Project Implementing Authorities. Due to the small sample of project it is not possible to proceed with a more detailed analysis at this level. However, if we focus on the one project which was remonitored (Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America) we can conclude the following:

Table 10: Performance of projects over time

Project	DAC Criteria	Grades (A,B,C,D) and Scores (1-4)			
		2008		2009	
Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	Relevance / design	B	2.60	C	2.40
	Efficiency	C	2.40	C	2.35
	Effectiveness	B	3.00	B	3.00
	Impact	B	3.00	B	3.00
	Sustainability	B	2.89	B	3.00
	Average	B	2.78	B	2.75

Substantially, the performance in all criteria remains unchanged from the first (July-August 2008) to the second (September-October 2009) monitoring visits to the project coordinator and the project partners in all regions of the intervention. More specifically, the project remained relevant (scores A and B in the respective sub-sections), addressing the national NGO networks and eventually children in vulnerable situations who are exposed to the risk of trafficking and economic exploitation. However, key observations and recommendations of the first Monitoring Report were not taken into consideration in order to improve the quality of design. There was no systematic application of traditional Project Cycle Management (PCM) tools. The absence of realistic Objectively Verifiable Indicators (OVI) made a quantitative appreciation of progress and project management difficult. Moreover, the large number of participating NGO and their different levels of experience made a common understanding difficult. Considering also the unclear financing arrangements in certain cases, the quality of design remained moderate. As regards efficiency, it has to be noted that there was a change in the key ROM assessment tool (i.e. the BCS). Although the grades in the sub-sections of this criterion remained the same (C-C-B-C), the change in the score (from 2.40 to 2.35) is due to the change in the relative weigh of the sub-criterion which refers to the achievement of outputs (40% in the previous version of the BCS which referred to the results/outcomes while 35% is the respective weight in the current version, which refers to the achievement of outputs). In general, the project did not make any progress; problems in cash flow and partner changes affected the implementation of the activities, moving the ones planned for the first year to the second or the third/last one. Inadequate reporting, problems in the execution of activities at local level, lack of consensus on the regional strategies to be followed, activity than results oriented management tools in place led to a moderate efficiency. Effectiveness has remained unchanged as well. In general, the local NGOs had access to the project services. The main results had been delivered, even from the first year of the intervention, in the advocacy/lobbying work with the decision makers and the increase of the capacity of the local partners to address the children trafficking problems. This is the case for impact prospects too. Impact prospects were discussed in the first Monitoring Report while concrete progress on the wide environment of some regions was presented after the 2009 mission. Impact prospects were positive. The donor community had/has the will to further support interventions on the issue of Child Trafficking while the governments were/are open to establish and develop cooperation with the civil society organisations. Finally, sustainability had been slightly improved since the second monitoring mission could more clearly assess the - increased - capacity of the project partners and the strengthening of the relationships among them. The other key issues regarding this criterion (financial viability, level of ownership and policy support) remained unchanged over time.

4.5. ANALYSIS PER REGION

For the analysis per region we focused on the two single-country monitored projects, as well as the country components of the multi-country projects (the horizontal reports of the latter are not taken into

account). In total, 52 country reports were produced in 6 different regions. Yemen and the Russian Federation are considered under the Neighbourhood region. The following Table summarises the performance of the 15 monitored projects per per Region.

Table 11: Detailed Analysis per Region

|	European Neighbourhood	Africa	Asia (incl Cetral Asia)	Latin America	EU	Western Balkans	Other
Projects monitored	5	3	7	2	2	4	2
Reports produced	11	3	13	7	2	17	2
Relevance	2.99	2.65	2.85	2.77	2.83	3	2.7
Efficiency	2.93	2.3	2.97	2.79	2.72	2.71	2.5
Effectiveness	2.83	2.38	3.15	3.07	2.67	2.82	2.5
Impact	2.76	2.1	2.82	2.51	2.8	2.76	2.5
Sustainability	2.77	2.4	2.56	2.38	2.77	2.73	2.5
Overall score	2.86	2.37	2.87	2.7	2.76	2.8	2.54
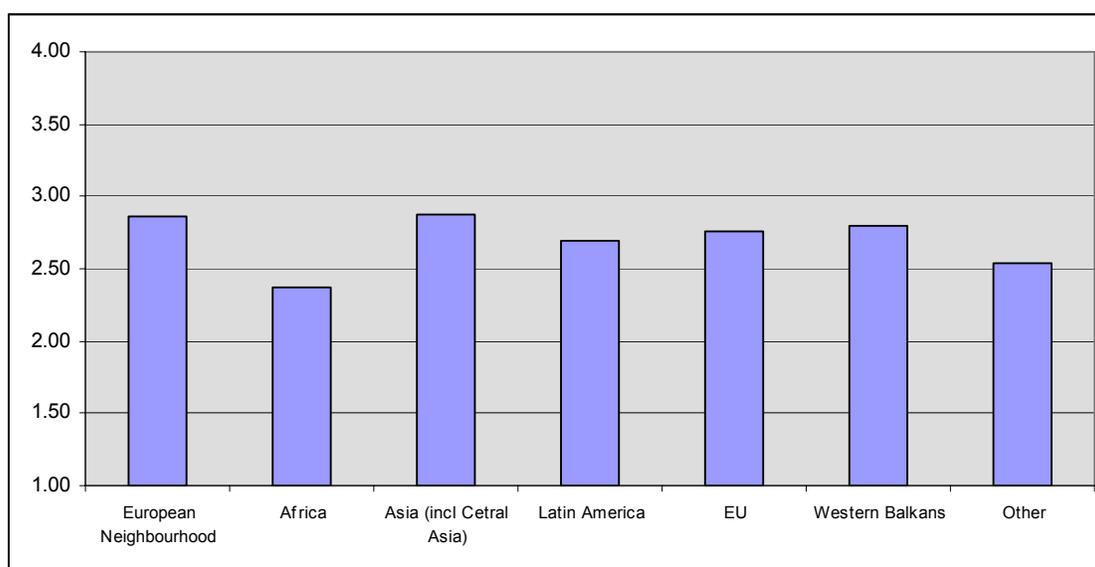
Figure 2: Analysis per Region - Average Score in 5 ROM Criteria

It has to be noted that the analysis focuses on the performance of the monitored projects in the specific regions and not the performance of the regions per se.

4.5.1 EUROPEAN NEIGHBOURHOOD COUNTRIES

Eleven (11) country reports for 5 projects produced in the neighbourhood countries, including Russia and Yemen. In the South Neighbourhood, 6 reports were produced for 4 projects while in the East Neighbourhood 5 reports were produced for 2 projects. A specific pattern cannot be observed in the performance of the projects in South Neighbourhood. The "Strengthening the International Criminal Justice System" project performed relatively well in Lebanon and Tunisia (B grades in 4 criteria for Lebanon and in 3 criteria for Tunisia). On the contrary, the prevent torture in the fight against terrorism project did not perform well in the participating countries (Egypt and Yemen). The nature of the projects and the countries of intervention are the main reasons behind this asymmetry. The average

educational level in Lebanon and in Tunisia is much higher than the other ENPI South countries (and especially Egypt and Yemen). Moreover, if the projects addresses institutional reforms and good governance explicitly it needs to engage the national governments into an open dialogue and this may introduce constraints in the project implementation. Similarly, the torture-related project opposes State practices of torture, making the achievement of the PP a challenging task for the local partner NGOs. The METAGORA project (OECD project) in Palestine is a success story thanks to the participatory approach of the lead partner, the involvement and smooth cooperation of all local key stakeholders and the support of the Palestinian Authorities. In the East Neighbourhood, the conscripts project was implemented in Armenia, Moldova, Russia and Ukraine with good performance (average score 3.03/4.00). The project is highly relevant since in these countries the recruitment process and the conditions of military service have frequently included violations to the right to mental and physical health and to the right to life. The quality of the design and the expertise of the local partners in the field are the key factors of the good performance. The forensic evidence project in Georgia faced some challenges regarding the advocacy part, since the legal system in the country is not favourable so that forensic examinations are admissible by the national courts.

4.5.2 AFRICA

Three (3) country reports have been produced from three (3) different projects. Solid overall conclusions cannot be extracted due to the different nature of each project, the different timing of the ROM exercise (one ex-post ROM). Although the minority rights project is highly relevant (low commitment of the African governments towards these issues), the project design was weak, having set overambitious goals. It targeted 12 African countries without a strong organisational structure that can bring all of them together. Moreover, weak communication facilities and infrastructure in Africa hampered the implementation of activities. The torture project had not been implemented smoothly due to delays in setting up an adequate project structure in Kenya and as per design due to the limited planned activities in the country. The METAGORA project performed better although decision makers were not actively involved thus resulting in weak impact and sustainability of the project results.

4.5.3 ASIA

Twelve (12) country reports have been produced from 7 projects implemented in Asia (one project/report in Central Asia). The projects have been implemented smoothly even if the political contexts of the majority of the countries are not favourable. This is thanks to the very active civil society (Federations, NGOs, civil society networks) in the Region. The projects are highly relevant to the real needs of the target groups in each country. They focused on the workers', on the minority groups, on children, on victims of torture, and on conscripts' rights. Excluding the Master's Degree Programme project, all projects received good score in Relevance, Efficiency and Effectiveness (B grade). Even though the trafficking children project in Philippines faced some challenges at the time of the first monitoring visit, the performance, as regards efficient implementation of activities, improved in 2009 (second visit to the country). At policy level, Asia countries have signed and ratified the basic International Conventions on Human Rights and Democracy and a number of legislations have been introduced at national level. However, the laws are not always totally in line with the international standards as well as they are not applied properly in practice. As regards the Master's Degree Programme project, although the Action is very relevant to the needs in the Region, the weak project design has led to a C grade in the respective criterion. OVIs are not SMART, the time allocated to implement the activities is underestimated and the risk management plan is incomplete.

4.5.4 LATIN AMERICA

Two (2) projects and 7 reports were produced for visits that took place in Latin America. The trafficking children project was monitored twice in Bolivia, Colombia and Peru (2008 and 2009). The METAGORA project was monitored in Mexico through ex-post ROM. This project, relevant and well designed, although performed well during its lifetime, could not be handed over by the institutional structures, among others due to changes in the local political context. Moreover, the project put emphasis on the scientific validity of the exercise than on how to bring it into mainstream use. The shift of policy priorities affected negatively the continuation in delivering the outcomes of the project.

The trafficking children project was well designed and performed well as regards the implementation of activities and the achievement of the PP. However, trafficking in persons is related to changes in cultural perceptions, which are part of a longstanding process. Also, local societies seem more

focused in other situations, more urgent, such as poverty and social exclusion, which lead to trafficking. In this respect, reform efforts towards effective prevention and protection mechanisms were not put in place.

4.5.5 EUROPEAN UNION

Two (2) country visits and equal reports produced in Europe (Hungary and Belgium). The Minority Rights project partner in Hungary had a coordinating role for Europe and Central Asia. The involvement of 36 countries of complex political contexts made the project goals unlikely to be achieved. Under these circumstances, the Regional Office in Budapest did not succeed in managing adequately the project activities in the region of responsibility. On the other side, the HR Defenders project in Belgium has been implemented smoothly, thanks to the good experience of the national partner, the favourable environment and the good overall project design.

4.5.6 WESTERN BALKANS

Sixteen (16) country and one (1) report for a single-country project have been produced after visits in the Western Balkans to 4 projects. Three of the projects are related to post-war international action and one to the phenomenon of trafficking children. The ICTY projects were very relevant mainly for three involved countries (Serbia, Bosnia and Herzegovina and Croatia) and less for FYROM and Kosovo. Also, in this very sensitive issue, public has formed opinions and stereotypes that hindered projects from reaching and changing the attitude at grass roots level. Moreover, there are different interpretations and perspectives among the countries. In addition, due to the fact that many international donors implement similar post-war actions, the direct impact of the EIDHR projects cannot be easily assessed. For all projects, it is worth mentioning that governmental institutions are open and willing to cooperate with civil society and participate in the projects' activities. However, the lack of infrastructures and funds make institutional sustainability unlikely.

