

Programa Andino de Derechos Humanos y Democracia

The *Programa Andino de Derechos Humanos y Democracia 2002-2005* included five country projects, based in the member states of the *Comunidad Andina de Naciones* (CAN): Bolivia, Colombia, Ecuador, Peru and Venezuela as well as two regional projects, one on Justice of the Peace with headquarters in Lima and one on Training and Information in Human Rights with headquarters in Quito.

Evaluation methodology

An evaluation team, composed of three international and five local experts, visited all seven projects and their components in the five countries during November and December 2005. A desk study carried out before the start of the field missions determined the methodology for the five country missions. Revision of documents, interviews with EU officials and focus groups with beneficiaries were parts of the evaluation mission.

The regional character of the *Programa Andino*

The objectives of the PA are very relevant to the needs of the Andean countries in human rights matters. However, these needs were not analyzed properly. Identification, design and planning of the regional programme did not follow all the steps of the project management cycle. Design of the programme and projects on regional and on national levels was done mostly through European services, without a thorough analysis of problems and needs and without a baseline study. If some of these took place, there was not enough transparency or clarity about the process and there was too little participation of the involved institutions in the final definition of the PA's design.

The conclusion is that the *Programa Andino* was not created as a regional programme. The only regional aspect foreseen was the regional coordination of seven projects in the region. The administrative burden was transferred from Brussels services to a single entity in the region.

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and finished January 2006**

Added value of the regional approach

All involved organisations and the final beneficiaries who benefited from the regional projects celebrate the opportunity that the PA gave them to improve their knowledge and to exchange experiences with organisations in other Andean countries. This positive effect could have been stronger if regular contacts and exchange as well as common activities were planned and promoted from the start of the programme. It is also felt that general objectives were too widely formulated and that more specific common topics could have generated more interest among the involved organizations and inspired more regional coordination.

The impact of the PA on a regional level was the establishment of closer collaboration and interaction between NGOs and grassroots organizations, creating positive synergies. PA NGOs have developed a joint analysis of the regional human rights context and have, in some countries, reached joint positions and carried out common activities. Similarly, regional networks of NGOs working in the same area of activity have been strengthened due to the regional Justice of the Peace and Human Rights Training and Information projects.

Added value of the Regional Coordination Office

The conclusion is that the added value of the Regional Coordination Office (RCO) was that it took over administrative tasks from Brussels officials, that its activities facilitated the execution of the projects and permitted the *Programa Andino* to develop a regional character.

The Country Projects

The conclusion is that the country projects were the sum of different individual projects, which accomplished their objectives and contributed to the country projects' and the PA's objective. The country projects' objectives are similar to the PA's objectives. The general PA objective presupposes results in different countries.

Regional Project Justice of the Peace

The Regional Project on Justice of the Peace (RPJP) is a project in support of Justice of the Peace and community-based justice in the five Andean countries. The decision to support this project within the context of the PA was well-founded because this is an exceptionally cost-effective way to support access to justice, and access to justice is a fundamental human right. The selection of the *Instituto de Defensa Legal* (IDL) as *Interlocutor Unico* was justified for its leadership in the field and its location in Peru. Experience and institutional capacity also justified the selection of IDL's NGO partners.

The conclusion is that this regional programme made a significant and durable contribution to the objective of strengthening Justices of the Peace and community-based justice, which in turn made a significant and durable contribution to the PA's general objective of promoting human rights and consolidating democracy.

Regional Project Training and Information on Human Rights

The Regional Project Training and Information in Human Rights is an educational project carried out by the Universidad Andina Simón Bolívar (UASB), in coordination with other local universities, and aims at the formation of students and specialists in the area of human rights in the Andean region.

The impact of this regional project is at the level of the students and at the policy level.

The sustainability of the project was only partly achieved. The UASB in Quito will continue to implement human rights specialization courses for Ecuadorian students and in Bolivia the UASB commences to implement a human rights specialization course for Bolivian students. The UASB considers human rights as one of their central areas of academic studies. However, the regional element of the specialization course is not maintained.

The conclusion is that this regional project carried out all its planned activities and accomplished its objectives. It also contributed to the overall objective of the PA.

