

THE DANISH
INSTITUTE FOR
HUMAN RIGHTS

WEST AFRICA
STRATEGY
EVALUATION

2007-2011



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INTRODUCTION

The West Africa strategy 2007 - 2011 developed by the Danish Institute for Human Rights (DIHR) takes its outset in human rights projects in the three francophone Sahel countries: Burkina Faso, Mali and Niger, as well as in regional projects.

The evaluation of the first phase of the West Africa strategy took place in several phases.

I. THEMATIC REVIEW OF DIHR IN 2009

The evaluation of the West Africa strategy began in 2009 when the Danish Ministry of Foreign Affairs (the Ministry) conducted a review of the Cooperation Agreement between DIHR and the Ministry. The West Africa strategy was chosen as one of two concrete cases to be evaluated. The team leader, Karen Kenny, Director of International Human Rights Service, spent one week in West Africa reviewing most of the projects covered by the strategy.

Karen Kenny had a special focus on the application of a human rights based approach and how to use the human rights based approach systematically in the strategy and its projects. This provided valuable input to the West Africa Unit, which has since used the recommendations from the evaluation to modify and improve its work.

The 2009 evaluation report is available at both DIHR and the Danish Ministry of Foreign Affairs.

II. EVALUATIONS IN 2011

At the end of 2010, the West Africa Unit held a three-day seminar to analyse the first phase of the strategy; a status on the implementation of the strategy was conducted as well as an analysis of the opportunities and challenges for the West Africa program. In addition, the West Africa Unit developed an evaluation plan of the first phase of the West Africa strategy:

- 1) A partner evaluation with the participation of all DIHR's partners in West Africa, June 2011
- 2) An internal DIHR evaluation by a DIHR expert, October 2011

Finally, an external evaluation seminar with Director Karen Kenny from International Human Rights Service was conducted in November 2011.

III. RESULTS OF THE EVALUATIONS

Formulation of West Africa Program 2012 - 2013

The various recommendations have, together with the 2009 Cooperation Agreement thematic review and West Africa Unit's own learning throughout the past five years, formed the basis for the formulation of the 2012 – 2013 West Africa Program, which is currently being implemented.

Formulation of West Africa Strategy 2013 – 2016 (2nd phase)

The Unit was under time pressure to formulate the 2012 - 2013 program and was required to

do so at a time when not all recommendations were able to be included. However, the program does reflect what is to comprise essential parts of a second phase of the West Africa strategy.

The West Africa Unit will, in 2013, update the planning base and formulate the actual second phase of the West Africa Strategy 2013 – 2016.

West Africa Unit

**Coordinator Monique Alexis and Strategic
Adviser Lisbet Ilkjaer**

Copenhagen, December 2012

KEY FINDINGS AND RECOMMENDATIONS

Evaluation by DIHR's partners, June 2011

On 21-22 June, 2011, the West Africa Unit gathered 13 DIHR West Africa partners in Niger in order to evaluate the first phase of the strategy. The partner evaluation put special emphasis on indicators (performance, effect and impact) for each project and on obtaining input from partners for the next phase of the strategy. Key points on the agenda of the seminar included: presentation of partners and their institutions, results achieved, understanding indicators, strengths and weaknesses of DIHR's working methods, impact of the DIHR's strategy in the region, value-added and limitations of partners and, finally, recommendations for the next phase to ensure increased impact of the West Africa strategy.

It was important to the West Africa Unit to carry out this evaluation because it was closely linked to one of the key points from the mid-term evaluation: to ensure common accountability for the program and its results. Rather than DIHR alone following-up on indicators, this process should be done in cooperation with the partners; common accountability is one of the key principles of the human rights based approach.

The evaluation report consists of a short narrative in French and English and four attachments in French: the seminar program, list of partners, handout on indicators and lists of results completed by the partners.

KEY FINDINGS FROM THE PARTNER EVALUATION, JUNE 2011 IN NIAMEY, NIGER

STRENGTHS OF DIHR'S WORKING METHODS

- Participatory working methods
- Partnership approach
- Transfer of expertise to partners
- Usage and appreciation of national human resources
- Adaption to and respect for local context
- Transparency in relation to functioning and budget
- DIHR flexibility – especially when unexpected external factors arise
- DIHR has assisted in recruiting more partners
- DIHR creates and uses synergies with like-minded actors (nationally and regionally)
- DIHR availability
- DIHR always engages in long-term partnerships; it takes time to get to know the partners and long-term engagement is a pre-condition to establishing confidence
- DIHR does not underestimate the importance of hierarchy within partner institutions/ organizations

- Fact that documentation and documentation centers are an intervention area of its own is extremely important, especially in the West African context where almost no documentation exists
- Consistent work of DIHR with indicators (performance, effect and impact)

WEAKNESSES OF DIHR'S WORKING METHODS

- DIHR could be more visible in some countries – sometimes a bit too discreet
- DIHRs financial resources are too limited
- Working methods of DIHR are sometimes too bureaucratic
- Monitoring process is sometimes too narrow
- In the beginning of a partnership, it can be difficult to understand the approach of DIHR because partners are used to francophone working methods; it takes time to understand what DIHR expects from partners
- Contract-agreements do not feel financially safe as they can only be entered into on a year-to-year basis (this is due to the application criteria in relation to the framework agreement, which is negotiated year-to-year)
- Physical locations and conditions for some of the documentation centers are not conducive to staff working efficiently.

IMPACT REFLECTIONS

A big challenge in the region remains the lack of data to measure the impact of the different projects. However, there is no doubt that some impact is evident, especially in the projects involving long-term DIHR partners. There is a need to research and monitor the perception of the populations in all three focal countries. For this reason, it is important to carry out baseline studies before a partnership begins and initiate subsequent follow-up studies after a couple of years. One of the areas where there has been a notable impact is within intervention area 3: 'Security'. In this intervention area,

there has been a change of mindset among the target group and behavior is increasingly more professional than previously exhibited. For example, the National Police and the Guard in Niger now perceive themselves as human rights defenders.

Overall, DIHR partners are convinced that the West Africa Program has contributed to the reduction of human rights violations. In future, it is important that each partner develops indicators and monitors them, especially effect and impact indicators wherever possible. The West Africa Program will in the future put added emphasis on developing and monitoring common indicators for the entire program.

ADDED VALUE BY PARTNERS

- Context knowledge and African specificities
- Capable of analyzing the human rights context in the countries
- Expertise in training and advocacy
- Strong engagement and dedication
- Knowledge of modalities (for example, the basket fund for the Human Rights Ministry in Burkina Faso)
- Substance knowledge on relevant indicators
- This experience can be channeled into other partners in the program – nationally and regionally.

LIMITATIONS OF PARTNERS

- Local administrative authorities need to be included in the work with human rights – they require a basic understanding of human rights
- Examples that the use of public tenders has delayed an activity for almost three years
- With the fusion with the Ministry of Justice in Burkina Faso, the former Human Rights Ministry has lost its autonomy
- The partners often lack management tools and expertise in project management

- Political instability in the region (change of governments, coups d'état, security challenges – AQMI, as examples)
- Limited equipment and human resources in several of the partner institutions / organizations
- Partners do not always sufficiently capitalize on the working tools provided by DIHR; partners should go into greater depth with the work they are conducting. Partners do not always stop and reflect on what exactly they are implementing.
- Lack of statistics to measure indicators and, thereby, progress, especially when it comes to impact
- Reallocation of key persons within the different partner institutions / organizations (for example, training and capacity building of people who then 'disappear' – especially challenging when the person is the coordinator of the project).
- Lack of follow-up with students, for example, the UNESCO Chaire in Benin

KEY RECOMMENDATIONS FOR 2012 – 2016 FROM THE PARTNER EVALUATION, JUNE 2011 IN NIAMEY, NIGER

- Create a more formal regional network for the partners of the strategy. Partner evaluations highlighted the need for this (estimated cost approximately 120.000 DKK)
- DIHR should promote the participation of partners in training courses to reinforce their capacities, especially in relation to management courses.
- Continue to advocate for financial support to the West Africa Program and the partners.
- Expand the group of partners to include, for example, administrative authorities, traditional chiefs and lawyers.
- The police stressed the importance of continuing support to in-service training and cooperation with police schools in the region in order to harmonize the integration of human rights in curricula.
- Hold regional thematic meetings
- Ensure the formal integration of human rights in schools and in formal education
- Connect all six documentation centres to the DIHR library
- Find better localities for the documentation centers
- Develop a human rights module for administrative authorities (ENAM)
- Develop a communication plan for the West Africa Program
- Support the implementation of UPR recommendations
- The local representation in Niger should have its own office located outside partner institutions/ organizations
- Support human rights scholarships for partners
- Seek alternative ways to obtain documentation for the documentation centers (for example, the UN in Geneva)

Internal DIHR Evaluation, October 2011

In September and October 2011, DIHR's evaluation expert, Francesco Castellani, conducted an internal evaluation of the first phase of the strategy. The objective of the evaluation was to **'evaluate the results obtained through the West Africa Program activities compared to the expected impact, effect and performance formulated in the West Africa strategy document'**. The evaluation included a field trip to Niger, Burkina Faso and Mali.

This evaluation was important for DIHR to be able to document the methodology and results

of the strategy and approaches applied, as well as ensure internal learning at the Institute.

This evaluation is part of a more general DIHR strategy to use evaluations for learning and reflection purposes with a view to integrate learning into DIHR programs.

The evaluation report consists of a 35-pages narrative in English and 12 annexes which include: terms of reference for the evaluation, list of documents, program of visits in the region, list of people met, interview grid, as well as individual partner analyses.

KEY FINDINGS FROM THE INTERNAL DIHR EVALUATION, OCTOBER 2011

RELEVANCE OF THE WEST AFRICA STRATEGY

- The West Africa Strategy (WAS) has proven to be highly relevant in combining a high level of contextual knowledge on the ground with comparative advantages of the specific professionalism of the DIHR. The WAS has addressed a range of pertinent needs in each of the countries of intervention and has skilfully built upon an understanding of the mechanisms of local power structures aimed at achieving concrete change.
- The long-term relationship is a strong foundation for the establishment of truly functioning partnerships based on mutually well-placed trust, confidence, respect and transparency, all of which ensure local ownership.
- The WAS is to be understood as a loose framework for the DIHR interventions in selected West African countries under different selected headings, rather than a strategic direction envisaging common outcomes and impacts for the region. The inductively 'bottom up needs driven and participatory approach' of the WAS is a major strength for ensuring relevance and feasibility of the program. The WAS and its activities needs to achieve a higher degree of connectivity to DIHR and its departmental deductively created 'top down' strategies; this should be done without sacrificing any of the 'needs driven' relevant opportunities for further developing the WAS for the next phase.
- There are complementary advantages for the projects and comparative advantages for DIHR in encouraging cross-country cooperation, but it should be discussed how far these advantages can be used as a platform for a regional strategy.
- The structuring of WAS at DIHR level between (or across) departments and under a steering committee without an clear relation between steering committee and departments, and

with a long practical distance in time and in geography to the field level, has placed the WAS and the WAU in a partial “limbo” with some autonomy for action. However, at the same time risking WAS becoming homeless in DIHR without any real owners of the program besides or beyond the WAU.

- WAS is important for ensuring synergies, mutual inspiration, use of complementarities in the region, and also in giving DIHR access to use its comparative advantages (an extended network, human resources, and hands-on experience). However, the selection of partners does not seem to reflect a deliberate strategic choice for ensuring strategic coherence to provide changes. The selection of the three core countries for the strategy reflects the organic development of the DIHR presence in the region over a protracted time span.

TECHNICAL ISSUES

- Project documents need more attention with respect to expected results of activities, not only in terms of technical fulfilment of stated obligations, but **especially** in terms of achieving the change that is the *raison d'être* of the activities.

THE REGIONAL APPROACH

- The regional approach has been instrumental for creating synergies and productive competition between like-minded partners in the three West African countries, such as in the process of establishing NHRIs with appropriate legislative frameworks in relation to the Paris Principles. The regional approach has also been supporting the dissemination of knowledge and inspiration for the transformation of police and security forces from ‘**forces**’ to ‘**services**’.

OUTCOME AND IMPACT ON COUNTRY AND PARTNERSHIP LEVEL

- **General remark:** For the conclusions and recommendations related to the development of the documentation center at MPDH in Burkina Faso, the documentation center of CNDH in Mali, and the support to female jurists association in Burkina Faso, please see the relevant sections above.
- **Family Law:** The research on family law has without doubt been strengthened in the region. However, funding constraints has limited some of the possible outcomes and impacts of the process. Nevertheless, the research initiative is on track, collection of data is on-going and some results, in terms of articles, have been achieved while others are forthcoming.

Niger

- The passing of the constitution for the 7th Republic in Niger as a human rights oriented document, demonstrates that the long-term commitment by DIHR has contributed to achieving an unexpected but positive impact. This result should be viewed as an overall result of the continuous efforts over many years to permeate academia, civil society, and current and future decision-makers at all levels in the country with a culture of governance based on human rights values.
- Much of the overall expected outcome of transforming the National Guard and the National Police into services seems to have been achieved. Moreover, the degree of achievement appears to be very high, as protection of human rights seems to have been internalized by all levels of the two national bodies. This includes the entire culture of performance, ethos of the personnel, understanding of the “*raison d'être*” of the two bodies by the personnel,

as well as on a positive improvement of the discipline of the corps and relations between the two bodies with the public. The program with the National Police and the National Guard is slated to be a complete success when the entire process of training is completed. The program has further generated interest for the implementation of a human rights training program for judges in Niger.

- The ANDDH documentation and training center on human rights in Niger has become a major promoter of a human rights culture in Niger. The institution is well known, it is utilized by an astonishing large and broad number of users and its outreach appears to be encompass all segments of society including some of the most isolated and difficult to reach areas of the country. Furthermore, the center is important as a provider of a platform for human rights dialogues between the public, civil society, and public structures.
- DIHR has over many years supported civil society in Niger. The current partnership with CODDHD appears promising and should be strengthened. CODDHD seems to have the potential to become an increasingly strong civil society actor.
- The development of training material for judges with the Ministry of Justice in Niger is

the outcome of other DIHR activities in Niger. The partnership between DIHR and ENAM seems to have been a sound strategic choice and the outcome of this partnership is slowly emerging.

Burkina Faso

- The technical support to the MPDH in Burkina Faso has been successful providing guidance, training, planning, communication and follow-up mechanisms to the Ministry, which has increased the influence and weight of the Ministry among the Council of Ministers and the impact of the Ministry on policies. The inclusion of the Ministry into the Ministry of Justice may perhaps be attributed to this development as the Ministry of Justice has been supported by MPDH in the UPR process, and public officials from many Ministries are increasingly seeking the advice of the MPDH.

Mali

- DEME SO plays an important role in connecting people to public institutions. The partnership program is successful in ensuring improved access for people to participate in society and to manage their relations to public authorities. The partnership is especially strong in the fact that it strengthens capacities for a well-functioning paralegal system, while the system in itself has been designed by DEME SO to be sustainable.

OVERALL RECOMMENDATIONS FROM THE INTERNAL DIHR EVALUATION, OCTOBER 2011

1. RELEVANCE

- Consideration should be taken to modify the approach of fitting country-based activities into a regional strategy. The WAS could be replaced by a **regional program that is built upon country strategies or programs**. The **regional aspect** of the program should focus on utilizing synergies, complementary aspects across borders, while the **country strategies and programs should set the direction of rights based improvements** in the various countries. Each of the individual components and partnerships in the country programs or even the country programs / strategies themselves should be defined in relation to **departmental performance indicators** to ensure ownership, coherence and connectedness with DIHR priorities. However, it is of **paramount importance** that the connectivity to DIHR priorities and departmental strategies are not brought about at the expense of the needs in the field. **The ‘needs driven’ character of the WAS is a fundamental reason for the success** of implementation and the esteem among partners that DIHR enjoys in the region.
- The institutional supporting structure for the next WAS should be better integrated into daily departmental priorities, and the steering committee should have a more active and clear relation, both to the departments and to the WAU, in order to function as a guide and as a coordinator of departmental ownership of the program.

TECHNICAL ISSUES

- The relation between the projects and **the change** (outcomes and impacts) they are meant to achieve, should carefully be

discussed in advance with partners and stakeholders, for instance in **LFA workshops** to continue the development of the quality of projects and programs.

THE REGIONAL APPROACH

- The regional approach should be further pursued in relation to specific areas of interest and the regional approach should be seen as an added value for fulfilling the country strategies (i.e. how can a regional approach support and facilitate activities and results on national level?).
- More concretely: The productive competition among like-minded partners could perhaps also be pursued with a public awareness raising sequence of regional conferences on specific issues that are pertinent to the national agenda such as, for example, the issue of family law, where regional conferences could support keeping a public debate on best practices in all countries on the rights of women and children. Such regional conferences should be inclusive in their approach ensuring that more traditional interests are also included.

OUTCOME AND IMPACT ON COUNTRY AND PARTNERSHIP LEVEL

- **Family Law:** Research should be continued. However, DIHR should design, in cooperation with researchers, programs that place more emphasis on outcomes in terms of scientific evolution (i.e. improved scientific reputation, scientific debates, inclusion of different segments of society in fact-based dialogues) rather than focusing on impacting a rather unpredictable change at the policy level.

Niger

- **The results achieved on the training of National Police and National Guard in Niger should be thoroughly documented with evidence seeking specific and thorough evaluation of the two projects.** Such an evaluation should, as a **minimum, contain the following elements:** 1) A **representative survey on the popular perception** of the two law enforcement agencies, 2) an **internal representative survey among the personnel** on the outcome of the training, 3) **compilation and analysis of complaints of human rights violations** allegedly done by the two agencies since 2004/ 05 to 2011, 4) **collection of qualitative data among randomly selected samples of personnel** at all ranks to assess the degree of importance attached to and daily practice modified by the human rights training programs, 5) **collection of data detailing each step of the process from start to impact.** The purpose of such an evaluation should be to provide **irrefutable scientific evidence** for the connection between applied methods and achieved results. The task or the theme could perhaps be fulfilled by a group of competent master students, or preferably, as the subject of a Ph.D. For DIHR, such a study could be extremely valuable if it provides the expected evidence.
- The ANDDH documentation and training center should be administratively and strategically detached from the ANDDH; the center has grown to an entity in its own right and needs more space for development than the current framework arrangement with ANDDH permits. The center should have its own management board, own independent financial system, its own strategy and activity plans, and its own fundraising strategies that are independent from the ANDDH strategies. The documentation center should continue to be owned by ANDDH but the relation between ANDDH and the center should be a strategic relationship not one involving daily management nor of possible submission of the center to ANDDH-centered interests.
- The partnership between DIHR and CODDHD should be continued and strengthened. Inspiration for future partnerships can be drawn from the example of the DIHR partnership with the Civil Society Human Rights Organization in Afghanistan.
- ANDDH is an important human rights actor in Niger's civil society and it is recommended that DIHR provides further support to ANDDH to ensure its functionality and to support its development of a more detached relationship to its documentation center.
- The partnership between DIHR and the Ministry of Justice seems to be evolving and DIHR should further develop the partnership.
- The partnership with ENAM should be developed further, for instance in the realm of good governance to support the development of training in the conduct of evaluations.
- The research on Family law in Niger has recently received additional funding and this revitalization of the research initiative should be pursued as much as possible. As mentioned under the section on Family Law, in Niger, DIHR should encourage the development of a governmental supported cooperation program between FSEJ- ENAM- ANDDH-CODDHD to collect relevant jurisprudence through legal advice offices.
- DIHR should develop a closer cooperative relationship with the reformed NHRI of Niger.
- DIHR should ensure more pronounced participation of women rights organizations

in DIHR partnerships in Niger thus avoiding the trap of mainstreaming gender rights by allowing entirely male dominated organizations speak on behalf of women.

Burkina Faso

The inclusion of MPDH into the Ministry of Justice should (until the contrary has been proven) be seen as an opportunity for further cooperation. The technical assistance and capacity building of the MPDH should be broadened to the entire Ministry. It is recommended for the next phase, to highly prioritize the transfer of knowledge aimed at empowering the Ministry in such a way that technical support will not be needed for the maintenance of the improvements. The

technical support should, in other words, transmute into an organizational culture of **intrinsic capacities of the system of the ministry** and not only of new capacities to persons employed by the Ministry at any given time.

Mali

The partnership with DEMO SO should not only be continued, but should be expanded to ensure improved nationwide coverage of paralegals. Training should be expanded and number of trained paralegals increased so that recruitment and training of paralegals could become a nationwide initiative. DIHR and DEME SO could cooperate to raise funding for such an ambitious course of action.

I. WORKSHOP WITH EXTERNAL EVALUATOR KAREN KENNY, NOVEMBER 2011

Due to the useful and constructive 2009 evaluation of the Cooperation Agreement, where West Africa was used as a case, the evaluation's team leader, Karen Kenny, was invited to a seminar in Copenhagen to provide her input to the 2011 evaluation process of the West Africa program. The discussions in Copenhagen were based on the partners' evaluation as well as the internal DIHR evaluation and included in a recap note by Karen Kenny.

Karen Kenny also provided input to the draft ToRs for the internal DIHR evaluation, as well as to the workshop design for the partner evaluation.

The external element in the evaluation process was essential to the consolidation of the overall findings of the partners and the internal evaluation. Furthermore, the inclusion of an expert in human rights based approach already familiar with the West Africa strategy, in this process provided an added value to the evaluation. The recap note and inputs from Karen Kenny have also proven valuable in terms of developing DIHR's general strategy.

The recap note covers three issues: key features of the West Africa strategy identified by external and internal reviews, learning from experience for the overall DIHR strategy and finally, strengthening DIHR and partner focus on accountability for outcomes.

KEY FEATURES OF THE WEST AFRICA STRATEGY WERE IDENTIFIED BY EXTERNAL AND INTERNAL REVIEWS, KAREN KENNY, NOVEMBER 2011

The 2009 Thematic Review of DIHR provided positive findings in relation to the application of the key principles of human rights based approaches in the West Africa Strategy. It noted that hitherto, DIHR had not adopted a consistent common understanding of human rights based approaches as a basis for its work. In contrast, DIHR's West Africa Strategy was advanced in its application of human rights based approaches. A key recommendation in 2009 was that DIHR as a whole would benefit from actively learning from its own experience in the WAS.

WEST AFRICA EXAMPLES– TOWARDS HUMAN RIGHTS BASED APPROACHES (FROM THE 2009 THEMATIC REVIEW):

Principle 1: Expressly and accurately using the HR law applicable

- **Strengths:** Strong processes with partners. Ownership of the Strategic Plan in the Ministry of Human Rights (Burkina Faso) said to be strengthened by taking its outset in the Ministry's mandate based on human rights.
- **Weakness:** Would be enhanced by taking its outset in common obligations to human rights framework, to which both DIHR and partners are accountable for facilitating change (see principle 5), and agree to mechanisms from the beginning. If this is not done, it can inadvertently disempower partners by not expecting them to meet their obligations.

Principle 2: Elements of – empowerment

- **Strengths:** Inclusion of relevant state and non-state actors together discussing human rights promotes participation, ownership and dialogue. More of this is needed (e.g. with

Ministry in Burkina Faso).

- Positive acknowledgment that these processes take time and resources.
- Key to achievements in West Africa is the DIHR Unit's willingness to learn and to support others in learning to do better in stimulating human rights change.
- **Weakness:** Just as it does with UPR process – DIHR should build its own capacity to empower partners on legal and policy demands (e.g. by Ministry for Human Rights in Burkina Faso and civil society for meaningful participation in EU country strategies, UNDAFs, Poverty Reduction Strategies).
- Maximize DIHR entry points to promote understanding and application of HRBA (bi-lateral & international policy-making levels, in-country in support of partners).

Principle 3: Elements of – participation as a right

- **Strengths:** Long term involvement over ten years. In Niger, a stable team and regular visits help generate trust with partners and obligations of donors to ensure positive human rights impacts of their work (EU, UN, bilateral):
- Emphasis on coaching partners to produce outputs themselves is much respected by partners and many feel real ownership - not only regarding manuals, training, a resource center or a strategic plan but also ownership of processes and financial responsibility. In contrast, with a different funder, a judges' manual was facilitated by DIHR under a shorter timeline than was needed. In the short-term, lower quality process and outputs,

illustrates the benefits of influencing the way other funders approach development as a strategic priority.

- **Weakness:** Participation in projects can inadvertently be presented to partners as a unique DIHR speciality which partners should appreciate – instead of a **right** which they should expect and demand from all their development partners (and a **duty** for which DIHR is accountable)

Principle 4: Prioritising vulnerable groups and non-discrimination

- **Strengths:** Strategic focus by DIHR West Africa Strategy on family law – rightly targeting the vulnerability of many West African women and their children.

Principle 5: Elements of – accountability

- **Strengths- learning:** Processes to develop two manuals with two police services (Police, and the separate Forces Nationales d'Intervention et de Sécurité, the rural police) illustrate the **express, accurate application** of key international standards, **participation** and **empowerment** of partners. FNIS was the second manual process in Niger and learned significantly from the Police manual process (e.g by including from the start an **accountability** mechanism for evaluation of the manual's impact, as well as user group feedback on clarity of texts). The result is an excellent FNIS manual, with high-level commitment to apply it within FNIS organisation, and a core team of FNIS with understanding of, and pride in, their role as human rights defenders.
- **Weakness to address:** Focus on impact should be automatic in planning partnerships. DIHR should integrate HR results, outcome, impact baselines, indicators and monitoring

processes with partners – as a key element of **their mutual obligation** of accountability for HR impact – from the on-set.

The former High Commissioner for Human Rights emphasized in the above quote - **context analysis** and **creativity** - as hallmarks of the myriad approaches to development based on human rights. The key question being: '**how can we help**' claims-holders and duty-bearers to claim their rights and fulfil their responsibilities in their specific context. The WAS going forward from 2012 is increasingly demonstrating and applying this understanding:

- The West Africa Strategy is built on deep understanding of the **context** developed over a number of years using multi-disciplinary analysis (politico-economic, gender etc.). It recognises the reality that all development is about power relationships – and in that sense all development is **political**.
- The strategy is designed as an **on-going process** which values flexibility and creativity to expand activity according to changing needs and opportunities – or conversely to reduce activities where necessary. This flexibility to adapt the pace of partnership is essential as every context is fluid (e.g where a head of a partner organization is more amenable to human rights progress than her predecessor or successor, adapting the pace accordingly)
- The WAS is **long-term in focus**, placing **relationships** at the center of the work, built on trust and mutual respect between DIHR and partners – as well as among them.
- A strong focus on building and using **local and regional resources**.
- Demonstrated willingness by DIHR West Africa Unit to **learn from their own experiences** and to be pro-active in searching for continual improvement.

LEARNING FROM THE WEST AFRICA EXPERIENCE FOR THE OVERALL DIHR STRATEGY, KAREN KENNY, NOVEMBER 2011

- In Human Rights Based Approaches –there is no single ‘one size fits all’ **The WAS rightly starts from reality on the ground and uses concepts and tools that address that reality – not the other way around.** To strengthen DIHR’s work as a whole means replicating this insight across all its work for genuine relevance, sustainability and impact. A specific aspect of this is the focus of WAS on using and building local and regional resources wherever possible. This is based on the essential idea that true development reinforces, not replaces, local capacity (and is generally more efficient in cost terms, languages, and knowledge of the context). **DIHR organisational strategy should focus on supporting and learning from processes at country level.**
- This requires exceptional commitment and analytical capacity from staff as well as mobile, routine support to HRBA at country level. The rich experience of DIHR at country level needs to be evidence based (see area to strengthen below) and systematically harvested to higher levels. Lessons identified should then be applied in-house and advocated with partners for their application by other development actors at country, regional and international levels .
- This HRBA engine needs to be cross-cutting for all the work of DIHR (national and international) supporting the effective understanding and application of HRBA. This support team should be routinely present in-country to sit with partners/ DIHR Unit as needed to bring fresh eyes and perspectives for constructive discussions on strengths and weaknesses of a strategy and its activities.
- This HRBA may require bold action to re-think the basics (e.g a DIHR comprised of ‘red team’ blue team’ based on geographical division of labor, combined with a cross-organization ‘engine’ to harvest organizational learning from experience, to ensure optimum advocacy etc.). If DIHR applies the insights from its own experience it reduces the risk of being indistinguishable from a range of other development actors - led by their HQ’s institutional needs.
- DIHR should integrate HR results outcome, impact baselines, indicators and monitoring processes with partners – as a key element of their mutual obligation accountability for HR impact – from the start.
- An empowering process by which the West Africa Strategy is designed and implemented should itself be an outcome as well as a means to other objectives. It should be reflected in the West Africa Strategy logframe as both a means and an objective; it should also be credited and assessed as such in future DIHR evaluation processes.
- DIHR evaluations should be grounded in OECD DAC criteria for evaluations. This is important for reasons of inter-operability. This is the standard for the Danish MoFA, well established internationally and clearly defined for communication with partners i.e.: relevance, effectiveness, impact and sustainability.
- Consideration should be given to discussing with WAS funders **a longer timeframe for the strategic vision** – accompanied by an

extension to the current two-year log frame focus (2012-2013). However, that long-term focus can only realistically be expected where there is greatly enhanced focus on evidence demonstrating the direction of change (in terms of outcomes and impacts). True change can take generations to achieve – so the direction of change is a key barometer.

PART 1

EXTERNAL EVALUATION NOTE

By: Karen Kenny, Director, International Human Rights Network
July 2011-March 2012



1.1 INTRODUCTION

This external consultancy input is in support of the evaluation process carried out regarding the first phase of the DIHR West Africa Strategy 2009-2012. The evaluation process regarding the DIHR West Africa Strategy evolved with four elements.¹ This note is a **re-cap of key elements** emerging from those discussions.

Overall, there is consistency regarding the key success factors of WAS, as well as areas to strengthen as identified by the internal, partner and external evaluations (Thematic Review). Key strengths are noted first below. As an external reviewer, some differences of view emerge as concerns **the implications of those success factors for DIHR as a whole**. Key areas of difference are noted here.

1.2 KEY FEATURES IDENTIFIED BY EXTERNAL AND INTERNAL REVIEWS

The 2009 Thematic Review of DIHR made positive findings regarding the application of the key principles of human rights based approaches in the West Africa Strategy. It noted that hitherto, DIHR the organisation, had not adopted a consistent common understanding of human rights based approaches as the basis for its work. In contrast, the West Africa Strategy of DIHR was advanced in its application of human rights based approaches. A key recommendation in 2009 was that DIHR as a whole would benefit from actively learning from its own experience in the WAS.

WHAT ARE HUMAN RIGHTS BASED APPROACHES?

“A human rights-based approach – bringing human rights standards and values to the core of everything we do – offers the best prospect of leveraging our influence to empower people to advance their own claims, to prevent discrimination and marginalization, and to bridge the accountability deficits that have chronically crippled development progress. Under a rights-based approach, participation in development is a matter of right rather than charity. Essential to the very definition of human rights is the existence of claims and corresponding obligations at various levels of government and society. In each situation we

confront, a rights-based approach requires us to ask:

- What is the content of the right?
- Who are the human rights claim-holders?
- Who are the corresponding duty-bearers?
- Are claim-holders and duty-bearers able to claim their rights and fulfill their responsibilities?

- **If not, how can we help them to do so?**

This is the heart of a human rights-based approach.”²

The box below sets out key elements of the legal framework in the form of five HRBA principles: express and accurate application of the legal framework; empowerment of rights holders and duty bearers to claim/deliver; the right to participate; priority to vulnerable groups and non-discrimination; and accountability for these standards.² These principles fundamentally recognise that human rights are both the means and the goal of development. Process is therefore every bit as important as outcome when applying HRBA.

.Applying this understanding of HRBA to the Thematic Evaluation of WAS as a case study, the Thematic Review found the following to be features of the West Africa strategy and its implementation to that date. These were identified by the Thematic Review as key factors for success in contributing to positive human rights change in any context.

WEST AFRICA EXAMPLES– TOWARDS HUMAN RIGHTS BASED APPROACHES :-

Principle 1: Expressly and accurately using the HR law applicable

- **Strengths:** Strong processes with partners. Ownership of the Strategic Plan in the Ministry of Human Rights (Burkina Faso) said to be strengthened by taking outset in the Ministry's mandate based on human rights
- **Weakness:** would be enhanced by taking outset in common obligations to human rights framework – to which both DIHR and partners are accountable for facilitating change (see principle 5), and agree mechanisms at the start. Otherwise, can inadvertently disempower partners by not expecting them to meet their obligations.ⁱ

Principle 2: Elements of - empowerment

- **Strengths:** Inclusion of relevant state and non-state actors together discussing human rights promotes participation, ownership and dialogue.ⁱⁱ More of this needed e.g with Ministry in Burkina.ⁱⁱⁱ
- Positive acknowledgement that these processes take time, and resources.