4.5.7 OTHER

One visit took place in the USA for the monitoring of the Death penalty demolition project (implemented only and for the USA) and one visit took place in Australia, as the coordinating country for the HR Master's Degree project. Australia is not a targeted country; the University of Sydney co-finances the project and has a supervisory and follow-up role. Thus, there is no ground for country analysis. In the USA, the project has been implemented in different States. The project was built on previous experience thus the project authority had well designed this intervention. The nature of the project (production of State Assessment Reports) allows for smooth implementation of activities and delivery of outputs, although the ROM visit took place early enough, when only preparatory activities had taken place.

4.6. ANALYSIS PER TYPE OF PARTNER

The Human Rights and Democracy projects have has already attracted a large number of multi-disciplinary partners, with a wide range of technical, administrative, financial and scientific capacities. In ROM, there are the following 10 distinct categories of implementing partners which are presented along with their performance with regard to the 68 reports produced:

Table 12:   **Types of Implementing Partners**

Category	Description	Perfromance
0	not known/NA	N/A
1	International NGO/CSOs/Universities (at EU and international level)	2.74
2	Local NGOs/CSOs/Universities (at Partner country level)	2.84
3	Profit oriented organisations (companies, think-tanks, institutes)	N/A
4	International governmental organizations (non UN)	2.74
5	UN family organizations (incl. WB)	2.76
6	Partner countries public administration (ministries, municipalities, etc)	3.07
7	European countries public administration (ministries, municipalities, etc.)	N/A
8	European governmental organizations/EU agencies	N/A
9	Regional bodies (MERCOSUR, SADEC, ASEAN, etc)	N/A
10	Hybrids (mix of different partners)	N/A

Depending on the scientific, technical and business project context, the involvement, motivation and effectiveness of each partner type may vary significantly, also depending on the capacity of each individual partner institution.

Among the 15 monitored projects, 9 of them (60%) belong to category 2 (NGOs or Universities). As regards the partners in the countries, these are either the local offices of the lead partner (e.g. International Criminal Tribunal for former Yugoslavia local offices, Terre des Hommes local offices, Minority Rights Group Budapest Office) or local NGOs. Only two of the partners of METAGORA are public administration bodies (i.e. the Commission on Human Rights in the Philippines and the Palestine Central Bureau of Statistics)

5. SUCCESS STORY

Three projects have received only "a" and/or "b" scores to all of the five criteria (Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia-BBBBB, The Death Penalty Assessments Project: Toward a Nationwide Moratorium on Executions-BBBBB and Human Rights Defenders-ABBAB); they can thus be considered as successes. Among them, the project C-165404, "Human Rights Defenders" scored higher (3.40/4.00).

5.1. BACKGROUND

Project Title	Human Rights Defenders (CRIS No 165404)
M-Report N° & grades	MR-139301.01:A-B-B-A-B
Domain Sector	EIDHR - New Democracy and Human Rights 15160 - Human Rights
Background	Around 30 million people, of whom 80% are women, are employed in the global garment sector, whose exports constitute more than 75% of the earnings in Cambodia and Bangladesh and more than 50% in Sri Lanka. Violations of garment workers' human rights, in particular the right to form and join a trade union, are widespread in most garment-producing countries, while also working conditions are often appalling. Apart from the failure of governments to protect the labour rights of their citizens, some companies are reluctant to take responsibility for workers at the bottom of their supply chain. The position of civil society in garment producing countries is often too weak. Since the late 1980s, the Clean Clothes Campaign (CCC) has pushed leading garment and sportswear companies to recognise minimum international labour standards. The International Secretariat of the CCC submitted this project to the European Instrument for Democracy and Human Rights (EIDHR) - financed "Support to Human Right Defenders" Call for Proposals, launched in 2007.
Intervention Logic	Overall Objective: Increase observance of garment workers' rights in the global supply chains of internationally operating companies. Project Purpose: To support human rights defenders in the garment industry as they assist garment workers in their effort to claim their rights (in particular their right to organise). Expected Results: 1. Improved observance of workers' human rights in 20 cases following the international action in support of human rights defenders (including unions) in cases of reported workers' human rights violations in garment and sportswear factories; Increased consciousness among garment workers in 60 factories about their rights and available procedures to address worker rights violations. 2. Four key partners in garment production countries have increased their capacity to communicate with international human rights movement, companies and media. 3. Effective use of complaint procedures of international institutions in 15 cases, to ensure respect for workers' rights results in increased pressure on companies and authorities to resolve the workers' rights violations. 4. In 60 cases ownership structure and business relationship of international companies and garment factories are identified, which increases the success of (public) pressure on international companies to resolve workers' rights violations in their supply chain. 5. Increase in participation voluntary human rights activists in urgent appeals campaigns. 6. 30 companies at the top of global garment industry chains (brand name companies, retailers) take responsibility for the remediation of worker rights violations at their supplier factories. 7. Coordinated action in European countries in support of human rights defenders in the garment industry. 8. Learned lessons will improve cooperation and support between human rights defenders in production countries and (voluntary) human rights defenders in consuming countries.

Project Title	Human Rights Defenders (CRIS No 165404)
	Activities: 1. Preparation, publication and dissemination of HRD's reports of workers rights. 2. Training of 4 key partners in production countries. 3. Training for CCC UA coordinators. 4. Production of a manual for desktop research. 5. Trainings for voluntary HRD and production of materials to mobilise support. 6. Policy inputs on corporate accountability. 7. Annual meetings. 8. Evaluation of 6 key support actions. Target Groups: Garment workers' HRD, with European consumers and public authorities, business and multi-stakeholders initiatives as secondary targets. The capacity-building component will specifically target workers and defenders of workers' rights in Bangladesh, Cambodia, Indonesia and Sri Lanka, through the participation of 4 local partner organisations. It is estimated that the action will benefit 138180 garment workers through action on a total of 60 new urgent appeal cases over 3 years.
Key issues and recommendations	Relevant project that effectively contributes to solving garment workers' human rights' violations; some methods among national CCC could still be harmonised, but in future it would be more important to further strengthen local partners' capacity and to improve the functioning of the global network. To continue improving the UA system at CCC level, the IS/national CCCs should consider the following: 1) Develop a UA-related capacity building plan, focused on four components: a) accurate and harmonised UA cases' data, b) management of the database and loading standardised data, c) harmonised communication with companies, d) systematic and harmonised follow up mechanism of cases solved and closed; 2) Explore new internal communication means, such as the platform of the CCC web site or social networks; 3) Establish a uniform approach for communicating and working with companies. The sustainability of the UA system requires: 1) Building capacity of local partner organisations; for future interventions the CCC IS, together with local partner organisations, should consider: a) Developing a continuous and tailored training plan for each partner; b) Assessing and improving local partners' information systems on UA cases. 2) Working towards the development of a mechanism for the global network between the CCC, key local partners and other organisations; for this purpose the IS should: a) Develop a coordination mechanism (web platform, social network); b) Elaborate a plan for gradually transferring some responsibilities in the management of UA cases to local partners.

5.2. REASONS OF SUCCESS

The main reasons of the project's success are as follows:

▪ The project adequately responds to the objective of supporting Human Rights Defenders (HRD) of the 2007 EIDHR Call for Proposals. Focused in the garment sector, it supports the work being done by the Clean Clothes Campaign (CCC), a network of trade unions and NGOs active in 15 countries in Europe, whose Amsterdam-based International Secretariat (IS) is the project authority.

▪ The Project Purpose (PP) is highly relevant to the International Secretariat (IS) of CCC, the project's leading partner, as well as to the participating 9 national CCCs and South partners, which consider supporting HRD's assistance to garment workers in their effort to claim their rights as a strategic activity. The choice of the South partners is relevant, considering the weight of the garment industries in their countries' economies and workforce, as well as the experience of the IS and national CCCs with the organisations targeted.

▪ The project allows strengthening the CCC network through the Urgent Appeals (UA) System, while in parallel supporting national CCCs in their current activities. The UA system provides to the project's local partners a useful outlet for solving specific factory disputes that need to be raised at international level. The vast experience of the CCC in supporting HRD and solving human rights abuses through the already implemented and tested UA cases' system ensures that the project objectives can be attained.

- Activities are being adequately implemented with no major delays, and outputs are being delivered as due. EC disbursements have been timely made, reaching actually almost 90% of the foreseen EC contribution.

- Compared to the pre-project situation, the coordination among partners for the management of the UA cases has improved, noted that there is still room for further improvement. The specific UA coordination committee is effective and involves all partners, but key difficulties are related to establishing the link between the factory and the brand and to getting the right information throughout the supply chain. The "Urgent appeals supply research guide", finalised in October 2009 and translated to French and Spanish in March 2010, is aimed at helping the search of information in the supply chain.

- The project is cost-effective, is achieving its planned results and is likely to attain its PP. By relying on the CCC network and on the 250 international partner organisations, the IS estimates that 211,132 HRD have been directly supported by the project to date. This provides a substantial base for assisting garment workers in claiming their rights. 17 out of 20 planned UA cases have been already solved.

- The project is already contributing to increasing the observance of garment workers' rights. The resources provided through the project to the CCC has allowed for increasing the number of cases that can be handled: 15% of the total UA cases managed by the CCC since its establishment correspond to the period 2009-2010.

- It is certain that the IS, national CCCs and local partners will continue working on the UA cases, awareness raising and promotion of corporate and public policies with respect to garment workers' human rights. The project's results do not create additional financial needs for the partners to continue with these activities. But external financing allows to secure staff at national CCC level (which is crucial to enable the processing of more UA cases) and to strengthen the CCC network, national CCCs' activities and South partners' capacity. The South partners will continue to request CCC support whenever the resolution of a case is considered to require international support.

6. LESSONS LEARNT AND RECOMMENDATIONS

During the 71 ROM visits to 15 projects, the monitors identified numerous key issues and proceeded to recommendations towards the project authorities as well as the EC Services. The aim of this chapter is to present in a consolidated way the lessons learnt drawn from the monitoring visits and the key recommendations made by the monitoring experts.

6.1. LESSONS LEARNT

6.1.1 PROJECT DESIGN

Even if the projects are relevant and correspond to the needs of the target groups (sub-section 1.1 average performance is scored good: 3.39/4.00), deficiencies can be noticed in the quality of the intervention logic (sub-section 1.2 average score is 2.59). The Logframes are weak in terms of clarity and completeness. The projects do not take into account the specificities of all the participating countries in the design of their Actions. There are no country-specific results and respective Objectively Verifiable Indicators (OVIs), thus making accurate follow up of the implementation process per country difficult. The assumptions are general and incomplete without taking into account the situation in each country. When the activities at local level are not implemented as appropriate, this is due to the effect of external factors and the lack of a risk management strategy at local level. Moreover, sustainability plans are not explicitly included as part of the overall project strategy.

6.1.2 SUSTAINABILITY

Sustainability score is the lowest among the 5 ROM criteria. This is the result of two key aspects, the financial capacity of the implementing parties and the policy support in the countries of intervention. Most (35 out of the 39) of the project authorities and local partners are local or international NGOs, which strongly depend on external aid in order to support financially the services of their projects. Although most of them can present a successful record of previous interventions and have fund raising mechanisms in place, the lack of financial sustainability plan is explicitly mentioned in the ROM reports. At policy level, although the majority of the countries have signed and ratified the basic International Conventions on Human Rights and Democracy, the national legislations have not been aligned, providing space for different interpretations in the application of the national laws. The relationships between the project partners and the institutional structures are established; nevertheless, the governmental institutions, not being official partners in the projects (except the METAGORA project), are not always in line with the objectives of the Actions.

6.2. RECOMMENDATIONS

Taking into consideration the recommendations made by the monitors and the progress of the monitored projects per ROM criterion, the following points are presented for the consideration of the relevant EC Services:

1. The official reporting requirements call for yearly update on the progress of the activities together with an update of the Action Plan (or work plan) and the budget. It would be advisable to include also an update on the logframe aiming at improving its quality, as well as using it as a management tool. The technical deficiencies in the projects logframes are closely linked to the lack of knowledge of many organisations in constructing a complete matrix. It is advisable that more instructions or even training is provided to the potential contractors on the logic behind LFA.