Coordination between projects at the national and regional level

Inside the country projects, implementing organisations coordinated their activities in *Mesas de Participación* what lead to exchanges and deepening of ideas and concepts and in some cases to joint activities between organizations or on the part of the consortiums as a whole. At the finalisation of the country projects, these joint efforts are often seen as an important and unexpected result of the country projects.

The conclusion is that there was little coordination between the seven projects; this reflects the lack of a regional approach of the *Programa Andino*.

Recommendations

1. The identification, design and planning of human rights projects with EU funding must follow all the steps of the project management cycle, and not as a mere formality. From the beginning, this process must be clear to all stakeholders, and participation of implementing organisations and other beneficiaries in the identification of needs and necessary activities is vital to the success of the projects.
2. A correct identification and design includes at least a well defined Global Operational Plan with verifiable indicators for objectives and results, coherent assumptions and monitoring and evaluation methods. It should also include considerations about the sustainability of the activities at the end of the project.
3. Consultation and collaboration early in the design process promotes ownership of the programme on the part of the implementing organisations. Training and assistance to the organisations might be necessary to achieve the correct design and planning of the activities and this must be considered in the time schedule and budget of the programme.
4. Working across a region with sufficiently similar characteristics can provide significant opportunities for productive synergies to develop through regional exchanges. A future regional human rights programme should consider more bi-lateral or multilateral areas in which to exploit synergies based on common themes and issues.
5. Efforts should be made throughout the life of a project to avoid delays in remitting funds to implementing organisations, including proactive precautionary measures if a major administrative change is foreseeable.
6. A future regional human rights programme must be an answer to problems that exist in the entire (Andean) region and at the same time be flexible to respond to the specific problems of every country. Permanent regional and national coordination offices are an important requisite for the successful implementation of a regional programme.
7. Working in a consortium permits exchange of experiences and capacity building of participating organisations. If the consortium is well established, synergies and more impact will be the result. The incorporation of strong and experienced NGOs and networks, with conceptual and political affinity, facilitates the achievement of planned results, impact and sustainability. Including small and less experienced NGOs will contribute to their capacity building.
8. Adequate budgets must be provided for the functioning of the coordinating and decision making instances including travelling if the organisations are located or work in different regions; and for exchange and meetings of participants at a regional level.
9. Working at multiple levels – the legal framework and policy level, the institutional level, and in the field – permits the best opportunity to achieve lasting results and impact.
10. In order to assess the increase of knowledge and awareness, and thus the real impact of training and education activities, it is necessary to implement a monitoring system to know how the beneficiaries are using what they learned in their daily practice and in their organisation.
11. Training workshops and seminars will produce more durable results if participants are invited to a series rather than to a single session, and therefore consider designing training programmes from the outset as a series of workshops or seminars.
12. Providing scholarships for post-graduate studies and integrating work with studies are an essential component of post-graduate studies, especially if these programmes have a regional dimension.
13. The EU should consider fine-tuning its data collection and reporting methodology so that its partners can report the actual total number of beneficiaries reached, as well as the extent to which beneficiaries participated in more than one activity. Similarly, the EU should consider requiring its partners to plan and budget for M & E systems and the required personnel to implement them, since only such systems are capable of tracking indicators systematically over the course of a multi-year project.
14. The gender perspective must be defined and socialized among the implementing organisations at the start of a new human rights project, in order to have transparency and clarity not only about what is desired, but also about the necessary common actions and strategies to achieve the objectives.
15. Many of the beneficiaries of human rights projects are not familiar with the EU Logo and maybe even are unaware of what the European Union stands for. Therefore, it is necessary to find other more creative ways and methods to spread information about the EU and to increase its visibility.
16. For the sake of sustainability, when working in regions beset with political turmoil, consider extending the life of comprehensive programmes to five or six years, even if this means doing less each year, or plan a reduced and contingent “phase two” as a follow up.
17. A regional human rights programme must have independence from governments and also from the regional authority (SG-CAN), in order to monitor national and regional authorities’ compliance with local, regional and international norms. To increase impacts, alliances with public institutions must be sought, but should be structured in such a way that they do not imperil the independence and impartiality of human rights organisations that perform an important monitoring role.
18. It is very important that the EU services in all circumstances demonstrate their unconditional support to the consolidation of democracy and the defence of human rights, maintaining a coherent supportive

The evaluations are carried out in partnership with the Netherlands Humanist Committee on Human Rights and The Danish Institute for Human Rights.

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