- Key to achievements in West Africa is the DIHR Unit's willingness to learn, and to support others in learning to do better in stimulating human rights change.
- Weakness: Just as it does with UPR process - DIHR should build its own capacity to empower partners on legal and policy demand e.g. by Ministry for Human Rights in Burkina, and civil society for meaningful participation in EU country strategies, UNDAFs, Poverty Reduction Strategies.^{iv}
- Maximise DIHR entry points to promote understanding and application of HRBA (bi-lateral & international policy-making levels, in-country in support of partners, see s.5 aid effectiveness principles).

Principle 3: Elements of - participation as a right

- **Strengths:** Long term involvement over 10 years. In Niger, a stable team, regular visits help generate trust with partners obligations of donors to ensure positive human rights impacts of their work (EU, UN, bilateral); to strengthen

- Emphasis on coaching partners to produce outputs themselves is much respected by partners and many feel real ownership - not only regarding manuals, training, a resource centre or a strategic plan but also ownership of processes and financial responsibility. In contrast, with a different funder, a Judges manual facilitated by DIHR under shorter timeline than needed. In the short-term, lower quality process and outputs, illustrates the benefits of influencing the way other funders approach development as a strategic priority (s.5).
- **Weakness:** participation in projects can inadvertently be presented to partners as a unique DIHR speciality which partners should appreciate – instead of a right which they should expect and demand from all their development partners (and a duty for which DIHR is accountable)

Principle 4: Prioritising vulnerable groups and non-discrimination

- **Strengths:** Strategic focus by DIHR West Africa on family law – rightly targeting vulnerability of many West African women and their children.

Principle 5: Elements of - accountability

- **Strengths- learning:** processes to develop two manuals with two police services (Police; and the separate Forces Nationales d'Intervention et de Sécurité, the rural police) illustrate the express, accurate application of key international standards, participation and empowerment of partners. FNIS was the second manual process in Niger and learned significantly from the Police manual process e.g by including from the start an accountability mechanism for evaluation of the manual's impact; as well as user group feedback on clarity of text etc. The result is an excellent FNIS manual, with high-level commitment to apply it within FNIS organisation, and a core team of FNIS with understanding of, and pride in, their role as human rights defenders.
- **Weakness to address:** focus on impact should be automatic in planning partnerships. DIHR should integrate HR results, outcome, impact baselines, indicators and monitoring processes with partners – as a key element of their mutual obligation of accountability for HR impact – from the start.

The former High Commissioner for Human Rights emphasized in the above quote - **context analysis** and **creativity** - as hallmarks of the myriad approaches to development based on human rights. The key question being: 'how can we help' claims –holders and duty-bearers to claim their rights and fulfill their responsibilities in their specific context. The WAS going forward from 2012 is increasingly demonstrating, and applying this understanding:-

- The West Africa Strategy is built on deep understanding of the **context** developed over a number of years using multi-disciplinary analysis (politico-economic; gender; etc). It recognises the reality that all development is about power relationships – and in that sense all development is **political**.
- The strategy is designed as a an **on-going process** which values flexibility and creativity to expand activity according to changing needs and opportunities – or conversely to reduce activities where necessary. This flexibility to adapt the pace of partnership is essential as every context is fluid (e.g where a head of a partner organisation is more amenable to human rights progress than her predecessor or successor, adapting the pace accordingly)
- The WAS is **long-term in focus**, placing **relationships** at the centre of the work, built on trust and mutual respect between DIHR and partners – as well as among them.
- A strong focus on building and using **local and regional resources**.
- Demonstrated willingness by DIHR West Africa Unit to **learn from their own experience** and to be pro-active in searching for continual improvement.

1.3 LEARNING FROM EXPERIENCE FOR THE OVERALL DIHR STRATEGY

The internal evaluation raised the issue of where WAS is 'owned' within the DIHR departments – and the linked DIHR discussion regarding its organisational strategy. The need for DIHR to supervise, manage and ensure quality its international programmes is clear – and so too is the need to design programmes 'bottom-up' to optimize DIHR international relevance, sustainability and impact. As the internal evaluation puts it: "The DIHR long term commitment generates respect, high regard, confidence and mutual trust in the partnerships. This is the basis for the commitments of partners, it generates ownership and hence is a driving motivator for providing practical results." **How can DIHR ensure that its HQ structure, management, strategy, priorities, and tools are designed to optimize its support to human rights change in a given country context? – rather than basing these on other rationales.** As the former High Commissioner put it in summarizing HRBA (above): 'How can we help' claims –holders and duty-bearers to claim their rights and fulfill their responsibilities in their specific context. This is the key question in the HRBA paradigm. **That question is most meaningfully asked – and answered- in the context of long-term engagement and partnerships at country-level.** DIHR has long used the language of 'partnership' – but as the Thematic Review noted in 2009, it had yet to adequately define it, anchor it in a deep understanding of HRBA, apply, measure and advocate it - as both a means and goal of development. Doing so, should be key to DIHR's organisational strategy. This enables identification of needs grounded in country-level reality – not based on an a priori list of the types of concepts, themes, organisations etc. that DIHR uses. This is the central idea of applying Human Rights Based Approaches –there is no single 'one size fits

all'. The WAS rightly starts from reality on the ground and uses concepts and tools that address that reality – not the other way around. To strengthen DIHR's work as a whole means replicating this insight across all its work for genuine relevance, sustainability and impact.³ **DIHR organisational strategy should focus on supporting and learning from processes- at country level.**

This requires exceptional commitment and analytical capacity from staff as well as mobile, routine support to HRBA at country level. The rich experience of DIHR at country level – needs to be evidence based (see area to strengthen below) and systematically harvested to higher levels. Lessons identified should then be applied in-house and advocated with partners for their application by other development actors at country, regional and international levels .

This HRBA engine needs to be cross-cutting for all the work of DIHR (national and international) supporting the effective understanding and application of HRBA. This support team should be routinely present in-country to sit with partners/ DIHR Unit as needed to bring fresh eyes and perspectives for constructive discussions on strengths and weaknesses of a strategy and its activities.

This HRBA This may require bold action to re-think the basics e.g a DIHR comprised of 'red team' blue team' based on geographical division of labour, combined with a cross-organisation 'engine' to harvest organisational learning from experience, to ensure optimum advocacy etc. If DIHR applies the insights from its own experience it reduces the risk of being indistinguishable from a range of other development actors - led by their HQ's institutional needs.

1.4 STRENGTHENING DIHR AND PARTNER FOCUS ON ACCOUNTABILITY FOR OUTCOMES

This HRBA An area for WAS to strengthen: In 2009, the Thematic Review had noted (see box above) that HRBA Principle 5 concerning accountability for impact needed to be strengthened in the WAS: "focus on impact should be automatic in planning partnerships. DIHR should integrate HR results, outcome, impact baselines, indicators and monitoring processes with partners – as a key element of their mutual obligation of accountability for HR impact – from the start." The internal evaluation also noted that the WAS programme documents in phase II will benefit from greater attention, with partners, to formulation of **expected results** (outputs, outcomes, impact).

An empowering process by which a WAS is designed and implemented should itself be an outcome as well as a means to other objectives. It should be reflected in the WAS logframe as both a means and an objective; it should also be credited and assessed as such in future DIHR evaluation processes. This accountability process should be programmed, funded, monitored and evaluated of itself. Strengthening the realization among partners and funders, as well as within DIHR, that it is a duty-bearer under international law is an important step. This means not only programming, but political advocacy and solidarity at national, regional and international levels as befits its status and identity as a public body, an NHRI. This has particular significance in the DIHR relationship of influence with MFA, and the latter's influence in OECD DAC, the EU presidency 2012 etc.

Demonstrating commitment to continual improvement by the WA Unit and partners, the partners engaged in a process of self-evaluation in 2011. Tools were developed in

which partners self-identify outcomes from their work, and these were discussed together in a combined partner workshop in Niger in June 2011. Phase two of the WAS from 2012 is designed to build on these tools and on this partner self-evaluation process. It is to ensure that both DIHR and partners focus on stimulating positive human rights change: i.e design their work to demonstrate human rights effect and impact at the national level. In addition, partners working on related issues – whether as rights-holders or duty-bearers- are to be encouraged to hold each other to account for the direction of such change.

This HRBA Baselines and indicators should be developed in the context – and without re-inventing the wheel. Many development actors and processes are underway at the national level at any given time. WAS should be pro-active in identifying opportunities to ‘piggy-back’ on these. For example, 10-yearly Household surveys could include questions regarding public expectations of /confidence in the police, etc. It is recommended that DIHR ‘HQ’ design its support to national programmes in areas such as this. A core mobile team in DIHR HQ would be of real benefit to strengthen rigour in ensuring HRBA within logframes (framing of objectives, focus on impacts, design of indicators etc.) This should be an empowering support also to partners – **to raise their expectations of a HRBA process from all the development actors they work with.**⁵

The self-evaluation (and internal/external DIHR evaluations) should be grounded in OECD DAC criteria for evaluations (this was not initially the case for the ToRs of the DIHR internal evaluation). This is important for reasons of inter-operability. This is the standard for MFA, well established internationally and clearly defined for communication with partners i.e: relevance, efficiency, effectiveness, impact,

and sustainability. These criteria need to be understood through the HRBA lens .

The Bearing in mind that human rights change can take generations, a rigorous strategy for stimulating change in the human rights situation in the short-, medium or long-term may require ‘confidence-building’ activities as **interim steps**. So long as they are designed to lead to more meaningful engagement with a partner, such creativity and adaptability should be embraced as an organic part of building relationships for change.

Consideration should be given to discussing with WAS funders **a longer timeframe for the strategic vision** – accompanied by an extension to the current two-year logframe focus (2012-2013). However, that long-term focus can only realistically be expected where there is greatly enhanced focus on evidence demonstrating the direction of change (in terms of outcomes and impacts). True change can take generations to achieve – so the direction of change is a key barometer.

NOTES

1 The four elements of the process were as follows: 1) The West Africa Strategy (WAS) was a case study considered as part of the independent external Thematic Review of DIHR's global programmes commissioned by MFA in 2009 (this author led that team for IHRN). 2) A partner self evaluation workshop process in June 2011 which took place in Niamey (Niger) on 21-22 June 2011 with DIHR partners in the region. 3) An internal evaluation by the DIHR internal expert (November-December 2011) and 4) a discussion in Copenhagen between relevant DIHR management; the WAS Unit; the DIHR internal evaluator; and the current author. External input was requested on topics such as the draft ToRs for the internal evaluation (3 above) and the workshop design for the partner's self-evaluation process (2 above).

2 These five principles of Human Rights Based Approaches are based on the work of OHCHR which International Human Right Network has evolved into training tools. The principles of law underpinning human rights approaches to development are routinely clustered in different ways for ease of comprehension and application by different groups (e.g according to their mandate, country context, and status as rights holder/duty-bearer on the issue). What does not vary, by definition, is the legal nature of human rights standards, and obligation of Denmark to ensure all its public bodies respect the treaty commitments it has undertaken – including in its development co-operation.

3 A specific aspect of this is the focus of WAS on using and building local and regional resources wherever possible. This is based on the essential idea that true development reinforces, not replaces, local capacity (and is generally more efficient in cost terms, languages, and knowledge of the context).

4 To strengthen the 'logic' of the logframe of programme interventions in the second phase, it may be helpful for example to sub-divide the objectives of the West Africa strategy into further concrete sub-objectives for each cluster of interventions. This should help focus partners on issues of mutual accountability among partners, and between partners and DIHR. This highlights the benefits where possible, of engaging with rights-holders and duty-bearers in symmetry /synergy around certain specific human rights issues.

5 In this context, it is important for both partners and DIHR as a whole, that there be coherence and consistency in the logframes and concepts used. DIHR will need internal coherence across all its programmes (to build its own strategic vision cascading upwards from the country context in which it works). Partners will need coherence of terminology to ensure their work is well understood by all their development partners, and to ensure they are thus equipped to demonstrate accountability to rights-holders and to other stakeholders. This should be built on the best of international HRBA practice, and enable inter-operability with partner's other national stakeholder processes; as well as with the systems of multi-lateral and bi-lateral development partners.

NOTES TO WEST AFRICA EXAMPLES

i In the case of civil society partners, DIHR support to help them ensure they are not having negative impact should emerge as routine from the start of partnerships. See s.5.4 for strengthened DIHR focus on its own impacts - and methodology for assessing them.

ii Example: the work done at the Documentation Centre in Niger through the various working committees.

iii Timelines pre-partnership for building the basis of the future partnership is key. Staff

rightly point out that civil society has often an interest in the dialogue with the state- this is not always the case for state partners, and can take more time. There has been a change both of Secretary General and Minister since the cooperation began with the Ministry in Burkina, and DIHR finds that trust must be built with the new leadership. This is particularly in the context of it being a relatively new (2 1/2 years) relationship, having started with the objective of finalising the consultancy for the Danish Embassy, see s.4 consultancies.

iv Methodologies of support to civil society (as opposed to support to state actors) raise specific questions for DIHR. In survey feedback and Niger field visit, the need for political support to organisations which DIHR supports is raised, and in Niger the Institute has excluded funding monitoring of the human rights situation by its partner NGO. The reasons for a public body like DIHR to hesitate in these areas are clear. However, it also clear that such monitoring is fundamental to the role of civil society, and that political support as often provided by human rights INGOs (rather than technical support) may be what is needed. On-going review is needed to ensure DIHR remains the appropriate partner to meet such needs as a context/partner evolves.

PART 2

PARTNER EVALUATION

21 – 22 June 2011, Niamey, Niger



2.1 INTRODUCTION

The evaluation of DIHR's West Africa Strategy 2007 – 2011 which took place in 2011 comprised three parts: an evaluation with the partners from the region (in Niger in June), an internal DIHR evaluation (September/October) and an external evaluation by Karen Kenny from the Irish Human Rights Network.

On 21-22 June, 2011, the West Africa Unit gathered all 13 DIHR partners in Niamey in Niger in order to evaluate the past five years' work, with a particular focus on indicators (including performance, effect and impact) for the respective projects. The meeting also served as a discussion platform to garner input from DIHR partners in the region for the next program phase for 2012 – 2016.

The present report relates to the seminar program attached in Annex 1.

2.2 PRESENTATION OF PARTNERS AND THEIR INSTITUTIONS / ORGANIZATIONS

Method: a five-minute presentation by each partner of their work

DIHR's West African partners are drawn from from state, civil society and independent institutions. Some have been DIHR partners for more than ten years, whereas others are relatively new and have been partnering with the Institute for only a couple of months. The 13 partners present at the evaluation included: The Ministry of Justice and Promotion of Human Rights (Burkina Faso), the Association of Female Lawyers (Burkina Faso), the National Human Rights Commission (Mali), Deme So (Mali), the Ministry of Justice (Niger), judges (Niger), the National Police (Niger), the National Guard (Niger), ENAM (Niger), the civil society network CODDHD (Niger), the University - Chaire Unesco (Benin), ANDDHs Documentation Center (Niger) and

the Regional Research Project on Family Law (anchored at IDHP, Dakar).

A list of partners and their respective contact details can be found in Annex 2.

2.3 LISTS OF PARTNER RESULTS

Method: A ten-minute presentation was given by each partner and lists of results were distributed to all participants. DIHR presented the lists relating to regional projects not attributed to a specific partner.

The primary objective of reviewing the list of results was to have partners reflect on the performance and effect indicators of projects over the previous five years. Participating partners had all completed the lists prior to the evaluation seminar. The following paragraphs highlight some of the key results from each partner organization.

All lists can be found in Annex 4.

Intervention 1: Institutional strengthening of human right actors

The Human Rights Ministry, Burkina Faso (MPDH): The Ministry's strategic plan has been approved by government and a basket fund obtained. Integrated planning tools have been developed and the UPR recommendations translated in French. Furthermore, a mapping of human rights actors has been completed and an education catalogue developed. A 'cell'/'unit' has been established within the Ministry to ensure ownership of the methods developed. The 'cell' serves as a focal point between DIHR and the Ministry. Overall, the implementation of the abovementioned activities has improved knowledge-sharing and promoted transparency within the Ministry.

The Association of Female Lawyers, Burkina Faso (AFJ/BF): A financial agreement with

the Danish Embassy has been signed and new localities and equipment have been provided. DIHR will coach and assist AFJ/BF in developing a strategic plan as well as methods for radio programmes. This will serve to promote larger visibility of the association.

The National Human Rights Commission in Mali (CNDH): A documentation center has been established and opened to the public. The Commission's first report on human rights in Mali written was published with DIHR's serving in a coaching role in the process. DIHR will provide technical assistance for the preparation of a national colloquium on family law to be held in 2012.

The Collective of Organizations for the Defense of Human Rights and Democracy (CODDHD): A strategic plan and action plan have been developed. Overall, the human rights knowledge of members has been strengthened, as well as the operational and institutional capacities of CODDHD, which serves as headquarters for the organizations as well as a platform through where members can communicate. In addition, CODDHD has now obtained legal recognition. Thanks to its partnership with DIHR, CODDHD is working with various state institutions and is represented in several national fora.

The Ministry of Justice: The Human Rights Manual for Judges has been developed and printed. 125 judges have been trained on the contents of the manual thus far. Human rights courses based on the manual have been integrated into the judges' national curriculum at ENAM. Furthermore, DIHR has assisted the Ministry in preparing for the UPR process which took place in February 2012. DIHR is now working on strengthening the capacities of the Human Rights Direction.

Intervention 2: Family law

Regional research project on 'Family and women's rights: for a fair divorce in francophone West Africa': Four DIHR research partners participated in the creation of a network of West African researchers working on family law issues. A first seminar took place in Ouagadougou to map out the research completed thus far in the region. A second seminar was conducted in Dakar to define a concrete regional research project on divorce and women's rights anchored at IDHP in Dakar. A synopsis of the four national studies are now finalized. They have been presented to local stakeholders. The researchers' capacities on family law and on research methodology have been strengthened.

Legal Aid NGO, Deme So, in Mali: DIHR has assisted Deme So in training 20 paralegal trainers. A practical trainer's manual was developed to assist in this process. The trainers have subsequently trained paralegals in six of the country's eight regions. Various documentation and monitoring tools have been developed to help paralegals record their work. A first report on paralegals' work in Mali has been finalized and a new work plan completed. DIHR has also contributed to the development of a new strategic plan for the organization.

Intervention 3: Security

The Human Rights Ministry, Burkina Faso (MPDH): DIHR assists the Ministry in developing a human rights manual for the police to be used in the basic education of police officers. However, the project has incurred delays due to a bureaucratic tender process.

The National Police in Niger (PN): A human rights manual for the police has been developed as well as two guides (one for

officers and commissaires and another for the police agents). Human rights courses based on the contents of the manual are part of the initial training of the police. Specific leaflets integrating human rights into various subjects taught at Niger's Police Academy have been developed and are used at the police school. The police documentation center is increasingly frequented. 1500 national guards and 1500 police officers have been trained in the election process in 2010.

The National Guard in Niger (GNN): Human rights courses are now integrated into the national curriculum of the GNN as well as into the in-service training of the guards in all regions in the country. The trainers' capacities at the instruction center have been strengthened in the field of human rights. DIHR has helped to develop the documentation center at the instruction center. As a result of these activities, there have been fewer complaints received against the guards.

Intervention 4: Human rights documentation and education

The UNESCO Chaire – University of Abomey Calavi: DIHR assists the Chaire in strengthening the capacities of its documentation center. Thanks to DIHR's financial and technical support, the Chaire is able to conduct the annual regional course for human rights professionals of the region. Each year, two scholarships for human rights masters are awarded to young jurists from DIHR's focus countries in West Africa.

The Human Rights Education and Documentation Center of Niger's Association for the Defense of Human Rights (ANDDH): DIHR assists the center with staffing, equipment and documentation. DIHR provides technical assistance for the development of annual reports on human rights in Niger. The

activists' manual has been updated. Studies on a mapping and the role of human rights actors in Niger, as well as on the right to health, have been initiated and published. Human rights courses have been held each year for state and non state actors.

A UPR course for Niger's civil society helped develop a joint civil society report for Niger's UPR with coaching support from DIHR. Thanks to twelve public debates each year on human rights issues and follow-up radio programs, citizens are now more aware of their rights. The center has become a focal point for human rights actors and civil society in general. The center is an important tool for ANDDH, it gives visibility to the association. Finally, the center is now highly frequented by users and the quality of ANDDH's annual reports has improved.

The School of National Administration and Justice (ENAM): The applied research capacities of the teachers at ENAM have been strengthened (applied research is now part of their statutes). The teaching at ENAM is increasingly more context relevant. ENAM has also developed a guide for theses. Study tours to sister institutions have resulted in strengthened coordination and organisational capacities. Furthermore, the ENAM Journal has been revived, publishing scientific articles from applied research on access to justice, access to information and good governance in decentralization. ENAM has presented the results of their research at public conferences; this has subsequently attracted new partners.

The Documentation Center within MPDH: The director of the center was trained and books and reference materials have been acquired; a staff member was also trained in documentation techniques. DIHR has also provided support in the development of a practical guide for the staff on the management of documentation.

In addition, three conferences were conducted on “L’Humanisation des prisons”, “L’incivisme dans la circulation routière” and “La peine de mort” and a meeting of NGOs was conducted in order to collect data on the mapping of human rights actors in Burkina Faso. Four centers have opened in the country’s four regions; a fusion of two of the centers is planned in order to create a reference centre. Finally, the conferences on human rights have made the center more visible and attractive to potential users; as a result, the center is now more frequented.

The Documentation Center within the National Commission of Human Rights in Mali: DIHR support to the documentation center includes the training of the librarian, providing equipment and on-going coaching in resource identification of relevant books and subscriptions. The librarian has been trained in human rights and in the use of new technologies. A conference on the efficiency of the right to health in Mali has brought increased visibility to the center.

2.4 UNDERSTANDING THE CONCEPT AND USE OF INDICATORS (PERFORMANCE, EFFECT AND IMPACT)

Method: Presentation and hand- out on how to better understand indicators

From a previous session, it was clear that the understanding of what are ‘performance’, ‘effect’ and ‘impact’ indicators was not clear to the partners. Therefore, a discussion was initiated on the importance of developing and formulating indicators at performance, effect and impact level when planning each activity (based on **indicator hand-out in Annex 3**). For example, a manual is not made merely in order to have an attractive-looking manual, but to affect human rights change within the society which is known as an ‘impact’.

The ‘products’ that come out of a project are to a large extent performance related: strategic plans, manuals, working groups, studies and training courses are examples. In this process, partners have 100 percent control. The ‘effect indicator’ is often the approval and usage of ‘performance indicators’ outside the project, for example, the approval of strategic plans by governments. Finally, ‘impact indicators’ can be mindset changes, for example, fewer violations of human rights taking place.

In relation to ‘effect’ and ‘impact’, partners do not have 100 percent control. However, the better the performance indicators, the greater the possibility to have an effect and an impact of the project / partnership. Nevertheless, the challenge, especially in West Africa, is the lack of data collection in this area which renders it difficult to measure impact. During the meeting, it was also underscored that the objective is not to find as many indicators as possible, but rather to find the best indicators and reflect on how they can be measured. Based on this discussion, it was agreed that partners would send a revised list of results to be integrated into the final evaluation report.

2.5 STRENGTHS AND WEAKNESSES OF DIHR’S WORKING METHODS (APPROACH)

Method: Four working groups; one group per intervention area (1. Capacity building, 2. Family law, 3. Security, 4. Documentation and Education)- 45 minutes preparation and 10 minutes presentation

The strengths highlighted by partners included the following:

- Participatory working methods
- Partnership approach
- Transfer of expertise to partners
- Use and appreciation of national human resources

- Adaptation to and respect for local context
- Transparency in relation to both functioning and budget
- Flexibility of DIHR, especially when unexpected external factors arise
- DIHR has helped to recruit more partners
- DIHR creates and uses synergies with like-minded actors (nationally and regionally)
- DIHR is always available
- DIHR always engages in long-term partnership; it takes time to get to know partners and long-term engagement is a pre-condition to establish confidence
- DIHR does not underestimate the importance of hierarchy within the partner institutions / organizations
- Fact that documentation and documentation centers are an intervention area of its own is extremely important, especially within the context in West Africa where almost no documentation exists.
- Consistent work of DIHR with indicators (performance, effect and impact).

The weaknesses:

- DIHR could be more visible in some countries – the Institute is sometimes too discreet
- DIHR's financial resources are too limited
- Working methods of DIHR are sometimes too bureaucratic
- Monitoring process is sometimes too constricted
- In the beginning of a partnership, it can be difficult to understand DIHR's approach because partners are used to francophone working methods and it takes time to understand DIHR's expectations from the partner
- Contract-agreements is not safe when they can only be entered into on a year-to-year basis (**this is due to the application criteria in relation to the framework agreement, which is negotiated year-to-year**)

- Physical locations and conditions for some of the documentation centers are not conducive to staff working efficiently

2.6 IMPACT OF THE WEST AFRICA STRATEGY IN THE SUB-REGION

Method: Four working groups; one group per intervention area (1. Capacity building, 2. Family law, 3. Security, 4. Documentation and Education)- 45 minutes preparation and 10 minutes presentation

A big challenge in the region remains the lack of data to measure the impact of the different projects. However, there is no doubt that some impact is evident, especially in the projects involving long-term DIHR partners. There is a need to research and monitor the perception of the populations in all three focal countries. For this reason, it is important to carry out baseline studies before a partnership begins and initiate subsequent follow-up studies after a couple of years (**if funding is forthcoming, two follow-up studies will be done for both the National Police and the National Guard in Niger at the end of 2011**).

One of the areas where there is a clear impact is within intervention area 3: 'Security'. In this intervention area, there has been a change of mindset among the target group and behavior is increasingly more professional than previously exhibited. For example, the National Police and the Guard in Niger now perceive themselves as human rights defenders. During recent years, the National Guard in Niger (also in charge of prisons) has collected data from the field in areas where human rights training have taken place; among the findings was the fact that prisoners were aware of their rights due to guards having taught them these rights. Furthermore, impact can be seen in relation to the political turmoil Niger experienced in 2010; hardly any violence took place in relation

to demonstrations. Furthermore, there are less complaints against the police and the guards.

In Niger, the human rights manual for the judges has had some effect as it is no longer taboo in judicial circles to discuss human rights; a mindset change has begun.

Overall, DIHR partners are convinced that the West Africa Program has contributed to the reduction of human rights violations. In future, it is important that each partner develops indicators and monitors them, especially effect and impact indicators wherever possible.

The West Africa Program will in the future put added emphasis on developing and monitoring common indicators for the entire programme.

2.7 ADDED VALUE AND LIMITATIONS OF PARTNERS

Method: Brainstorming around the table

Added value by partners:

- Context knowledge and African specificities
- Capable of analyzing the human rights context in respective countries
- Expertise in training and advocacy
- Strong engagement and dedication
- Knowledge of modalities (for example, the basket fund for the Human Rights Ministry in Burkina Faso)
- Substance knowledge on relevant indicators
- This experience can be channeled into other partners in the program – nationally and regionally.

Limitations of partners:

- Local administrative authorities need to be included in the work with human rights – they require a basic understanding of human rights
- Example of the use of a public tender that has delayed an activity for almost three years

- With the fusion with the Ministry of Justice in Burkina Faso, the former Human Rights Ministry has lost its autonomy
- Partners often lack management tools and expertise in project management
- Political instability in the region (change of governments, coups d'état, security challenges – AQMI, as examples)
- Limited equipment and human resources in several of the partner institutions/ organizations
- Partners do not always sufficiently capitalize on the working tools provided by DIHR; partners should go into greater depth with these. Partners do not always stop and reflect on what exactly they are implementing.
- Lack of statistics to measure indicators and, thereby, progress, especially when it comes to impact
- Reallocation of key persons within the different partner institutions/ organizations (for example, training and capacity building of people who then 'disappear' – especially challenging when the person is the coordinator of the project).
- Lack of follow-up with students, for example, with the UNESCO Chaire in Benin

2.8 HOW TO ENSURE THAT THE PROGRAM'S NEXT PHASE, 2012 – 2016, WILL HAVE MORE IMPACT ON THE HUMAN RIGHTS SITUATION IN THE SUB-REGION – RECOMMENDATIONS FOR THE NEXT PHASE:

Method: Two working groups - 45 minutes preparation and 15 minutes presentation

- Create a more formal regional network for the partners covered by the strategy. Partner evaluation highlighted the need for this (a cost of approximately 120.000 DKK)
- DIHR should promote the participation of partners in training courses to reinforce their capacities, especially in relation to management courses.

- Continue to advocate for financial support to the West Africa Program and the partners.
- Expand the group of partners to include, for example, administrative authorities, traditional chiefs and lawyers.
- The police stressed the importance of continuing support to in-service training and cooperation with police schools in the region in order to harmonize the integration of human rights in curricula.
- Hold regional thematic meetings
- Ensure the formal integration of human rights in schools and in formal education
- Connect all six documentation centers to the DIHR library
- Find better locations for the documentation centers
- Develop a human rights module for administrative authorities (ENAM)
- Develop a communication plan for the West Africa Program
- Support the implementation of UPR recommendations
- The local representation in Niger should have its own office located outside partner institutions / organizations
- Support human rights scholarships for partners
- Seek alternative ways to obtain documentation for the documentation centers (for example, the UN in Geneva)

West Africa Unit: Monique Alexis and Lisbet Ilkjaer, August 2011

Annexes

1. Program
2. List of partners
3. Hand-out: 'Understanding indicators'
4. Result lists (23)

ANNEX 1

WORKSHOP ON THE PARTNERS' EVALUATION OF DIHR'S WEST AFRICA STRATEGY – 20-21 JUNE 2011

"HAVE WE MADE AN IMPACT ON THE HUMAN RIGHTS SITUATION IN THE SUB-REGION?"

20 JUNE 2011		
9.00 – 9.30	Welcome and introduction A few words from DIHR (Update 13) Presentation of workshop participants Presentation of agenda	DIHR
9.30 – 10.45	5-minute presentation of your organisation/institution and a brief description of your project with DIHR.	Participants
10.45 - 11.15	Coffee break	
11.15 –12.45	Presentation of annex 2 "List of results"	Participants
	<p>Oral presentation lasting a maximum of 10 minutes on the effects and impact of the partnership for each project.</p> <p>Distribution of lists to participants before each presentation –</p> <p>List of speakers:</p> <p>Area of intervention 1: Institutional strengthening of human rights actors</p> <ul style="list-style-type: none"> • Ministry for the Promotion of Human Rights – Burkina Faso • Association of Female Lawyers – BF • National Human Rights Commission – Mali • Collective of Organisations for the Defence of Human Rights and Democracy (CODDHD) – Niger • Ministry of Justice: Judges and Human Rights – Niger <p>Area of intervention 2: Family law</p> <ul style="list-style-type: none"> • Regional research project on family law • Deme So - Mali 	

13.00 – 14.15	Lunch break	
14.30 – 17.00	(cont.)	Participants
	<p>Area of intervention 3: Security</p> <ul style="list-style-type: none"> • Ministry for the Promotion of Human Rights – Burkina Faso • National Police – Niger • National Guard – Niger <p>Area of intervention 4: Human rights documentation and education</p> <ul style="list-style-type: none"> • UNESCO Chair in Human Rights and Democracy – Benin • Documentation Centre within MPDH – BF • Documentation Centre within the National Commission of Human Rights (CNDH) – Mali • Human Rights Education and Documentation Centre – ANDDH – Niger • National School of Administration and Magistracy – Niger 	

TUESDAY, 21 JUNE 2011		
9.00 – 9.30	Understanding the different types of indicators	DIHR
9.30 – 11.00	<p>Group work (four groups – one for each area of intervention) on the following two questions:</p> <p>- What are the strengths and weaknesses of the West Africa Programme's approach (principles and working methods)?</p> <p>- What impact has the West Africa Programme had on the human rights situation in the sub-region?</p> <p>45 minutes for preparation 10-minute presentation by each group</p>	Participants
11.00 - 11.30	Coffee break	
11.30 – 12.45	Round table discussion of the following question: "What is your added value as a partner and what are your limitations?"	Participants
13.00 – 14.15	Lunch break	
14.30 – 16.30	<p>Group work (two groups) on your recommendations for the next phase of the West Africa Programme:</p> <p>- How can we ensure that the programme's next phase (2012-2016) will have more impact on the human rights situation in the sub-region (intervention areas, regional and local strategic partners, methods, implementation)?</p> <p>45 minutes for preparation 15-minute presentation by each group</p>	Participants
16.30 – 17.00	End of workshop	

ANNEX 2

WORKSHOP ON THE EVALUATION OF DHIR'S WEST AFRICA STRATEGY BY THE PARTNERS FROM 20 TO 21 JUNE 2011

"HAVE WE MADE AN IMPACT ON THE HUMAN RIGHTS SITUATION IN THE SUB-REGION?"