2. Due to the specificity of the section, in many countries the political environment is not favourable for the projects to implement their activities and even more to have an apparent impact on the wider environment. The selection of projects which include public sector agencies, institutions and organisations and networks as partners would facilitate the access to the policy and decision making structures, making the achievement of impact and sustainability more likely. In general for more long-term results a more focused approach at a higher level of target groups would be necessary. This is difficult, but necessary to achieve considerable impact.

3. The Calls for Proposals require a sustainability plan to be presented by the consortiums in their application. However, the presented plans lack clarity in terms of specific steps and roles to be taken by the key actors throughout the project lifetime and beyond. More structured and detailed sustainability plans in the application forms and effective follow up on their implementation during project lifespan could improve the performance of the projects in this aspect and secure the viability of their results in the mid and long term.

ANNEX I

Monitoring Reports produced during the period May/2008-Apr/2011

C/N	Project Number	Title	Country Code	Project Authority	CRIS MR No	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Action Points
1	C_125303	Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia	NL	International Criminal Tribunal for former Yugoslavia (ICTY)	107000.01	B	B	B	B	B	The OP, initially operating under extremely difficult circumstances, is now well established in all countries concerned. It is likely that the national authorities shall continue the Project results/achievements and build further upon them. The local Judiciary and other stakeholders is being trained and prepared to the highest standards in trying War Crimes cases, meeting the requested international standards. It is recommended that the TM suggest to ICTY to: (1) Organise a joint initiative of the OP with other international organisations, promoting the results achieved to date. This would greatly enhance the profile and visibility of the operation. (2) Consider reinforcing the Zagreb field office through the appointment of a liaison officer, presently overstretched. (3) Speed up the finalisation of the website that is under preparation, as part of an intensified "marketing" campaign.
2	C_125303	Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia	BA	International Criminal Tribunal for former Yugoslavia (ICTY)	107000.02	B	B	B	B	A	Judiciary in processing War Crimes and upholding the rule of law and thus greatly contributing towards the increased awareness of the Tribunal's jurisprudence. The necessary legal procedures and budget planning at State level for the supporting of the BiH State Court are under preparation and very likely to continue after the end of donors' assistance. The Tribunal's work should be sustainable afterwards considering the efforts demonstrated by the BA authorities. It is recommended that the ICTY/OP assist in promoting a joint initiative of the local Outreach with other international organisations, on the basis of the results achieved. This would greatly increase the positive perception of the ICT.
3	C_125303	Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia	HR	International Criminal Tribunal for former Yugoslavia (ICTY)	107000.03	A	B	C	B	B	The intervention is highly relevant and will likely be even more so in the next period. Progress is generally adequate. However, the Croatian Field Office has been staffed with only one assistant, with occasional visits by the RLO from Belgrade. Whereas their support is commended, the level is generally considered insufficient compared to the needs. Hence, some target groups have been supported minimally resulting in limited effectiveness. The Task Manager is recommended to suggest to the Contractor to consider: 1) Increasing the scope of activities and target groups in Croatia, through placing a designated liaison officer in the Croatian field office; 2) Speed up activities in finalising the new website; 3) Identify opportunities to support youth-focused initiatives. Furthermore to: 1) Positively consider further support to the Outreach Programme and encourage the Contractor to define and possibly enhance its Outreach policy for the next phase.
4	C_125303	Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia	MK	International Criminal Tribunal for former Yugoslavia (ICTY)	107000.04	B	B	B	B	B	1) It is suggested that the EC continues supporting the ICTFY local Outreach in FYROM. 2) There is need for a better coordination and promotion of OP activities from the Office in Pristina.
5	C_125303	Outreach programme for the ICTY - International Criminal Tribunal for the former Yugoslavia	RS	International Criminal Tribunal for former Yugoslavia (ICTY)	107000.05	A	B	B	B	B	The intervention is highly relevant and will likely be even more so in the next period. The impact had its ups and downs, depending on the political climate, but the change over the last eight years is nevertheless impressive. The recent change of government and the capture of the key war crimes suspect demonstrate a positive trend in policy support. The TM is advised to suggest to the Contractor to: 1) Investigate further opportunities to support NGOs, targeting the student population; 2) Speed up activities in finalising the new website. Furthermore to: Consider positively further support to the Outreach Programme.
6	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	BE	Stichting Terre des Hommes Nederland	107140.01	B	C	B	B	B	The chosen strategy remains valid. The continuity and experience of the partner networks and the preventive nature of the activities are to be commended. After initial start-up difficulties the operation is now running at cruising speed. The Task Manager is recommended to encourage the Contractor to: 1) Ensure more systematic follow up on the results of the pilot activities and the planning of the future roll out of theirs, particularly in South East Asia; 2) Find solutions to make up for the shortfall in the running cost of certain implementing NGOs; 3) Increase the periodicity of coordination and monitoring events; 4) Organise refresher training on project formulation and PCM for all participating NGOs; 5) Reinforce regional coordination in Latin America. For future programmes: 1) Consider a more focused field of intervention and obtain assurances that the running cost of the participating NGOs, not covered by the EC budget, will be met timely by alternative sources; 2) Encourage Donor conferences (regional, national) on the subject of Child Trafficking, under the coordination of the relevant Government bodies, with the

C/N	Project Number	Title	Country Code	Project Authority	CRIS MR No	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Action Points
											help of specialised agencies (UNICEF a.o.) and other donors; 3) Explore commercial sponsorship for NGOs and Associations.
7	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	AL	Stichting Terre des Hommes Nederlands	107140.02	B	B	B	B	B	The Task Manager is advised to recommend the main implementing partner (Terre des Hommes) to: 1) Establish regular coordination meetings and reporting among SEE project partners to sustain transparency and synergies; 2) Ensure timely funds disbursement; 3) Properly address and define a clear LT exit strategy; and to encourage the Albanian partner to: 1) Consider organising follow-up training sessions for journalists and to expand training to editors; 2) Ensure the awareness raising campaign planned for Sep-2008 reaches the illiterate population as well; 3) Elaborate and explain why some foreseen vulnerable groups where not reached during the initial year.
8	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	BO	Stichting Terre des Hommes Nederlands	107140.03	B	B	B	C	B	The project covers a very relevant and necessary issue in Bolivia. It is still a first step to tackle the problem but the intervention is taking shape. The Task Manager is recommended to suggest to the Contractor to: 1) Re-define the local LF according to PCM principles. It is important to elaborate clear OVI´s and assumptions at OO and PP level in order to be able to measure impact and effectiveness; 2) For future projects, include an income generating component as one of the activities could help to decrease the rate of trafficking victims, since the main risk factor is the lack of employment opportunities; 3) Define an initial strategy together with stakeholders on assistance and support to trafficking victims; 4) Increase coordination at regional level in LA to learn from other experiences.
9	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	KH	Stichting Terre des Hommes Nederlands	107140.04	B	B	B	B	B	The chosen strategy remains valid. The continuity and experience of the partner network and the preventive nature of the activities are to be commended. After initial start-up difficulties the operation is now running at cruising speed. The Task Manager is recommended to suggest to the Contractor to: 1) Ensure more systematic follow up on the results of pilot activities and on the planning of the future roll out of theirs; 2) Find solutions to make up for the shortfall in the running cost of certain implementing NGOs; 3) Increase the periodicity of coordination and monitoring events; 4) Organise refresher training on project formulation and PCM for the participating NGOs; 5) Consider revisiting the LF and providing baseline data and updated targets for each of the activities; 6) Consider organising a donor conference on Child Protection/Trafficking, possibly under the coordination of the CNCC, with the help of specialised agencies such as UNICEF and other; 7) Explore commercial sponsorship for NGOs and Associations. For future programmes: 1) Consider TA for the CNCC; 2) Consider a more focused field of intervention and obtain assurances that the running cost of the participating NGOs, not covered by the EC budget, will be met by alternative sources.
10	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	CO	Stichting Terre des Hommes Nederlands	107140.05	C	C	B	B	B	The project has faced various difficulties during implementation, rendering the adequate achievement of project results difficult. The project design lacks important management tools to measure progress. So far, the project is gradually being involved in local structures but there is still a lot to do to ensure critical impact. The project intervenes mostly at local community level. It is necessary to increase actions, involving government level to achieve a higher impact. The Task Manager is recommended to suggest to the Contractor to: 1) Define and update regularly an adequate LF, according to Colombian reality; 2) Define clear base line values, OVI's at PP, results and activity level in order to monitor project progress; 3) For future projects, include an income generating component as one of the activities that could help to decrease the rate of trafficking victims, since the main risk factor remains poverty or, alternatively, provide for the necessary synergy with income generating projects; 4) Define an initial strategy together with stakeholders on assistance and support to trafficking victims; 5) Increase coordination at regional level in LA to learn from other experiences.
11	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	MK	Stichting Terre des Hommes Nederlands	107140.06	B	B	B	B	B	The Project management is advised to 1) Continue with the implementation of activities endeavouring to reach even bigger number of users; 2) Ensure a better follow-up on whether the knowledge gained at the training / seminars is shared in house, and ideally replicated, among the target groups.

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12	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	ID	Stichting Terre des Hommes Nederlands	107140.07	B	C	B	B	B	The programme remains highly relevant. The strategic choices are correct but the implementation would benefit from better planning and the introduction of PCM tools, in particular realistic baseline data. Few activities have been programmed, however most of them of a pilot nature, and follow up must be improved. Continuity, long term perspective and networking capacity are important elements for successful implementation. The Task Manager is recommended to encourage the Project Coordinator to: 1) Organise refresher training on PCM and reinforce regional concertation; 2) Present a structured roll-out plan for the pilot activities; 3) Contribute to the improved coordination of Institutional donor support; 4) Explore commercial sponsorship for NGOs and Associations; 5) Examine the possibilities of linkage with Local Economic Development, Income Generation projects.
13	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	XK	Stichting Terre des Hommes Nederlands	107140.08	B	B	B	B	B	The Project management is advised to: 1) continue with the implementation of activities, endeavouring to reach even bigger number of users; 2) Ensure better follow-up on whether the knowledge gained at the training/seminars has been shared and ideally duplicated, among the target groups.
14	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	PE	Stichting Terre des Hommes Nederlands	107140.09	B	C	B	B	B	Very relevant project addressing Peruvian needs, since it is a very sensitive issue. Design is weak regarding indicators and assumptions. Too activity oriented, it is necessary to clearly define results/activities with concrete indicators and base line data. The Task Manager is recommended to suggest to the Contractor to: 1) Define an adequate LF according to Peruvian needs; 2) Define clear base line values, OVI's at PP, results and activity level in order to be able to monitor project progress; 3) For future projects, an income generating component as one of the activities could help to decrease the rate of trafficking victims, since the main risk factor remains poverty; 4) Increase coordination at regional level in LA to learn from other experiences.
15	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	PH	Stichting Terre des Hommes Nederlands	107140.10	B	C	B	B	B	The project is very relevant and in line with existing international and EC priorities. The design would have benefited from more intensive consultation with the partner organisations. Good relations with the authorities on local and central level. Compared to other governments in the region, the Philippines are making considerable efforts in the fight against trafficking. The Task Manager is recommended to encourage the PC to: 1) Prepare a LF for the overall intervention and the National programmes, accompanied by OVI and base line data; 2) Explore the fundraising potential of national commercial sources; 3) Reinforce efforts to achieve better geographical coverage through grass roots organisations; 4) More regular follow up visits with community based organisations; 5) Link projects to Local Economic Development and Family income generating projects; 6) Consider contracting an IO on a consultancy basis for the Manila Secretariat of ASIA ACT; 7) Produce the regular newsletter in English only and leave the translation and additional country specific articles to other countries; 8) Follow up with UNICEF on the creation of a regional data base.
16	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	BE	Stichting Terre des Hommes Nederlands	MR-107140.11	C	C	B	B	B	While the chosen strategy remains valid, the design for implementation presents several flaws: the lack of SMART indicators on all levels, too large a number of participating NGO partners in some countries (PH, KH) and unclear partnership arrangements and coordination in other (CO, BO, PE). Future support in this sector should be accompanied by updated risks and assumptions, as well as by a progressive establishment of baseline data on the groups concerned (number of cases detected, vulnerable groups -school dropouts, marginalised families, indigenous groups- (PE/BO/PH)). Nevertheless, inter-institutional agreements are being established, mainly in the Balkan Region, and the participating CSO networks reinforced. EC: 1) For future interventions: Ensure the existence of a LF with appropriate OVI for each country, with updated risks and assumptions, based on the previous considerable network experience of the CFP; 2) Consider, in the selection of proposals, the essential complementarity between the support offered under the CMTP instruments and essential Government responsibilities; 3) Consider projects including a detailed phase out strategy and thematic projects reflecting a gender sensitive approach. 4) Encourage the project coordinator to conduct training on PCM and EC funding for local NGOs for future programmes in the regions concerned. Project Coordinator: 1) Consider an evaluation of Community awareness and training programmes at the end of the project and use the lessons learnt as the basis of a more focused future project. 2) Define baseline values and review and improve OVIs. 3) Address areas of missing information in the narrative reports through better templates and more guidance to local partners. 4) Include more analytical work in the final reports, on a regional or preferably country basis. 5) Target fewer (but best performing) KH and PH NGOs in the network. 6) Clarify cooperation agreements with the CFPs in PE/CO/BO and discuss the need for improved regional coordination. 7) Support for the Asia ACT Secretariat should take into consideration additional staffing needs given its wide ranging administrative and management responsibilities, in view of the number of countries and the geographical expanse of the region.

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17	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	AL	Centre of Integrated Legal Services and Practices (CILSP) - Albania	MR-107140.12	B	B	B	B	C	There is good overall progress in Albania. However, the absence of specific indicators for Albania and SMART OVI, allowing for the measurement of impact, hampers accurate assessment. The wider impact can be better assessed at a later stage. The Project Manager is advised to: 1) Consider that future interventions adequately consider the results of previously implemented strategies and projects in the area of child trafficking and reintegration into society of the vulnerable children. 2) Request the TdH/CILSP in Albania to include a section with updated assumptions and risks, specifically related to Albania accompanied with a risk mitigation. 3) Request the TdH/CILSP to present the project outputs more clearly in the next Progress Report (PR); and to adequately refer to the EC contribution in their PR.
18	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	BO	Infante - Bolivia	MR-107140.13	B	B	B	C	C	The project supports EC strategies regarding the promotion and protection of Children Rights and the fight against trafficking in human beings. Despite its weak design, the chosen strategy is adequate to achieve the PP. The positive response of local stakeholders to the project is contributing to establish inter-institutional alliances and is positioning local partner at the national level as leading NGO on child trafficking issues. Infante's knowledge and expertise has been valuable and indispensable for the project implementation, and would probably be capable to continue the programme if external funding would be available. The TM is recommended to encourage the Contractor to: 1) Define baseline values and to review and improve OVIs. 2) Streamline the reporting procedure. For future programmes: 3) Consider projects including a detailed phase out strategy. 4) Consider in this thematic projects including contents and methodology reflecting a gender sensitive approach. 5) Encourage training on PCM and EC funding for local NGOs for future programmes in the region concerned.
19	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	KH	Vulnerable Children Assistance Organisation (VCAO) - Cambodia	MR-107140.14	B	B	B	B	C	The progress in Cambodia is good, but is limited in its coverage. A continuation of support is recommended, but preferably with more geographical focus. EC/Contractor: 1) Address areas of missing information in the narrative reports through better templates and more guidance to local partners. 2) Include more analytical work in future reports, on a regional or preferably country basis. EC: that any future support: 1) Be positively considered to build on the achievements, but based solely on South East Asia, also utilising the good relations within the Asia ACT regional network. 2) Targets fewer (but best performing) Cambodian NGOs in the network. 3) Includes the proviso for a country LF and associated indicators based on the knowledge and experience acquired. 4) Enables the expansion of pilot activities to all 10 Cambodian provinces, and with increased budget for e.g. training/educational materials; monitoring the Guidelines implementation; police training; follow on press coverage review; and translating regional newsletters into the Khmer language. 5) May include a possible future dedicated EC project to develop a national or regional database (Cambodia/Southeast Asia) to enhance the production of necessary baseline information and statistics.
20	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	CO	Renacer and Corporacion Sinapsis - Colombia	MR-107140.15	B	B	B	C	C	The project supports EC strategies regarding the promotion and protection of Children Rights and the Fight against Trafficking in Human Beings. Despite the weak design, the chosen strategy is adequate to achieve the PP. The positive response of local authorities to the project is contributing to establish inter-institutional alliances and positioning local partners in the respective municipalities of intervention as leading NGOs on child trafficking issues. Renacer and Corporacion Sinapsis have qualified and experienced professionals, their knowledge and expertise has been valuable and indispensable for the project implementation, and would probably be capable to continue the programme if external funding would be available. The TM is recommended to encourage the Contractor to: 1) Define baseline values, review and improve the OVIs. For future programmes: 1) consider projects including a detailed phase out strategy. 2) Consider in this thematic those including contents and methodology reflecting a gender sensitive approach. 3) Encourage training on PCM and EC funding for local NGOs for future programmes in the region concerned.

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21	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	MK	Open Gate - La Strada - Macedonia, the former Yugoslav Republic of	MR-107140.16	B	B	C	B	B	Activities, outcomes and results are at a satisfactory level. From a long term development perspective, however, a higher level of synergy between the practical implementation of the National Action Plans/Strategy and the Government's actual commitment to support these action plans and strategies is required. The NGO sector is making efforts to amortise as much as possible this discrepancy with the assistance from the international donors; The OVI's in the LF are presented in a cumulative manner and not by region/country. Any future project in this sector should ensure a better (foremost financial) commitment from the Government; The Government should respect its commitments which strengthen the sustainability aspects, but as well any other future projects dealing with this problematic, such as the safe shelter house support. From a long term perspective, only with all the stakeholders fulfilling their commitments, can Trafficking in Human Beings be fought. TdH 1) Attention should be given in the design, coordination and synchronisation of the follow up actions. The lessons learnt from this on-going project should be integrated in these potentially forthcoming projects (EIDHR project which is at the project proposal stage addressing the Trafficking in Human Beings at municipal level and the possible follow up of the journalists training). 2) The Final project Report should explain the activities implemented by country, against the OVIs and the work plan and in detail. 3) Provide to the local partner the comparative experiences from the other regions where this project is being implemented.
22	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	XK	Center for Protection of Victims and Prevention of trafficking in human beings (PVPT) - Kosovo under UNSCR 1244	MR-107140.17	B	B	B	B	B	In spite of the lack of mainstreaming of minority group participation, the project has taken into consideration the essential complementarity between the Public and Civil Society Sector, both strategically and in its implementation. The Contractor and the PVPT are recommended to: 1) Encourage and organise training sessions with representatives from all ethnic groups in Kosovo, including Serbian and RAE journalists, social workers, teachers and civil society workers, and use the network to enhance and strengthen collaboration, according to the Standards for Kosovo, 2) Include separate section for each country of the SEE region, on results achieved for each activity. A separate section for Kosovo with quantified results should be included in the progress reports. 3) Improve EC visibility, according to the EC visibility Guidelines. The PVPT is recommended to: 1) Create a comprehensive website and make PVPT's materials more accessible to target groups (journalists, social workers, teachers, etc); making regional network of individuals, institutions and NGOs more visible, 2) Further develop the initiative for continuing training of journalists, social workers, teachers and police.
23	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	PE	Instituto de Estudios para la Infancia y la Familia (IDEIF) - Peru	MR-107140.18	B	B	B	C	B	The project supports EC strategies regarding the promotion and protection of children rights and the fight against trafficking in human beings. Despite weak design, the chosen strategy is adequate to achieve the PP. The positive response of local stakeholders to the project is contributing to establish inter-institutional alliances and is confirming the local partner IDEIF at the national level as leading NGO on child trafficking issues. IDEIF's knowledge and expertise has been valuable and indispensable for the project implementation, and would be capable to continue the programme if external funding would be available. The TM is recommended to encourage the Contractor to: 1) Define baseline values and review and improve OVIs. For future programmes: 1) Consider projects including a detailed phase out strategy. 2) Consider in this thematic projects including contents and methodology reflecting a gender sensitive approach. 3) Encourage training on PCM and EC funding for local NGOs for future programmes in the region concerned.

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24	C_117929	Enhancing Capacity to address trafficking in especially children from a human rights perspective in Southeast Asia, Southeast Europe and Latin America	PH	Philippines Against Child Trafficking (PACT) - Philippines	MR-107140.19	B	B	B	B	B	Good progress is made in the Philippines, utilising the excellent PACT network, but the need for continued EC support is evident. EC/contractor: 1) Further address areas of missing information in the reports by providing better templates and/or more guidance to local partners. For any future support, EC: 1) Positively consider targeting solely the South East Asia region, utilising the experience of the PACT, and Asia ACT as the coordinating mechanism, thereby increasing the effectiveness and simplifying the management and reporting. 2) Consider that the focus of future Philippines support is directed more at Result areas 1 and 2, given that areas 3 and 4 could be covered largely through other funding sources. 3) A LF with appropriate OVI for the country with updated risks and assumptions, based on the considerable network experience. 4) The Asia ACT Secretariat receives more funding for additional staff (e.g. an advocacy expert and possibly a project manager) given its wide ranging administrative and management responsibilities, and the efforts required for efficient project follow up monitoring work. 5) That an assistant may support the Country Focal Point in view of the good work to date and her existing heavy workload. 6) Should also focus on the correct implementation of the National Guidelines, and follow up press reviews and analysis. 7) Consider a future project to develop a South East Asia regional database, which may build upon the early current model in the Philippines.
25	C_118111	Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism	FR	Fédération Internationale des Droits de l'Homme - France	MR-124680.01	C	C	C	C	C	The progress made represents a poor return on 3 years of assistance, with no possibility to achieve all the objectives in the remaining four months. The project was overly ambitious and appears too complex in terms of appropriate overall management, coordination and reporting. EC: 1) FIDH urgently completes an Interim Report and makes a joint presentation in Brussels to clarify progress; what is achievable in the timeframe; and present proposals for remedial actions; and not least, provide a clear outline of any extension phase plans. 2) Carefully question any additional new countries in an extension phase and preferably ensure the support provides added value and return on the EC investment in the existing countries (even if Syria is excluded). EC/contractor: 1) Ensure that FIDH sufficiently refers to the EU funding for the initiatives, not least on its website. In specific regard to a decision on an extension phase. 2) A Logframe for each country be produced, with appropriate results, OVI, risks and assumptions, based on the previous work and knowledge of the local partners; and that they each receive a comprehensive activity work plan with their roles clearly defined. 3) That more regular meetings take place between the two international partners to enhance the coordination, management and appropriate forward planning. 4) That future fact finding missions are planned in conjunction with a follow on IRTC journalist workshop to maximize their effects; and that future missions allow sufficient time for the experts to discuss and agree on conclusions and recommendations in country prior to their departure. EC: 1) For those countries where there is a distinct lack of progress, it is advisable that FIDH discusses the situation with the relevant EC Delegations in regard to future national support, that may be more closely followed up and monitored locally. 2) Liaise with appropriate EC Delegations to increase communications with United States Embassies in continuing to lobby for further progress; and likewise for the FIDH and IRCT to increase cooperation with their US member organisations.
26	C_118111	Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism	EG	Egyptian Organisation for Human Rights (EOHR) & "El Nadim Center for Psychological Management and Rehabilitation of Victims of Violence" - Egypt	MR-124680.02	C	C	C	C	C	The nature of the cooperation between the leader organisations and the local partners is a crucial for the consideration of its results and objectives. The sense of ownership of the local NGO is very limited given their supportive rather than pro-active involvement. Given the conditions in the country, the project has not succeeded in setting and achieving country-specific targets. Considering the short remaining period of time until the end of the project, it is recommended that FIDH immediately organises the subsequent follow-up mission and sets up the approach towards the interfaces with the international platforms. The active involvement and cooperation with the local partners are highly recommended.
27	C_118111	Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism	KE	Kenya Human Rights Commission (KHRC) & Independent Medico Legal Unit (IMLU) - Kenya	MR-124680.03	C	C	C	C	C	Considering that the critical activities are still to come, it is advisable that the project stakeholders focus on: FIDH, IRCT, KHRC, IMLU: 1) Draft a country-specific workplan for the remaining period. In this respect, mutually agree on the allocation of resources and the role of each partner. FIDH, IRCT: 2) Actively involve the local partners to the design and implementation of the upcoming fact-finding mission. Do not limit the Involvement of the local partners, not only in the preparation of documentation and/or the arrangement of logistics but in the core activities of the planned missions. FIDH: 3) Link the fact-finding mission report to the subsequent interfaces. These interfaces should be well organised and focused on the findings of the mission towards a specific predetermined goal. IRCT, IMLU: 4) Follow up on the "Journalist Workshop", regarding the current application of investigative journalism and the extent at which the participants have spread and transferred the new knowledge to other colleagues.
28	C_118111	Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight	PH	Philippine Alliance of Human Rights Advocates - Philippines	MR-124680.04	B	B	B	B	B	The project was delivered well in the Philippines, but numerous areas remain to be addressed, given the high level of HR violations. EC/PM: 1) Another expert follow up visit be considered after the national elections in May 2010 to underline and refresh the project aims and achievements, assuming an extension period is granted; 2) Consider supporting a proposed PAHRA/defender lobbying mission to the US Congress, given their strong levering