LIST OF PARTICIPANTS

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UNDERSTANDING INDICATORS

1. DEFINITION OF THE INDICATORS

You can only manage what you can measure: Indicators are management tools that measure whether or not predefined objectives have been met. By using indicators, it is possible to tell whether progress has been made towards the objectives that have been set. The partners' indicators must be developed by the partners themselves and not by external consultants. **When planning an activity, it is crucial to establish the three types of indicators described below.**

2. DIFFERENT INDICATOR TYPES: PERFORMANCE, EFFECTIVENESS AND IMPACT

Here is an example. Objective: "Prepare and implement a human rights manual for the police"

Performance indicators (100% in the partner's control – results required to reach the objective that has been set)

- Structure put in place to perform the activity: Establishment of a working group and recruitment of experts: a sociologist, two external readers and an illustrator
- Study: A study on people's perception of the police and their work and of human rights within the police.
- One manual + two guides: Drafting and publishing a manual and two guides on human rights
- Programme for training the trainers: Human rights training programme for trainers at the Police School, based on the human rights manual for the police

Effectiveness indicator (80% under the partner's control: the tools developed and the knowledge gained are used by the target groups and others)

- The human rights manual for the police is officially used for the initial and continuing training of police officers.

Impact indicator (25% under the partner's control: change that improves the human rights of all individuals; several factors other than the manual come into play here)

- A measurable change in the behaviour of those who receive training on the contents of the manual
- Increased public confidence in the police, as they provide better protection of people's rights

Ideally, impact indicators should be developed with target groups and populations, as the activities and interventions are intended for them.

3. STATISTICS / DATA

Public institutions have not given priority to statistics, as it is not part of their culture. As a result, there is a lack of reliable data and statistics in the region as a whole. Consequently, methods of verification are also lacking; creating indicators is fairly simple – but how should they be measured and verified? Base line studies showing the status at the start of a project can provide a body of information from which the impact of the activities can be measured over the long term.

ANNEX 4

OVERVIEW OF THE 23 LISTS

Intervention 1 Institutional strengthening of human rights actors	Intervention 2 Family law
<ol style="list-style-type: none"> 1. "The roles and tasks of the different actors in the promotion and protection of human rights in West Africa" 2. "Institutional strengthening of the regional Inter-African Union of Human Rights, IUHR" 3. "Regional study on public participation in Burkina Faso, Mali and Niger" 4. "Institutional strengthening of the Ministry for the Promotion of Human Rights in Burkina Faso" 5. "Institutional strengthening of the Association of Female Lawyers in Burkina Faso" 6. "Institutional strengthening of the National Human Rights Commission in Mali" 7. "Institutional strengthening of the CODDHD human rights network in Niger" 8. "Strengthening of the human rights competences of judges in Niger" 9. "Institutional strengthening of the human rights department of the Ministry of Justice in Niger" 	<ol style="list-style-type: none"> 10. "Regional research project on family law" 11. "Supporting paralegals with the legal aid NGO "Deme So" in Mali"

Intervention 3 Security	Intervention 4 Human rights documentation and training
<p>12. "Regional study on the codes of conduct of the national police in Burkina Faso, Mali and Niger"</p> <p>13. "Creation of a regional platform for reforms with the aim of creating a democratic police force that respects human rights"</p> <p>14. "Human rights manuals for the national police and gendarmerie at the Ministry for the Promotion of Human Rights in Burkina Faso"</p> <p>15. "Strengthening of human rights competences of the national police in Niger"</p> <p>16. "Strengthening of human rights competences of the National Guard in Niger"</p>	<p>17. "Strengthening of the competences of the UNESCO Chair in Cotonou, Benin"</p> <p>18. "Creation of a network of documentation centres supported by the DIHR and linked to the DIHR library"</p> <p>19. "Development of the Documentation and Orientation Centre at the Ministry for the Promotion of Human Rights in Burkina Faso"</p> <p>20. "Strengthening of the dumentation Centre at the National Human Rights Commission in Mali"</p> <p>21. "Consolidation of the ANDDH Human Rights Education and Documentation Centre in Niger"</p> <p>22. "Strengthening of applied research at the National School of Administration and Magistracy (ENAM) in Niger"</p> <p>23. "Strategy implementation"</p>

RESULTS LIST 1 2007-2011

Regional: Identification of the different roles and tasks of state and non-state actors in the promotion and protection of human rights in the region

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Determining and identifying the roles and tasks of the state and non-state actors in the promotion and protection of human rights in West Africa.	2007	<ul style="list-style-type: none"> 1 regional conference in Dakar: 80 participants from ministries of justice and human rights, supreme courts, NHRIs and civil society. Regional recommendations. 	Report on the conference	
		<ul style="list-style-type: none"> National action plans of the ten participating countries 	National action plans	
		<ul style="list-style-type: none"> 1 regional workshop in Benin: Regional education of civil society on its role in human rights and good internal governance. 	Report on the workshop	
	2008	<ul style="list-style-type: none"> 1 study on the compliance of the NHRIs of Central and West Africa with the Paris Principles 	Study in English and French	
	2009 2010 2011	<ul style="list-style-type: none"> 1 regional conference in Lomé on the compliance of the NHRIs in Central and West Africa with the Paris Principles with 60 participants from the ministries of justice and human rights and the NHRIs in the sub-region. 	Report on the conference	
		<ul style="list-style-type: none"> 1 regional workshop in Dakar on NHRIs and HIV/AIDS in Central and West Africa 	Report on the workshop	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Rights & Democracy (Canada) and Brookings Institute (Washington)	Regional workshop with civil society in Benin in November 2007 Study on the compliance of the NHRIs of Central and West Africa with the Paris Principles National forum bringing together human rights actors in Nigeria in December 2008 Human rights education of judges in Niger	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) – Rights & Democracy	The DIHR is recognised as one of the actors working in the field of human rights in the sub-region.	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Regional conference in Lomé The study has raised DIHR's visibility in the sub-region The study is a reference document for the NHRIs and the high commission for human rights in the region	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Francophonie, Office of the High Commissioner for Human Rights, Government of Togo	Reform of the law on the national human rights commissions in Burkina Faso and Mali Formal contract entered into between DIHR and Francophonie	
	UNDP		

RESULTS LIST 1 2007-2011

Regional: Identification of the different roles and tasks of state and non-state actors in the promotion and protection of human rights in the region

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
	2010			
	2011			

Impact indicator: It is difficult to measure impact at regional level. At national level, several states have become aware of the importance of the Paris Principles for the national human rights commissions that they are setting up. The human rights education of Niger's judges and, therefore, their awareness of the significance of the ratified legislation is an indicator of the impact of actions initiated at regional level.

	FUNDING	EFFECT INDICATOR	COMMENTS
			Funding regional activities is very difficult because the funding agencies – particularly embassies – mainly finance national activities. This has limited the number of regional meetings, which are obviously expensive.
			Funding regional activities is very difficult because the funding agencies – particularly embassies – mainly finance national activities. This has limited the number of regional meetings, which are obviously expensive.

RESULTS LIST 2 2007-2011 (INTERVENTION 1)

Regional: Institutional strengthening
of the regional Inter-African Union of Human Rights (IUHR)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Contributing to the strengthening of the institutional and operational competences of the Inter-African Union for Human Rights	2010	<ul style="list-style-type: none"> • Fifth ordinary congress in Ouagadougou: presentation of the process for developing the strategic and support plan 	Proposed process Recommended next steps	
	2011	<ul style="list-style-type: none"> • New strategic plan (2011-2013) 	Strategic plan	

Desired impact indicator: As an African network, the Inter-African Union for Human Rights contributes to enhanced protection and defence of human rights on the continent.

	FUNDING	EFFECT INDICATOR	COMMENTS
	Cooperation agreement with the Danish Ministry of Foreign Affairs		
		The plan should enable the Inter-African Union for Human Rights to find partners to fund its action plan	The funding of the Inter-African Union for Human Rights' strategic plan is a challenge due to the cumulative debts that have to be settled before obtaining funding. The issue of headquarters is another challenge, as it divides members.

RESULTS LIST 3 2007-2011 (INTERVENTION 1)

Regional: Regional study on public participation in Burkina Faso, Mali and Niger

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Analyse and define the main parameters for public participation and examine the current situation in Burkina Faso, Mali and Niger (obstacles and opportunities) based on this analysis	2011	<ul style="list-style-type: none"> • A regional study on public participation in Burkina Faso, Mali and Niger 	Report on the study	
		<ul style="list-style-type: none"> • Case studies in Burkina Faso, Mali and Niger 	National reports	

Desired impact indicator: Greater public participation in public life in Burkina Faso, Mali and Niger, but it is too early to measure impact

	FUNDING	EFFECT INDICATOR	COMMENTS
	A basket fund in Burkina Faso (Denmark, Netherlands and Sweden)	The study will be a pilot study for DIHR's work in this field on the African continent	The study is currently being carried out. The effectiveness indicators are therefore the desired indicators. DIHR acts as facilitator in this study.
	A basket fund in Burkina Faso (Denmark, Netherlands and Sweden)	An African forum on public participation	

RESULTS LIST 4 2007-2011

Burkina Faso: Institutional strengthening of the Ministry
for the Promotion of Human Rights (MPDH)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Help strengthen the Ministry's institutional and operational competences so that it can satisfy its mandate to promote and protect human rights.	2007	<ul style="list-style-type: none"> • 1 technical human rights adviser assigned to the MPDH 2007-2010 	Advisers terms of reference	
	2008	<ul style="list-style-type: none"> • 1 strategic plan for 2008–2010 	Plan	
		<ul style="list-style-type: none"> • 1 booklet for the 2008-2010 strategic plan 	Booklet	
	2009	<ul style="list-style-type: none"> • 1 presentation of the plan and the booklet to the partners, public and media 	Activity report	
		<ul style="list-style-type: none"> • 1 training session for the MPDH's employees on the strategic plan and its implementation. 	Training report	
		<ul style="list-style-type: none"> • Planning, reporting and completion tools (particularly indicators) 	Tools	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The Ministry's 2008-2010 strategic plan is finalised and the basket fund secured Better sharing of information, more transparency within MPDH Staff members use the planning method and indicators IDHR awarded the Chevalier de l'Ordre National medal by the MPDH	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Basket fund: Denmark, Sweden, Netherlands, UNDP	The 2008-2010 strategic plan has been validated and adopted by the government	First strategic plan of the MPDH. Its implementation is funded by a basket of funders, including Denmark The basket fund is a complex process for the partners, who need to be trained and supported in its management. The basket fund has often delayed implementation of the planned activities.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The publicly announced strategic plan is implemented by the MPDH and its partners	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	Basket fund: Denmark, Sweden, Netherlands, UNDP	Better cooperation between technical departments and support structures; MPDH employees use the planning tools to plan their activities	

RESULTS LIST 4 2007-2011

Burkina Faso: Institutional strengthening of the Ministry
for the Promotion of Human Rights (MPDH)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • 1 project for the process for developing a human rights manual for the police 	Terms of reference	
		<ul style="list-style-type: none"> • Comments on the draft act creating the National Human Rights Commission 	Act creating the Commission	
		<ul style="list-style-type: none"> • Translation of the Burkina UPR recommendations in Geneva 	UPR report	
		<ul style="list-style-type: none"> • 1 organisational analysis by the MPDH (facilities, management, training, etc.) 	Needs analysis	
	2010	<ul style="list-style-type: none"> • 1 2010 – 2011 training brochure 	Brochure	
		<ul style="list-style-type: none"> • Framework and evaluations of the modules for ongoing staff training 	Frameworks and assessment report	
		<ul style="list-style-type: none"> • Framework for training carried out by the MPDH 	Frameworks	
		<ul style="list-style-type: none"> • Participation of 2 executives in human rights training provided by Equitas in Ouagadougou 	Training report	
		<ul style="list-style-type: none"> • 1 training session on planning charts 	Training report	

	FUNDING	EFFECT INDICATOR	COMMENTS
	Basket fund: Denmark, Sweden, Netherlands, UNDP		The police manual project was put out to tender. This process considerably delayed this activity, which has not yet taken place. The consultant has just been recruited and he is waiting for his contract to be signed and approved before starting work
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The act has been adopted	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The MPDH is conducting activities to implement the UPR recommendations	
	Basket fund: Denmark, Sweden, Netherlands, UNDP	The analysis data are being used to improve the training of officer and communication within the Ministry	
	Basket fund: Denmark, Sweden, Netherlands, UNDP	The training brochure is used for the ongoing training of employees	
	Basket fund: Denmark, Sweden, Netherlands, UNDP	The conclusions drawn from the evaluations are used to improve training and to develop the next training brochure	
	Basket fund: Denmark, Sweden, Netherlands, UNDP	The MPDH's officers use the frameworks to deliver the training	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The MPDH's officers use the skills acquired to implement activities promoting and protecting human rights	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 4 2007-2011

Burkina Faso: Institutional strengthening of the Ministry
for the Promotion of Human Rights (MPDH)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> Focal point established for IDHR's technical support (cell) 	The terms of reference for the cell + decision	
		<ul style="list-style-type: none"> Regular reports and activity monitoring by focal point 	Cell reports	
		<ul style="list-style-type: none"> SG's participation in the IDHR's seminar on UPR 	SG's PowerPoint	
		<ul style="list-style-type: none"> Technical advice on the 2011 business plan 	PTA 2011	
		<ul style="list-style-type: none"> 1 project to exchange experiences of UPR between the MPDH in Burkina Faso and Niger 	Report	
	2011	<ul style="list-style-type: none"> 8 planning charts, reporting and completion 	Charts	
		<ul style="list-style-type: none"> Indicators developed for SCADD 	SCADD	

Desired impact indicator: Improvement of the human rights situation of the people of Burkina Faso. The public now has greater awareness of their rights thanks to the promotion work carried out by the Ministry

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The MPDH's positive evaluation brought in more funding	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	Basket fund: Denmark, Sweden, Netherlands, UNDP		The human rights indicators are taken into account in the Strategy for Accelerated Growth and Sustainable Development (SCADD)
	Basket fund: Denmark, Sweden, Netherlands, UNDP		

RESULTS LIST 5 2007-2011 (INTERVENTION 1)

Burkina Faso: Institutional strengthening of the Association of Women Lawyers (AFJ)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Enhancing the effect of the AFJ/ BF's activities and thereby strengthening the work on human rights, particularly those of women and children, with the aim of establishing better protection in Burkina Faso	2011	• 1 partnership between AFJ/BF and the DIHR 2011-2013 – technical expertise	Memorandum of agreement	
		• Employees, IT equipment, office equipment and furniture	Equipment	
		• 1 explanatory note on the education needs and methodology	Note	
		• 1 seminar on producing radio programmes	Report	
		• 1 preparatory workshop on the development of the 2012-2016 strategic plan	Report	

Desired impact indicator: Better protection of women's and children's rights in Burkina Faso. It is too early to measure the impact of this support.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		The AFJ is a new partner for the DIHR and provides assistance of a mainly technical nature. Activities are paid for by the Danish Embassy and other funding partners. Since the partnership has just begun, it is too early to look for effectiveness and impact indicators.
	Danish Embassy, Burkina Faso		
	Danish Embassy, Burkina Faso		
	Danish Embassy, Burkina Faso		
	Danish Embassy, Burkina Faso		

RESULTS LIST 6 2007-2011 (INTERVENTION 1)

Mali: Institutional strengthening of the National Human Rights Commission (CNDH)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Strengthening the Commission's ability to satisfy its mandate of promoting and protecting human rights in Mali	2010	• Technical advice for the Commission's first human rights report	Annotated documents	
		• Comments on the CNDH's communication during the Democratic Forum (EID) in December 2010	Comments sent	
	2011	• Technical advice for the Commission's first human rights report	CNDH's report	
		• Advice on the preparation of a national symposium on family law.	Concept note and terms of reference for the symposium	

Desired impact indicator: Better protection of women's and children's rights in Burkina Faso. It is too early to measure the impact of this support.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The CNDH's first report has been improved	The CNDH-DIHR partnership began at the end of 2008. This partnership then involved support in developing a documentation centre. Institutional support began with the change of presidency in 2010.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The CNDH report published in May 2011 and presented to the authorities	The report has drawn the partners' attention to the CNDH. New partners have been proposed.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The authorities and the public have greater awareness of human rights in Mali	

RESULTS LIST 7 2007-2011 (INTERVENTION 1)

Niger: Institutional strengthening of the CODDHD human rights network

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Strengthening the Collective's ability to perform effective and targeted measures to promote and protect human rights in Niger	2007	<ul style="list-style-type: none"> Institutional support for the operation of the Collective's headquarters 	Activity reports	
		<ul style="list-style-type: none"> CODDHD represented in the committee preparing the annual human rights report published by the Niger Association for the Defence of Human Rights (ANDDH) 	Annual report 2007	
		<ul style="list-style-type: none"> Participation of 5 CODDHD members in the human rights training organised at the ANDDH centre 	List of training participants	
		<ul style="list-style-type: none"> Participation of 2 CODDHD members in the ACHPR session in Brazzaville: involved in lobbying for implementation of the Committee on the Elimination of Discrimination against Women (CEDAW) 	Mission report	
	2008	<ul style="list-style-type: none"> Institutional support for the operation of the Collective's headquarters 	Activity reports	
		<ul style="list-style-type: none"> CODDHD represented in the committee preparing the annual human rights report published by the Niger Association for the Defence of Human Rights (ANDDH) 	Annual report	
		<ul style="list-style-type: none"> Participation of 5 CODDHD members in the human rights training organised at the ANDDH centre 	List of training participants	
		<ul style="list-style-type: none"> Participation of 3 CODDHD members in the ACHPR session in Abuja: involved in lobbying for implementation of the Committee on the Elimination of Discrimination against Women (CEDAW) 	Mission report	
	2009	<ul style="list-style-type: none"> Institutional support for the operation of the Collective's headquarters 	Activity reports	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	CODDHD's visibility for citizens and partners	Only DIHR provides institutional support to the CODDHD
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	CODDHD oversees the consultation framework created for the implementation of CEDAW.	CODDHD was the only organisation from Niger at the ACHPR
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), UNFPA	CODDHD's visibility for citizens and partners	Only DIHR provides institutional support to the CODDHD
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	CODDHD is leading the consultation framework for the implementation of CEDAW	CODDHD lobbied for the consideration of women's rights in Niger at the NGO forum
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	CODDHD's visibility for citizens and partners	2009 was a difficult year for CODDHD: the constitutional coup d'état divided civil society. The vice coordinator has been imprisoned.

RESULTS LIST 7 2007-2011 (INTERVENTION 1)

Niger: Institutional strengthening of the CODDHD human rights network

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • CODDHD represented in the committee preparing the annual human rights report published by the Niger Association for the Defence of Human Rights (ANDDH) 	Annual report	
		<ul style="list-style-type: none"> • Participation of 5 CODDHD members in the human rights training organised at the ANDDH centre 	List of training participants	
		<ul style="list-style-type: none"> • Participation of 1 CODDHD member in the ACHPR session in Banjul: involved in lobbying for implementation of the Committee on the Elimination of Discrimination against Women (CEDAW) 	Mission report	
		<ul style="list-style-type: none"> • Providing HRO with technical support to promote implementation of CEDAW 	HRO report	
	2010	<ul style="list-style-type: none"> • Institutional support for the operation of the Collective's headquarters 	Activity reports	
		<ul style="list-style-type: none"> • CODDHD represented in the committee preparing the annual human rights report published by the Niger Association for the Defence of Human Rights (ANDDH) 	Annual report	
		<ul style="list-style-type: none"> • Participation of 4 CODDHD members in the human rights training organised at the ANDDH centre 	List of training participants	
		<ul style="list-style-type: none"> • Methodology support provided by the HRO for activities promoting implementation of CEDAW 	HRO report	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	CODDHD is leading the consultation framework for the implementation of CEDAW	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The consultation framework organised a conference in Zinder in June 2009	The consultation framework is involved with the activities led by MPF/PE and the other partners
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), UNFPA, NDI	CODDHD's visibility for citizens and partners Legal recognition of CODDHD by the authorities	The vice coordinator of CODDHD was appointed president of the National Consultative Committee, which acted as the parliament during the transition
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The CODDHD representative heads the editorial board for the joint civil society report for Niger's UPR The CODDHD representative is becoming the focal point for defenders of human rights in Niger	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 7 2007-2011 (INTERVENTION 1)

Niger: Institutional strengthening of the CODDHD human rights network

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • Strengthening of internal communication 	Internet connection at headquarters E-mails between members of the CODDHD	
		<ul style="list-style-type: none"> • Provision of training and support for preparation of the civil society report for UPR 	Joint civil society report	
	2011	<ul style="list-style-type: none"> • Institutional support for the operation of the Collective's headquarters 	Activity reports	
		<ul style="list-style-type: none"> • 4 members of the CODDHD for Tahoua and Agadez regions participated in human rights training organised by the ANDDH in Agadez 	List of training participants	
		<ul style="list-style-type: none"> • Strengthening of internal communication 	Internet connection Internal e-mails between the members	
		<ul style="list-style-type: none"> • Training on the strategic planning process 	Training report	
		<ul style="list-style-type: none"> • Procedure for dealing with complaints developed 	Note describing the procedure	

Impact indicator: CODDHD increasingly being sought out by citizens when violations take place. Several national cases, such as that of the Nigeriens detained in Libya, have been defended by CODDHD.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Internal communication is operational and enables members to conduct human rights promotion and protection activities more efficiently	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	UPR's recommendations have been taken into account thanks to CODDHD's lobbying and follow-up measures	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	CODDHD's visibility for citizens and partners	Only DIHR provides institutional support The vice coordinator of the CODDHD appointed minister of justice of the first government of the 7 th republic
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) UNDP		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Better circulation of information between the network members.	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The CODDHD has new strategic focuses New vision and measures established	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Complaints are recorded. The people making complaints are given better guidance and advice.	

RESULTS LIST 8 2007-2011

Niger: Institutional strengthening of judges

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Developing and implementing a human rights manual for judges in Niger	2007	<ul style="list-style-type: none"> • 1 study on the needs and challenges of judges in Niger. 	Study	
		<ul style="list-style-type: none"> • 1 local editorial team formed (2 judges, 1 civil society expert on human rights and 1 university lecturer) 	Group	
		<ul style="list-style-type: none"> • Seminars on developing the manual 	Reports	
	2008	<ul style="list-style-type: none"> • 1 human rights manual 	Manual	
		<ul style="list-style-type: none"> • 2 booklets of case studies (questions and answers) 	Booklets	
	2009	<ul style="list-style-type: none"> • 2 training courses on human rights for 50 judges from the Maradi, Zinder and Diffa regions, followed by the regions of Dosso, Tahoua and Agadez, held in Maradi and Tahoua, respectively 	Training reports	
		<ul style="list-style-type: none"> • 1 training session for a member of the group on the operation of constitutional councils in Tunis 	Training report	
		<ul style="list-style-type: none"> • 1 training session for the coordinator of the human rights working group in Strasbourg 	Training report	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), French Cooperation and UNDP	The main problems faced by judges and their needs with regard to human rights have been identified and analysed	The study has confirmed the need to produce a manual.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), French Cooperation and UNDP		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), French Cooperation and UNDP	Proposed working methods and documentation are used to draft the manual	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), French Cooperation	The manual is used for the ongoing human rights education of judges	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), French Cooperation	The booklets are used for the ongoing human rights education of judges	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Anti Slavery International		Event approved of by the legal world Anti-slavery NGO Timidria (its president and lawyer) is involved in the training courses.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Use of the knowledge and teaching methods acquired through the judges' training	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The knowledge acquired is used in the human rights training provided to judges	Strengthening of belief in human rights, documentation, teaching methods inspired by certain renowned university teachers

RESULTS LIST 8 2007-2011

Niger: Institutional strengthening of judges

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
	2010	<ul style="list-style-type: none"> • 2 human rights training courses for 50 judges in the regions of Niamey, Tillabéry and Dosso, held in Dosso 	Training reports	
		<ul style="list-style-type: none"> • Integration of human rights courses based on the manual used in the initial training of judges at ENAM 	ENAM curriculum	
	2011	<ul style="list-style-type: none"> • Mixed training of 25 Judicial Police Officers and judges 	Training report	
		<ul style="list-style-type: none"> • Amendment of the manual 	New manual	

Desired impact indicator: Human rights have now become part of judicial reality. Citizens' rights are better protected thanks to better administration of justice

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), the EU and Anti Slavery International	The manual is used for the initial training of judges	Anti-slavery NGO Timidria is involved in the two education courses
	ENAM/Ministry of Justice/Anti Slavery		The "judges" receive human rights education before taking up their positions The manual has been read and fully or partly summarised by the auditors. New recommendations have been made
	Anti Slavery International ENAM DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		NGO Timidria is involved in this training
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) French Embassy		The manual had to be amended following the new constitution and the recommendations made by the judges during training. The amendments to the manual are taking a long time due to the new commitments of the editorial board members in the new Republic

RESULTS LIST 9 2007-2011

Niger: Institutional strengthening of the Ministry of Justice

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Strengthening the competences of the Ministry of Justice	2007	<ul style="list-style-type: none"> • 1 national forum on the mandates of key human rights actors in Niger 	Forum report	
	2008	<ul style="list-style-type: none"> • Facilitation of the creation of a national consultation framework on human rights • 1 training course on the Universal Declaration of Human Rights for members of the human rights consultation framework. 	Minutes of the meetings Training report	
	2009			
	2010	<ul style="list-style-type: none"> • Comments on the decrees creating the transition Observatory on Human Rights and Fundamental Freedoms 	Comments sent to the Ministry	
		<ul style="list-style-type: none"> • Facilitation of expertise for Niger's report on UPR 	Niger's report on UPR	
	2011	<ul style="list-style-type: none"> • 1 official agreement with the Ministry of Justice 	Agreement	
		<ul style="list-style-type: none"> • 1 seminar on strategic planning for the human rights department 	Report	

Desired impact indicator: Better protection of people's rights in Niger. It is too early to measure the impact of this support.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Creation of a national consultation framework on human rights	The forum was based on the presentation of a national study on key human rights actors in Niger and their mandates, which was funded by DIHR.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) UNDP Niger		
			The human rights consultation framework was discontinued during 2009 due to the political situation. As a result of the constitutional coup d'état in June 2009, DIHR has not signed the planned official agreement with the Ministry of Justice.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Niger's sound report on UPR	The DIHR's objective in facilitating expertise was to enable the Burkina Faso MPDH (see list of MPDHs) to exchange experiences and contacts with OIF experts.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		The Ministry is currently considering the notion of establishing a strategic plan for the Ministry as a whole
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 10 2007-2011

Regional: "Regional research project on family law"

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Strengthening research capabilities in West Africa on family law issues. Promoting knowledge in this field in the region.	2007	<ul style="list-style-type: none"> DIHR research partnership programme on family law in West Africa 	Articles produced Seminar reports	
	2008	<ul style="list-style-type: none"> DIHR research partnership programme on family law in West Africa 	Articles produced Seminar reports	
		<ul style="list-style-type: none"> 1 regional university forum: "Family and human rights in French-speaking West Africa" held in Ouagadougou, with participation of 12 West African researchers 	Forum report	
	2009	<ul style="list-style-type: none"> 1 regional workshop on the regional research project "Family and human rights: for a fair divorce in francophone West Africa", held in Dakar 	Report on the workshop	
	2010	<ul style="list-style-type: none"> Development of a project website hosted by the Institute for Human Rights and Peace (UCAD – Dakar) 	Website	
		<ul style="list-style-type: none"> 4 pre-projects summarising the project's national studies in Burkina Faso, Mali, Niger and Senegal 	Summarising pre-projects	
	2011	<ul style="list-style-type: none"> 4 national information meetings presenting the summaries of the national studies 	Minutes of the meetings	
<ul style="list-style-type: none"> 3 finalised summaries 		3 summaries		

Desired impact indicator: Legislation protecting the rights of women and children in the countries concerned, but it is too early to measure the impact of the project

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Strengthening of researchers' competences: some partners' work is being published in France (Karthala) in a work overseen by a DIHR researcher.	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Several research partners are part of the family law research network in West Africa	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		A funding application for the research project was prepared and sent to the Canadian IDRC, which agreed to support the project. Unfortunately, the IDRC suddenly changed its priorities and did not take on the project
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	International human rights standards are incorporated in the researchers' consideration of a potential reform of family law	A funding application for the project was prepared and sent to the Danish scientific research centre. The project was not accepted
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		The articles prepared during the research partnership on family law in West Africa in 2007 and 2008 were finalised in 2009-2010 and published in "Les droits de la femme et de l'enfant – réflexions africaines" - Ed. Karthala 2011. This publication was overseen by a researcher from DIHR's research department.

RESULTS LIST 11 2007-2011

Mali: Supporting paralegals with the legal aid NGO "Deme So"

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Implementing the national paralegal curriculum in Mali and helping to develop tools to document their work, particularly in the area of marital status and family.	2007	<ul style="list-style-type: none"> • 1 evaluation report on the training of paralegals trained in the curriculum 	Report	
	2008	<ul style="list-style-type: none"> • Pilot training programme for paralegals in Koulikoro on three modules of the curriculum 	Training report	
		<ul style="list-style-type: none"> • 1 training programme for 20 trainers on a part of the curriculum modules 	Training report	
		<ul style="list-style-type: none"> • 1 manual for the trainers of paralegals on the modules covered 	Manual	
	2009	<ul style="list-style-type: none"> • 2 training programmes for paralegals conducted in Mopti and Kati 	Training reports	
		<ul style="list-style-type: none"> • 1 training manual for paralegals 	A training manual for paralegals	
		<ul style="list-style-type: none"> • Training programme for 20 trainers on teaching methods and PowerPoint 	Training report	
		<ul style="list-style-type: none"> • 1 trainers' manual 	Manual	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The evaluation makes it possible to initiate the process of training trainers and developing tools.	Launch of the Deme So-DIHR partnership
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		Executed
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		Executed
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		

RESULTS LIST 11 2007-2011

Mali: Supporting paralegals with the legal aid NGO "Deme So"

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • 1 translation into French of the practical manual for paralegals in Rwanda 	Translated manual	
	2010	<ul style="list-style-type: none"> • 1 training session to enhance the competences of 26 paralegals trained before 2008 	Training report	
		<ul style="list-style-type: none"> • Tools for monitoring paralegals' work 	Tools	
		<ul style="list-style-type: none"> • 1 agreement on paralegals' qualification criteria 	Agreement	
		<ul style="list-style-type: none"> • 1 mapping study of paralegals currently working in Mali 	Mapping study	
	2011	<ul style="list-style-type: none"> • A report documenting the work of paralegals in four regions of Mali 	Report	

Impact: The people/citizens assert their rights and demand accountability from the authorities
 People have renounced violence as a means of settling their disputes.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden	The work of paralegals is set up for better monitoring and evaluation by member organisations of the national framework	Since 2010, part of the DIHR's technical support has been funded by the Danish Embassy in Mali.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Novib, Netherlands, Sweden	The report on the paralegals' work allows their role to be recognised and raises interest of both researchers and authorities	Report available following the official launch.