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		against terrorism									capacities; 3) Consider future support favourably to maintain pressure and build on the achievements to date, possibly with more funding for the Philippines to enable more impact and strengthening of the local Partners. EC Delegation: increases cooperation with the US Embassy in lobbying for further HR reform. Contractor: 1) To produce a Logframe for each country for any future support, with appropriate OVI, based on the previous work and knowledge in the areas. 2) The country partner/s receive (at minimum) annual plans of activities to enable better local management and forward planning.
29	C_118111	Support to the local human rights groups in their mobilisation to prevent torture in the framework of the fight against terrorism	YE	Sisters' Arabic Forum for Human Rights (SAF) & National Organisation for Defending Rights and Freedoms (Hood) - Yemen	MR-124680.05	C	C	C	C	C	The project coordinator has failed to date to actively engage the local partners. The passive role they have been assigned hinders the capacity building process which is the main purpose of the project. Corrective measures should be taken towards strong local involvement. It is recommended that the Project Coordinator: 1) Organise the follow up mission in order to present the fact-finding mission report to the local authorities and other key stakeholders. The active role of the local partners is indispensable; 2) consider HOOD representatives to participate in the interfaces with the international platforms; 3) Coordinate with IRCT on the preparation of the media training event, based also on the experiences of other targeted countries; 4) mutually agree on a country-specific work plan and resource schedule, taking into account the above mentioned actions.
30	C_34534	B5-813/2002/TORT 109 - Partnership for Health Care, Rehabilitation and Support for Survivors of Torture, Gross Human Rights Violations and War and their Families in Germany	DE	IfF - Refugio Munchen e.V. - Germany	MR-129461.01	A	A	B	B	C	1) The substantial funding provided by the EC, over three projects / eight years, allowed the NGOs to strengthen their knowledge base and further develop and expand treatment and evaluation methods. They expanded their services from psychotherapy to important psycho-social support, to training, awareness raising and lobbying in order to influence the policy environment and the society in general; 2) The common NGO intervention allowed for shared responsibilities and resources, reducing costs, efforts and time, and at the same time allowing development of an improved methodology as the basis for the future development of good practices. Clearly psycho-trauma, psychotherapeutic and psycho-social treatments in trans-cultural conditions need to be further tested, experiences collected, research done and good practices developed; and, 3) The EC visibility implemented had both positive and negative effects. It helped increase the credibility of the NGOs among authorities since it was perceived that being funded by the EC requires high quality and capacities. However, at the same time it was assumed that the operation of the NGOs was fully covered by the EC, and thus there was difficulty in attracting funds from local, regional and federal funding sources.
31	C_66153	Measuring democracy human rights & good governance	FR	Organisation for Economic Co-operation and Development - Other	MR-130740.01	B	B	B	C	C	METAGORA managed to propose and test conceptual and operational frameworks for progressive adoption and use of internationally agreed governance indicators, based on the analysis of locally created statistical material. Although the selected topics were highly relevant in their respective local and country contexts, they did not lend themselves to comparison with those of other pilots elsewhere, resulting in a reduced trans-regional character of the project. Furthermore, the short project lifetime, the understaffing at central coordination level, and the restrictive donor funding cycles did not permit the project to base its conclusions on multi-year collections of data. METAGORA achieved the vast majority of its intended results by managing to conduct and conclude individual pilots and a wide range of other activities, and by producing forward-looking and exemplary evidence. The main lessons learned are: 1) Human rights, democracy and good governance statistics would be more relevant for their users, if statistical methods and pilot tools are developed and used systematically based on local expertise; 2) It is necessary to allow the stakeholders to formulate, monitor or evaluate locally adequate topics and policies themselves – based on locally created statistical evidence; 3) In order to show multi-year trends and be in a position to show the added-value of an approach in the domain of human rights, it is necessary to replicate on a comparable basis; 4) For impact to become lasting, the design of indicators to measure compliance is an essential step, but not in itself sufficient to anchor lasting change and respect for human rights and democracy in societies. In this aspect, the METAGORA process should be repeated and adequately mainstreamed; 5) A mere handover of files at the end of the project to international agencies does not necessarily lead to further capacity development if these agencies have not the capacity to further systematise the material and make it widely accessible.
32	C_66153	Measuring democracy human rights & good governance	MX	FUNDATIA ICAR - Other	MR-130740.02	B	A	B	C	D	1. In terms of testing a new methodology for measuring HR abuse, the project was a distinct success. It fills the gap between global measuring systems and individual-level investigations. If HR abuse is to be treated systematically, a methodology like METAGORA is essential. Further demonstration projects should be supported.2. In terms of the aim of mainstreaming the methodology into work plans of official bodies and of civil society, the project had little success apart from the CDHDF – for various reasons. Primarily, insufficient planning was devoted to this aim. The scientific quality was given stronger emphasis. Moreover, in Mexico today, the policy climate is not favourable to installing such a system and any impetus created by the project in 2006 has dissipated. At the appropriate time, METAGORA Mexico can and should be resurrected, provided that the commitment from the GoM can be secured.

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33	C_66153	Measuring democracy human rights & good governance	PH	Commission on Human Rights - Philippines	MR-130740.03	B	A	B	C	C	A largely relevant project, innovative in the context of the Philippines and very well implemented. Its commendable value-for-money rate and reasonable effectiveness are not fully matched by its impact and the sustainability of its outputs. Lessons learned: 1) Given the innovative nature of METAGORA and its global nature, a longer implementation period would have been beneficial; 2) Through the survey the project partners could have covered gender and environmental issues as well as the per capita income of indigenous people, so that their economic profile and position in Philippine society are better documented; 3) Obtaining statistics on minority groups often touches on political sensitivities in a number of Southeast Asian countries. Luckily, this does not seem to be an issue in the Philippines; 4) The direct involvement of beneficiaries enhances the effectiveness of this type of projects. Customary structures (e.g. elders and local councils), should always be considered as catalysts for the promotion of project activities and, 5) Training in the new assessment techniques produced through the METAGORA project needs to be systematic and carried out over a longer period of time.
34	C_66153	Measuring democracy human rights & good governance	ZA	Human Science Research Council (HSRC) - South Africa	MR-130740.04	B	B	C	C	C	METAGORA faced challenges in SA but corrective measures were taken to ensure that pilot surveys were carried out and results presented to representative stakeholders. There was a lack of awareness of the land reform programme taking place in SA and the role of land reform in contributing to racial reconciliation was viewed by the black population as a necessity, however what emerged from METAGORA findings was the necessity of wanting small amounts of land to survive on. A stronger communication strategy and better targeting of the decision-makers for improving impact prospects was needed. Lessons learnt from METAGORA are clearly documented in the OECD Journal on Development, 2008, Volume 9, No 2.
35	C_66153	Measuring democracy human rights & good governance	PS	Palestine Central Bureau of Statistics (PCBS) - Palestinian Territory, Occupied	MR-130740.05	A	B	A	A	B	1) When the METAGORA pilot in Palestine began, PCBS had no indicators on human rights, democracy or governance. The project helped PBCS to build relevant and lasting statistics capacity in this area, as well as to expand its network of cooperation. For PCBS, METAGORA therefore came at the right moment. 2) METAGORA's affiliation with OECD PARIS21 and the EC and its use of international seminars and expert consultations enabled PCBS to establish lasting international working relations and a framework for exchange and learning. 3) The 'Right to Education' was a good topical choice because education is a key development statistics topic and it is highly treasured in Palestinian society. 4) A number of former METAGORA Steering Committee members in Palestine have been promoted to senior positions, among them the present Minister of Education. 5) The continuous support of the PA to the PCBS activities (as recently demonstrated with the establishment of a Governance & Human Rights Statistics Division in PCBS) is a good indicator for the sustainability and enhancement of project results.
36	C_153486	Strengthening the International Criminal Justice System	BE	No Peace without Justice - Belgium	MR-127880.01	B	B	B	B	C	This very relevant project is efficiently implemented in Lebanon and the MENA regions, but faces serious problems in Sudan. Despite a late start and unpredictable difficulties met, activities are speeding up and the project has succeeded in sensitizing important stakeholders to the issues of the ICC and transitional justice. Much more work and possibly some sort of follow-up project will be needed though to achieve political results and ensure sustainability. Recommendations: NPWJ, JWF and KADEM: 1) Accelerate the activities in both Lebanon and the MENA region in 2010, in order to attain the objectives and absorb the project allocated budget. NPWJ and JWF: 2) Focus on discussions, education and lobbying with the political parties, members of Parliament and also those in the media who have control of the content of publications is necessary. For example, a group of interest within the Parliament could be set up. NPWJ and EC: 3) Plan and implement advocacy activities in order to incorporate humanitarian law into the national legislations. Incorporate such actions in the design of future similar projects. 4) Consider jointly the issue of EC/EU visibility; develop and apply a visibility strategy that is appropriate to this project, with possible differentiation by country.
37	C_153486	Strengthening the International Criminal Justice System	LB	Al Kawakibi Democracy Transition centre (KADEM) - Tunisia	MR-127880.03	B	C	B	B	C	This very relevant project is efficiently implemented in Lebanon by the local partner, with substantial results in most activities, despite some delays and difficulties related especially to political lobbying, due to political reasons. Some sort of follow-up project will be needed though, to achieve political results and ensure sustainability. Recommendations: NPWJ and JWF: Focus on discussions, education and lobbying with the political parties, members of Parliament and also those in the media who have control of the content of publications is necessary. For example, a group of interest within the Parliament could be set up.
38	C_153486	Strengthening the International Criminal Justice System	TN	Al Kawakibi Democracy Transition centre (KADEM) - Tunisia	MR-127880.05	B	B	B	B	C	NPWJ and KADEM: Accelerate the activities in 2010, in order to attain the objectives and the full expenditure rate.