RESULTS LIST 12 2007-2011 (INTERVENTION 3)

Regional: Regional study on the codes of conduct of the national police in Burkina Faso, Mali and Niger

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Promoting synergies between the measures taken by the national police forces in Burkina Faso, Mali and Niger to implement the human rights aspects of the ethical codes/ rules of conduct.	2010	• Method developed for performing the study	Terms of reference	
		• 1 report on the project in Niger	Report	
		• 1 report on the project in Mali	Report	
		• 1 report on the project in Burkina Faso	Report	
		• 1 draft study	First draft	
	• 1 legal analysis of the codes by the UNESCO Chair	Analysis report		
	2011	• 1 final report	Report	

Desired impact: Police to conduct themselves better and show greater respect for people's rights

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Raising of awareness among the national police forces in the three countries of the significance of these three items of legislation and the possibility of a partnership with the Institute in this area	The study has made it possible to establish contacts with the national police forces in Burkina Faso and Mali. These contacts will likely soon lead to concrete partnerships.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 13 2007-2011 (INTERVENTION 3)

Regional: Creation of a regional platform for reform
with the aim of creating a democratic police force that respects human rights

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Facilitating the creation of a regional platform for reform with the aim of creating a democratic police force that respects human rights	2010	• 1 presentation to a conference in Brussels: "The external dimension of EU Police Cooperation in West African countries"	Report on the conference	
		• 2 regional conferences held in Dakar on the "Reform of the police in French-speaking West Africa" and the "Police and human rights in West Africa"	Minutes of the two regional conferences	
	2011	• Publication of report on the conference	Report	

Desired impact indicator: Application of the reforms leads to a change in police officers' conduct, whereby the police show greater respect for people's rights

	FUNDING	EFFECT INDICATOR	COMMENTS
	EU / Interpol		All of these activities were carried out in cooperation with APCOF (African Policing and Civilian Oversight Forum), based in South Africa
	APCOF + DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	APCOF + DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 14 2007-2011 (INTERVENTION 3)

Burkina Faso: Human rights manuals for the national police and gendarmerie at the Ministry for the Promotion of Human Rights (MPDH)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Contributing to the transformation of institutions responsible for law enforcement into agencies that respect and protect human rights	2008	• 1 methodology of the project for the development and implementation of a human rights manual for the police with the MPDH	Terms of reference for the project	
	2009			
	2010			
	2011	• 1 project for Gendarmerie terms of reference	Terms of reference for the project	

Desired impact indicator: Police and gendarmes to show greater respect for people's rights in Burkina Faso

	FUNDING	EFFECT INDICATOR	COMMENTS
	Basket fund: Denmark, Netherlands, Sweden and UNDP		The implementation of this project was hampered by the tender procedures the Ministry is required to follow.
			The implementation of this project was hampered by the tender procedures the Ministry is required to follow.
			The implementation of this project was hampered by the tender procedures the Ministry is required to follow.
	Basket fund: Denmark, Netherlands, Sweden and UNDP		Implementation of this project has been suspended, as the procedure has been delayed. In addition, the method proposed by DIHR will not be able to be implemented throughout the whole process, since this activity has to go through the public market procedure

RESULTS LIST 15 2007-2011 (INTERVENTION 3)

Niger: Strengthening of human rights competences of the national police

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Contributing to better understanding of democratic policing within Niger's national police force and helping update the human rights manual.	2007	<ul style="list-style-type: none"> Revised edition of the human rights manual for the police 	Revised and printed manual	
Supporting the development of the documentation centre at the National Police School.	2008	<ul style="list-style-type: none"> Consolidation of the documentation centre at the National Police School. 	Activity report	
		<ul style="list-style-type: none"> Participation of the DGPN advisor in human rights training organised by the Institute in Copenhagen 	Training report	
	2009	<ul style="list-style-type: none"> Consolidation of the documentation centre at the National Police School. 	Activity report	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	With this expertise, the National Police participate actively in United Nations peacekeeping measures in the Ivory Coast and Haiti	The trainers have taken account of the revised sections of the manual in their courses The revised manual was taken into account in the preparation of the booklets In 2007 and 2008, the DIHR supported occasional activities with the National Police. There was no partnership document
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Increased attendance by students, police school cadets and members of the police force.	At the beginning, the centre was in a state of complete abandonment and it was not possible to perform any activities. It was completely renovated by DIHR resources following a visit to the Police School premises Other partners have provided documentation to the centre (UNDP, FNIS, UNICEF, UNFPA, ANDDH) The centre's renovation has made it possible to support other activities at the school
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		This visit to Copenhagen allowed the local partner to find out about the realities faced by the partner, which further strengthened the partnership
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Trainees and police officers prepare well for the various national exams and tests using the centre's documentation Students choose thesis subjects related to human rights. They are convinced that documentary research will not pose them any problems	

RESULTS LIST 15 2007-2011 (INTERVENTION 3)

Niger: Strengthening of human rights competences of the national police

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> Review of the human rights guides for the police 	Revised guides	
		<ul style="list-style-type: none"> Seminar for trainers on maintaining order 	Seminar programme and report	
	2010	<ul style="list-style-type: none"> Consolidation of the documentation centre at the National Police School. 	Activity report	
		<ul style="list-style-type: none"> Revision of booklets for trainers at the National Police School 	Booklets	
		<ul style="list-style-type: none"> 1 article on performance indicators published in the "International Journal of Police Science and Management" 	Published article	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Pearson Centre		The quantity produced did not cover needs
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Increased attendance by students, police school cadets and members of the police force The choice of thesis topics related to human rights	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The booklets are sought after by officers in the various police services, both in Niamey and internally. These booklets help police officers prepare for the various exams and tests The booklets are used a great deal by students and trainees to prepare for exams and tests Trainers use these booklets to improve the content of their courses.	
	Open Society Justice Initiative DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Showing the Nigerien police's performance at national and international level Encouraging a student at the National Police School to look at the question of indicators Recognition of the quality of the partnership with the national police force based on the results obtained	It is the first time that an article on indicators has been written and published in an international review on the Nigerien police The Nigerien authorities' availability throughout the entire process of preparing the article on indicators was high The article was written in English and translated into French by DIHR to make its contents more easily understandable to the political authorities and those responsible within the police force

RESULTS LIST 15 2007-2011 (INTERVENTION 3)

Niger: Strengthening of human rights competences of the national police

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • Printing of human rights guides 	Guides	
		<ul style="list-style-type: none"> • Contributing to the conference on police reform and human rights competences within the police in Dakar 	Articles	
		<ul style="list-style-type: none"> • Training of 1,500 police cadets on the electoral process with a view to the 2011 elections 	Training programme and report	
		<ul style="list-style-type: none"> • Re-printing of 200 human rights manuals for the police 	Confirmation of receipt of the manuals	
	2011	<ul style="list-style-type: none"> • Supervision of a trainee superintendant's thesis on indicators 	Thesis on indicators in process	

Impact indicators: The National Police perform assignments with fewer human rights violations, which was particularly evident when maintaining order during the demonstrations in 2010. There are fewer complaints against the police by citizens.

	FUNDING	EFFECT INDICATOR	COMMENTS
			This study showed the Nigerien authorities and senior figures in the police the usefulness of indicators in managing the national police force's activities
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	APCOF		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	UNDP decided to fund the same type of training for 1,500 GNNs and 1,500 gendarmes on the electoral process	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 16 2007-2011 (INTERVENTION 3)

Niger: Strengthening of the National Guard on human rights

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Supporting implementation of the human rights manual in the initial and ongoing training of officers and managers of the National Guard	2007	• 1 training programme for 40 trainers in the region of Tillabéry	Training report	
		• Packs of documents distributed to GNN units	Packs	
		• 1 human rights refresher session for instructors at the Training Centre	Training report	
		• Participation of 2 GNN managers, who are members of the working group, in the regional human rights training provided by the UNESCO Chair	List of participants	
	2008	• 2 human rights training programmes for trainers in the regions of Diffa and Zinder	Training reports	
		• Participation of 5 guards in the human rights training session at the ANDDH centre	List of participants	
		• Human rights education during initial training.	Training programme and worksheets prepared and used	
		• Worksheets for CI trainers	Worksheets	
		• 1 project monitoring ongoing training in human rights in GNN units	Mission report	
	2009	• 1 human rights training programme for the 16 officers in the Niamey region.	Training report	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Actions were slowed down by the change in the hierarchy.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), UNDP		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), UNDP		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), UNDP	The GNN has formed relationships with other African partners in the area of promoting human rights	This participation has made it easier for them to help prepare the GNN's human rights manual and guides
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), UNDP		The human rights expert conducted this training in the centre's training facilities
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	GNN senior management has instructed the units that human rights education must be integrated into ongoing training	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		This category of official was reached a bit later, after the regional officials.

RESULTS LIST 16 2007-2011 (INTERVENTION 3)

Niger: Strengthening of the National Guard on human rights

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • 1 documentation centre installed at the Training Centre 	Centre Various pieces of equipment (tables, chairs, computers, libraries) Documentation	
		<ul style="list-style-type: none"> • 2 training sessions for GNN managers on the "use of force and firearms and human rights" 	Report	
		<ul style="list-style-type: none"> • Participation of 5 guards in the human rights training organised at the ANDDH centre 	List of participants	
		<ul style="list-style-type: none"> • 2,600 human rights guides reprinted 	Printed guides	
		<ul style="list-style-type: none"> • 1 project monitoring ongoing training in human rights in GNN units (regions of Dosso, Tahoua , Maradi) 		
	2010	<ul style="list-style-type: none"> • 1 human rights training programme for 26 trainers at the Training Centre 	Training report	
		<ul style="list-style-type: none"> • Integration of human rights courses in the GNN's curriculum based on the human rights manual 	GNN's curriculum	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs), Pearson Centre	The officers undergoing training at the Training Centre consult the wealth of documentation	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		The session was led by the DIHR expert
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		The quantity to be printed must take account of the GNN's new regulatory texts, as well as national and international legislation. The guides will therefore be refreshed in line with the prevailing texts. The main priority is to ensure that each officer has a guide.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		DIHR provided both technical and financial support for this project. Senior management also provided logistical support to enable the project to be performed correctly.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Human rights are now considered to be a mandatory discipline during recruitment and the tests arranged for the GNN	

RESULTS LIST 16 2007-2011 (INTERVENTION 3)

Niger: Strengthening of the National Guard on human rights

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		• Participation of 5 guards in the human rights training organised at the ANDDH centre	List of participants	
		• Documentation centre consolidated at the GNN's Training Centre	Centre	
		• 1 project monitoring ongoing training in human rights in GNN units (regions of Maradi, Zinder and Tahoua)	Mission report	
	2011	• Human rights training of 22 GNN officers in Niamey	Training report	

Impact indicators:

- The National Guard's conduct has changed a great deal with regard to the use of violence against citizens in disputes;
- Members of the National Guard now complain when they feel wronged by citizens' behaviour;
- Missions are performed with fewer human rights violations;
- Citizens' complaints about the National Guard have declined a lot;
- With regard to prisons, the conditions for prisoners have improved; the prisoners themselves mention this during follow-ups on the human rights training

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The centre is attended by CI trainees	French Cooperation provided support to the centre in the form of IT and communications equipment
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The GNN now performs its duties with much more professionalism. The GNN participates actively in United Nations peacekeeping activities	

RESULTS LIST 17 2007-2011

Regional: UNESCO Chair in Cotonou, Benin

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Strengthening the capacities of the UNESCO Chair in order to consolidate the proposed regional training and research programmes, as well as the documentation on human rights and democracy.	2007	<ul style="list-style-type: none"> Regional training from 9 to 20 July for 40 human rights professionals and campaigners in the sub-region 	Training report	
		<ul style="list-style-type: none"> Strengthening of the Chair's documentation centre through the creation of a website and a database 	Activity report	
		<ul style="list-style-type: none"> Evaluation of the UNESCO Chair/DIHR partnership 	Report	
	2008	<ul style="list-style-type: none"> 1 evaluation of the annual regional training offered by the Chair 	Evaluation report	
		<ul style="list-style-type: none"> 1 regional human rights training course from 14 to 25 July for 46 human rights professionals and campaigners in the sub-region 	Training report	
		<ul style="list-style-type: none"> Documentation centre strengthened through an expert appraisal by the Rights & Democracy librarian 	Mission report	
	2009	<ul style="list-style-type: none"> First preparatory session for the regional human rights training session held on 12 July 2009 Regional human rights training course from 13 to 23 July for 45 human rights professionals and campaigners in Central and West Africa. 	Training report	
		<ul style="list-style-type: none"> 1 comparative study of the human rights masters offered by the Centre for Human Rights in Pretoria and the postgraduate research degree (DEA) offered by the UNESCO Chair 	Study	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) High Commissioner for Refugees		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Recommendation to hold preparatory sessions for the regional session. Implemented in 2009.	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) High Commissioner for Refugees	Online availability of the Chair's documentation centre	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Rights & Democracy		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) High Commissioner for Refugees		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The comparative study carried out by Niger's HRO on masters in human rights offered by the Chair and by the Pretoria Centre for Human Rights	

RESULTS LIST 17 2007-2011

Regional: UNESCO Chair in Cotonou, Benin

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • 2 DIHR grants awarded to two lawyers in Niger and Mali 	DEA theses	
		<ul style="list-style-type: none"> • Chair's documentation centre improved by the Rights & Democracy librarian 	Mission report	
	2010	<ul style="list-style-type: none"> • Second preparatory session for the regional human rights training session held on 11 July 2010 • Regional human rights training from 12 to 23 July for 45 human rights professionals and campaigners in the region 	Training report	
		<ul style="list-style-type: none"> • 1 DIHR grant for the DEA granted to two law students in Niger 	Report	
		<ul style="list-style-type: none"> • Chair's documentation centre improved 	List of works and website	
	2011	<ul style="list-style-type: none"> • Third preparatory session for the regional human rights training session held on 30 May 2011 • Regional training from 11 to 22 July for 45 human rights professionals and campaigners in the sub-region 	Training report	
		<ul style="list-style-type: none"> • Chair's documentation centre improved 	List of works	
		<ul style="list-style-type: none"> • A grant for a DEA awarded to a student in the sub-region 	DEA thesis	

Impact indicator: Embedding of democratic culture in the region's government and among its citizens through the appointment of graduates of the Chair's programme to positions of responsibility in their countries and in Africa.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	helped lead to an agreement between the two institutions on future teacher and student exchanges.	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Rights & Democracy		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Mock trial held in Cotonou in 2010, organised by the Pretoria Centre for Human Rights and the Chair	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		New Chair holder, Professor Badguidi, and new team
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 18 2007-2011 (INTERVENTION 4)

Regional: Creation of a network of documentation centres supported by the DIHR and linked to the DIHR library

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Facilitating the creation of a network of documentation centres supported by the DIHR in West Africa with the aim of increasing their capacity	2011	<ul style="list-style-type: none"> • Agreement with the DCISM to allow access to documentation in the centres supported by DIHR 	Agreement	

Impact indicator: West African human rights campaigners and professionals access up-to-date and specific documentation on human rights issues.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Better access to up-to-date and specialist human rights documentation for the centres	The functioning of this network will depend on the Internet, which can be very unpredictable in the sub-region.

RESULTS LIST 19 2007-2011

Burkina Faso: Documentation and listening centre of the Ministry for the Promotion of Human Rights (MPDH)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Contributing to the development of the pilot documentation and listening centre in Ouagadougou at the Ministry for the Promotion of Human Rights in Burkina Faso	2009	• 1 training programme for the Centre director (3 months)	Training report	
		• 1 study trip to Niger for the Director responsible for the protection of human rights and the Centre manager	Mission report	
		• Works purchased for the centre	List of works Delivery slip	
	2010	• Support provided to centre director	Report	
		• Catalogued publications	Report	
		• 1 practical guide for employees on documentation management	Guide	
		• 1 training programme on documentation techniques for one employee	Training report	
		• 3 conferences held on "humanisation of prisons", "antisocial behaviour on the road" and "the death penalty"	Conference reports	
		• 1 meeting with NGOs to collect data to map human rights actors in Burkina Faso	Report	
	2011	• 1 mapping study of human rights actors in 2010	Mapping study	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The CIDDH is more visible and is better attended by CSOs and the general public	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The mapping information is used by the Ministry's Listening and Guidance Centre to guide citizens wishing to make a claim and by private agencies for the promotion and protection of human rights, to	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 19 2007-2011

Burkina Faso: Documentation and listening centre of the Ministry for the Promotion of Human Rights (MPDH)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • Mapping forum 	Forum report	

Desired impact indicator: Improved public access to information on human rights in Burkina Faso

	FUNDING	EFFECT INDICATOR	COMMENTS
	MPDH basket fund: Denmark, Sweden, Netherlands and DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	ensure they can perform their respective missions.	

RESULTS LIST 20 2007-2011

Mali: Documentation centre of the National Human Rights Commission

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Development of the Documentation Centre at the National Human Rights Commission in Mali	2008			
	2009	• 1 training programme on IT techniques for the archivist	Training report	
		• Equipment purchased for the centre	List of equipment	
		• Works purchased for the centre	List of works purchased	
	2010	• 1 training programme on Internet research for the archivist	Training report	
		• Equipment purchased for the centre	List of equipment	
		• Works and subscriptions purchased for the centre	List of works and subscriptions	
	2011	• Internet connection	Connection	
		• 1 conference on the effectiveness of the right to health in Mali	Report	
		• Training programme on Internet research for the archivist • Human rights training at the UNESCO Chair for the archivist	Training reports	
		• Works and subscriptions purchased for the centre	List of works and subscriptions	

Desired impact indicator: Improved public access to information on human rights in Mali. It is still too early to measure the impact.

	FUNDING	EFFECT INDICATOR	COMMENTS
			CNDH-DIHR partnership began at end of 2008
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The documentation centre is visited by students, young lawyers and the public, as well as CNDH members	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 21 2007-2011 (INTERVENTION 4)

Niger: Consolidation of the ANDDH Human Rights Education and Documentation Centre

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Helping the ANDDH's human rights education and documentation centre to become a focal point for creation, information, education and documentation in the area of human rights and democracy in Niger.	2007	<ul style="list-style-type: none"> • 2 "General introduction to human rights" training sessions for 53 state and non-state actors 	Training report	
		<ul style="list-style-type: none"> • Works and subscriptions purchased for the centre 	List of works and subscriptions purchased in 2007	
		<ul style="list-style-type: none"> • Mapping and analysis of the role of actors that have mandates and missions to promote and protect human rights in Niger. 	Publication of the report	
		<ul style="list-style-type: none"> • 6 conference debates and 6 talks in local languages on human rights issues in Niger 	Recordings of the 6 conferences and 6 talks	
		<ul style="list-style-type: none"> • 12 radio programmes on the subjects covered by the conferences and talks organised by the centre 	Tape recordings of the 12 radio programmes Partnership agreement with Radio Anfani	
		<ul style="list-style-type: none"> • 1 annual report on the human rights situation in Niger 	Report	
	2008	<ul style="list-style-type: none"> • 1 study on the right to health in Niger 	Study reports	
		<ul style="list-style-type: none"> • Works and subscriptions purchased for the centre 	List of works and subscriptions purchased in 2007	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Just one session was planned for the year, but the success of the first session led to a second. These sessions were fee-paying
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Increased user attendance at the centre	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	First human rights forum in Niger under the presidency of the Minister of Justice: the forum was based on the report on the study Creation of a consultation framework for human rights actors in Niger	Study revealed that certain organisations are not fulfilling their mandate to protect human rights Performance of a similar study in Burkina Faso
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Conferences at the centre held in French The talks were held in local languages and in different districts and villages near Niamey
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	A new radio debate on Radio Anfani inspired by the human rights debates broadcast	The radio programmes made in national languages are broadcast by Anfani, a private radio station, in Niamey and the regions
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Report prepared by a multi-disciplinary committee
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) UNFPA		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Increased attendance at the centre	

RESULTS LIST 21 2007-2011 (INTERVENTION 4)

Niger: Consolidation of the ANDDH Human Rights Education and Documentation Centre

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • 6 conference debates and 6 talks in local languages on human rights issues in Niger • 12 programmes on the topics covered 	Recordings of the conferences and talks Tapes of the programmes broadcast	
		<ul style="list-style-type: none"> • Improvement of the website 	Centre's site	
		<ul style="list-style-type: none"> • 1 report on the human rights situation in Niger published and distributed 	Report and articles about the report published in the press	
		<ul style="list-style-type: none"> • 2 human rights training sessions for 65 state and non-state actors 	Training reports	
	2009	<ul style="list-style-type: none"> • 1 annual report on human rights in Niger published and distributed 	Report and articles about the report published in the press	
		<ul style="list-style-type: none"> • Works and subscriptions purchased for the centre 	List of the centre's works and subscriptions	
		<ul style="list-style-type: none"> • National study on the right to health in Niger 	Report on the study	
		<ul style="list-style-type: none"> • 1 training session on techniques for preparing reports 	Training report	
		<ul style="list-style-type: none"> • Update and new edition of the human rights guide for campaigners 	Draft version of the guide and meeting minutes	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Site hosted at support@website.net under the domain name: anddh-niger.org
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Report prepared by a multi-disciplinary committee
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		2 training sessions held
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Multi-disciplinary editorial board
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Pearson Centre	Increased user attendance at the centre	The Pearson Centre is a new partner for the centre. It has provided documentation
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) UNFPA	Preparation of a guide on the right to health for health professionals in Niger	The findings of the study were disputed by the ministry of health
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Members of the editorial board draw on the advice provided in training, which has improved the report	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Guide used for human rights training of CSOs	2nd edition of the human rights guide for campaigners Printing delayed due to the change in the constitution initiated by President Tandja

RESULTS LIST 21 2007-2011 (INTERVENTION 4)

Niger: Consolidation of the ANDDH Human Rights Education and Documentation Centre

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
	2010	<ul style="list-style-type: none"> 6 conference debates and 6 talks in local languages on human rights issues in Niger 	Recordings of the conferences and talks	
		<ul style="list-style-type: none"> 12 radio programmes on the topics covered by the conferences and talks 	Tape recordings of the programmes	
		<ul style="list-style-type: none"> 1 delocalised human rights training session for 40 civil society actors in Maradi 	Training report	
		<ul style="list-style-type: none"> Human rights training session in Niamey for 33 participants from the police, FNIS, ENAM and ANDDH 	Training report	
		<ul style="list-style-type: none"> 6 conference debates and 6 talks in local languages on human rights issues in Niger 	Recordings of the conferences and talks	
		<ul style="list-style-type: none"> 12 radio programmes on the subjects covered by the conferences and talks organised by the centre - 	Tape recordings of the programmes	
		<ul style="list-style-type: none"> 1 report on the human rights situation in Niger published and distributed 	Report and articles about the report in the press	
		<ul style="list-style-type: none"> 1 guide for healthcare employees in Niger 	Minutes of the editorial board meetings	
		<ul style="list-style-type: none"> Training session for 40 human rights actors, including 16 regional ANDDH trainers, on the new guide for campaigners in the Zinder region 	Training report	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Conferences at the centre held in French The talks were held in local languages and in different districts and villages around Niamey.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) PASOC (EU)		First delocalised training session organised by the centre, financed by PASOC and DIHR
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Conferences at the centre held in French. Talks held in local languages and in different districts and villages around Niamey.
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		12 radio programmes were made in local languages
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Report prepared by a multi-disciplinary committee. Available on the ANDDH website
	UNFPA		This guide was prepared by a multi-disciplinary editorial board (Ministry of Health, Faculty of Health Sciences, OMS, SUSAS, Ordre des Médecins (Medical Board), ANDDH and DIHR)
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) PASOC (EU)		Funded by PASOC and DIHR

RESULTS LIST 21 2007-2011 (INTERVENTION 4)

Niger: Consolidation of the ANDDH Human Rights Education and Documentation Centre

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> Human rights training for 26 state and civil society participants 	Training report	
		<ul style="list-style-type: none"> Completion of 1,000 human rights guides for campaigners 	Completed guides	
		<ul style="list-style-type: none"> Works and subscriptions purchased for the centre 	List of works and subscriptions purchased for the centre	
		<ul style="list-style-type: none"> Training of 56 CSO representatives on the UPR process 	Training report	
	2011	<ul style="list-style-type: none"> Works and subscriptions purchased for the centre 	List of works and subscriptions	
		<ul style="list-style-type: none"> 3 conference debates and 3 talks in local languages on human rights issues in Niger 	Recordings of the conferences and talks	
		<ul style="list-style-type: none"> 6 radio programmes on the subjects covered by the conferences and talks organised by the centre 	Tape recordings of the programmes	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Final version of the guide available and used in the training sessions in Zinder and at the Centre	4,000 copies of the guide were printed rather than the planned 1,000. They were printed in 2011 A copy of the guide is given to each participant during the training sessions
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Pearson Centre	Increased user attendance at the centre	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) PASOC (EU)	This training session enabled the CSOs to prepare and submit their joint report to Geneva for Niger's UPR.	2 committees were established at the end of this training session: an editorial board and a committee responsible for following up on UPR's recommendations The training was funded by DIHR and PASOC 2 international experts were deployed by DIHR
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Pearson Centre		The centre has a new director and a new management assistant. The centre's activities were reduced to facilitate a smooth transition New bibliography is being drawn up
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		The topics covered in the conferences and talks were approved by the support committee during a meeting called for that purpose Activities outstanding at the time this list was drawn up
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Activities still outstanding

RESULTS LIST 21 2007-2011 (INTERVENTION 4)

Niger: Consolidation of the ANDDH Human Rights Education and Documentation Centre

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • Annual report on the human rights situation in Niger published and distributed • A delocalised human rights training session in Agadez for 25 state and non-state actors from the regions of Tahoua and Agadez 	<p>Report and articles on the report</p> <p>Training report</p>	

Impact indicator: Dialogue between organisations for the defence of human rights and state actors is a reality. This is the result of the numerous activities organised by the Centre and involving the state and civil society. This dialogue has helped reduce civil and political rights violations in Niger.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) UNDP		

RESULTS LIST 22 2007 - 2011 (INTERVENTION 4)

Niger: Strengthening of applied research at the National School of Administration and Magistracy (ENAM)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
Developing the capability of ENAM's research lecturers to conduct applied research into the "Rule of law, democracy and good governance"	2007	• 3 seminars on research methodology	Reports	
		• Documentation acquired for research	List of works	
		• Equipment purchased for the research facility	List of equipment purchased	
		• 4 field studies carried out	Activity reports	
		• 8 ENAM lecturers trained in human rights	List of lecturers trained	
	2008	• 1 study trip to ENA in Burkina Faso	Mission report	
		• 3 seminars on research methodology	Seminar reports	
		• Equipment purchased for the research facility	List of equipment	
		• 8 ENAM lecturers trained in human rights	List of lecturers trained	
		• Documentation acquired for research	List of works purchased	
		• 5 research articles published in 2 ENAM reviews	2 ENAM reviews	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	A working environment has been created and the research work has been improved	- Launch of direct partnership with DIHR
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The facility is used	- Instability of the project coordinators
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		- Managing access to information was one of the group's additional activities
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Feedback to the researchers
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The research lecturers' working environment has been improved	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Increased visits to the documentation centre	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		There is a real desire among ENAM's lecturers to participate in this type of training
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		Increased interest in research demonstrated
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Lobbying undertaken to make the findings usable	

RESULTS LIST 22 2007 - 2011 (INTERVENTION 4)

Niger: Strengthening of applied research at the National School of Administration and Magistracy (ENAM)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		<ul style="list-style-type: none"> • 2 conferences presenting the research 	Reports on the 2 conferences	
	2009	<ul style="list-style-type: none"> • 5 new research themes developed and 4 field study reports 	Themes and reports	
		<ul style="list-style-type: none"> • 7 ENAM lecturers trained in human rights 	List of lecturers trained	
		<ul style="list-style-type: none"> • Documentation acquired for research 	List of works purchased	
		<ul style="list-style-type: none"> • Equipment purchased for the research facility 	List of equipment	
		<ul style="list-style-type: none"> • 2 workshops on the field study 	Report	
		<ul style="list-style-type: none"> • 1 study trip to ENA in Benin 	Mission report	
	2010	<ul style="list-style-type: none"> • 4 articles on applied research 	Articles	
		<ul style="list-style-type: none"> • 2 seminars on methodology 	Report	
		<ul style="list-style-type: none"> • 6 ENAM lecturers trained in human rights 	List of lecturers trained	

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		ENAM has positioned itself as a leader in respect of the reforms to be undertaken relating to the topics covered by the researchers
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Increased visits to the research centre	<p>The scientific coordinator has asked for the information gathered to be transcribed before the workshop on data utilisation is held</p> <p>Dcomment coding and security</p> <p>The scientific coordinator has made more and more requests for the workshops to be based on the researchers' draft articles so that they are more practical in nature</p> <p>Articles are validated internally and externally (with specialists external to ENAM)</p> <p>Change of director at ENAM</p>
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	More and more research lecturers are using IT	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Researchers use these methods to supervise students more effectively and to improve their work. A guide for ENAM theses has been developed and is available	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The 6 lecturers trained in 2010 incorporate human rights values in their analyses and the articles they write	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 22 2007 - 2011 (INTERVENTION 4)

Niger: Strengthening of applied research at the National School of Administration and Magistracy (ENAM)

OBJECTIVE	YEAR	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	
		• 2 public conferences on electoral turnout and women's rights	Report on the two conferences	
		• Documentation acquired for research	List of works purchased	
		• 1 study trip to ENA in Togo	Report	
	2011	• 3 methodology workshops	Reports	
		• Documentation acquired for research	List of works	
		• 4 research articles published in the ENAM review	ENAM review	

Impact indicator:

1. The administrative authorities and officers trained by ENAM participate in the promotion of human rights in Niger;
2. ENAM is recognised as an intellectual space that helps to advance the democratic process through its applied research into human rights.

	FUNDING	EFFECT INDICATOR	COMMENTS
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	New status for lecturers at ENAM adopted: research is now a formal part of their work	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	Researchers use these methods to supervise students more effectively and to improve their work	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)	The research activities are taken into account when promoting lecturer careers at ENAM	
	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)		

RESULTS LIST 23 2007-2011

Strategy implementation

FIELDS	2007	2008
1. Strategy preparation and implementation	Planning base 2007-2011 strategy Project documents with partners Memorandum of Understandings	Project documents with partners Memorandum of Understandings
2. Personnel / human resources	West Africa Unit 1 DIHR legal and strategy adviser in Burkina Faso 1 trainee from Rights & Democracy as the assistant for West Africa Local office in Niger: 1 representative and 1 legal adviser	West Africa Unit 1 DIHR legal and strategy adviser in Burkina Faso 1 trainee from Rights & Democracy as the assistant for West Africa Local office in Niger: 1 representative and 1 legal adviser
3. Funding	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Rights & Democracy Brookings Institute UNDP (Niger)	DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs) Rights & Democracy UNDP MPDH basket fund in Burkina Faso (DK, S, NL)

2009	2010	2011
<p>Project documents with partners</p> <p>Memorandum of Understandings</p>	<p>Project documents with partners</p> <p>Memorandum of Understandings</p>	<p>Project documents with partners</p> <p>Memorandum of Understandings</p>
<p>West Africa Unit</p> <p>1 DIHR legal and strategy adviser in Burkina Faso</p> <p>1 part-time trainee as the assistant for West Africa</p> <p>Local office in Niger: 1 representative and 1 legal adviser</p> <p>1 local human rights officer in Niger</p>	<p>West Africa Unit</p> <p>1 DIHR legal and strategy adviser in Burkina Faso until June</p> <p>1 trainee as the assistant for West Africa</p> <p>Local office in Niger: 1 representative and 1 legal adviser</p> <p>1 local human rights officer in Niger</p>	<p>West Africa Unit</p> <p>1 part-time assistant for West Africa</p> <p>Local office in Niger: 1 representative and 1 legal adviser</p> <p>1 local human rights officer in Niger</p> <p>West Africa coordinator in Mali from September</p>
<p>DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)</p> <p>Anti Slavery International</p> <p>Francophonie</p> <p>Government of Togo</p> <p>West Africa office of HCDH</p> <p>UNDP Dakar</p> <p>PASOC (EU) in Niger</p> <p>MPDH basket fund in Burkina Faso (DK, S, NL)</p> <p>French Embassy in Niger</p>	<p>DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)</p> <p>Anti Slavery International</p> <p>APCOF</p> <p>MPDH basket fund in Burkina Faso (DK, S, NL)</p> <p>Danish Embassy in Mali</p> <p>PASOC (EU) in Niger</p> <p>EU in Niger</p> <p>French Embassy in Niger</p>	<p>DIHR (Cooperation agreement with the Danish Ministry of Foreign Affairs)</p> <p>Anti Slavery International</p> <p>MPDH basket fund in Burkina Faso (DK, S, NL)</p> <p>Danish Embassy in Mali</p> <p>Danish Embassy in Burkina Faso (AFJ)</p> <p>UNDP in Niger</p> <p>French Embassy in Niger</p>

RESULTS LIST 23 2007-2011

Strategy implementation

FIELDS	2007	2008
4. Follow-up and evaluation	<p>3 meetings of the West Africa Steering Group at DIHR</p> <p>1 meeting of the West Africa reference group</p> <p>Mission reports (internal)</p> <p>Minutes</p>	<p>3 meetings of West Africa steering group</p> <p>1 meeting of the West Africa reference group</p> <p>Mission reports (internal)</p> <p>Minutes</p>
5. Information	<p>1 regional base for human rights resources</p> <p>Country fact-files</p> <p>1 mapping study of funding agencies in West Africa</p> <p>1 West Africa library</p> <p>Update of the website</p> <p>1 project catalogue in French and English</p> <p>1 booklet on the West Africa strategy in French and English</p>	<p>1 public presentation of the strategy in Denmark</p> <p>1 study trip to West Africa for the head of DIHR's international department</p> <p>1 mission to Canada aimed at Rights & Democracy, CIDA, IRDC and Equitas</p> <p>1 assignment to Dakar focusing on the Institute for Human Rights and Peace and the West African offices of the United Nations (HCDH and UNDP)</p>

2009	2010	2011
<p>3 meetings of West Africa steering group</p> <p>1 meeting of the reference group</p> <p>Mission reports (internal)</p> <p>Minutes</p> <p>Development of new frameworks / standardisation of frameworks: documents on the projects and programmes, minutes, mission reports</p> <p>1st status report on the implementation of the 2007 - 2008 West Africa strategy (evaluation of the West Africa programme as part of the evaluation of DIHR's international activities)</p>	<p>3 meetings of West Africa steering group</p> <p>1 meeting of the reference group</p> <p>Mission reports (internal)</p> <p>Minutes</p> <p>1 internal evaluation seminar by the West Africa unit</p>	<p>1 meeting of West Africa steering group</p> <p>Mission reports (internal)</p> <p>Minutes</p> <p>Evaluations: partner, internal and external</p>
<p>1 interview with the author of the study on the compliance of West Africa's NHRIs with the Paris Principles</p> <p>1 presentation to DIHR on the work with the Ministry for the Promotion of Human Rights in Burkina Faso</p> <p>1 presentation to funding agencies in Burkina Faso on the support provided to the MPDH by DIHR</p> <p>1 presentation to the funding agencies in Burkina on the West Africa strategy</p>	<p>1 meeting with the regional West African offices of the UNDP and the High Commission for Human Rights in Dakar</p> <p>1 presentation of the West Africa strategy to the weekly DIHR meeting in Copenhagen</p> <p>Update of the website</p> <p>Regular meetings with Denmark's embassies and representative offices in Burkina Faso, Mali and Niger</p>	<p>Regular meetings with Denmark's embassies and representative offices in Burkina Faso, Mali and Niger</p> <p>Meeting with the future head of the Good Governance programme in Burkina Faso</p> <p>Meeting with Denmark's future representative in Niger</p> <p>Presentation of the West Africa strategy and the "Security" intervention area to the Africa office of the Ministry of Foreign Affairs in Denmark.</p> <p>1 Update</p>

RESULTS LIST 23 2007-2011

Strategy implementation

FIELDS	2007	2008
	<p>Regular meetings with Denmark's embassies and representative offices in Burkina Faso, Mali and Niger</p> <p>3 Updates</p>	<p>Regular meetings with Denmark's embassies and representative offices in Burkina Faso, Mali and Niger</p> <p>1 article on DIHR's work in Burkina Faso on the website of the Danish Embassy in Burkina Faso</p> <p>1 interview with the adviser in Burkina Faso on human rights training for the police</p> <p>1 interview with the West Africa coordinator on DIHR's website</p> <p>3 Updates</p>
6. Consultations	1 fact-finding mission re the Danida Good Governance programme in Niger	<p>1 mission to formulate the human rights component of the Danida Good Governance programme in Burkina Faso</p> <p>3 fact-finding missions re the Danida Good Governance programme in Niger</p>
7. Strategic partners	<p>1 partnership with Rights & Democracy, Canada</p> <p>1 strategic partnership with UNDP in Niger on access to information</p> <p>Meeting with APCOF in Banjul</p>	<p>1 visit to Rights & Democracy, CIDA and Equitas in Canada for the strategic partners</p> <p>1 visit to ECOWAS in Abuja and the Court of Justice for a potential partner</p> <p>1 meeting with the Francophone Association of NHRIs for a strategic partnership</p>

2009	2010	2011
<p>1 presentation of the Burkina Faso UPR at the UPR seminar organised by DIHR in Copenhagen</p> <p>1 meeting with the regional West African offices of the UNDP and the High Commission for Human Rights in Dakar</p> <p>Regular meetings with Denmark's embassies and representative offices in Burkina Faso, Mali and Niger</p> <p>3 Updates</p>	<p>Meetings with the Danish Ministry of Foreign Affairs on the missions to evaluate the good governance programmes in Niger and Burkina Faso</p> <p>1 article on Niger written with Caritas and Care, published in Weekend Avisen.</p> <p>1 letter to the Minister for Development on the experiences with the police and the security services in Niger (including a copy of all manuals) (2010)</p> <p>3 Updates</p>	
<p>Consultation for PASOC (Programme d'appui à la société civile, Civil society support programme) in Niger, funded by the EU</p>	<p>Consultation for PASOC (Programme d'appui à la société civile, Civil society support programme) in Niger, funded by the EU</p>	
<p>Strategic partnership with Equitas (Canada)</p> <p>Strategic partnerships with the West African offices of HCDH and UNDP</p> <p>Strategic partnership with APCOF</p> <p>Strategic partnership with the International Service for Human Rights in Geneva, for Niger's UPR in particular</p>	<p>Strategic partnership with Equitas (Canada)</p> <p>Strategic partnership with APCOF</p> <p>Strategic partnerships with the West African offices of HCDH and UNDP</p> <p>Strategic partnership with the International Service for Human Rights in Geneva, for Niger's UPR in particular</p>	<p>Strategic partnership with Equitas (Canada)</p> <p>Strategic partnership with APCOF</p> <p>Strategic partnerships with the West African offices of HCDH and UNDP</p> <p>Strategic partnership with the International Service for Human Rights in Geneva, for Niger's UPR in particular</p>

RESULTS LIST 23 2007-2011

Strategy implementation

FIELDS	2007	2008
		1 meeting with the International Organisation of La Francophonie for a strategic partnership

2009	2010	2011
<p>1 partnership with UNFPA and UNDP in Niger</p> <p>Partnership with Anti Slavery International in Niger</p>	<p>1 partnership with UNFPA and UNDP in Niger</p> <p>Partnership with Anti Slavery International in Niger</p>	<p>1 partnership with UNFPA and UNDP in Niger</p> <p>Partnership with Anti Slavery International in Niger</p>

PART 3

DIHR EVALUATION

October 2011



ACRONYMES:

AFJ/BF:	Association des Femmes Juristes du Burkina Faso
ANDDH:	Association Nigérienne pour la Défense des Droits de l'Homme
APCOF:	African Policing Civilian Oversight Forum
BEN:	Bureau Exécutif Nationale
CFDDH:	Centre de Formation et de Documentation en Droits Humains
CODDHD:	Collectif des Organisations de la Défense des Droits de l'Homme et de la Démocratie
CFDDH:	Centre de Formation et de Documentation en Droits Humains
CEDAW:	Convention on the Elimination of Discrimination against Women
CNDH:	Commission Nationale des Droits de l'Homme au Mali
DIHR:	Danish Institute for Human Rights
ECOWAS:	Economic Community of West African States
ENAM:	Ecole Nationale d'Administration et de la Magistrature
FPD:	Freedoms and Participation Department
IDHP:	Institut de Droit de l'Homme et de la Paix
IGS:	Inspection Générale de Service
JD:	Justice Department
KRA:	Key Result Areas
MPHR:	Ministry for the Promotion of Human Rights
NHRI:	National Human Rights Institution
ToR:	Terms of Reference
WAS:	West African Strategy
WAU:	West African Unit
UIDH:	Union Interafricaine des Droits de l'Homme
UNDP:	United Nations Development Program
UNESCO:	United Nations Educational, Scientific and Cultural Organization
UNPFA:	United Nations Popular Fund
UPR:	Universal Periodic Review

Evaluator: Francesco Castellani, Senior Advisor

3.1 OBJECTIVE AND METHODOLOGY

The evaluation of the West Africa strategy 2007 – 2011 (WAS) is part of a four step process: 1) A midterm evaluation in 2009; 2) A partner self evaluation in June 2011, 3) An internal evaluation and finally 4) A completing reflection process on lessons learned and recommendations for future developments. This report covers the third step: Internal evaluation.

The objective of the evaluation is: **“To evaluate the results obtained through the West Africa program activities compared to the expected impact, effect and performance formulated in the West Africa strategy document”**. This objective is further specified to put particular attention to: 1) relevance of strategy; 2) Performance indicators; 3) effect indicators; 4) impact indicators; 5) sustainability (Please see ToR in **annex 1**). The task further entails development of recommendations for the expected second phase covering the period 2012- 2016.

The West Africa Strategy 2007 – 2011(WAS) has four key result areas (KRA): 1) Capacity Building of human rights actors, 2) Family Law, 3) Safety and Security and 4) Human Rights documentation and education. It is the relevance, performance, effect, impact and sustainability of the strategy and activities within these four KRA that will be evaluated and become the basis for recommendation for the next phase.

The evaluation objective defines the core issue to be **the results**, which can be formulated in terms of outputs, outcomes and impact. These results should be compared to the **expectations** that are formulated in the strategy document. Hence we have four categories of results: 1) Expected results **as stated in strategy and documents**, 2) unexpected results, which

has not been explicitly planned for, 3) positive results that contributes to fulfillment of the strategy and 4) negative results that are contra productive to the intentions or are simple side effects. On top of this we also have the issue of relevance, which should be assessed in relation to themes, geography, institutions / organizations, and DIHR strategy.

The data collection has been done through two phases: A desk study of key documents related to the implementation of the strategy and the projects (List of consulted documents **annex 2**) and a field mission to West-Africa (see mission program **annex 3** and list of people interviewed **annex 4**). The preparatory work for the evaluation has been greatly facilitated by the opportunity to have the observations of the DIHR thematic review 2009 available along with the Evaluation report of partner’s evaluation in June 2011: The latter provides an inside view on how partners perceive the results and it offers a useful triangulation opportunity for interviews conducted in the field. The partner evaluation provides information on perceived **results, which can be compared to expected results**.

The field visit has been designed as a number of interviews with key personnel connected to the strategy and the projects. These key personnel consist basically of relevant partner representatives and the DIHR West Africa Unit (WAU) that have been involved in the realization of the strategy. Hence the data collected through the field mission consists of qualitative data collected through semi structured interviews (**annex 5: interview grid**). The structure has not been followed slavishly but used as main headings while the interviews were allowed to follow their own logic within the overall frame of the structure. The data were recorded through note taking, which is not the optimal method to have a complete recording, but it facilitates the forthcoming of information

without having the intimidating presence of a recording device. The note taking technique is appropriate, as the collection of data focused on achieving perceptions concerning results and relevance, and not on obtaining data to be transcribed for textual analysis to uncover indirect (Meta) messages. The data collection concentrated on outputs, outcomes and impact. The awareness of the different DIHR projects among the interviewed stakeholders was used as an opportunity for triangulation of data. The data seems to be valid, as the methodology is transparent, most probably also replicable in terms of results if it is based on similar interviews and systematic in its approach. The good level of internal validity of the gathered data does not however provide a similar degree of external validity i.e. to what extent the result of the evaluation can be generalized.

3.2 RELEVANCE

3.2.1 The West Africa Strategy: The WAS 2007 – 2011 has identified four key result areas (KRA): 1) Capacity Building of human rights actors, which intends to strengthen institutions, organization and networks; 2) Family Law, which intends contributing to the development and implementation of national legal frameworks on family law aiming at protecting family rights; 3) Safety and Security, which intends to contribute to the transformation of police, gendarmes and security forces into human rights respecting agencies; and 4) human rights documentation and education, which intends to train and educate human rights professionals and build up HR documentation. These four KRA are all intended to have a regional strategic perspective accommodating needs on a regional level, and a national dimension with activities addressing the specific needs of Niger, Mali and Burkina Faso. Hence, with the words of the WAU, the strategy is a regional strategy with strong national anchorages.

3.2.2 WAS and DIHR: In relation to the DIHR priorities the KRA reflects themes that fit into the areas of interest of two departments: The Justice Department and (JD) the Freedoms and Participation Department (FPD). In their capacities as experts staff from the Research Department has been involved in the project on both a consultative basis and in assisting designing activities under KRA 2, while these were anchored in JD and FPD. However, the contribution of the Research Department to KRA 2 is substantial, as the DIHR Research Partnership Program, which is entirely managed by the research department, for two years focused on family law in West Africa, and hence contributed substantially to increasing the quality of local research into the subject. Hence, the relevance of the WAS and it's KRA in relation to the priorities and the strategy of DIHR should be seen in relation to the draft strategies of the two departments (JD and FPD). These strategies are being developed now, which is nearly four years after the development of the first edition of the WAS in 2007. However, the point is not to pass unfair judgments on the WAS, but on how WAS should be developed for the next phase.

The WAS is the result of a “bottom up approach”, which inductively has combined field related planning base and experiences with existing in-house competencies and comparative advantages within areas of intervention, which were seen as relevant for DIHR at the time of strategy development. Hence, the WAS is a very strong reflection of actual needs on the ground and is basically **needs driven** and it has been developed through a very thorough **participatory process** with partners and stakeholders in the region. This approach is underscored by the fact that DIHR have been working on projects in one of the selected countries since 1998 at thus accumulated an enormous amount of detailed

context related information and achieved an extensive network of relations to public institutions, important civil society stakeholders and key influential personalities and academics in the region. These are positive qualities.

The departmental strategies have since then changed focus and are following a deductive “top down” approach in defining rights based key result areas (KRA) within overall departmental areas of rights based purposes of interventions. The **activities** under the four KRA are part of the activities that fall within the purpose of the JD and FPD. The framework application for Danida 2012 and the 2010 reporting to Danida have nicely divided the projects in between the departments with some crosscutting projects that have stakes in both departments.

However, it is worth noticing that the two department's ownership to the WAS is based on projects / activities that are found to fit the defined KRA of departments. This put the role of the WAS into question in relation to the strategies of the two departments.

The upcoming house strategy for DIHR is operating with a matrix-organizational structure with West Africa as a geographical area of intervention that has to be related to the key result areas of the departments. Hence, a **strategy or common programming** of the interventions in West Africa is needed. The problem that needs to be addressed is how to combine the deductive “top down” approach of strategizing at DIHR with the inductive “bottom up” approach of the WAS without distorting the WAS in order to make it fit into the DIHR strategy.

3.2.3 The strategic perspectives of KRA: A problem area seems to be the rather abstract definitions of some of the key result areas of WAS.

It is not easy to gain a concrete understanding of the purpose of the KRA on Capacity Building of Human Rights Actors. Its objective is stated as: **“to strengthen human rights institutions, organizations and networks with a special mandate or mission to promote and protect human rights, making them key players in the development and consolidation of democratic society”** and the KRA is apparently encompassing so different activities such as elaboration of human rights manuals for judges, technical support to a human rights ministry and support to a human rights based civil society network. In many cases the KRA provides various forms of institutional support to actors and partners, which often has the form of technical support for services that partners are delivering. This should be seen as a practical way to build up confidence and mutual trust by achieving tangible results fast. However, the KRA objectives do not have expected outcomes / effect or impacts that are defined in such a way that they explain why it is important to strengthen the selected human rights institutions and neither the expected outcomes nor the objectives provides any understanding of when these activities can be seen as having fulfilled their goals.

The KRA on “Human Rights Education and Documentation” encompasses as diversified activities as establishment of human rights documentation centers, international human rights courses, and support to applied research. The difference between this KRA and the capacity building KRA is not easy to understand, when the concrete documentation centers all are connected to or even integrated into institutions that are receiving capacity building under the capacity building KRA. It has been explained to the evaluator that the division line between this KRA and the capacity building KRA is thematic, that this KRA focus on human rights documentation

and education. However this KRA also suffers from lack of clarity on expected outcomes and impact because the objective does not provide a notion on when it could be deemed to be fulfilled. It might be more transparent to focus on objectives and expected outcomes when defining KRA rather than topics.

The objective of the KRA on security is to transform the law enforcement agencies into agencies that respect and protect human rights. This is reflected by common characteristics of the activities in terms of type of partners, methodology and expected results. However, in order to assess results of the KRA on security it could have been advantageous to better qualify what is meant by transforming police force into police service, and be more specific about the human rights at stake for improvement in relation to law enforcement. On the impact level it would have been advantageous to know, which difference the transformation entails and for whom (in what ways can the police and security forces be perceived as different as service providers by the police and security personnel as well as by the population? Which human rights will be better protected through the transformation and how can it be measured?)

The KRA on Family Law is aiming at improving legal frameworks on family law so it becomes in accordance to human rights and these rights become accessible for people. However, interviewing researchers involved in this KRA it emerged that the common feature of “Family Law” actually covers much diversified situations. The expected outcome of Family Law KRA is defined as improved family legislation; however none of the interviewees seemed to have clear ideas about how they expected the increasing expertise on legal family issues eventually could bring about an improved legislation. All focused mainly on the long term process of researching the issue.

So the defined KRA in the WAS are rather general **headings** encompassing a number of activities but the headings are not really providing a strategic direction and goals.

The abstract character of the KRA in the WAS seem to reflect the fact that partners are bound to the nation state level and the concrete results of the activities depends on change on nation level. No matter how similar the three Sahel countries may be, there are differences especially in regard of the political contexts, but also ethnic, cultural and to some extent administrative contexts, that make it difficult to define common key result areas without becoming abstract and descriptive. A strategy is a plan for achieving something, and it is difficult to make a plan at regional level for achieving change at national level. Regional level can at most facilitate and inspire change, but change and goals are achieved at national level. So change and goals are fulfilled at national level, but the strategy is regional.

However, the WAS does not only reflects the ambitions of DIHR and the WAU in relation to improving the human rights situation in the region, but it also reflects the extent of capacities among partners to achieve ownership to the strategy. Hence the inclination of the WAS is to prioritize the processes to some degree also at the expense on defining strategic goals. In this light the weakly defined strategic perspectives of the WAS is compensated by a strong commitment by the partners to achieve change. Ensuring this commitment of the partners is a very powerful approach of the WAS.

There are complementary advantages for the projects and comparative advantages for DIHR in encouraging cross country cooperation, but it can be discussed how far these advantages can be used as a platform for a regional strategy.

3.2.4 WAS between DIHR strategy and implementation: The WAS is placed structurally in between the strategies of two involved DIHR departments and it constitutes an additional layer between field implementation and DIHR prioritizing. Hence, the WAS risks to emerge as a document unifying activities that risks becoming homeless at DIHR level as they may not really be owned by any of the involved departments. Hence, at DIHR steering committee and a reference group has been established to provide strategic guidance. While the steering committee has ownership to the WAS, the relation between the steering committee and the integrity of the departments is not clear. There also seem to be a certain uncertainty on how much the steering committee provides the strategic guidance for WAU. It is important that the future editions of WAS are connected directly to the department strategies to avoid it obfuscating the activities in West Africa as part of the DIHR priorities. However, it is equally important that the need based WAS is not pressured into fulfilling DIHR priorities on the expense of needs on the field (as also indicated in section 2.2).

The WAU is a closely knit entity building on very high professional standards and deep context knowledge. The practical distance between the steering committee and the WAU gives the WAU a certain margin of autonomy, which is reflected by a certain uncertainty at department level on who actually owns the WAS.

However, the few but important inclusions of other human resources at DIHR level into the program has been successful and praised by the partners on the field level and by departments at DIHR level. The partners enjoyed the input from these additional resources and the departments see advantages in competence building of the departments. Hence, the WAU should become more inclusive

in their approach of using DIHR competences and human resources. Such an approach may not only benefit the partners but also the learning process / competence building of DIHR.

However, a more inclusive approach to use DIHR expertise needs to be measured up against the aim of building up national and regional resources, which the program supports by systematically using the expertise, which is available in the region. Local experts are not as expensive as Danish experts, they are fluent in French, and they know the context. So a compromise between this approach and a more inclusive approach to use the DIHR competences should be considered.

It should be stressed that it is a general opinion at DIHR level that the WAS is important for ensuring synergies, mutual inspiration, use of complementarities in the region, and also for giving DIHR the opportunity to utilize its comparative advantages in relation to other international actors as DIHR has an extended network, familiarity with extremely competent human resources available in the region, and much “hands on” experience.

3.2.5 Interventions and partners: The interviews with partners made it clear that all the activities under the KRA headings respond to perceived needs in the three countries both in terms of building up respect of human right in general and in terms of strengthening the rights of individuals and of groups. The projects address some of the most important areas for human rights implementation in the region: Capacity building of human rights duty bearers (Law enforcement and public institutions), family law, human rights monitoring, and awareness raising and information dissemination. The partners that are involved in projects with the DIHR have evolved gradually

like rings in the water over time starting in Niger. The Ministry for the Promotion of Human Rights in Burkina Faso has become part of the regional strategy upon its own request and is an important human rights actor. By being merged with the Ministry of Justice it has even improved in relevance as its impact on government policies potentially may increase. Over time the program has evolved to strengthen its inclusion of public authorities while the civil society also seems to grow. In the recent period also the Association of Female Jurists in Burkina Faso has become a partner.

The projects / activities are building upon a thorough understanding of the specific context and especially of the power structures and **of the mechanisms in each society that may provide change**. Hence the activities conducted through the WAS are all responses to the actual needs on the ground and to providing a realistic answer on how to achieve change.

One aspect should be mentioned in order to properly understand the rationales behind the WAS: DIHR has been present in West Africa over a long period of time, which is an aspect all actually always pointed at in explaining the respect and high regard they felt for DIHR as a partner. The long term commitment does not only permit practically overcoming periodical set backs during the implementation of the WAS, but especially ensured commitments and created ownership to the partnership by the partners as the long term partnership evolves into a relation of real confidence and mutual trust. In this context it also needs to be taken into account that the fact that the WAU has been very stable in terms of human resources is important for the evolvement of a close partnership. Stability in personnel representing DIHR in West Africa is a strong signal of serious commitment to partners that are used to a constant fluctuation of arriving and departing

international experts. The stability of human resources has created a uniquely close relationship to partners allowing a non-formal and very direct communication, which is rare to establish in culture of administration that builds on the French traditions.

The long term commitment does not only promote good partnerships but also ensures a solid ground for the capacity among partners that are developed during the process. The focus on process in the relation with partners has enabled DIHR to accept inclusion of partners into the program without previous knowledge of the terminology and rationales behind projects and with only moderately developed cultures of planning. Hence, the somewhat weakly defined outcomes and impacts in many project documents are the result of a deliberate choice of keeping the project planning on a useful and practical working level even if that would entail sacrificing some of the usual programming standards.

With the emphasis in the WAS put on Family Law and the declared gender equality perspective, it is however surprising that women's rights civil society organizations are so under represented as partners for the strategy. According to the strategy also state mandated independent institutions are part of the strategy, and but their representation in program activities is also limited, which does not reflect programmatic shortcomings, but the fact that Burkina Faso has not been able to establish a NHRI, in Mali it has been established recently and DIHR has a cooperation agreement with it, and in Niger, the NHRI has only recently achieved a legislative framework and a management that enables it to perform as an NHRI. There is much space for the strengthening of women's rights aspect of the program, as CODDHD in Niger includes 10

women's associations and the legal aid network in Mali includes 5 of the most important women's associations in Mali. In Burkina Faso, DIHR has initiated to work with an organization for female lawyers.

The problem of including the NHRIs as a more pronounced part of the program is, that these institutions are generally quite unknown and misunderstood by governments in WA. In general they have been imposed by UNDP, so WA states do not prioritize them when their resources are scarce. They create NHRIs to please donors, but do not really support them unless they can use them politically. DIHR has developed partnerships with NHRIs in WA whenever there was a will to have such an institution in the country, and a will among the elected commissioners to have impact and human rights change. DIHR has tried to promote and discuss the role of NHRIs at regional conferences held in Dakar and Lome in 2007 and 2008.

3.2.6 Partner perception of WAS: On field level only few of the interviewee referred to the projects or the DIHR program as a regional strategy. Of course they knew about it, but it did not transpire as a very relevant approach for their perception of the program. However, complementary advantages especially in relation to security forces, research on family law and to a lesser degree documentation centers were mentioned. Hence, on national level the regional approach seemed to function as a mirror for comparison and an opportunity to get new inspiration and ideas. This notion is further stressed by the activities that have been labeled "regional activities", which has consisted in information and inspirational activities such as conferences, training courses etc (i.e the Dakar Conference, the civil society course in Benin, the Lomé conference). At such occasions motivating factor such as competitive

ambitions among institutions meeting with foreign counterparts could also have positive and motivating influence. However, the point is that these regional activities as valid as they may be for themselves are more international events utilizing comparative advantages in the region than expressions of a regional strategy.

3.2.7 Geographical focus: The West African Francophone region is composed by many more countries than the three countries selected for the strategy, Burkina Faso, Mali and Niger. Benin is included in some activities, due to the Chair UNESCO in Cotonou, and Senegal has been selected for the anchoring of the regional research program on Family Law (KRA 2) and for the implementation of a conference with participants from the entire region including non-Francophone countries. The regional police conference on 'Police Reform in Francophone West Africa' and the workshop 'Policing and Human Rights' was also held in Senegal in 2010 (KRA 3), which both were organized in cooperation with our strategic partner from South Africa: APCOF (African Policing and Civilian Oversight Forum). The Family Law program (KRA 2) is anchored among Institut de Droit de l'Homme et de la Paix (IDHP) that has a regional mandate. However, the implementation of the WAS focuses mainly on the three core Sahel countries with other countries serving as occasional hosts for international activities.

The regional approach is very justified and relevant as it includes addressing and using the regional human rights structures and provides space for inspiration, fact based dialogue and learning above the national political agendas, which have produced results. On the positive side it should be emphasized that the selection of the three core countries for the strategy reflects the organic development of the DIHR presence in the region over a time span of more

than ten years. With such a gradually evolving background the WAS has been extremely solidly rooted in relation to the most pertinent human rights needs in the region and the DIHR competencies and opportunities for provide the needed support.

However, the WAS put emphasis on the similarities between the three countries and their already existing cooperation as a justification for selecting them as focus for the strategy, but there are also differences (for instance ethnicities of inhabitants, religions, cultural differences such as the practicing of female circumcision etc.). While the geographical focus is relevant in relation to perceived needs and the DIHR experience and context knowledge, it can be discussed whether the selection of three countries in the region is sufficient to justify a regional strategy.

3.2.8 Conclusion:

- The activities or projects in the WAS are relevant for the DIHR priorities, with cross cutting projects between the two DIHR departments, the JD and FPD – partly also the Research Department.
- The development of new strategies at DIHR level based on a different logic than the WAS risks creating over time a dichotomy between departmental priorities and WAS priorities.
- The WAS does not provide much strategic direction. Objectives and results serve more as descriptions of activity areas than as directions for expected results. The WAS brings together a number of different activities in a number of countries under common headings or themes; however it is difficult to assess the strategic perspectives of these headings.
- WAS does not only reflects the ambitions of DIHR and the WAU in relation to the needs in the region, but it also reflects the extent of capacities among partners to achieve ownership to the strategy. Hence the WAS prioritizes the processes, which degree sacrifices the defining of strategic goals. The weakly defined strategic perspectives of the WAS is compensated by a strong commitment by the partners to achieve change. Ensuring this commitment of the partners is a very powerful approach of the WAS.
- The DIHR long term commitment generates respect, high regard, confidence and mutual trust in the partnerships. This is the basis for the commitments of partners, it generates ownership and hence is a driving motivator for providing practical results.
- The defined KRA and their objectives are focusing more on process that / than on defining the expected results, which legitimize the entire process. So the defined KRA in the WAS are rather general headings encompassing a number of activities but the headings are not really providing a strategic direction and goals. The problem seem to be that goals of achieving change / improvements on human rights protection happens on national level, while the regional level at most can facilitate and inspire change.
- There are complementary advantages for the projects and comparative advantages for DIHR in encouraging cross country cooperation, but it can be discussed how far these advantages can be used as a platform for a regional strategy.
- It is uncertain how far the ownership of the steering committee to WAS is reflected in sufficient strategic guidance in relation to WAS and in relation to the involved departments.
- The relation between the steering committee and the departments is not entirely clear and it is questionable how far the ownership of the steering committee to WAS is extended to a similar ownership by the departments.

- WAS is placed structurally in between the strategies of two involved DIHR departments and as an additional layer between field implementation and DIHR strategizing. This provides a certain autonomy to the WAU, but the WAS is at risk for becoming homeless and it risks to obfuscate the activities in West Africa as an integrated part of DIHR priorities.
- WAS is important for ensuring synergies, mutual inspiration, use of complementarities in the region, and it is also giving the DIHR access to use its comparative advantages (an extended network, human resources, and hands on experience).
- The intervention areas and the selection of partners are all perceived as being relevant, but the selection of partners does not seem to reflect a deliberate strategic choice for ensuring strategic coherence and a balance reflecting the declared ambitions and focus of the DIHR regional strategy.
- The focus of partners is to provide changes on national level. The partners seem oriented toward either their own programs / activities with DIHR or at most with the country level of the strategy. The strong ownership to the projects and country programs does not in general seem to be extended to the regional strategic level. This seems to reflect that the WAU believes that a “regional strategic level” will be reached as the result of a process, but need time to strengthen the national base first. However, this approach was not made clear in the WAS, and it is not clear what is meant by reaching a “regional strategic level” as change must happen on national level.
- The selection of the three core countries for the strategy reflects the organic development of the DIHR presence in the region over a long time span. The WAS has been extremely solidly rooted in relation to the most pertinent human rights needs in the region and the DIHR competencies and opportunities for provide support.
- The deep understanding of the context and especially of the power structures in the region has been a very strong and positive factor for building the WAS and each of its elements are thus very well grounded in responding to the needs.
- The regional aspect of the strategy seemed only to transpire as part of reflection among partners in relation to achieve complementary advantages for instance in relation to security forces, research on family law and to a lesser degree on developing documentation centers.
- The geographical focus is relevant, but it can be discussed whether the selection of three countries in the region is sufficient to justify a regional strategy

3.2.9 Recommendations:

- As the regional strategy builds upon programs with strong national anchorage, it should be considered to modify the approach of fitting them into a regional strategy. The West Africa Strategy could thus be replaced by a **regional program that is built upon country strategies or programs** as change necessarily must happen on national level and the aim of a strategy is to plan how to achieve change. In the attempt to achieve change, the outcome will always be the result of the “mechanism for change” + “context”. The mechanism for change is always “regularity” between different variables that by interacting will cause change. This regularity may be influenced by various “moderators” that may be hindering or facilitating the regularity that produces change. As change in this type of programs is aimed at national level, the regional aspect can only be a moderator for the regularities on national level. Hence, the **regional aspect** of the program should focus on utilizing synergies; complementary aspects across borders, while the **country strategies and**

programs should set the direction of rights based improvements in the various countries. Each of the individual components and partnerships in the country programs or even the country program / strategies themselves should be defined in relation to **departmental performance indicators** to ensure ownership, coherence and connectedness with DIHR priorities. However it is of **paramount importance** that the connectedness to DIHR priorities and departmental strategies are not brought about at the expense of the needs on the field. **The needs driven character of the WAS is a fundamental reason for the success** of implementation and the esteem among partners that DIHR enjoys in the region.

- If it is decided to continue developing a regional strategy, the upcoming WAS should be directly linked to DIHR departmental priorities. Each of the departments should then integrate the WAS in their departmental strategies with matching result indicators directly addressing the WAS.
- The next West Africa strategy / program needs to be more clear on defining objectives, and their operational versions as outcomes and impacts. It is the issue of fulfillment of outcomes that set the difference between success and failure of interventions, not the delivery of outputs. Hence, the expected results to be achieved in the KRA should be stated more explicitly with focus on defining the outcome and impacts and measurable indicators for results.
- The role of the steering committee in relation to the departments and as a strategic guide for the WAU should be reaffirmed for the next West Africa Program.
- It should be considered to diversify the number of people involved in the implementation of the West Africa programs and not to concentrate all on few hands. This could be of mutual benefit for both the capacity building of the departments and a

broader competence range for the support of projects.