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39	C_148304	Comprehensive Rehabilitation Program for Torture Victims in Serbia and Bosnia and Herzegovina	BA	International Aid Network - Serbia	MR-129520.02	B	C	B	B	C	The CRTVs are new and more coordination and communication effort is required by the Lead Partner. The following recommendations should be considered by the project stakeholders. The Lead Partner: 1) As soon as possible, provide the CRTVs with funds for the purchase of medicines; 2) Clarify to the CRTV Milici the level of input and budget for the psychiatrist;3) Clarify to the CRTV Milici the role of the psychologist vis-à-vis psychotherapy, diagnosis, assessment of therapy results, the target number of 250 patients / 500 interventions, and provide the "key" for the testing instruments; 4) Make an effort to adequately train and engage BA CRTV professionals in delivering future training in BA; and, 5) Ensure that data exchange between the BA CRTVs and the Lead Partner does not infringe on the protection of medical and personal data, in accordance with BA legislation. CRTV Milici: 1) Commence the provision of medical assistance even if funding for medicines is not yet available; 2) Make additional efforts to understand the applicable internal procedures and improve communication with the Lead Partner; and, 3) Speed up the admission of beneficiaries to ensure that delays are offset. Both BA CRTVs: 1) Monitor developments in BA relative to international conventions on torture, with a particular focus on the rehabilitation of victims.
40	C_148304	Comprehensive Rehabilitation Program for Torture Victims in Serbia and Bosnia and Herzegovina	RS	International Aid Network - Serbia	MR-129520.01	B	C	B	B	C	In the RS, most beneficiaries are victims of war-related torture committed outside the territory of the RS. However, there is no clarification between the RS responsibilities to victims of torture committed on its own territory and those committed in other countries of ex-Yugoslavia to current RS residents. This does not allow a proper assessment of the likelihood that RS will be committed and have the means to support both of these categories through a comprehensive rehabilitation system as introduced and implemented by the project. In BA, CRTV Milici is still unclear about some operational procedures and the level of required input related to psycho-therapeutic assistance. The following recommendations should be considered by the project stakeholders.Contractor: 1) Provide the CRTVs with funds for the purchase of medicines; 2) Clarify to the CRTV Milici the level of input and budget for the psychiatrist, the role of the psychologist vis-à-vis psychotherapy, the target number of 250 patients / 500 interventions, and provide the "key" to CRTV for the testing instruments; 3) Make an effort to train and engage BA CRTV professionals in delivering future training in BA; 4) Ensure that the handling of patient personal data conforms with the RS legislation on the protection of personal data, and that any data exchange with the centres in BA respects the corresponding relevant legislation that is applicable in BA; 5) Include, in the next progress report, a chapter on the sustainability perspective in the RS, clarifying the RS responsibilities for victims of torture committed outside its territory; and, 6) In future projects, aim at formulating a single PP with corresponding results, for which progress could be distinctly measured.
41	C_164719	Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	NL	International Criminal Tribunal for former Yugoslavia (ICTY)	MR-131800.01	B	B	C	C	C	The ICTY Outreach Programme (OP) 2009-2010 is a highly relevant project, whose objectives however need to be better conceptualised and probably narrowed down, so that overlaps with similar projects funded by the international community in the region are avoided (e.g. in the area of capacity building). Efficiency would be further increased through a full-fledged operational structure in terms of offices across the region and human resources. The delivery and effectiveness of specific OP outputs produced through the EC-supported project is not always easy to assess, as outreach activities of the ICTY are being carried out on the basis of what is essentially a "trust fund" logic and through a pool of finance from a host of international donors. It is reasonable to assume that OP is contributing to a meaningful impact which, however, is more visible globally than regionally and could be significantly maximised through better donor coordination. In addtion, if the real impact of OP outputs is to be enhanced, one needs to distinguish between: (i) beneficiaries from the political, judicial and intellectual élite of society; and (ii) a poorly informed and often resilient general public which is influenced to a much larger extent by the mass media than by ICTY outreach activities. It is now clear that ICTY OP requires close co-operation with national political institutions and EU Delegations in the region. ICTY: 1) In view of future OP projects, consider: (i) breaking down the LFM to country-specific lists of activities and respective OVIs; (ii) relating OVIs to the findings of specific opinion polls on ICTY's image. 2) The relevance and project design of future OP projects would benefit from: (i) a consultation with a wide array of stakeholders on the OP content prior to the approval of EC funding; (ii) the inclusion of political parties in the target group; (iii) much more prominent gender issues running "horizontally" across all project ativities. 3) The network of OP field offices needs to be reinforced with additional financial and human resources; in addition, some sort of distinctive OP presence should be established in Skopje, possibly in co-operation with the OSCE Spillover Mission. 4) Disaggregate the use of EC-provided OP funding from the total "basket" of financial resources used for outreach activities and provided by various donors, for the sake of financial accountabilily and cost-benefit assessment. 5) Ensure the timely delivery of outputs envisaged in the LFM. 6) Prioritise media representatives as beneficiaries of OP activities, while retaining focus on students and young people in general. 7) Pursue high levels of EC visibility in all OP activities. EC: 8) Much-needed capacity building should be envisaged in other projects financed by the EC and other international donors, whereas OP should focus

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											exclusively on the image of the ICTY. 9) EU Delegations should be more actively involved in OP activities as well as in donor coordination.
42	C_164719	Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	BA	International Criminal Tribunal for former Yugoslavia (ICTY)	MR-131800.02	B	A	B	C	B	A key assumption for the project objectives to be met is policy support, without which the objective is very hard to meet. Currently progress is mostly confined to the change agents' activities. EC: 1) For the next OP project, review synergies with other initiatives, particularly with activities focusing on capacity building of the BA judiciary, where other initiatives are active; OP: 1) Identify which actions/outputs are suitable and implement EC visibility measures; 2) For the next phase: Ensure that specific gender interests are mainstreamed in project design; and 3) Consider increasing focus on civil society, at grass roots level.
43	C_164719	Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	HR	International Criminal Tribunal for former Yugoslavia (ICTY)	MR-131800.03	B	C	B	B	B	To date, due to its limited capacities the project was not especially efficient in Croatia. However, recently reinforced with the RLO, it is expected to improve its performance in the next period. The general feeling is that the Outreach Programme is valuable and that it needs to be reinforced and intensified in the future. Recommendations: EC: Consider increasing resources for the last phase of the Outreach and require better targeting based on the each country's needs. ICTY: 1) Consider possibility for some budget reallocations, to cover some higher impact activities. 2) Increase activities in the targeted local communities. 3) Consider organising some events that will convoke different target groups. 4) Consider the feasibility of organising a public opinion survey on ICTY related issues. 5) Carefully reassess the actual needs, to better prepare for the next phase of the Outreach. 6) Consider producing yearly reports on the Outreach achievements and distributing those to all stakeholders. 7) Reinforce the coordination and cooperation with related parallel projects, especially the ODIHR project.
44	C_164719	Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	MK	International Criminal Tribunal for former Yugoslavia (ICTY)	MR-131800.04	C	D	D	D	D	Key Observations: Given the small number of alleged war crime cases in FYROM as well as the significance of judicial reform in the country, capacity building of the national judiciary has rightly been prioritised, but a question to be addressed is if ICTY OP is the appropriate tool for the achievement of this goal. A lesson learned is that OP activities should be tailored to the specific needs of target countries. Key Recommendations: To the Implementing Agency: 1) The LFMs of future OP projects should accommodate the specificity of FYROM. 2) Increase the involvement of FYROM beneficiaries in activities carried about by other OP field offices. 3) Ensure the inclusion of FYROM in the operational structure of the OP project by considering two options: (i) setting up an OP field office in Skopje; (ii) close co-operation with the OSCE Spillover Mission to Skopje. 4) Include the ATJPP in any OP activities in the future. 5) Pursue closer co-operation with the field office in Kosovo which will be beneficial for ethnic Albanians trainees through visits or the provision of books in Albanian. To the EU Delegation: 6) Draw the attention of national authorities to the proper adjudication of the four ICTY cases under their jurisdiction, in the framework of FYROM's approximation with EU legal standards.
45	C_164719	Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	XK	International Criminal Tribunal for former Yugoslavia (ICTY)	MR-131800.05	B	C	C	C	C	The project operates in a difficult environment and has achieved to date very few results. Planning specific to Kosovo and activities targeted to each of the target group's needs are prerequisites for the project to achieve its objectives. ICTY: 1) Develop a specific action plan for the ICTY-PO, with expected results and relevant activities targeted to Kosovo, which address each target group. 2) Further explore the opportunities for cooperation and use of capacities of the civil sector in Kosovo to augment the relevance and impact of outreach activities of the ICTY-PO. 3) The ICTY-PO should pay special attention to the development of a detailed risk analysis which would follow the project work plan and help predict and analyse potential harms to the project activities. 4) Follow the work and professional advance of individuals who had been involved in ICTY OP activities and events and use their professional expertise to intensify and multiply OP results. 5) Organise more frequent meetings of regional ICTY offices to provide identification of new ideas with regional potential. 6) Consider increasing the number of staff of the ICTY-PO to meet the objectives of the OP towards each of the planned target groups. 7) Respect EU visibility

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											guidelines in future presentations and OP material. ICTY and EULO: Identify and establish cooperation with relevant EULO officers to follow the OP.
46	C_164719	Outreach Programme of the International Criminal Tribunal for the former Yugoslavia	RS	International Criminal Tribunal for former Yugoslavia (ICTY)	MR-131800.06	B	B	B	C	C	ICTY ON is important for Serbia; good results have been produced so far but the OP effort needs to be intensified and focused on the needs of each target groups. ICTY: 1) Shape a new approach to the media, by production of electronic materials and initiation of specific campaigns to be owned and presented not only by the civil sector, but also by governmental officials; 2) Focus on the wider and educational aspect of the OP. Engage in cooperation with the Ministry of Education, to present the work of the ICTY to high school and university students and in a form of presentations, open discussions and debates on ICTY issues; 3) Follow the work and professional advance of individuals who have been involved in ICTY OP activities and events and use their professional expertise to intensify and multiply OP results; 4) Organise more frequent meetings of regional ICTY offices; 5) Consider increasing the number of ICTY-BO staff to meet the objectives of the OP; 6) Respect EU visibility guidelines in future presentations and OP material.
47	C_215520	Inter-regional Capacity Building and Network for Minority Rights Advocacy	GB	Minority Rights Group LBG (MRG) - United Kingdom	MR-136213.01	C	C	C	C	C	After one year of implementation, the slow inception phase has resulted in very modest progress. Focused on the recruitment and the development of the main project output, the online training, GAP is still dealing with the identification of partner countries and partner NGOs because MRG does not have previous experience in many of the 36 implementation countries. In regional terms, while Africa and Europe/Central have the draft selection, the project in Asia has no formalised presence yet. The emphasis on highly ambitious targets has become more evident now, and if the project does not realistically update its intervention, the quality of the work will be compromised. The centrally managed project and the low budget for local activities are preventing a more intense decentralised strategy that could ensure better stakeholder involvement and effective use of the online training. Complementary approaches will be needed for target groups that face physical barriers (e.g. transport, technology) and intellectual ones (e.g. limited IT knowledge, etc.). The risk of insufficient dispersion of results is very high, considering the number of target countries, the new Partner NGOs and networks, which have to be consolidated, as well as the limited timescale. The following recommendations focus on improving efficiency and effectiveness of GAP. Project/MRG HQ: 1) Support the elaboration of simple regional LFMs with realistic outputs, results, objectives and targets; 2) Elaborate and implement a strategic promotion strategy of the online training (with key stakeholders such as the UN, Partner NGOs, social networks, etc.); 3) Promote internal ownership in the Regional Offices to ensure added value of the project and foster regional exchange; 4) Support a decentralised follow-up to ensure an effective use of the training course and more exposure of target groups to project activities (e.g. local training); 5) Officially inform stakeholders about the name change of the project; and, 6) Increase the frequency of communication with EC Brussels. Project/MRG HQ and Regional Offices: 1) Analyse the possibility of focusing on key minority issues to articulate more organisations around one thematic area; 2) Generate a regular monitoring instrument that facilitates updated information about results, outcomes and strategies used in the different regions with the collaboration of the Regional Offices; and, 2) Assess the relevance of approaching specific EUDs to generate synergies with other EC initiatives taking into consideration EC Country/Regional Strategies. EC Brussels: 1) Encourage the communication of GAP with relevant EUDs whenever is deemed necessary.
48	C_215520	Inter-regional Capacity Building and Network for Minority Rights Advocacy	HU	Minority Rights Group LBG (MRG) - United Kingdom	MR-136213.02	C	C	C	C	C	After one year, the progress of GAP in Europe/Central Asia has been modest because of a slow inception phase. The ambition of the 3-year project has become evident, especially considering the complex political contexts, particularly in countries where MRG has only recently established its presence. Although efficiency gains are needed, the recommendations advocate for a more focused action with realistic targets and improved stakeholder involvement to ensure qualitative goals. Project/RBO: 1) Elaborate a simple regional LFM with realistic outputs, results, objectives and targets; 2) After the first online training and the context analysis in target countries, realistically update the number of target countries and participants; 3) Contribute to a more intensified promotion strategy of the online training, promoting involvement of Partner NGOs (with advocacy capacities); 4) Develop strategies to intensify the involvement of target groups in project implementation; 5) Promote linkages between experienced NGOs/networks with the new ones to foster knowledge exchange; and, 6) Following the sub-regional