- The human rights based character of the country programs or regional strategy should be strengthened by defining KRA objectives and expected results in rights based terms as recommended in the thematic review annex IV.
- In relation to civil society the next phase of the program should put more focus on gender issues especially women's rights and women's rights organizations.

3.3 TECHNICAL ISSUES: LOGICAL FRAMEWORK APPROACH

3.3.1 Terminology of the project documents:

The assessment of the delivery of expected results is at times complicated by vague or inconsistent definitions of the substance of outcomes and impacts. The terminology in the documents varies slightly from a more conventional terminology of program terminology, but that is not a problem as long as the understanding of the terms is clear. The problem is that the definition of what can be expected as outcomes and impacts could in general be improved. Having studied the various project documents carefully, they leave an impression of a certain conservative restraint in stating expected outcomes and impacts as of fear of promising too much. If such concerns exist they are ill placed. If outputs are delivered as planned, nobody can guarantee that the expected outcome will be the result. But clear outcome statements are the only possible way to actually learn from the projects as their realization or non-realization is the only testing ground for the validity of the original rationale behind the project. Hence, beside outcomes and impacts also indicators for measuring results on outcome and impact level could be improved.

3.3.2 Participatory approach: Using a terminology that makes sense for the partners is a very good idea. During interviews it became quite clear that all the activities and projects have been defined in close cooperation with partners that all seemed to feel strong ownership to the projects. However, throughout the interviews the partners seemed more at ease discussing implementation of projects and to some extent also the outputs, than discussing the outcomes of the projects as if the goal of the projects were to deliver outputs.

3.3.3 Conclusion:

Project documents need more careful definitions on expected outcome and impact level, and indicators for their measurement. Hence more attention should be given to the expected results of the activities not only in terms of technical fulfillment of stated obligations, but **especially** in terms of achieving **the change** that is the *raison d'être* of the activities.

3.3.4 Recommendation:

- The relation between the projects and **the change** they are meant to achieve should carefully be discussed in advance with partners.
- The outcomes and impacts, which the programs hope to achieve, should be clearly defined. The outcomes and impacts are **the concrete changes** that the interventions seek to bring about.
- A thorough dialogue with partners and other stakeholders during the preparation workshops, where issues, problem areas to address, problem trees for understanding the context of problems are discussed, should enable in the subsequent phase of structuring the log frame a more concrete focus on expected outcomes, impacts and means to verify and currently monitor and document results through measurements.

- The WAU should ensure that objectives, outcomes and impact connect to DIHR priorities by identifying change in relation to the result areas of the DIHR such as the “products” of JD and of FP such as “NGO capacity building”; “HR Resource centers”; “HR networks”; “Monitoring and reporting”; “Civic education”; “Mobilization / Paralegals”; “Public driven reform”; “Dialogue platforms”; “Education of Public officials”; “Catalyst function”; “Law reform”; “Legal Map”; “Law revision analysis”; “Vision process”; “Institutional strategic plan”; “Law enforcement manual”; “Legal services network”. These examples show there is a connectedness between the departmental strategies and the WAS that could be made explicit.

3.4 KRA 1: CAPACITY BUILDING OF HUMAN RIGHTS ACTORS

3.4.1 KRA 1: Elaboration and implementation of a human rights manual for training of judges in Niger and the strengthening of the capacities of the Ministry of Justice in Niger.

Summary: Inspired by the training of law enforcement agencies in human rights, also the judiciary felt the need in Niger to update their competences. As a tangible **outcome of the regional conference in Dakar**, the Ministry of Justice from Niger recommended the human rights training. The Ministry of Justice requested the DIHR to provide technical support for the development of human rights material for a human rights course to be included in the training of judges at the Ecole Nationale d'Administration et de la Magistrature (ENAM). The request for technical support for training of judges at ENAM can be regarded as an unexpected side effect of the training of the law enforcement agencies as the Ministry of Justice and the judges has experienced that the law enforcement agencies had a better

understanding of human rights that they had. This notion provided the motivation for the training at ENAM.

The request of the Ministry of Justice for DIHR technical support is in its own right an outcome / impact of the many years of DIHR activities in Niger and key staffs in the Ministry are persons with previous experiences cooperating with DIHR. DIHR has had a partnership agreement with the Ministry since 2007, but this was brought to a standstill in 2009 caused by the political turmoil at that time. Before the coup d'état, the Ministry and DIHR had set up a framework for national consultation / dialogue on human rights, that was terminated during the coup. DIHR also facilitated the human rights training of national consultation framework. Hence, the outcome of this partnership mainly consists in the pronounced emphasis put on continuous reforming for the promotion and protection of human rights in Niger. It is also an impact of previous partnerships that DIHR enjoys a unique position of respect at the Ministry.

Inspired by the technical support delivered by DIHR to the Ministry for the Protection and Promotion of Human Rights in Burkina Faso, the Ministry of Justice in Niger is planning the development of a national policy on human rights including the rights of detainees and a related national action plan. Their intentions are to request technical support by DIHR.

Project document:

- **The expected outputs were:** A needs assessment study, a text book (manual) on human rights, and the development of a training module for integrating human rights into the ENAM training course for Judges.
- **The expected outcomes were:** Decisions of judges would take human rights into consideration and access to justice for the people would improve.

- **The expected impacts were:** People's trust in the judicial system would improve as principles of fair trial would be applied to a higher degree, and rule of law would be strengthened.

At the time of the evaluation, a needs assessment study had been conducted and a draft textbook (manual) were prepared (it had also been printed), but needed to be revised due to the recent changes of the constitution of Niger. The team working on developing the textbook had been complemented by a judge from the supreme court in Burkina Faso with an expertise in human rights and of course the excellent knowledge of the local context ensures the relevance of his input.

At the beginning of the project, the training of judges was not envisaged to take place at ENAM; the incorporation of the human rights training of judges in the teaching for future judges at ENAM was the consequence of appointing the head of the team developing the training material to a post as responsible for the training of judges at ENAM.

The political trouble of Niger had delayed the project, but it was found to be on good track and there is no reason not to expect its successful realization. The textbook has been tested at the ENAM for the initial training of 25 future judges and has been tested at five in service training sessions for a total of about 100 judges in the regions, which sparked engaged debates. The current draft text book has taken into accounts the debates and the judges seem to be satisfied with the contents.

The interviewed members of the working group assessed that it would take about 3 years before any real outcome could be registered. Niger has about 310 judges in office and about 25 new ones trained yearly. However, presently

about 100 judges has been trained on using the draft manual.

However, the project seem not to have taken any measures for ensuring the measuring of the expected increased trend to take human rights into consideration, when decisions are made by the judges. It was discussed whether the 6 members of “Inspection Générale de Service” (IGS) could be trained and charged with the responsibility of monitoring and reporting on this expected development in judicial decisions.

Sustainability: The project is implemented upon the initiative of the Ministry of Justice in Niger, the result will be fully integrated into existing institutional structures and the costs of maintenance of the results are a small part of the ordinary training costs. Both the staff at ENAM, at the Ministry of Justice and the working group praised this project. The prospects are good for its future sustainability without external support.

Findings:

- The project is on good track, there is strong local ownership to the project, and will be finalized.

Unexpected outcomes:

- The obliging commitment of the Ministry of Justice to develop training manuals for judges is an outcome of the recommendation at the Dakar conference proposing to train judges in human rights in the entire region.
- The request for the developing of training manuals for judges is an unexpected outcome of the training of law enforcement agencies, as their increased knowledge on human rights issues created a need for the judges to increase their expertise as well.
- The human rights training of judges became part of the ENAM curricular as an unexpected effect of the project as the coordinator of the

team working on the training manual were appointed to a post as responsible for the training of future judges at ENAM.

- The strongly felt ownership to the project by Ministry, ENAM and the working group is a direct outcome of the methodology applied to the delivery of DIHR technical support.

Unexpected impact:

- The idea of training judges is inspired of the training of police and security forces in Niger. Hence the project is in itself an impact of those training programs.
- The importance attached to human rights protection at the Ministry of Justice in Niger is a clear impact of the many years of DIHR activities in Niger.
- The unique position of respect that DIHR enjoys at the Ministry
- The idea of developing a national plan for human rights in Niger is an impact of the technical support provided to the Ministry for Promotion and Protection of Human Rights in Burkina Faso.
- The intention of requesting DIHR to provide technical support for the development of a national human rights policy is an impact of the credibility that DIHR has developed over many years of presence in the region.

Sustainability:

- Due to the strong commitment and ownership by the partner and the institutional anchorage of the project prospects are good for its future sustainability without external support.

Conclusions & Recommendations:

- Next phase should include a component for continuing the training of judges in office to ensure that all judges in Niger have received the proper training.
- Next phase should develop **measurements** of the outcomes of the project i.e. monitoring

judicial decisions, improved access to justice etc.

- Next phase should embark on providing technical support for a national human rights policy in Niger
- DIHR must convince donors on funding human rights and good governance projects on a larger scale using the unique openness after the adoption of the new constitution and good relations between DIHR and the Ministry.
- On the one hand DIHR could assist the Ministry in fundraising for programs by providing the technical support needed to ensure their relevance and quality, and on the other hand the Ministry could support DIHR proposals for programs and projects in the public sector by endorsing them.

3.4.2 KRA 1: Support to the networking of human rights and democracy defenders in Niger (CODDHD)

DIHR has supported CODDHD since 2004. A summary project documents 2007 – 2011 is attached as **Annex 6** below.

The project documents have stated a number of outputs to each objective, and the delivery of these outputs are listed in the annex 4 of the participatory evaluation of June 2011. The validity of the delivery information has been tested by randomly checking a few samples on the spot.

Findings:

General outcome:

- CODDHD representatives feel strong ownership to the project.
- The entire approach on how to manage a network and how to cooperate seem to have improved over the last four years. With the words of CODDHD: “Members have acknowledged the strength connected to staying united”.

Objective 1, 2 and 5 outcomes:

- CODDHD has participated in shadow reporting on CEDAW
- About 2.000 schoolchildren has been trained on CEDAW due to the effort of about 10 trainers on CEDAW that was trained by CODDHD
- Radio shows on human rights issues has been broadcasted on radio stations in Niamey on French and local languages. The shows are targeting women and young people and has been produced by CODDHD
- A dialogue is ongoing between CODDHD and traditional chiefs and religious associations on the implementation of ratified conventions.
- CODDHD engages in fact based dialogue with state bodies (especially Ministry of Justice and Ministry of Interior) on the issues submitted to them through reports on human rights and recommendations.
- CODDHD has developed short sketches for TV and for radio in French and in local languages on human rights issues
- CODDHD has developed capacity for reporting on elections
- CODDHD is now developing the necessary capacity to lead the development of the upcoming annual human rights civil society report on Niger
- CODDHD has participated actively in raising awareness of the citizens on the human rights reports regarding Niger through conferences, press statements, developing simplified versions for the public, and by ensuring that state bodies have received the reports
- CODDHD has participated in the development of the civil society UPR and has planned to monitor the recommendations
- CODDHD disseminates information systematically through mailing lists, telephone, physical messages and SMS

Objective 3 and 4 outcomes:

- CODDHD has become a legal entity in its own right.

- The HQ is used for meetings, representation and it gives member organization an increased sense of belonging to an operative network.
- Communication in the CODDHD has improved.
- The increased visibility of having an operational headquarter has had a remarkable increased effect on donor agencies whose interest in CODDHD has increased.
- Members of CODDHD collect systematically information on complaints regarding human rights abuses and the network is planning to ask for an intern from the Faculty of law at the university.
- CODDHD has become dependent on annual DIHR support for expenses to HQ, coaching and guidance
- The cooperation with DIHR has opened the doors for CODDHD to funding from UNDP, SWISS AID, EC, UNFPA (UN Popular Fund), Oxfam Quebec

Collected Impact:

- CODDHD seems to have emerged as a representative actor for the human rights based civil society in Niger
- The network has become proactive and not just reactive
- CODDHD is currently a well functioning entity, that works systematically and is reliable for results, reporting, and management
- The network has become a seriously regarded interlocutor for state and civil society fact based dialogue
- The network has achieved concrete influence on policy level of the country
- Member of the CODDHD management (deputy coordinator) who was in prison in 2009 for a period is now a Minister in the present government.

Sustainability:

CODDHD has progressed much over a short time span. However, CODDHD has also become dependent on DIHR both in terms of financial support, but also on guidance and coaching of the secretariat. The present cooperative approach of until recently very competitive organizations might be a thin layer that will have to be strengthened further to achieve durability.

Conclusions & Recommendations

- DIHR should prioritize continuous support for the development of CODDHD. Its achievements of development over a relatively short span of time is remarkable
- DIHR should further strengthen the building of the culture of trust, transparency and cooperation in CODDHD in order to strengthen the sustainability of the network sustainable.
- A program for training staff or active members in civil society in strategic planning and facilitation should be considered, hence ensuring that **the civil society organizations have the necessary competent human resources to facilitate strategic planning processes**, hence making the organizations less dependent on external experts
- CODDHD dependency on DIHR support for core funding should be overcome as soon as possible. For instance each donation by any donor should contribute to the running of the HQ.
- CODDHD is a good source for future partnerships between DIHR and specific civil society organizations
- The next project document should improve its definition of expected outcomes and impacts and especially focus on how these are supposed to be measured

3.4.3 KRA 1: Technical support to the Ministry for the Promotion of Human Rights (MPHR)

DIHR has supported the MPHR in Burkina Faso since 2007 upon request from the Ministry. The support has been delivered over two phases: The first phase from 2007 – 2009 with the primary target to support the development and adoption by the government of a strategy plan for the MPHR on protection and promotion of human rights in Burkina Faso and advice the donors to a basket fund for the MPHR, Denmark, Sweden, the Netherlands and UNDP. The second phase of the program 2009 – 11 has the general objective of supporting the MPHR in the development of durable methods for the implementation of the strategic plan 2008 – 10.

The overall objective of the partnership between DIHR and the MPHR is: **DIHR is to contribute to the strengthening of the institutional and operational capacities of the MPHR to ensure it fulfils its mandate of promoting and of protecting human rights.**

The June evaluation of the strategy has listed the outputs of the project, which seems to reflect the expected outputs as envisaged in the project documents. However, some variations occur, which reflects the modification and adaptation of project plans to evolving realities, and additional issues have been included. These variations show the flexibility of the technical assistance provided to the MPHR by DIHR.

The second phase concerning the implementation of the strategy has two key elements, the external implementation of the nationwide strategy and the internal efforts in the Ministry to plan and systemize the implementation of the strategy. As the DIHR technical support has been focusing on improving the functionality of the Ministry this evaluation will not encompass the actual

outcome of the strategy plan, but be limited to internal outcomes of the technical assistance.

The second phase assistance had three specific objectives:

Specific objective 1: Planning the promotion of human rights at general director level at the MPHR including relevant staff and to develop a method for the implementation and documentation of each activity

Expected outcome: The planning methods are used for the implementation of human rights activities

Specific objective 2: Advise and support MPHR on the continuous training of staff especially on human rights

Expected outcome: Training plans are used for the continuous training of staff at the MPHR

Specific objective 3: Strengthen the human rights documentation centre of the MPHR.

Expected outcome: The documentation centre is being used by the population and the MPDH staff

Findings:

The documentation shows that a DIHR planning management toolbox was delivered to the MPDH, which the technical advisor used for development of proper planning and execution procedures. The implementation of the second phase also entailed the establishment of a “focal point” i.e. a working group of key staff from the departments of the ministry with responsibilities in relation to planning and implementation of the strategy. The working group had the overall task of implementing the development of durable planning and implementation methods. This entailed more specifically: Organization of planning, supporting the execution of training, strengthening the documentation centre.

The MPDH has been merged with the Ministry of Justice. This has happened so recently that the consequences are not known.

The MPDH has the intention of implementing a human rights training program for the police as has been done in Niger. However the process has been brought to a standstill due to donor requirements of tendering the external consultants. The tender procedure is very difficult for the MPDH to handle. Beside this administrative problem, the MPDH is well informed on the training process in Niger and opts for an identical process in Burkina Faso that builds directly on the experience on the process in Niger and applies the same methodology and concept, which a tender process cannot guarantee.

The technical assistance has supported a mapping of all human rights actors in Burkina, which is perceived as very useful at all levels (population, civil society, and MPDH)

Outcomes

- The administrative structures of MPDH has undergone slight modernization with the introduction of a cross cutting horizontal administrative unit such as the focal point / working group in an otherwise very hierarchical structure.
- The focal point / working group has developed capacities for using the planning management tools. However, many members of the group are shifting to new positions.
- The staff and the command structure of the MPDH has become slightly more flexible through the introduction of the focal point / working group.
- Procedures at MPDH has been modified to adapt to planning management tools and strategic planning and staff responsibilities are better defined
- The staff of MPDH feels strong ownership to the new planning management tools and strategic planning
- The MPDH has become more realistic in planning for the achievable and results of the work of the Ministry is increasing
- The staff of the MPDH has improved its competences on human rights issues due to the training program.
- The technical assistance is important for the support, advice, coaching and especially facilitation that has influenced the traditional operational procedures
- The technical assistant is highly respected and has achieved influence due to the results of the program.
- The MPDH has adopted and actively uses the planning management toolbox.
- The planning management tools are being implemented as standard operational procedures in the MPDH, but there is still need for training in using the tools
- MPDH has the intention of introducing human rights education of Police as in Niger.
- MPDH wants to develop a new strategy plan for 2012 – 16, but will still need external assistance to develop the SP
- MPDH has delivered UPR for Burkina Faso
- The information Centre of the MPDH that has been established and in the WAS is placed under KRA 4: Human rights documentation and education is functioning and it is visited and used by staff, students, researchers, school children and the interested public. About 150 persons visit the Centre per month.
- People are attending the conferences organized by the centre (death penalty, citizenship, improvement of penitentiary institutions).

Impact

- MPDH has achieved more influence on the Council of Ministers and on governmental policies and planning

- MPDH impacts on the Council of Ministers especially on issues such as torture prevention, death penalty, administration of the penitentiary system. The Council of Ministers monitors the situation.
- MPDH has become better organized due to the planning management
- Internal communication in the Ministry has improved
- External communication and visibility of the Ministry has improved
- The communication between Ministries has improved
- MPDH has become more effective in monitoring
- State institutions are now actively seeking human rights expert advice at the MPDH on issues related to human rights
- MPDH has supported the Ministry of Justice in Niger with the UPR
- The implementation of the strategy plan has among other things increased the number of registration of newly born citizens (1,5 Mill new registrations) and people has become more aware of human rights in Burkina Faso
- The MPDH has with the support of the technical assistance integrated human rights indicators into the national poverty eradication plan for Burkina Faso
- MPDH has supported the Ministry of Justice in Niger with the development of the UPR of Niger.

Sustainability

- The MPDH has adopted the methodologies and systems developed during the technical advisory. However, the ministry does not seem to have the new planning management procedures ingrained into the system to be able to carry them on as standard operational procedures without external technical assistance. It is also uncertain whether the ministry would be able to develop a new strategy plan without external assistance.

With the merger into the much larger Ministry of Justice, the human rights agenda may even achieve greater impact, but the capacities build up in the old MPDH risk dissolving into the new environment.

- At the moment it seems that the Department for Studies and Planning will be in charge for the development of the next strategy plan. However they are not used to cooperate with the Department of Finance.
- The documentation centre has good premises at the MPDH, but there is still room for enrichment of the collection of documents and for activities for the public on human rights.

Conclusions & Recommendations

- The technical assistance program should be continued. The aim should be to achieve sustainability for the methodologies so they can become standard operational procedures. With the merger of the MPDH into the Ministry of Justice a good opportunity has arisen for evolving the process to encompass a much larger entity. This will probably be a bigger challenge than just working with the MPDH.
- The need for technical assistance for the next strategy plan and the need for further anchoring the planning management tools as part of the intellectual patrimony of the Ministry should be used for ensuring that the capacity to conduct such strategy planning processes and for using the tools will become part of the intuitional capacity and institutional memory. The possibility to develop manuals, guidelines, routine based procedures etc. should be explored.
- Next phase of the cooperation should be used to enrich the collection of documents at the documentation centre.
- DIHR should try to find a way to resolve the stalemate for the further development of a Police human rights training process.
- Definition of measurable impacts should be improved in future documents

3.4.4 KRA 1: Support of L'Association des Femmes Juristes du Burkina Faso (AFJ/BF)

DIHR has very recently entered into a partnership with AFJ/BF with the general objective of increasing the effect and impact of the activities of the organization and to strengthen its human rights work especially in relation to women and children. The aim of the organization is to improve the access to justice for women and the AFJ/BF receives concrete complaints from women who have been victimized.

The AFJ/BF – DIHR partnership is a technical partnership, where DIHR provides expert input to the process while Danida directly funds the support for the AFJ/BF.

Visiting the organization, the evaluator was given a very convincing presentation of the work of the association and justification for the support. It is of course at this early stage not possible to assess any real outcome and impact of the partnership. However the following observations have been made:

- There is no plan for supporting the long term sustainability of the improvement that the present support is bringing to the organizations.
- While outputs are quite concretely defined in the project document, the expected outcomes are vague, general and not measurable. Hence, in future it will only be possible to assess whether a number of items and activities has been done or brought about, but it will not be possible to assess any future success or failure of the project.

Conclusions & Recommendations

- The strategic plan 2012-16 of the AFJ/BF, which is an output, should encompass planning for sustainability of the AFJ/BF at the improved level that the present support is meant to accomplish.

- The outcomes and impacts of the project document should be improved so they are measurable and it is possible for the AFJ/BF to monitor if they are materializing. For instance: An outcome as “more competent personnel” should focus on “to do exactly what?” and define the outcome in relation to how the public and the AFJ/BF will experience the consequences of having more qualified personnel. Competent personnel are not in itself an outcome, it is **how the competences are used** that is the outcome because it explains why it was important provide more competences to the personnel and hence justify the related expenses.

3.4.5 KRA 1: Strengthening the capacities of the Commission Nationale des Droits de l'Homme au Mali (CNDH)

The partnership between CNDH and the DIHR has consisted in DIHR providing technical support for the development of an annual human rights report. The report for 2010 has been compiled printed and published in March 2011. The report has been launched through press conferences, public meetings, launching event at the national assembly, and a simplification of the report has been made to ensure even broader public coverage. The ambition is to compile human rights reports on an annual basis.

Expected outcome: The first CNDH annual report has been improved (compared to draft report)

Expected outcome: The report is published

Expected impact: The human rights situation is better known by public authorities and the population.

Findings:

- CNDH is financially dependent of the budgetary mechanisms of the Ministry of Justice, so it needs to go through the Ministry for any purchase

Outcomes

- The CNDH has improved its data collection infrastructure and methodologies for human rights reporting
- The report has achieved a certain public interest as it is the first of its kind
- The national assembly has discussed the report
- The report has sparked a dialogue between CNDH and the parliament and government on human rights in Mali
- The report has been discussed and considered by the administration both at governmental level and on regional level
- The visibility of the CNDH has increased and attracted the attention of international agencies such as UNDP

Impacts:

- The report has achieved that preconditions has been taken by authorities to change procedures in the penitentiary system and police stations to strengthen the prevention of torture incidents

Sustainability

- The CNDH has become dependent on DIHR technical assistance for developing annual reports

Conclusions & Recommendations

- More carefulness in definition of outcome, impact and measurable indicators
- The partnership with CNDH should be continued and possibly also involve the Médiateur de la République with whom the CNDH already cooperates.
- The economic autonomy of the CNDH should be ensured. DIHR should support advocacy aiming at achieving this.

3.5 KRA 2: FAMILY LAW**3.5.1 Regional research project on Family Rights**

In 2007/08 DIHR embarked on a regional process of supporting research on Family Law. The objective of this regional process is to strengthen the research capacities in West Africa on rights of the family and to promote production of knowledge in this respect in the region. Hence, the process builds on regional symposiums and workshops for exchange of knowledge and cross border research networking. The process was kick started in 2007 and further supported in 2008 by the DIHR Research Partnership Program (RPP), which invited researchers for a study and research visit to Copenhagen. In two consecutive years Family law in West Africa was chosen as the research theme of the RPP, which enabled the assembling of West African researchers during their visit to DIHR in Copenhagen, to start research projects, to strengthen their methodological capacities and to network amongst them. The DIHR Research Department provided technical and methodological input to the research partners, and acted as consultants on the developing of the research program on Family Law.

The overall idea is to support locally based research in order to obtain an improved legislation that is relevant for the local context as well as for human rights. The theory is that human rights are better protected when the legislation incorporating human rights has a local anchorage. The regional process build upon research developed on national level, some of it has been supported by DIHR since 2005. The evaluator has had the opportunity to conduct interviews in Niger and in Mali on the research process. The research in Niger is supported by a partnership in this regard between DIHR and the Law Faculty of the

University in Niamey (a summary of the project is in Annex 9). In Mali cooperation between DIHR and a legal aid NGO DEMA SO supports the collection of data on family law, which is at the disposal of the researchers.

A network of researchers has been established in the region based on researchers invited to Copenhagen as part of the Research Partnership program in 2007 – 08. The network identified the areas of needs for research and the process has been anchored at Institute for Human Rights and Peace at the law faculty at the university in Dakar. However, it has proven to be a precarious exercise to raise funds for regional programs as donors tend to be nationally orientated. Hence funding application to United Nations Family Planning Agency (UNFPA) had to be delivered on national level, hence separate application delivered in Niger, and Mali are under consideration, while applications in Burkina Faso and Senegal have been rejected.

The research partnership in 2011 in Niger is a continuation of the 2009 partnership but due to funding constraints have been held alive but on a low level. However, as the 2009 partnership identified quite measurable outcomes and impact the 2011 partnership only identifies immediate objectives that seem to address the same concrete outcomes of the first 2009 partnership. As the UNFPA in 2011 has granted substantial funding for the project, the upcoming partnership document should reflect increased ambitions and outcomes for the project.

Findings in Niger:

According to the researchers interviewed, in Niamey an article has been published in 2008, and two articles in 2011. An additional article “Les Droits de la femme et de l’enfant” is under publication with the assistance of a

DIHR researcher, and a thesis is being printed now. The researchers pointed out that the research is developing, but at a gradual pace. The whole issue is a bit of a boiling potato in Niger, as the country has no family law and the present research effort is a response to the fact that the process of developing a law was on a standstill for years due to disagreements in society on the issue. The process of revitalizing the development of a family law in Niger started through a partnership program between DIHR and the Law Faculty in 2005 and the process navigates in an environment characterized by complicated contradictions between customary law, the civil code, human rights and Sharia. It should be taken into account that interpretation of Sharia and customary law varies for each region and locality that have their own practices.

It is not possible within the frame of this evaluation to pass any judgments on the quantity and quality of the research, but all interviewees in Niger who discussed the issue, stated that developing a family law in Niger is a very long term process.

Outcomes:

- Research on Family law has improved the research record of the university
- Researchers participate at conferences and other events where their knowledge on the rights of families, women and children are needed

Impact:

- No impact was registered

Sustainability

- The research process is heavily dependent on external support

Conclusion

It is difficult to assess whether the research activities progress at an acceptable pace since

it requires an assessment of the quantity and quality of the work done in relation to the type of research being done. Further, the lack of adequate funding for conducting research adds to these difficulties. However, the research seems to have all the connotations of being groundbreaking research in hereto ignored areas. Hence it is more comparable with fundamental science than with applied science where expectations for concrete results are shorter termed. The involvement of the DIHR researchers specialized on the issue seems to be a bit peripheral. It is difficult to find any tangible evidence on performance and role of the researchers in promoting family rights.

However, the fact that the research process is a long termed process in Niger, and the fact that it is groundbreaking research could be used to the advantage of the process by viewing the aim of achieving a family law in Niger as a long term **vision** and defining the **development of solid domestic juridical research practice on family issues** as an overall objective, and the strengthening of the collection of data and the publication of scientific articles as immediate objectives. This would **de-politicize the whole effort** and could perhaps be used as a more politically viable platform for creating **an anchoring of the project in the executive structures of the government** i.e. the Ministry of Justice, Ministry of Advanced Teaching and Research, and the Ministry of the People for the Protection of the Woman and the Child. If the research could become a process of an explicitly declared inter-ministerial interest, it should be possible for the ministries to jointly find ways of strengthening the research either by including the process or elements hereof in its own funded activities or by openly backing, endorsing or even actively engage in fundraising activities among the donor community.

Recommendations

- The issue is important and should be continued if DIHR and donors accept that this is a long termed process
- A research plan should be developed with realistic milestones for performance.
- DIHR should involve more the DIHR researchers not just in the capacity of experts supporting research but also as monitors assessing quantity and quality of progress.
- It should be considered to facilitate the development of a cooperation program between FSEJ – ENAM – ANDDH – CODDHD to support legal advice activities and at the same time collect jurisprudence on rights of families from the 8 regions by posting students at the regional offices during University vacations **as a joint funding (or fundraising) effort** between the Ministry of Justice, Ministry of Advanced Teaching and Research, and the Ministry of the People for the Protection of the Woman and the Child.
- Involve the government of Niger in including the research process as an inter-ministerial or even governmental priority
- To put concrete perspective on the research, it could be aimed at providing documentation for a new national colloquium on family law as in 2005.

Findings in Mali

Two researchers and assistants are working on Family law in Mali. The situation in Mali is different than in Niger, as customary law and religious law is not accepted as part of the legal framework of the country. The project in Mali is cooperation between researchers and civil society.

Important issues: Divorce, female property rights and access to establish commercial business.

The researchers have developed a synopsis summarizing the knowledge on divorce

problems and on female rights to property. The synopsis is based upon much collected concrete data on the issues. A debate is ongoing based on the synopsis and a draft law at the national assembly, which is also supported by UN agencies in Mali. The draft law will - if adopted – improve the position of women in society. It will be necessary to make a simplified edition of the law for the public and ensure public information.

Potential outcome:

The debate will change the view on the family among the population, hence also the view on divorce.

A conference on a new family law will be held including representatives of religious associations

Recommendation

The regional approach of DIHR on the issue of family law is important and should be continued in terms of regional activities involving researchers, state and non state actors.

3.5.2 Support to paralegals at the legal aid NGO “DEME SO” in Mali

Based on an evaluation of the training of paralegals of the legal aid NGO DEME SO in 2007, the two partnerships for 2007 – 2010 focused on the development and improvement of the training of paralegals. A short summary of the two partnership programs are in annex 10.

It is important to notice that paralegals are not just providing legal assistance and information, but in general fulfils a gap between public service and the population. Hence, the paralegals are present in regions, where the public authorities are not present and the paralegals connect people to the proper authorities when needed. The paralegals also

assist people in accessing documents, getting registered, access justice, avoid corruptive administration, inform about public procedures and legislation, support and defend women’s access to landownership, enlighten on rule of law, and functions at times an alternative dispute mechanism by mediating between disagreeing people. At present ha about 210 trained paralegals from DEME SO and other legal aid NGOs which are members of the legal aid network, and they covers six regions of the country. To cover the entire territory with paralegals it would require 1400 paralegals.

The paralegal program is one of the priorities of DEME SO, but the organization is among other things also involved in improvement of the penitentiary system, and improvement of rights of women.

Findings

The two partnership programs are both targeting the improvement of the paralegal system of DEME SO and of the legal aid NGO network, “Le Cadre”. The 2009 program has defined outcomes and impacts, only the outcomes tend to be outputs and impact tends to be outcomes. However, the structure provides an overview on what is expected to be the result of the program. In 2011 program the outputs, outcomes and impacts has been replaced by what is called expected results, which creates some uncertainty on what the program will achieve.

Outcomes:

- DEME SO has a strong ownership to the paralegal training program
- With its 6 modules and planned additional 3 modules, the paralegal training of DEME SO is the most complete of its kind in Mali
- Paralegals are well received by public authorities due to their reputation
- The tools for monitoring the activities of the

paralegals has enabled DEME SO to collect data on access to justice and the rule of law from all the regions covered by the paralegal system and hence to elaborate the information into a first comprehensive annual report.

- The improved quality in the training and the monitoring tool of paralegals have improved the communication between the paralegals and strengthened the paralegal network
- Paralegals are import mediators on issues related to the rights of women
- Registration of newly born children is increasing in paralegal covered areas as people are assisted by paralegals
- People in areas where paralegals are present tend to be documented that in other places
- School attendance increases in areas covered by paralegals
- People understand better the concept of democratic elections as paralegals take the opportunity at election times to inform people
- Women's participation in local politics have increased in the areas covered by paralegals

Impacts

- Increased understanding among people in the areas covered by the paralegal system of how they can achieve influence on tax, schools, elections, and for women to access their rights
- People are becoming more responsible in relation to public affairs these areas
- Public authorities start listening more to the people, when paralegals assist people in making their claims.
- Violence against women I decreasing in the areas covered by paralegals

Sustainability

DEME SO has worked on developing the paralegal program over many years. It was originally designed to be sustainable i.e. not depended on external funding for paying the

paralegals, which has been retained in the project, when the program slightly changed the approach and based the paralegals on municipal levels in stead of village level as it used to be. At present 6 of 8 regions have paralegals. The last 2 regions will have paralegals trained in Bamako in December 2011.

The training program needs further external assistance to be improved and be finalized with additional modules concerning methods.

Conclusion

- It is worth noticing that the impacts defined in the 2009 document actually were obtained, only as outcomes.

Recommendations

- The assistance to the paralegal program is important and should be continued.
- It would be an advantage for the program to be better planned with definitions of outcomes and impacts. With proper definitions of outcomes and impacts, an indicator based monitoring tool could be used for the follow up on achieved results.

3.6 KRA 3: SECURITY

3.6.1 Strengthening the capacities of the national police in Niger on human rights

Since 2002 DIHR and the National Police in Niger has cooperated on delivery of a thorough human rights training for police officers and for trainees at the police academy. This has resulted in the integration of a curriculum on human rights into the training at the academy and in current supplementary training of police officers. 900 police officers have been trained, 156 inspectors, 36 commissioners, and 145 municipal police officers. The latest partnership 2009 – 10 is shortly summarized in **Annex 11** below. Basically the purpose of the partnership is to strengthen the teaching and collection of human rights

documentation. Hence DIHR with the police has created a human rights documentation center at the National Police School

Findings

Outcome and impact:

- **The interview at the police indicated that the expected outcomes and impacts as stated in the project document have been fulfilled.**
- The impact of decreased number of complaints on the police and an evolving improvement of the relation between the police and the population was confirmed not just by the police itself but also by civil society human rights actors in Niger. Besides, a survey documenting the perception of the population of the police will start in 2011.
- The police used to be an instrument for suppression and human rights were not part of their understanding. This situation is completely reversed. Today police officers are proud of their function because they are aware of their mission and their role in ensuring the protection of human rights
- It is beyond doubt that the police officers at the Police Academy felt strongly about human rights and had a strong ownership to the project and its perspective of creating human rights based police service.
- Police officers from the Police academy are frequently requested as human rights trainers also for civil society and state actors at the courses organized by CFDDH.
- The international reputation of the human rights training at the Police Academy has achieved much attention in the region. Other police services are interested in the human rights model at the Police Academy, the textbooks, manuals and booklets. The Police from Niger was the main actor or attraction at the regional workshop on 'Policing and Human Rights' held in Dakar 2010; both in relation to training and initial work with performance indicators for the police.
- The Police Academy seems to become a role model for other Police Academies. Only the political commitment in other countries to follow the same model as in Niger is lacking.
- The police officers that have participated in the human rights activities connected to policing especially in developing the human rights manual are now unofficial focal points for human rights in International UN missions as for example in Haiti.

Sustainability

- The project is sustainable as the Police Academy has integrated the training and documentation centre

Conclusion

- The implementation of human rights training at the Police Academy is a very well implemented project that over years seem to achieve far reaching consequences both for the human rights in Niger but also for the region.

Recommendation

- The human rights training of the police seem to be so successful that it merits being thoroughly evaluated in depth by a team of international evaluators to assess exactly how successful it actually has been for internalizing human rights values into the corps spirit and to provide evidence for the validity of the methodology applied. The result might turn out to be standard setting for how to create human rights based police service.
- It is strongly recommended to complete the project and ensure that the remaining police officers that have not received training will receive it.
- The National Police in Niger is of vital importance as active players in the regional process conducted by DIHR in cooperation with APCOF

3.6.2 Strengthening of the human rights capacities of the National Guard

Since 2003 DIHR and the National Guard has cooperated on delivery of a thorough human rights training for Guard officers and soldiers at the National Guard training centre. This has resulted in the integration of a curricular on human rights into the training and in current supplementary training of guards. The training is delivered at the training centre but also at the postings in the regions. 1000 tailor made textbooks on human rights and 3600 pocket guides on human rights have been printed, and 218 trainers and instructors have been trained in teaching human rights and 318 collections of human rights documents have been put at the disposal for the units. In **Annex 12** below a summary of the substance of the two partnerships 2007 – 08 and 2009 – 10 has been included.

Findings:

The partnership 2007 – 08 had no defined expected outcomes or impacts, while the partnership 2009 – 10 included a definition of what the project was intended to achieve. A survey on the perception of the National Guard by the people will be initiated at the end of 2011

Outcomes:

- There is a strong partner ownership to the project
- All units except one have a fully trained human rights trainer
- All units have manuals
- The human rights training, which is put in relation to a deeper understanding of the mandate and mission of the National Guard has changed the National Guard behavior: The personnel of the National Guard has become aware of the importance to respect the law and the internal National Guard regulations.

- Guard National trainers participate in training of civil society and state actors at the training courses of CFDDH
- The National Guard teaches the convicts in the penitentiary system about their rights
- The treatment of prisoners have improved

Impact:

- The trust of people in the National Guard has increased
- The National Guard has become less violent and their public image has improved very much
- There is a decrease in number of complaints of the National Guard
- The National Guard talks with people in the villages, they provide information to the National Guard, and the National Guard cooperate with the traditional chiefs
- The mentality of the National Guard has changed
- The human rights training of the National Guard has functioned as a trend setting exercise, now also the judiciary wants a human rights text book. The gendarmes and the military has begun to become interested too.
- Police forces in Mali, Burkina Faso, Senegal, and Congo has seen the textbook on human rights and are interested in having the same type of training
- The national Guard is requested for international peace missions (for instance in Cote d'Ivoire, Democratic republic of Congo, Haiti) because of the human rights training

Sustainability

- The project is sustainable as the National Guard has integrated the human rights training in the ordinary standard operational procedures of the guard.

Conclusion

- The process of implementing human rights training with the National Guard has been a

success. It seems that the training not only has increased the formal knowledge on human rights but that human rights values are being internalized as part of the corps spirit.

Recommendation

- The human rights training of the National Guard seem to be so successful that it merits being thoroughly evaluated in depth by a team of international evaluators to assess exactly how successful it actually has been for internalizing human rights values into the corps spirit and to provide evidence for the validity of the methodology applied. The result might turn out to be standard setting for how to create human rights based police service.
- The National Guard is trying to reform their role as guardians of the penitentiary system. It could be an opportunity for DIHR to work on improving the penitentiary conditions in Niger with the National Guard.
- It is recommended to continue the cooperation as long as it is needed for the National Guard.
- The National Guard in Niger is of vital importance as active players in the regional process conducted by DIHR in cooperation with APCOF

3.7 KRA 4: DOCUMENTATION AND HUMAN RIGHTS TRAINING

3.7.1 KRA 4: Development of a Documentation and Information Centre at the MPDH in Burkina Faso.

This issue has been covered under section 4.3 above

3.7.2 KRA 4: Strengthening the documentation centre of CNDH in Mali

In 2009 the DIHR agreed to support the development of a documentation centre at CNDH, which continued in 2010.

The objective was to support the development of a documentation centre, which should be rooted in the CNDH

Expected outputs

- A librarian has been identified and employed
- A librarian has been trained to manage a documentation centre on human rights
- Equipment and materials are available in book form and periodicals

Findings

The outputs have been fulfilled with 333 juridical textbooks and a number of periodicals and newspapers. The centre also receives yearly reports from various institutions in the justice sector and regional institutions. The centre also has access to internet, which in Mali is important for students. The centre also organizes and hosts small conferences on human rights issues for instance on the right to health and on human rights and religion.

Outcomes:

The documentation centre has about 6 – 7 visitors per day. At the time of visiting the centre about 6 students were studying the texts. The total number of visitors in September amounted to 30.

Impact:

- No impact could be identified since the centre is rather new.

Sustainability

- The documentation centre is very dependent on continuous external funding

Conclusions & Recommendations

- Define outcomes, impact and measurable indicators in future project documents
- Continuous support for the centre should be given aiming at ensuring its sustainability.
- Focus should be given to publicity and on conferences.
- The project document could be improved by defining expected outcomes, impacts and measurable indicators

3.7.3 KRA 4: Consolidation of documentation and training centre (CFDDH) on human rights of ANDDH in Niger

Partnerships between ANDDH and DIHR has been established over 7 phases since 1997. Hence, it is a long termed partnership, which has covered a large variety of activities mainly addressing organizational development, capacity building, public human rights awareness, and fact based dialogue between state and civil society. During the period 2007 – 11, DIHR and ANDDH have had 2 partnerships. Annex 6 provides a summary of the two projects.

The outputs are carefully listed in the List 21 of the participatory evaluation of the strategy in June 2011. For the period 2009 - 10 the achievements have been reported in detail by the CFDDH/ANDDH annual report. Through checking of randomly selected samples of outputs it seems that all listed outputs can be affluently substantiated by evidence at the CFDDH.

It is evident that the two phases of partnership 2007 – 2010 are indeed one process pursuing the same goals of establishing the CFDDH as a core entity for all human rights oriented stakeholders in Niger. Hence, also the immediate objectives and outputs are very similar in the two project plans.

Findings:

There is no specific strategy for the development of CFDDH so even with the very successful development up till now it is not easy to assess the future direction of the CFDDH. However, the center's Comité de Gestion et d'Orientation has planned to develop a strategy on how other partners than DIHR could get involved.

Outcomes:

- With close to 20.000 visitors for consultation of documents or borrowing textbooks, the CFDDH has achieved the position as a fundamental resource centre for the human rights oriented environment in Niger.
- Users of the centre are students; public servants in administration, justice sector hereunder including judges, lawyers, law enforcement agencies, researchers from University and ENAM, local consultants, donors, journalists, foreign students, and civil society.
- The entire rights based civil society is a frequent user of the facilities of the CFDDH for conferences, meetings, debates etc.
- By including a variety of representatives of both state and non-state actors in the committee based management, the CFDDH has created a strong and extended ownership to the CFDDH.
- The quality of the legal advice provided by the regions and section of ANDDH has improved through the training at CFDDH
- The CFDDH is well established as the main centre for human rights training

- The CFDDH is a regional role model for documentation centers on human rights. It has for instance had visits from Burkina Faso and Benin for inspiration)
- Communication: CFDDH has an impressive outreach to segments of the population and regions that are difficult to reach. As a result of a partnership between the center and the nation-wide Radio Afani, radio broadcasts on local language on human rights issues are very popular in the villages and are regarded as events that assembles people.
- The radio transmitted debates and causeries are events that impact on people's behavior. For instance, it has been registered that radio transmissions on the right to education have increased the number of children enlisted for school education, especially female children that traditionally are kept at home.
- The radio programs and the training courses have branded CFDDH so it is widely known
- The CFDDH has an inclusive approach to selecting participants for debates and talks that are broadcasted, for instance traditional chiefs participate in the radio shows
- Regional offices use the CFDDH for technical assistance when they need information for guiding their clients to access the judicial system.
- ANDDH use documentation from the CFDDH in its dialogue with traditional chiefs and religious environments
- Representatives of religious associations are represented in the Comité d'Appui of CFDDH
- The inclusive approach of the CFDDH is also reflected in the fact that both state and non-state actors are represented in the various committees supporting activities organized by CFDDH.
- The support and dialogue with religious associations guarantees the outreach and impact of the conferences, debates and radio shows
- CFDDH provides visibility for ANDDH
- CFDDH has been instrumental for developing annual human rights reports. The annual human rights report made the President of the country instruct his ministers to terminate the reported abuses and violations. The reports were also used in connection to the UPR civil society reporting
- A mapping study of human rights actors in Niger has increased awareness of duty bearer on their obligations and also to establish a forum for human rights actors in Niger under the auspices of the Ministry of Justice
- A specialized study on the right to health care has provided recommendations that have been discussed at the Ministry of Health care. One of them was the development of a context related manual on the right to health by a group of local stakeholders (according to DIHR's HR manual method). The manual will be used in the teaching of a module on the right to health at the national health school.
- CFDDH has hosted the training of representatives from the police, security forces, and civil society.
- The meeting at the training courses creates an environment of dialogue and mutual respect between state and non-state actors.
- Experts from police and security forces function from time to time as trainers at human rights training courses where civil society participates
- The involvement of police and security forces in human rights issues and dialogue with the population has resulted in decrease of complaints on torture and on bad prison conditions. Living conditions in the prisons have improved.
- CFDDH has contributed in improving the quality of the activities of civil society
- The support of DIHR promotes the support of funding from other sources
- The CFDDH has been important for the development of annual human rights report.

Impact:

- The overall activities of CFDDH have contributed to boosting a culture of human rights in Niger, and to provide a framework for dialogue and fraternization between very diversified and otherwise unlikely dialogue partners.
- The overall activities of CFDDH has contributed to improve the integration of women in public life, setting the rights of disabled on the public agenda, and improving prison conditions and combating torture
- The CFDDH has become an important center for the promotion of a culture of human rights to permeate civil society and state actors at all levels

Sustainability

The CFDDH has incomes generated through training courses. These incomes are unfortunately not enough to cover the operation of the center. The long term partnership with DIHR has been the main source of income for the CFDDH, which makes it fragile and vulnerable. Hence there is a contradiction between the outstanding outcomes of the CFDDH and its lack of financial viability. The route to sustainability is further complicated by the financially administrative dependence with the ANDDH management board as the ANDDH have to have the interests of to entire organization including CFDDH on mind and not only the CFDDH. For instance the purchase of books in 2010 has been delayed waiting for the approval of the ANDDH management.

Conclusions & Recommendations

- Definitions of outcomes, impacts and measurable indicators could be improved in project documents. The improvement from the 2007 – 08 documents to 2009 - 10 documents is considerable and should be continued.
- The support for the CFDDH is crucial for the further development of a culture of human rights and rule of law in Niger. Hence DIHR should continue and also intensify the support to increase the quantity and quality of its services.
- It should be considered to develop longer training courses
- It should be considered to develop trainings focusing on specific thematic such as Right of the Child, CEDAW etc.
- The training should target specific groups aiming at empowering them to claim their rights.
- Training could target specific segments of society such as law students, lawyers etc. CFDDH could also enter in partnership with the law faculty of with ENAM to develop human rights diploma courses with exams for lawyers, public servants etc.
- It should be considered whether television programs could be included in the public awareness beside radio programs.
- The web site could be improved in terms of uploading documents.
- The CFDDH has become a fundamental part of the human rights based environment in Niger, and it has probably outgrown its starting point as an activity under the program of ANDDH. At this point it is crucial for CFDDH to achieve its own platform with development plans of its own. Hence a strategy for the development of CFDDH should be established aiming at building its sustainability.
- CFDDH is the property of ANDDH, and it should continue to be so. However, it would be preferable for CFDDH and its possible development into an economically viable entity and for its attractiveness for donations, to establish a greater margin of independence of the ANDDH daily management.
- CFDDH should be registered as a legal and financial entity under ANDDH's ownership,

but with its own management and financial accountability. To emphasize its societal importance and outreach a management board should be partly composed by representatives of other actors – state and non state actors – and partly by ANDDH representatives (for instance: 1 Guard National, 1 Police representative, 1 human rights Commission, 1 CODDHD and 5 ANDDH representatives). These ANDDH representatives should be elected in accordance to ANDDH procedures for election to management board in ANDDH, only that being elected to the CFDDH management board automatically should exclude access to cover any other post of responsibility in the ANDDH structures. In this way ANDDH could ensure that their CFDDH management board would exclusively have the best interest of CFDDH as their primary priority.

3.7.4 KRA 4: Strengthening the applied research at ENAM in Niger

During the period 2007 – 2010, DIHR and ENAM have had two subsequent partnership agreements that basically have targeted the same issues: Capacity building of research and teaching at ENAM within the areas of good governance and rule of law (Annex 7 below has a short summary of objectives and expected outcomes and impacts). Outputs have been defined in both agreements and the Strategy Evaluation of June 2011 provides a list of the delivered outputs. The existence of outputs in term of articles for the ENAM Review has been assessed.

The output list on the Strategy Evaluation of June 2011, also include a number of outcomes, which were basically confirmed during interviews at ENAM.

Findings:

Outcomes:

- The research at ENAM has been revitalized
 - The review “RENAM” has been revitalized
 - A good working and research environment has been established at ENAM as a result of the support
 - Improved physical facilities for research attracts increasing numbers of student and researchers
 - The quality of research has improved due to methodology seminars
 - The quality of guidance of students has improved as researchers have improved their competences
 - Human rights has become part of the curricular for education at some of the departments of ENAM
 - Human rights values are increasingly integrated in analysis and published articles
- Published articles have created some public debate as the result of their launching at conferences

Impacts

- Research as such has become integrated as a meriting part of the employment at ENAM
- International research networking has been established through regional meetings in 2007 in Ouagadougou, in 2009 in Benin, in 2010 in Lomé. ENAM has established a program of exchange of researchers, teachers, and articles with the University of Lomé.
- Many ENAM teachers that have attended human rights courses have today positions as advisors for the government

Sustainability

Increased competences are to some degree always sustainable and in the case of ENAM the culture of research and the set standards will over time commit the institution to continue

at the improved level. However, funding is still needed to develop the research. It is important to keep in mind, that the ultimate impact of the process of integrating human rights, good governance and rule of law in the teaching and research of ENAM is the mind setting of future public servants, which only will materialize gradually over time. The improvement of the performance and production of concrete results on important issues is attracting the attention of potential new donors.

Conclusions & Recommendations

- The support of ENAM is important and should be continued.
- The project documents could improve in quality and planning by carefully defining outcomes, impacts and measurable indicators, which should be fairly easy to do with counterparts such as ENAM
- DIHR could support the integration of training on the newly adopted law on access to information as a module in the teaching at ENAM
- The results of the partnerships are mainly measured or assessed in relation to ENAM as an institution, however the outcomes in relation to the conduct of public administration of the increased teaching and research in human rights, good governance and rule of law is not defined nor measured. This should be changed and outcomes beyond the realm of ENAM as an institution should be defined.
- Evaluation is an integrated and intrinsic part of ensuring democratic and good governance (it is not possible to conduct meaningful evaluations in non-democratic contexts); hence an institution like ENAM should possess the competencies to evaluate the performance of public authorities and the results of the various assistance programs that the international community is providing for Niger. Hence it is recommended that

training in conducting evaluations will be part of future partnerships. This could be developed by utilizing regional competencies in combination with international experts.

3.8 THE REGIONAL PERSPECTIVE AND A COUNTRY APPROACH

The regional aspect has not really been in focus of this evaluation. However, the regional activities should not be underestimated as they have produced good results.

The Dakar and Lomé conferences on identifying the roles and missions of state and non-state actors in the promotion and protection of human rights produced regional recommendations and combined with a regional study on the conformity of NHRI legislations in West Africa to the Paris Principles it impacted on NHRI legislations in Burkina Faso and in Mali, which however has not enabled the concrete establishment of an NHRI in Burkina Faso and the legislation in relation to the CNDH in Mali has improved but is not perfect. In Niger a new NHRI legislation has been passed as an element in the democratization efforts following the coup d'état in 2009. It was also after the Dakar conference that the idea for the project for developing a training manual for judges in Niger was launched. Also Burkina Faso became aware of the need for a human rights training of judges.

There are many synergy advantages working with a regional approach: Exchange of expertise, larger access to qualified human resources, mutual cross border support among likeminded institutions and organizations. Hence DIHR has engaged in supporting the development of a strategy plan for the Union Interafricaine des Droits de l'Homme (UIDH), which is a regional network of human rights civil society organizations. However due to internal

disagreements and financial problems the UIDH is not functional at the moment.

On regional level DIHR also cooperates with ECOWAS. With Chair UNESCO in Benin DIHR is designing a five days training course in human rights, which is tailor made for the judges of the ECOWAS Court of Justice.

The regional perspective provides access to synergies, utilization of complementary advantages, facilitation and inspiration for change. On national level the various activities of DIHR can bring about unexpected cumulated impacts. The many years of human rights training in Niger with key persons from the University, police, security forces, ministries, school for administrators, and civil society have created a vast resource of friends and former colleagues in many key positions of the country. Hence five of the sixteen persons in the preparatory committee for a new constitution were old collaborators with DIHR, which may have had a partly influence on the development of the constitution of the seventh Republic, which is regarded as one of the most liberal constitutions on the African continent. - It might be coincidental, but still worth considering.

3.9 OVERALL CONCLUSIONS

Relevance

- 1 The WAS has proven to be highly relevant in combining a high level of contextual knowledge on the ground with comparative advantages of the specific professionalism of the DIHR. The WAS has been addressing a range of pertinent needs in each of the countries of intervention and has skillfully build upon an understanding of the mechanisms of local power structures aiming at achieving concrete change.
- 2 The long term relationship is a strong foundation for the establishment of truly functioning partnerships based on mutually well placed trust, confidence, respect and transparency, which ensures local ownership.
- 3 The WAS is more to be understood as a loose framework for the DIHR interventions in selected West African countries under different selected headings rather than a strategic direction envisaging common outcomes and impacts for the region. The inductively “bottom up **needs driven and participatory** approach” of the WAS is a major strength for ensuring relevance and feasibility of the program. The WAS and its activities needs to achieve a higher degree of connectedness to the DIHR and its departmental deductively created “top down” strategies, which should be done without sacrificing any at all of the needs driven pertinent opportunities for further developing the WAS for the next phase.
- 4 There are complementary advantages for the projects and comparative advantages for DIHR in encouraging cross country cooperation, but it can be discussed how far these advantages can be used as a platform for a regional strategy.
- 5 The structuring of WAS at DIHR level between (or across) departments and under a steering committee without an entirely clear relation between steering committee and departments and with a long practical distance in time and in geography to the field level, has placed the WAS and the WAU in a partial “limbo” with some autonomy for action but also risking becoming homeless in DIHR without any real owners of the program beside or above the WAU.
- 6 WAS is important for ensuring synergies, mutual inspiration, use of complementarities in the region, and it is also giving the DIHR access to use its comparative advantages (an extended network, human resources,

and hands on experience). However, the selection of partners does not seem to reflect a deliberate strategic choice for ensuring strategic coherence to provide changes. The selection of the three core countries for the strategy reflects the organic development of the DIHR presence in the region over a long time span.

Technical issues

- 7 Project documents need more attention to the expected results of the activities not only in terms of technical fulfillment of stated obligations, but **especially** in terms of achieving **the change** that is the **raison d'être** of the activities.

The regional approach

- 8 The regional approach has been instrumental for creating synergies and productive competitions between likeminded partners in the three West African countries such as in the process of establishing NHRIs with appropriate legislative frameworks in relation to the Paris Principles. The regional approach has also been supporting the dissemination of knowledge and inspiration regarding the transformation of police and security forces from **forces to services**.

Outcome and impact on country and partnership level

- 9 **General remark:** For the conclusions and recommendations related to development of documentation centre at MPDH in Burkina Faso, the documentation centre of CNDH in Mali, the support to female jurists association in Burkina Faso please see the relevant sections above.
- 10 **Family Law:** The research on family law has without doubts been strengthened in the region. However, funding constraints has limited some of the possible outcomes and impacts of the process. However, the

research is on track, collection of data is ongoing and some results in terms of articles have been achieved and others are forthcoming.

Niger

- 11 The passing of the constitution for the 7th Republic in Niger as a human rights oriented document, shows that the long term commitment by DIHR has contributed to achieving an unexpected but positive impact. This result should be viewed as an overall result of the continuous efforts over many years to permeable the entire environment of academia, civil society, current and future decision makers at all levels with a culture of governance based on human rights values.
- 12 Much of the overall expected outcome of transforming the National Guard and the National Police into services seems to have been achieved. Moreover, the degree of achievement seem to be very high as protection of human rights seems to have been internalized by the all the levels of the two bodies as to have impacted on the entire culture of performance, the ethos of the personnel, the understanding of the “raison d'être” of the two bodies by the personnel, and on a positive improvement of the discipline of the corps and the relation between the two bodies and the public. The program with the National Police and the National Guard seems to become a complete success when the entire process of training is completed. The program has further generated interest for and the implementation of a human rights training program for judges in Niger.
- 13 The ANDDH documentation and training centre on human rights in Niger has indeed become a major carrier of a human rights culture in Niger. The institution is well known, it is used by an astonishing number of visitors of a broad variety of categories

and its outreach seems to be encompass all segments of society and some of the most isolated and unreachable areas of the country. Furthermore, the centre is important as a provider of a platform for a human rights dialogue between the public, the civil society, and public structures.

- 14 DIHR has over years supported civil society in Niger. The current partnership with CODDHD seems to be very promising and should be strengthened. CODDHD seem to have the potential to become an increasingly civil society actor.
- 15 The development of training material for judges with the Ministry of Justice in Niger is the outcome of other DIHR activities in Niger. The partnership between DIHR and ENAM seems to have been a very sound strategic choice and the outcome of this partnership starts slowly to emerge.

Burkina Faso

- 16 The technical support to the MPDH in Burkina Faso has been successful providing guidance, training, planning, communication and follow up mechanisms to the Ministry, which has increased the influence and weight of the Ministry among the Council of Ministers and the impact of the Ministry on policies. The inclusion of the Ministry into the Ministry of Justice may perhaps be seen as a result of this development, as the Ministry of Justice has been supported by MPDH in the UPR and public officials from many Ministries are increasingly seeking the advice of the MPDH.

Mali

- 17 DEME SO plays an important role in connecting people to public institutions. The partnership program is very successful in ensuring improved access for people to participate in society and to manage their relations to public authorities. The

partnership is especially strong by the fact that it delivers capacities for well functioning of the paralegal system, while the system in itself has been designed by DEME SO to be sustainable.

3.10 OVERALL RECOMMENDATIONS

Relevance

- 1 It should be considered to modify the approach of fitting the country based activities into a regional strategy. The WAS could be replaced by a **regional program that is built upon country strategies or programs**. The **regional aspect** of the program should focus on utilizing synergies; complementary aspects across borders, while the **country strategies and programs should set the direction of rights based improvements** in the various countries. Each of the individual components and partnerships in the country programs or even the country program / strategies themselves should be defined in relation to **departmental performance indicators** to ensure ownership, coherence and connectedness with DIHR priorities. However it is of **paramount importance** that the connectedness to DIHR priorities and departmental strategies are not brought about at the expense of the needs on the field. **The needs driven character of the WAS is a fundamental reason for the success** of implementation and the esteem among partners that DIHR enjoys in the region.
- 2 The institutional supporting structure for the next WAS should be better inserted into the daily departmental priorities, and the steering committee should have a more active and clear relation both to the departments and to the WAU in order to function as a guide and as a coordinator of departmental ownerships to the program.

Technical issues

- 3 The relation between the projects and **the change** (outcomes and impacts) they are meant to achieve should carefully be discussed in advance with partners and stakeholders for instance in **LFA workshops** to continue the development of the quality of projects and programs.

The regional approach

- 4 The regional approach should be further pursued in relation to specific areas of interest and the regional approach should be seen as an added value for fulfilling the country strategies i.e. how can a regional approach support and facilitate activities and results on national level?.
- 5 More concretely: The productive competitions among likeminded partners could perhaps also be pursued with a public awareness raising sequence of regional conferences on different specific issues that are pertinent for the national issues such as for example the issue of family law, where regional conferences could support keeping a public debate on best practices going in all countries on the rights of women and children. Such regional conferences should be inclusive in their approach ensuring that also more traditionalistic interests are included.

Outcome and impact on country and partnership level

- 6 **Family Law:** The research should be continued. However, DIHR should design in cooperation with researchers programs that put more emphasis on outcomes in terms of scientific evolvement i.e. improved scientific reputation, scientific debates, inclusion of different segments of society in fact based dialogues etc. rather than focusing on impacting on a rather unpredictable impact on the policy level.

Niger

- 7 The results achieved on the training of National Police and National Guard in Niger should be thoroughly documented with evidence seeking specific and thorough evaluation of the two projects. Such an evaluation should as a **minimum contain the following elements:** 1) A **representative survey on the popular perception** of the two law enforcement agencies, 2) an **internal representative survey among the personnel** on the outcome of the training, 3) **compilation and analysis of complaints of human rights violations** allegedly done by the two agencies since 2004 / 05 to 2011, 4) **collection of qualitative data among randomly selected samples of personnel** at all ranks to assess the degree of importance attached to and daily practice modified by the human rights training programs, 5) **collection of data detailing each step of the process from start to impact.** The purpose of such a thorough evaluation should be to provide **irrefutable scientific evidence** for the connection between applied methods and achieved results. The task or the theme could perhaps be fulfilled through by a group of good master students or preferably as the theme for a Ph.D. For DIHR such a study could become extremely valuable if it provides the expected evidence.
- 8 The ANDDH documentation and training centre should be administratively and strategically detached from the ANDDH as the centre has grown to an entity in its own rights and it needs more space for development that the current framework arrangement with ANDDH permits. The centre should have its own management board, own independent financial system, its own strategy and activity plans and its own fundraising strategies that are independent from the ANDDH strategies. The documentation centre should continue to be owned by ANDDH but the relation

between ANDDH and the centre should be a strategic relation not a relation on a daily management basis nor of possible submission of the centre to ANDDH interests that are not conducive for the development of the centre.

- 9 The partnership between DIHR and CODDHD should be continued and strengthened. Much inspiration for future partnerships could be derived by the example of the DIHR partnership with the Civil Society Human Rights Organization in Afghanistan.
- 10 ANDDH is an important human rights actor in Niger's civil society and it is recommended that DIHR provides further support to ANDDH to ensure its functionality and to support its development of a more detached relation to its documentation centre.
- 11 The partnership between DIHR and the Ministry of Justice seems to be evolving and DIHR should develop the partnership further.
- 12 The partnership with ENAM should be developed further for instance in the realm of good governance hereunder supporting the development of training in the conduct of evaluations.
- 13 The research on Family law in Niger has recently received additional funding and this revitalization of the research should be pursued as much as possible. As mentioned under the section on Family Law, in Niger DIHR should encourage the development of a governmental supported cooperation program between FSEJ-ENAM- ANDDH-CODDHD to collect relevant jurisprudence through legal advice offices.

14 DIHR should develop a closer cooperative relationship between DIHR and the reformed NHRI of Niger.

- 15 DIHR should ensure more pronounced participation of women rights organizations in the DIHR partnerships in Niger thus avoiding the trap of mainstreaming gender rights by letting entirely male dominated organizations speak on behalf of women.

Burkina Faso

- 16 The inclusion of MPDH into the Ministry of Justice should until the opposite has been proved be seen as an opportunity for the further cooperation. The capacity building of the MPDH and technical assistance should be broaden to cover the entire Ministry. It is recommended for the next phase to heavily prioritize transfer of knowledge aiming at empowering the Ministry in such a way that technical support will not be needed for the maintenance of the improvements. The technical support should in other words transmute into an organizational culture of **intrinsic capacities of the system of the ministry** and not only of new capacities to personalities momentarily employed by the Ministry.

Mali

- 17 The partnership with DEMO SO should not only be continued, but should be expanded to ensure a better nationwide coverage of paralegals. The training should be expanded and number of trained paralegals increased so recruitment and training of paralegals in fact could become nationwide. DIHR and DEME SO could cooperate to raise funding for such an ambitious course of action.



TERMS OF REFERENCE FOR THE INTERN EVALUATION OF THE FIRST PHASE OF DIHR'S WEST AFRICA STRATEGY 2007-2011

1. CONTEXT FOR THE EVALUATION

The West Africa Strategy 2007 - 2011

The first phase of DIHR's West Africa strategy (2007 – 2011) was formulated after a thorough planning base and a holistic context analysis done over 2005-2006. The strategy was developed in consultations with local partners and stakeholders as well as international staff at DIHR. The Institute's mission in the region was thus formulated: **“to strengthen institutional capacity and the ability of human rights stakeholders in West Africa to respect, promote and protect national and international human rights standards.”**

Four intervention areas were identified in order to address the needs expressed by local partners and stakeholders: 1) Capacity-building of human rights actors, 2) Family law, 3) Safety and security and 4) Human rights education and documentation. Furthermore, it was necessary to create the area 'Implementation of the strategy'; the tool to implement the four intervention areas.

In 2007 the first phase of the strategy began its implementation with an immediate focus on the three francophone Sahel countries Burkina Faso, Mali and Niger. The West Africa strategy seeks to build and reinforce local capacity of human rights actors. Synergy is sought among partners and activities in the three focal countries. Partners and others from the three countries participate in regional events such as conferences and regional courses.