C/N	Project Number	Title	Country Code	Project Authority	CRIS MR No	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Action Points
											approach used, focus on key common thematic areas (e.g. Roma population; hate motivated violence) that are shared by more than one country. Project/MRG HQ and RBO: 1) Generate a regular monitoring instrument to facilitate information updates about results, outcomes and strategies used in the different sub-regions/countries; and, 2) Assess the relevance of approaching specific EUDs to generate synergies with other EC initiatives taking into consideration the Eastern Partnership and the Enlargement Strategy. EC Brussels: 1) Support the communication between the RBO and some specific EUDs as deemed necessary.
49	C_215520	Inter-regional Capacity Building and Network for Minority Rights Advocacy	UG	Minority Rights Group LBG (MRG) - United Kingdom	MR-136213.03	C	C	C	C	C	At the end of the first year the implementation of GAP in Africa has been modest mainly because of the delay in putting on-line the training course (soon to be completed). The weaknesses of GAP are clear in the frame of the wide geographical scope, the number of countries involved, the indifference of most Governments to Minority Rights Issues, especially in those countries where MRG has recently become active, and customized activities are required to achieve the project objectives. GAP/MRG Regional Office Kampala: 1) Revise the OVIs with more realistic quantitative outputs, results, and PP achievable in the GAP timeframe (number of countries); 2) Revise the OVIs at the PP level in order to avoid subjective interpretations; 3) Elaborate an updated work plan; 4) Revise the advertising/promotion strategy of GAP and the on-line course with deeper Partner involvement in promotion strategy; 5) Re-advertise / extend the time for application for the on-line course in target countries in order to reach the planned participation; 6) Evaluate alternative training course modalities for beneficiaries with difficult access to internet services; 7) Establish contact with the EUD in Kampala; 8) Promote the ownership/involvement of target groups and Partners; and, 9) Accelerate the country analyses and the identification of Partners in new target countries.
50	C_216067	Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination	GB	London School of Economics and Political Science - United Kingdom	MR-137821.01	B	B	B	B	C	The relevance of the intervention is beyond any doubt. The project design offers useful lessons learnt and calls for some reflection. Recommendations: Contractor and Network members: 1) Consider expanding the Network's coverage of RU, even if through flexible and less formal modalities; the Network composition should be finalised as soon as possible, so as to allow for a more refined intervention strategy and a detailed work/financial plan for the remainder of the project's life. 2) The project content and relevant activities in 2012 should be clarified as soon as possible and an exit strategy should be discussed within the Network at the earliest convenience. 3) The scope of monitoring reports should expand, to cover not only the recruitment process, but also the human rights of armed personnel in active service; consider activities relating to the image of the armed forces from a human rights perspective. 4) Consider using a uniform matrix which would allow the Network to record progress in terms of overall output delivery; at the same time, output figures indicated in the Logframe should be broken down by country, RC and target groups; consider the inclusion of qualitative and time-bound OVIs in the Logframe. 5) Prioritise and speed up the launch of a fully operational Network website. 6) Instead of producing a Handbook on the Human Rights of Armed Forces Personnel, use the one already produced by the OSCE and consider other activities, e.g. developing training modules adjusted to the national context. 7) Actively seek cooperation with other relevant stakeholders in the area of human rights and rule of law. 8) The RCs should "invest" in recruiting volunteers and in their capacity training and involvement in project management. 9) RU and UA Network members should include in their lobbying strategy the issue of human rights violations in Transnistrian armed forces. 10) Unless political sensitivities require keeping a low profile in some cases, EC visibility should be ensured systematically. CCL (UA): Consider prioritising a campaign for an updated legislation on ACS in compliance with international standards. EC: Another ROM mission in 2011 would help assess the project sustainability aspects, particularly with a view to the general political setting and linkages to key institutions in the countries.
51	C_216067	Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination	AM	London School of Economics and Political Science - United Kingdom	MR-137821.02	B	B	B	B	B	This is a strategic project for Armenia, which comes at a crucial time given the existing public debate on human rights abuses in the military. Recommendations: ZM: 1) Develop a financial sustainability strategy for the resource center. 2) Seek closer contact with other national NGOs that have a more technical legal approach to the government's and the army's compliance with international human rights treaties ratified by Armenia and might be more critical than ZM itself; ZM should assist such organisations in getting access to the MoD and the army leadership. 3) Lobby the MoD together with other NGOs on the speedy development of training modules based on the OSCE Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel; training on the contents of the handbook should be provided on all levels, not just at the Military Institutes, as problems of abuse are more likely to occur in the field units. 4) To ensure the sustainability of the organisation, involve young volunteers in the management and start building their capacity in lobbying, advocacy and public awareness raising.
52	C_216067	Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced	MD	London School of Economics and Political Science - United Kingdom	MR-137821.03	B	A	B	B	B	Lessons learnt: 1. It would have been appropriate if the Expected Results had been three (instead of six), corresponding to the three conceptual levels of intervention. 2. Information processing and handling Network correspondence is a full-time task. Recommendations to the Contractor: 1. Promo-LEX would benefit considerably from a more systematic processing and presentation of project outputs. 2. Russian members of the Network should

C/N	Project Number	Title	Country Code	Project Authority	CRIS MR No	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Action Points
		Discrimination									include in their lobbying strategy the issue of human rights violations in Transnistria.
53	C_216067	Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination	RU	London School of Economics and Political Science - United Kingdom	MR-137821.04	B	B	B	B	B	The enthusiasm, professionalism and commitment of the Russian partner organisations support and enhance the feasibility and sustainability of the project outcomes. However the governmental policies and the current political situation in the country may hamper and slow down the project's impact, and some of the planned results may not be reached in the expected dimension and time. Recommendations: LSE/Partners: 1) Discuss on and assess the need to revise some OVIs at OO and PP levels; 2) Develop and implement the financial reporting scheme for national partners; 3) Discuss and revise the mechanism of sharing the information and updating the website, aiming at establishing a coordinator and final decision-making role; 4) Consider the idea of opening one more resource centre on the territory of Russia or one-person offices in smaller cities, to disseminate information and establish links to the beneficiaries.
54	C_216067	Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination	TJ	London School of Economics and Political Science - United Kingdom	MR-137821.05	B	B	B	B	C	A much needed intervention, given the specific context of Tajikistan and the lack of awareness of conscripts' human rights. The inclusion of the Tajik partner in an international Network ensures significant benefits that can be furthered. Recommendations to the Contractor: 1. Expand project activities to cover soldiers and their human rights during the military service, and of corruption as appropriate and when possible. 2. A more systematic statistical processing of services delivered would allow Amparo to argue their success or to identify areas where further efforts are needed. 3. The project coverage should be enlarged to Dushanbe by means of suitable modalities. 4. Due to its added value, the Monitor is in favour of a positive decision on the idea of a study tour to the Moldovan Resource Centre in relation to ACS, depending on available resources. 5. Given the shortage of funding for future activities, Amparo should start identifying possible sources of finance and to target potential volunteers well ahead of the end of the project implementation period.
55	C_216067	Transnational Human Rights Network for Conscripts: Empowering Young People under State Enforced Discrimination	UA	London School of Economics and Political Science - United Kingdom	MR-137821.06	B	B	B	C	B	CCL/experts/Youth Watch: 1) To be effective, the project should not only lobby for the abolition of military service, but also present proposals on the transformation to a professional army and use such proposals as a basis for discussion with MPs, who should seek a discussion with the Ministry of Defence (MoD), in case the MoD remains inaccessible for CSOs. 2) As long as it is unlikely that conscription will end, advocacy efforts should be undertaken to improve the alternative service law and adjust it to international standards. CCL/Youth Watch: 1) Given the political situation and the lack of political will of the government to engage in a dialogue with CSOs, seek the support of broader civil society networks to increase the leverage of the "Last Conscription" campaign. 2) Devise your country-specific risk analysis and risk management strategy, especially with regard to political obstacles that might occur during project implementation. EC: 1) A follow-up ROM mission to the project in Ukraine is recommended in 2011, to assess if the political climate is posing difficulties to the local CSO partners, which the EC should address in the political dialogue with the Ukrainian government. CCL: 1) Develop a financial sustainability strategy for the resource center.
56	C_211244	The Death Penalty Assessments Project: Toward a Nationwide Moratorium on Executions	US	American Bar Association Fund for Justice and Educations (ABA/FJE) - United States	MR-137941.01	B	B	B	B	B	The project builds on lessons learnt from its previous phase, which evaluated the death penalty jurisprudence of 8 States. The production of high quality SARs would further urge States to review their capital punishment systems and ensure due process and fairness. ABA Project Team: 1) Prepare a detailed activity schedule for the whole project duration, revise the LFM with updated OVIs; 2) Systematically promote the results achieved, capitalise on the momentum built and continue the presence in the States where SARs released; 3) Identify ways that would secure financing for the evaluation of additional jurisdictions and would create ripple effects / accelerate the death penalty system reform in the US.

C/N	Project Number	Title	Country Code	Project Authority	CRIS MR No	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Action Points
57	C_148103	Use of forensic evidence in the fight against torture	DK	International Rehabilitation Council for Torture Victims (IRCT) - Denmark	MR-138901.01	B	B	C	C	B	This project is a real step forward for the IRCT in supporting victims of torture at legal level. To date, though, the key expected results have not been achieved. The selected cases in Georgia and the Philippines are currently on-hold and are likely to remain as such until project completion. Cases that satisfy the internal selection criteria have not been identified in Ecuador and Lebanon. Moreover, the global cases have been approached through relatively limited interventions and not by applying the envisaged overall medico-legal process. In this respect, the IRCT: 1) should assess the current situation, the needs and specific suggestions of all key stakeholders and proceed, if necessary, to a request for a second Addendum; such a request should be very well documented and justified with a concrete action plan for the remaining period. In addition, the forensic experts group has been well established and provides its technical services, with the IRCT core project team in charge of the group's coordination. This structure is beneficial for both the members of the group and the IRCT network. The IRCT is advised: 2) to develop a sustainability plan for the forensic experts group, so that the experts remain on board and provide their inputs regularly and in a coordinated way. The recruitment of experts from Africa and Asia and of professionals with psychiatry expertise appears relevant for the strengthening of the group. Furthermore, the IRCT legal team recognises the need to reinforce relationships litigating organisations worldwide. To this end, it is suggested that the IRCT: 3) mobilises the IRCT international network member organisations and possibly the forensic experts in order to ensure more efficient and effective mapping of potential strategic legal partners that are willing to support medico-legal reports properly before the courts. Regarding the academic aspect of the project, the IRCT and the University of Copenhagen are advised: 4) to mobilise the forensic experts in order to mutually elaborate relevant curricula modules and introduce them in Universities worldwide. Finally, at operational level, the IRCT is advised: 5) to launch the soonest possible and to promote the use of the electronic platform already envisaged, thus allowing the health and legal experts exchange information and create new knowledge. The traffic of the platform should be regularly monitored and corrective measures should be applied constantly to ensure the usefulness of this tool; 6) upon finalisation of the operational manual, to translate it in Spanish and probably also in French, so that its usefulness is ensured in practice worldwide.
58	C_148103	Use of forensic evidence in the fight against torture	GE	International Rehabilitation Council for Torture Victims (IRCT) - Denmark	MR-138901.02	B	B	C	B	C	It is very important that the current imbalance of governmental and civil society influence in the area of torture prevention evolves into an understanding of the complementarity of their roles, with a potential to create the required combination of expertise, experience, field presence and policy making, which would benefit the final beneficiaries and positively affect Georgia's image in the area of fight against torture. IRCT, GP: 1) Further work on presenting to the government institutions the need for collaboration and use of GG and GP resources for addressing all recommendations of the CPT report; 2) Work on reaching mutual understanding with the MoCLA by negotiating terms for a future contract, so as to maintain the quality of services provided to final beneficiaries until Jul-10, thus also ensuring that they are not deprived the benefits offered by the EU-financed projects. 3) Increase the visibility of the EU/EC at the GP's website (on the homepage and by adding the EU logo with adequate text on EU-financed projects). IRCT: 1) Continue strengthening the GP's capacity and image by furthering the opportunities for Georgian and international experts to work together on cases of torture in Georgia and internationally. 2) Consider increased advocacy activities in Georgia in 2011, to correspond with the project's efforts to include State professionals as target groups and provide opportunities for the governmental officials and project experts to meet.
59	C_148103	Use of forensic evidence in the fight against torture	LB	International Rehabilitation Council for Torture Victims (IRCT) - Denmark	MR-138901.03	B	C	C	C	B	IRCT/RC: 1. Define a single, precise PP which could guide the activities in Lebanon. 2. Define appropriate risk management arrangements responding to the political and judiciary challenges in Lebanon. IRCT/RC/ EC: Consider allocating the funds assigned to the identification and follow-up of a torture case to other activities. RC: 1. For reaching the 3rd PP, focus on advocacy and awareness activities towards policy-makers and the general public. 2. Work in close collaboration with ISF's Committee for Monitoring against the Use of Torture, which is a key actor for contributing to the OO.
60	C_148103	Use of forensic evidence in the fight against torture	PH	International Rehabilitation Council for Torture Victims (IRCT) - Denmark	MR-138901.04	B	B	B	B	C	IRCT/MAG/Balay: 1) Improve the LFM; 2) Introduce the project to the EU Delegation in PH and provide updates on a regular basis; 3) Enhance the visibility of the project and of its EU funding.
61	C_211519	Developpement du mouvement abolitioniste mondial	FR	Ensemble contre la peine de mort (ECLPM) - France	MR-139145.01	B	B	B	B	C	Le bénéficiaire du contrat de subvention est recommandé de :1) en prévision d'une éventuelle prolongation du projet de revoir le Cadre Logique à tous les niveaux en y incluant des indicateurs objectivement vérifiables; 2) d'améliorer le prochain rapport annuel en incluant les activités, ainsi que les résultats obtenus et l'impact au niveau des objectifs ; 3) améliorer l'instrument interne d'évaluation sur l'utilisation des outils sur le terrain; 4) améliorer la visibilité de la CE sur le site web, dans les documents officiels ; inviter et tenir au courant des campagnes menées dans les pays cibles les représentants des Délégations Européennes.

C/N	Project Number	Title	Country Code	Project Authority	CRIS MR No	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Action Points
62	C_152214	Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation	AU	Faculty of Arts and Social Sciences of the Univerity of Sydney - Australia	MR-139181.01	C	C	C	C	C	In view of some design weaknesses, the project has suffered a variety of administrative and logistical constraints since the start. It lacks adequate monitoring mechanisms, especially in the partner countries and suffers from insufficient clarity and vision on ways forward, thus putting sustainability at risk. Therefore the following recommendations are formulated: SC: 1) Based on lessons learned, call for an immediate review of best practices related to the delivery of the MHRD, agree on ways forward and set up a commonly shared fund raising strategy to ensure its continuation; 2) As spelled out in the partnership agreement, ensure that the PCs actively seek the funds required to secure continuation of the MHRD; 3) Follow-up closely with ID to ensure that the problems encountered are solved in time to allow the 2nd cohort to enrol in GMU for the 2nd semester. UoS: 1) Review and improve the LF, ensuring that OVIs satisfy the SMART criteria at all levels of the intervention logic; 2) Assess with the EC the possibility of extending the project at least until the graduation of the 2nd cohort in 2012, though preferably to include a 3rd cohort in 2013; 3) Intensify efforts to raise sufficient funds, at least to enable project costs to be covered until the end of the 2nd semester of the 2nd cohort; 4) Ensure scholarships fees are sufficient to cover the students' costs of living, particularly whilst in Sydney; 5) Circulate the evaluations of the 1st semester to all partners; 6) Ensure that the scheduled external evaluation to measure the project's effectiveness is implemented by mid-year 2011. Partners: 1) Establish country-specific risk management plans and review them periodically, providing useful input to the AC; 2) In cooperation with the AC, set country-specific LFs; 3) Refer systematically to updated LFs while reporting on implemented activities to show progress towards the expected results; 4) Ensure that students of the 2nd cohort benefit from lessons learned, in particular with regard to more efficient logistics / administrative management; 5) Ensure the delivery of all procured text books without further delay. UoS and Partners: 1) Continue monitoring the possible negative side effects and share the findings among the partners, to collectively identify timely measures to tackle them; 2) Consider organising a PCs/students end-of-academic-year workshop for overall assessment of the 1st year of the MHRD delivery. PCs: Under the guidance of the SC, initiate an information sharing forum to exchange practical information and increase cross fertilisation amongst partners, particularly with regard to project best practices.
63	C_152214	Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation	NP	Faculty of Arts and Social Sciences of the Univerity of Sydney - Australia	MR-139181.02	C	B	B	C	B	The project is ambitious in design but activities for S2 are on schedule. UoS: Revise the overall LF and set up a progress-against-LF reporting mechanism. 2) Report on the risk management matrix. 3) Consider organising an end of 1st cohort workshop with the PCs and PSC members to review progress. 4) Consider partner participation at orientation week in S1. 5) Convene a PSC meeting to define a roadmap for MHRD future implementation. 5) Review the issues raised by scholars / fee-paying students. KSL: 1) Arrange an end of S2 workshop for students to present their findings, and extend invitations to relevant target groups and possible donors. 2) Prepare a sustainability plan for NP.
64	C_152214	Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation	LK	Faculty of Arts and Social Sciences of the Univerity of Sydney - Australia	MR-139181.03	C	B	B	C	C	The project is ambitious in design, but activities for S2 in LK are on schedule. The future of the MHRD is contingent upon having a common strategic vision linked to a sustainable financial plan. UoS: 1) Revise the overall LF and set up a progress against LF reporting mechanism. 2) Report against the Risk Management Matrix. 3) Consider organising a workshop for PSC and PCs on 'lessons learnt from 1st cohorts' (design, content and scholarship allowances); focus should be placed on the structure of scholarships to marginalised groups, to ensure that ToR are met. 4) Circulate analysis of the 1st cohort evaluations to partners. 5) Send official copy of S1 results of LK students to UoS. CSHR/PC: 1) Seek funds to ensure MHRD continuation, contact the EU Delegation LK. 2) Arrange an end-of-S2 workshop for students to present their findings and extend invitation to relevant target groups and possible donors. 3) Prepare a sustainability plan for LK.
65	C_152214	Developing a networked Asia-Pacific Master's Degree in Human Rights and Democratisation	TH	Faculty of Arts and Social Sciences of the Univerity of Sydney - Australia	MR-139181.04	C	B	C	C	B	The project is implemented to plan in TH. It is highly regarded by the MU. There is uncertainty and lack of clarity regarding ways forward for the MHRD and, also, absence of a country monitoring system in place. Securing funds for the MHRD continuation depends on the partners' ability to share a common vision and set-up a strategy for its future implementation. Academic Coordinator (AC): 1) Review and improve the LFM; 2) Intensify efforts to raise sufficient funds to enable relevant project costs to be covered until June 2012. EC: Consider a no-cost project extension to better ensure sustainability. PC in TH: 1) Establish a TH-specific risk management plan, review it periodically and provide respective useful input to the AC; 2) In cooperation with the AC, design a TH-specific LFM; 3) Systematically refer to the LFM to ensure that all activities are implemented and reported against, in particular activities 11 and 12; 4) Ensure a clear methodology of internships' assessment in advance of commencement. CHRSD: Continue monitoring the possible side effects and share the findings with other partners, to jointly identify appropriate measures to tackle them. SC: 1) Engage all partners in a review of best practices related to the MHRD delivery, agree on ways forward and set up a solid, jointly shared fund raising strategy to ensure continuation; 2) As spelled out in the partnership agreement, ensure that the PC is actively seeking the necessary funds to secure continuation of the MHRD.

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66	C_165404	Human Rights Defenders	NL	Stichting Schone Kleren Kampagne/Clean Clothes Campaign Foundation	MR-139301.01	A	B	B	A	B	Relevant project that effectively contributes to solving garment workers' human rights' violations; some methods among national CCC could still be harmonised, but in future it would be more important to further strengthen local partners' capacity and to improve the functioning of the global network. To continue improving the UA system at CCC level, the IS/national CCCs should consider the following: 1) Develop a UA-related capacity building plan, focused on four components: a) accurate and harmonised UA cases' data, b) management of the database and loading standardised data, c) harmonised communication with companies, d) systematic and harmonised follow up mechanism of cases solved and closed; 2) Explore new internal communication means, such as the platform of the CCC web site or social networks; 3) Establish a uniform approach for communicating and working with companies. The sustainability of the UA system requires: 1) Building capacity of local partner organisations; for future interventions the CCC IS, together with local partner organisations, should consider: a) Developing a continuous and tailored training plan for each partner; b) Assessing and improving local partners' information systems on UA cases. 2) Working towards the development of a mechanism for the global network between the CCC, key local partners and other organisations; for this purpose the IS should: a) Develop a coordination mechanism (web platform, social network); b) Elaborate a plan for gradually transferring some responsibilities in the management of UA cases to local partners.
67	C_165404	Human Rights Defenders	BE	Schone Kleren Kampagne België, Campagne Vêtements Propres ASBL	MR-139301.03	A	B	B	A	B	Relevant project that strengthens the national CCC network and allows to manage more UA cases, benefiting thus garment workers' human rights. There is still room for improving methods and coordination. In order to improve and harmonise methods among national CCCs, the IS/national CCCs should: 1) Elaborate a continuation plan regarding capacity building activities, based on an assessment of what has been achieved; 2) Design and establish a systematic, harmonised follow up mechanism of cases solved and closed; 3) Harmonise among the national CCCs the communication with companies, agreeing on a core framework for working with companies; 4) Depending on the capacity of South partners, elaborate a plan for gradually transferring to them some responsibilities in the management of UA cases. In order to improve coordination for managing the UA cases, the IS/national CCCs should foster the use of the platform of the web site or social platforms for internal communication.
68	C_165404	Human Rights Defenders	BD	Bangladeshi National Garment Workers Federation (NGWF)	MR-139301.02	B	B	B	B	B	Relevant and well implemented project that supports the NGWF caseload on factory disputes with positive results; more continuous and in-depth training would be needed for effective capacity building. CCC IS/ NGWF: 1) Assess NGWF needs and, if intending to work in future projects together, elaborate a continuation plan for the capacity building activities comprising trainings, communication with media and companies, record information systems; 2) Once more capacity is build, increase the scope of responsibilities of the NGWF versus IS/national CCC; a local follow-up mechanism of cases solved, in coordination with IS/CCC related activities, could help; 4) Decide on the better communication means (Skype, web platform). NGWF: 1) Digitalise and summarise in a database the caseload information system; 2) With the support of the IS, start establishing formal communication channels with southern partners for exchanging information.