Application of intra regional expertise and exchange contributes to strengthen human rights actors, national experiences and results being important elements in order to achieve regional success. Expertise from various DIHR departments is used in the implementation, however most human resources come from local and regional competences built up through DIHR's work in the region.

Evaluation process

A mid term evaluation took place in 2009 in relation to Danida's review of DIHR's international work funded by the Framework Agreement. The consultants' recommendations were taken into account to improve the implementation of the West Africa program. A report in English was produced.

The 2011 evaluation of the first phase includes a partner-evaluation which took place in June 2011 in Niger. (The report from this evaluation exists in English and French whereas all annexes are in French). The present internal DIHR evaluation will take place in September and October 2011 and will result in a maximum 15 pages evaluation report in English.

The findings of the abovementioned evaluation steps as well as the reflections of the West Africa Unit itself will be discussed with an external expert at a meeting in Copenhagen in November 2011. The expert will make a concluding 5 pages 'Assignment Completion Report' which will be translated into French and made available to partners.

All evaluations will be used to formulate the West Africa strategy 2012 – 2016.

Partners in the West Africa Strategy

Since 2007 the amount of DIHR partners has increased in West Africa. This has been the case both with partnerships in the three focus countries and at regional level. The DIHR has at present 14 partnerships in the region, including ministries, national police services, national human rights institutions, magistrates, NGOs and NGO networks from the three focus countries as well as national and regional academic institutions.

DIHR has also strategic partners in relation to the implementation of the strategy; both from the region and other countries, particularly from Denmark. The strategic partners range from the regional UN agencies to international NGOs and ECOWAS. DIHR has at present 11 strategic partners.

Implementation of the Strategy

The West Africa Unit consists primarily of two persons with complementary competencies (geographic/context and law/thematic). A Niger DIHR representative and a Niger human rights officer reinforce local capacities. This local presence as well as the regional posting of the strategy adviser in Burkina Faso for three and a half years and the Unit's frequent missions to the region ensured close follow up of partners and activities, both at internal and external level. The West Africa Unit has developed both internal and external accountability mechanisms to ensure proper information about the activities of the program.

The funding of the West Africa program comes primarily from the cooperation agreement between the Danish Ministry of Foreign Affairs and DIHR. These funds which are of course

limited and have to be applied for every year cover salaries, missions, partner activities, publications etc. Some national activities are supported by the Danish embassies like the support provided to the Ministry of Human rights and the Association of Women Lawyers in Burkina Faso and the support given to DEMESO's program in Mali. Local UN agencies and some strategic partners have co-funded national activities in Niger as well as a few regional activities.

The West Africa strategy is in alignment with the strategy for Denmark's development cooperation "Freedom from poverty – Freedom to change". The West Africa strategy covers three of the five political priorities, namely; freedom, democracy and human rights, gender equality and stability and fragility. Both strategies share the philosophy on long term partnerships for change both at national and regional level.

2. THE OBJECTIVE OF THE INTERN EVALUATION

General objective:

To evaluate the results obtained through the West Africa program activities compared to the expected impact, effect and performance formulated in the West Africa strategy document.

Specific objectives:

In the evaluation report particular attention should be paid to:

(1) Relevance of strategy

- the intervention areas identified: were they relevant?
- the geographical focus: was it relevant?
- the partners: which kind of actors have benefited from the program and how? were they relevant?

- are DIHR's strategy and priorities reflected in the program?

2) Performance indicators

- have the results achieved in each of the four intervention areas measured up to those that were expected?

(3) Effect indicators

- how have partners used the human, material (equipment) and financial resources made available to them during the program?
- what effect internal capacity building has had for the partners?
- the relevance and quality of the expertise (including the financial monitoring) provided to the strategy, the project and partners?
- Is the institutional set-up / implementation mechanism (the West Africa Unit and the local office in Niger) relevant and efficient?
- Any unexpected effects of the program (positive and negative)?

(4) Impact indicators

- have partners developed the capacity to influence and improve the human rights situation in their countries and in the region?

(5) Sustainability

- do partners have the necessary will and capacity to achieve the objectives of the program?
- what about the financial sustainability?

(6) Recommendations 2012 - 2016

- To ensure that a second phase is relevant to the needs of the region, with particular regard to strategic choices and institutional set-up

3. EXPECTED RESULTS

An internal evaluation report – 15 pages maximum – including the six parts as described above:

1. An analysis of the relevance of the strategic choices, the four intervention areas, the geographical focus and the partners
2. An analysis of the performance indicators/ the results achieved in each intervention area measured up to those expected and formulated in the strategy document
3. An analysis of the effect of the programme measured up to those formulated in the strategy document
4. An analysis of the eventual impact of the programme
5. An analysis of the sustainability of the programme
6. Recommendations to ensure a second phase relevant to the needs of the region and its partners.

4. METHODOLOGY AND TIMING (19 DAYS IN TOTAL)

Following methodology is recommended:

- a desk study: 4 days (September)

The desk study will cover all West Africa strategy documents, as well as program and project documents agreed with partners, mission reports and debriefing notes to partners, quarterly updates, minutes from steering group and reference group meetings. The partners' evaluation report with results-lists will also be available. **See list of documents in annex 1.**

- a field mission to the three focus countries: 10 days (27 September – 6. oktober)

A 10 days' field mission will take place in September/October to the three focus countries, Niger, Burkina Faso and Mali. Meetings with local and strategic partners will be arranged by the West Africa Unit and the local office in Niger. The West Africa Unit will be available for discussion and clarification at the end of each day. **See list of partners and programme in annex 2.**

- report-writing: 5 days (October)

An internal report will be written following the field mission (maximum 15 pages). Annexes should include terms of reference, list of persons met, list of documents consulted and other relevant information useful for the evaluation.

CONSULTED DOCUMENTS

STRATEGY DOCUMENTS

- West Africa Planning Base
- West Africa Strategy 2007-2011 7 July 2007
- Overview of the implementation of the DIHR West Africa Strategy in 2007-2008
- West Africa Project Catalogue 2007-2008
- West Africa Strategy 2012-2016 (2nd phase) 17 November 2010

2007**Niger**

- Groupe de recherche « Droit, Famille et Société » : « Appui à la recherche et à la diffusion du droit de la famille au Niger »
- ENAM : « Renforcement des capacités de l'ENAM à développer une culture démocratique chez les gouvernants et les gouvernés » 2007-2008
- FNIS : « Appui à la mise en œuvre du manuel de formation en droits humains dans le curriculum des formations et les missions » 2007-2008
- CODDHD : « Appui au réseautage des organisations de défense des droits de l'homme et de la démocratie » 2007-2008
- ANDDH : « Appui au centre de documentation et de formation en droits de l'homme » 2007-2008
- Programme de l'IDDH au Niger 2007-2008 : « Renforcement des acteurs œuvrant pour la promotion et la protection des droits de l'homme au Niger »

2008**Niger**

- Le Ministère de la Justice au Niger : « Projet de développement d'un manuel en droits de l'Homme pour les magistrats au Niger » avril – octobre 2008
- « Projet d'appui à l'élaboration d'un manuel pour la formation des magistrats en droits de l'Homme au Niger »

2009

- DIHR West Africa Strategy 2007-2011. Overview Document 2009-2010

Bénin

- La Chaire Unesco des droits de la Personne de Bénin : Document de projet 2009

Burkina Faso

- MPDH :
 - Projet de Protocole d'Accord 2009-2010 (x 2)
 - Annexe 1 : Justification et contexte du partenariat
 - Mémorandum d'Accord 2009-2010
 - Termes de référence de l'appui de l'IDDH au Centre de documentation et d'orientation du MPDH – année 2009
 - Termes de référence pour une cellule point focal pour le partenariat entre le MPDH et l'IDDH
- Mr. Siaka Coulibaly (Une étude donnant une vue d'ensemble des structures étatiques et non étatiques ayant un mandat de promotion et de protection des droits humains au Burkina Faso) :
 - Contrat (novembre – décembre 2009)
 - Annexe : Termes de références pour l'étude

Mali

- DEME SO : L'expertise technique de l'IDDH au programme de DEME SO
Document de projet 2009
Plan de route pour la mise en œuvre du curriculum national du para juristes au Mali - 2009
- La Commission Nationale des Droits de l'Homme : Termes de références de l'appui de l'IDDH au Centre de documentation de la CNDH – année 2009

Niger

- Stratégie Afrique de l'Ouest 2007-2011 : Document de programme. « Renforcement des capacités en droits humains au Niger 2009-2010 »
- Ministère de la Justice: Termes de référence pour la mission de recensement des besoins des magistrats nigériens en matière de droits de l'Homme
Annexe 1 : Termes de références « Elaborer et mettre en application un manuel sur les droits de l'Homme pour les magistrats au Niger » 2008-2010
- Le CODDHD : Document de projet 2009-2010
- Le groupe de recherche : Termes de référence. Appui au groupe de recherche « Droit, Famille & Société » - 2009
- FNIS : Document de projet 2009-2010
- La Police Nationale : Document de projet 2009-2010
- Le CFDDH/ANDDH :
Document de projet 2009-2010 : « Le centre de formation et de documentation en droits de l'Homme »
Contrat de coopération
- ENAM : Document de projet 2009-2010

Régions

- Etude régionale sur la mise en œuvre des aspects liés aux droits humains dans les codes de déontologie et des règles de conduite des Polices Nationales au Burkina Faso, au Mali et au Niger :

Mr. Ababacar N'Diaye :

Contrat (mi-décembre 2009 – 1^{er} mars 2010)

Annexe : Termes de référence pour l'étude

Dr. Ali Daouda :

Contrat (mi-décembre 2009 – 1^{er} mars 2010)

Annexe : Termes de référence pour l'étude

2010**Bénin**

- La Chaire UNESCO des droits de la Personne du Bénin : Document de projet 2010

Mali

- Le Centre de documentation de la Commission Nationale des Droits de l'Homme : Termes de références 2010

Niger

- CODDHD : Document de projet 2010
- La Human Rights officer : Termes de références 2010

2011**Bénin**

- Chaire UNESCO : Contrat de coopération 2011

Burkina Faso

- L'Association Des Femmes Juristes du Burkina Faso (AFJ/BF) : Draft Mémoire d'Accord 2011-2013
- Le Ministère de la Justice et des Droits de l'Homme :
Protocole d'Accord 2011-2013
Draft Avenant 2011

Mali

- DEME SO : Termes de références 2011.
« Expertise technique pour la mise en œuvre en 2011 du programme de parajuristes de DEME SO »
Contrat de coopération
- CNDH :
Contrat 2011 Mr. Amadou Békayé Sidibé
Contrat de coopération 2011

Niger

- La Human Rights Officer : Termes de références 2011
- CFDDH/ANDDH :
Contrat de coopération 2011
Contrats Mr. Issaka Namaya (1^{er} mai – 30 juin 2011 + 1^{er} mai – 31 juillet 2011)
Autorisation de stage pour la stagiaire Rabi Daouda Biga 2011
- CODDHD : Contrat de coopération 2011
- ENAM : Contrat de coopération 2011
- La Garde Nationale : Contrat de coopération
- Mr. Kailou Gado : Contrat 2011
- Mr. Ibrahim Mairiga : Contrat 2011
- La Police Nationale :
Contrat de coopération 2011
Mémoire d'Accord 2011 (x2)
- Le Ministère de la Justice et des Droits de l'Homme : Projet de Protocole d'Accord
- Directives Générales applicables aux partenaires de l'IDDH concernant la comptabilité, la documentation, la vérification des comptes et la présentation des rapports

Mission reports

- Mission reports 2007
- Mission reports 2008
- Mission reports 2009
- Mission reports 2010
- Mission reports 2011

ANNEX 3

MISSION D'ÉVALUATION DU PROGRAMME AFRIQUE DE L'OUEST 2007 - 2011

PROGRAMME DE LA MISSION: 27 SEPTEMBRE – 7 OCTOBRE 2011-11-16

Mardi 27 septembre

- 17h Arrivé Niamey (Niger) – Installation au Grand Hôtel
- 19h Dîner avec l'Unité Afrique de l'Ouest – Discussion du programme

Mercredi 28 septembre

- 9h Centre de formation et de documentation en droits de l'Homme – ANDDH
Rencontre avec le directeur du centre Jean-Marie Da Silva
- 11h La HRO au CFDDH/ANDDH
- 16h30 Le bureau du CODDHD à leur siège

Jeudi 29 septembre

- 9h Le Ministère de la justice et la direction des droits de l'Homme au Ministère
- 11h La direction de l'ENAM (le directeur de l'ENAM et la direction de la recherche)
- 16h Le BEN-ANDDH

Vendredi 30 septembre

- 9h La Garde Nationale du Niger (GNN) : le Haut-commandant et le groupe de travail
- 10h30 La Police Nationale à l'Ecole Nationale de Police – Visite du centre de documentation
- 16h le Bureau de coopération danoise à Niamey

Samedi 1er octobre

- 10h le groupe de travail « Magistrats et Droits de l'Homme » au Centre de l'ANNDH
- 11h les chercheurs au Niger : Tidjani Alou et Boubacar Hassane.
- 16h le représentant local de l'IDDH au Niger

Dimanche 2 octobre

- 8h Départ de Niamey pour Ouagadougou avec l'Unité Afrique de l'Ouest
- 7h55 Arrivée à Ouagadougou (Burkina Faso) et installation à l'Hotel Azalaï Indépendance
- 16h l'Association des Femmes Juristes à leur siège
- 19h Dîner avec l'Unité Afrique de l'Ouest

Lundi 3 octobre

- 9h l'ancien SG du Ministère pour la promotion des droits humain et le point focal de la cellule du Ministère
- 10h30 Directrice de la promotion des droits humain au Ministère de la Justice et de la promotion des droits humains
- 11h30 Visite du centre de documentation et d'écoute du Ministère
- 15h30 l'ambassade du Danemark au Burkina Faso

Mardi 4 octobre

- 11h Départ pour l'aéroport pour Bamako
- 12h55 Départ pour Bamako
- 16h30 Arrivée à Bamako – Installation à l'Hotel Azalaï Nord-Sud

19h Dîner avec la coordinatrice Afrique de l'Ouest

Mercredi 5 octobre

9h La présidente de la Commission nationale des Droits de l'Homme, Maître Kadidia, au siège de la CNDH
10h Visite du centre de documentation de la CNDH
14h30 rencontre avec DEME SO au siège
17h Le chercheur malien du projet de recherche, Abraham Benghaly

Jeudi 6 octobre

10h La coordinatrice du Afrique de l'Ouest

Vendredi 7 octobre

21h Départ pour l'aéroport pour Copenhague

Vendredi 14 octobre

10h L'assistant IDDH technique du Ministère pour la promotion des Droits Humains du Burkina Faso

ANNEX 4

PEOPLE MET

Mme. Charlotte Flindt Pedersen, Deputy Director of DIHR

M. Jacob Linderøth, Acting director of Justice Department, DIHR

M. Jakob Kirkemann Boesen, Director of Freedoms and Participation Department, DIHR

M. Bent Vase, Strategic consultant, DIHR

Mme. Monique Alexis, Regional Coordinator and Programme Manager

Mme. Lisbet Ilkjær, Senior Expert Advisor

Mme. Zeinabou Maiga Labo, Magistrate, Directrice des Droits de l'Homme, Ministère de la Justice, member of the working group for the human rights manual for judges, Niger

M. Nouhou Hamani Mounkaila, Magistrate, Coordinator of the working Group for the manual for judges, Niger

M. Yazi Salifou, Financial manager, CODDHD, Niger

M. Oumara Abdoul Razak, General Secretary, CODDHD, Niger

M. Zakari Hamadou, Organization and communication coordinator, CODDHD, Niger

Mme. Fatoumata Sanou / Toure, Vice Présidente, Association des Femmes Juristes du Burkina Faso et Doyenne des Juges d'Instruction du Tribunal de Grande Instance, Ouagadougou

M. Ouedraogo Evariste, Coordinateur, AFJ/BF, Burkina Faso

Mme. Ouedraogo Bibata, Directrice de l'éducation aux droits humains ; Responsable de la cellule point focal de l'IDDH/MPDH in Burkina Faso

M. Ouedraogo Boureima, agent à la Direction des Ressources Humaines (DRH/MPDH), in Burkina Faso

M. Dembele André; Ancien Secrétaire Général du MPDH du Ministère pour la promotion des droits humains in Burkina Faso

M. Kaboré al Hassan, Conseiller et responsable du Centre d'Information et de Documentation sur les droits humains, in Burkina Faso

M. Youssouf Cissé, Magistrat, Secrétaire Général de la Commission Nationale des Droits de l'Homme du Mali

M. Amadou Bocar Teguate, Secrétaire Général de l'Association Malienne des Droits de l'Homme et membre de la Commission malienne des droits de l'Homme

El Hadji Thiam Thierno Hady, 1er Vice Président du Haut Conseil Islamique du District de Bamako **et membre de la Commission Malienne des droits de l'Homme**

M. Khalid Ikhiri, Président de l'Association Nigérienne pour la Défense des Droits de l'Homme (ANDDH)

M. Ibrahim Mairiga, Représentant de l'Institut Danois des Droits de l'Homme (IDDH) au Niger

Mme. Mahaman Hadiza, Human Rights Officer, Institut Danois des Droits de l'Homme (IDDH) au Niger

M. Jean Marie da Silva, Documentaliste, Directeur du Centre de Formation et de Documentation en Droits Humains (CFDDH/ANDDH)

- M. Djibril Abarchi**, Maitre de Conférences en Droit Privé, Vice Président ANDDH
- M. Harouma Moussa Nouhou**, Assistant treasurer, ANDDH
- M. Boubacar Quali**, Administrateur Gestionnaire, ANDDH
- Mme. Aboubacar Haoua Hina**, Responsable for Children's Rights, BEN ANDDH
- M. Salifou Mahaman**, Treasurer, member of management board (BEN), ANDDH
- M. Soumana Harouna**, CNSC/ANDDH
- M. Talfi Idrissa Bachir**, Docteur d'Etat en Droit Privé, Département de Droit, Université Abdou Moumouni, Niger et conseiller juridique du Ministre de la justice - Niger
- M. Hassane Boubacar**, Faculté des Sciences économique et juridiques (FSEJ / UAM) - Niger
- M. Abraham Bengaly**, Secrétaire Général, Le Médiateur de la République, Mali et chercheur sur le droit de la famille
- M. Ibrahima Koreissi**, Coordinateur, Association DEME SO
- M. Ladji Samake**, Coordinator, Association DEME SO
- M. Mahadiba Traoré**, Coordinator Access to Justice, DEME SO
- M. Ibrahim Traoré**, Coordinator Legal Training, DEME SO
- Mme. Mariam Diawara**, Coordinator Gender, DEME SO
- Mme. Aissata Moureissi**, Head of Secretariat, DEME SO
- M. Zakaria Traoré**, DEME SO
- M. Elhadji Amadou Seybou**, Division Commissioner of the Police in Niger, director of the police academy
- M. Mahamane Laouali Madougou**, Police Commissioner, Head of Research and Documentation Department at Police academy, Niger
- M. Oumarou Tawaye**, Chef d'Escadron, High Commander, Garde Nationale, Niger
- M. Alhassane Boubacany**, Commandant, Group Penitentiary Supervision and Security, Garde Nationale, Niger

ANNEX 5

INTERVIEW GRID

Pertinence	<p>La situation des droits humaine?</p> <p>Les problèmes les plus pertinente ?</p> <p>Contribution pour améliorer la situation des droits humains?</p> <p>Les objectifs?</p> <p>Pourquoi l'importance du projet / programme?</p> <p>Les avantages du projet / programme?</p>
Les indicateurs de performance	<p>Les résultats prévus ?</p> <p>Les résultats obtenus ?</p> <p>Les résultats les plus pertinentes?</p> <p>Les plus mauvais résultats ?</p> <p>Suivi le plan du projet ou improvisations pour réussir ?</p>
Les indicateurs d'effet	<p>Quesque que ce passe après la finalisation du projet?</p> <p>Comme utiliser le matériel?</p> <p>Des effets tangibles du projet ?</p> <p>Comment l'organisation a été touchée par le projet / program ?</p> <p>Vos partenaires et groupes cible ?</p> <p>Avantages obtenue par la coopération avec IDDH?</p> <p>Capacité de l'organisation?</p> <p>L'appui immatériel de l'IDDH ?</p> <p>Efficacité de l'appui IDDH ?</p> <p>Résultats inattendues positives ou négatives du projet / programme?</p>
Indicateurs d'impact	<p>Effets à long terme ?</p> <p>Les effets positive du projet pour le publique?</p> <p>Quelles sont les effets négative du projet pour le publique?</p> <p>La capacité d'influencer l'agenda national ?</p> <p>Des répercussions négatives sur votre organisation ou pour le travail de l'organisation?</p> <p>Amélioration des droits humains à la suite de la collaboration avec IDDH ?</p>
Durabilité	<p>Les prospectives</p> <p>La capacité financière</p> <p>Bailleurs ?</p>

SUPPORT TO THE NETWORKING OF HUMAN RIGHTS AND DEMOCRACY DEFENDERS IN NIGER (CODDHD)

Project documents:

Objective 1: Strengthen the CODDHD member capacities on international conventions that have been ratified by Niger, especially the CEDAW.

The project document does not define any outcome, but only performance indicators targeting the outputs, but the text explains the objective that the aim of the objective is to enable CODDHD to improve its advocacy for the implementation of conventions.

Objective 2: Strengthening of the capacities of CODDHD and the members of CODDHD on the methodologies for reporting and for advocacy. The project document does not define any outcome, but only performance indicators targeting the outputs, but the text explains that the aim of the objective is to support the capability of CODDHD to accomplish its mission.

Objective 3: Strengthening the institutional capacities of CODDHD
The project document does not define any outcome, but only performance indicators targeting the outputs, but the text explains that the aim of the objective is to make CODDHD more visible and operational a network.

For 2010 further two objectives have been added to the partnership:

Objective 4: Strengthen the institutional capacities of CODDHD through a support for the functioning of its headquarter.

Expected outcome were:

- CODDHD has an operative headquarter where the members and the secretariat manages activities and can have meetings.

Expected impacts were:

- CODDHD keeps its visibility with an operational headquarter
- The capacity to communicate with its members allows CODDHD to pursue advocacy activities to promote human rights.

Objective 5: Strengthen the capacities of CODDHD members on advocacy method for the promotion of human rights protection.

Expected outcome:

- The members of CODDHD advocate for the implementation of the CEDAW and contribute to human rights reporting on Niger.

Expected impact:

- CODDHD is lead agency in the coordinating forum for the implementation of CEDAW
- The statements and reports on human rights violations that are elaborated by CODDHD are acknowledged for their quality and they are used for effective advocacy actions.

SUMMARY OF PROJECTS RELATED TO CONSOLIDATION OF DOCUMENTATION AND TRAINING CENTRE (CFDDH) ON HUMAN RIGHTS OF ANDDH IN NIGER

THE PARTNERSHIP 2007 – 2008

General Objective: To provide for ANDDH and state and non-state actors that are engaged in human rights and protection an effective tool to strengthen their capacities.

Immediate objectives:

1. Develop CFDDH into a focal point for the production of reliable data on human rights in Niger and the region
 - a. Production of human rights reports on Niger.

Expected Outputs:

- i. ANDDH and other human rights associations master the methodology for editing human rights reports
- ii. Sharing the competences of the associations
- iii. Sharing information among organizations
- iv. Annual human rights report
- v. CFDDH ensures the coordination of the report
- vi. Improved knowledge on the reports due to the participatory approach
- b. Production of studies on specific human rights issues

Expected Outputs:

- i. Development of several studies on important human rights issues in Niger
- ii. High quality reports on human rights
- iii. Development of local expertise on research on human rights issues
- iv. Interventions based on reliable information thus better targeted.

2. Develop CFDDH into a focal point for documentation on human rights in Niger and the region

Expected outputs:

- i. Diversification of documentation in order to respond to the needs of the human rights actors
- ii. Regular updating of documents
- iii. Internet web-site access to documentation from the region
- iv. CFDDH has become a reference for human rights documentation

3. Develop CFDDH into a focal point for information on human rights in Niger and the region

Expected outputs:

- i. The CFDDH productions are publicized
- ii. CFDDH information is accessible via internet web site
- iii. ANDDH regional offices have access to productions and information via Internet
- iv. A close partnership between CFDDH and local libraries and editors of books on human rights

4. Develop CFDDH into a focal point for training in human rights in Niger and the region

Expected outputs:

- i. Regular human rights training at the CFDDH
- ii. The center has become a training centre for human rights

- iii. The protection and promotion of human rights are better ensured by better informed actors
- iv. Based on human rights training a dialogue has developed between state and non-state actors
- v. The training sessions generates income to the CFFDH aiming at its sustainability
- vi. Increased visibility of the CFFDH

5. Develop CFDDH into a focal point for exchange of information human rights issues in Niger and the region

Expected outputs:

- i. Conferences and debates are organized by the centre on important human rights issues
- ii. Talks are organized locally on human rights issues
- iii. Conferences and talks are distributed to the entire country via radio
- iv. The public and donors have increased awareness on human rights issues

6. Involve the regional branches of ANDDH in the activities of production, information and training on human rights

Expected outputs:

- i. Revitalization of certain ANDDH sections
- ii. Increased visibility of sections
- iii. Strengthened capacity of the section in relation to understanding and implementation of local activities
- iv. Increased accountability of regional offices in relation to coordination and supervision of the activities of the local offices

THE PARTNERSHIP 2009 – 2010

General Objective: Strengthen the capacities of CFDDH/ANDDH to support the activities of the state and non-state actors, who are engaged into promotion and protection of human rights and the development of rule of law

Immediate objectives:

1. Develop CFDDH/ANDDH to a human rights documentation centre

Expected Outcomes:

1. 1 The material (text books, documents etc.) at the centre are borrowed, consulted and photocopied
2. 2 The CFDDH web site is much visited

Expected impact:

1. Access to international, regional, national texts on human rights give the opportunity to more informed activities
2. The CFDDH is a recognized professional documentation centre and have thus better access to diversify its funding

2. Develop CFDDH/ANDDH to an information centre on human rights

Expected outcomes:

1. The annual reports are used by human rights defenders in Niger to conceptualize, plan and document advocacy actions
2. The conferences and the talks in local language are popular and the radio shows have many listeners.

Expected impact:

1. The methodology of editing reports is mastered
2. Sharing of information and competences among NGOs
3. Better documented and effective advocacy actions

4. The themes of debates and talks are agenda setting and initiatives are taken by the actors to improve the situation
 5. A national consciousness on burning human rights and democracy issues has emerged
3. Develop CFDDH/ANDDH into a training centre on human rights

Expected outcomes:

1. Frequent human rights training is organized by the CFDDH
2. 1000 updated manuals on human rights are used by ANDDH activists and the training participants

Expected impact:

1. The meeting of state and non-state actors at training sessions leads to human rights dialogue
2. CFDDH's visibility has been increased through the recycling of regional and local training sessions
3. The regional ANDDH trainers are involved in new activities that revitalize the sections
4. Training sessions generate financial resources for CFDDH
5. Activism for human rights increases

STRENGTHENING THE APPLIED RESEARCH AT ENAM IN NIGER

THE PARTNERSHIP 2007 – 2008

General Objective: Strengthen the capacities of ENAM to promote a democratic culture and the development of a culture of documentation in Niger through its educational activities and research

Immediate objectives:

- Support the finalization of ongoing research
- Develop the capacities of ENAM to conduct applied research activities in the area of good governance
- Strengthen the human rights and good governance themes in the education given by ENAM

The project document lists a number of expected outputs to the objectives. However no outcomes, impact nor are indicators for measuring them listed.

THE PARTNERSHIP 2009 – 2010

General Objective: Develop the capacities of teachers and researchers at ENAM to conduct applied research on the theme: Rule of Law, democracy and good governance”

Immediate objective:

- Strengthen the capacities of teachers and researchers at ENAM to conduct applied research on the theme: Rule of Law, democracy and good governance”

Expected outcomes:

- The research activities of the teachers are meriting for their further career

- The acquired documentation is used and borrowed for research activities
- The ENAM review is known and requested

Expected impact:

- The researcher have improved their research methods, which give an improved supervision of the students
- The human rights knowledge is used for the training at ENAM
- Research of ENAM is quoted and the competences are requested by other partners
- ENAM is integrated in a cooperative network of regional research institutions

Immediate objective:

- Develop the capacities of ENAM to conduct advocacy activities for political participation and female leadership

Expected outcomes:

- The concerned actors participates at the conferences

Expected impact:

- ENAM develops advocacy capacities within the research domains that are issues of the conferences

REGIONAL RESEARCH PROJECT ON FAMILY RIGHTS

PARTNERSHIP 2009

General objective: To provide support to the research group “Rights, Family & Society” that aims to strive for the general knowledge on family rights and for their dissemination.

Immediate objective:

- Establish a reference data base on family rights in Niger

Expected outcomes:

- The data base on family rights in Niger exists and is used by the researchers

Expected impact:

- The data base contributes to improve the knowledge on family rights in Niger
- The education and training has become more contextualized in relation to stakeholders, namely lawyers, court staff, and civil society actors

Immediate objective:

- Develop scientific studies on family rights in Niger

Expected outcomes:

- The produced knowledge on family rights in Niger is being used by the stakeholders

Expected impact:

- The produced knowledge on family rights are used by legislators and policy makers who develop and adopt legislation to better protect the rights of individuals

- The produced knowledge contributes to the decisions of the judiciary, hence improve the rights of individuals

PARTNERSHIP 2011

The general objective: To support the research group on the rights of families that aims at increasing the general knowledge and to disseminate it on the issue.

Immediate objectives:

- The effective implementation of a comprehensive scientific thinking on family law
- The collection of data and relevant materials to form a reference database in the field of family law in Niger
- The introduction of a dynamic on reflection and exchange through a cycle of conferences on the rights of persons and of the family
- Realization of scientific studies on family rights
- Development of a manual on the family rights in Niger
- Development of a casebook on family rights
- Regular information on advances on family rights

SUPPORT TO PARALEGALS AT THE LEGAL AID NGO “DEME SO” IN MALI

PARTNERSHIP 2009**General objective:**

- Assist DEME SO and its partners to implement curriculum for training of paralegals

Immediate objective:

- Training of 80 paralegals in accordance to the new curriculum

Expected outcomes:

- 20 Trainers are trained in teaching in accordance to the curriculum
- The trainers use the manuals for training paralegals in accordance to the training modules
- 80 paralegals have been trained in accordance to 9 training modules

Expected impact:

- Local communities have paralegals in four regions that have the capacity to guide the population on their rights
- The trained paralegals provides visibility to the alliance of organizations and on the objectives they pursue
- The paralegals strengthen the participation of the population in local public life
-

Immediate objective:

- To enable paralegals to function in the local communities

Expected outcome:

- The paralegals use the manuals and the tools for working in the local communities

Expected impact

- The developed tools enable the paralegals to document their work
- The software enable the member organizations of the alliance to learn from the work of the paralegals

PARTNERSHIP 2011**General objective:**

- To provide a technical assistance to DEME SO in achieving the following immediate objectives:

Immediate objective:

- Strengthen the capacities of the DEME SO paralegals

Expected results:

- The paralegals in Kidal and / or Gao receives a training of high quality
- The capacities of the trainers have been strengthened
- The manual on the techniques of paralegals is adopted to the context in Mali
- The paralegals master the use of the manual on the techniques of paralegals

Immediate objective:

- Procedures and tools for monitoring the work of the paralegals

Expected results:

- The paralegals and the monitoring staff master the procedures and tools for monitoring the work
- The collected data from the paralegals are synthesized and an analytical report is developed

STRENGTHENING THE CAPACITIES OF THE NATIONAL POLICE IN NIGER ON HUMAN RIGHTS

General objective:

To strengthen the human rights capacities of the national police through a support to the training and to documentation so that the police carry out its missions of protecting and respecting human rights

Immediate objective:

- To strengthen the human rights capacities of the national police through the training

Expected outcomes:

- The initial and continued training of the police on human rights is effective and it is done based on the textbook, human rights manuals and the developed booklets

Expected impact

- The police know human rights and respect them while executing their duties
- Decreased numbers of complaints against the police
- A better relation between the population and the police
- The Police Academy has become a school of reference the region on the teaching of human rights
- The human rights teachers of the police are requested for missions related to human rights

Immediate objective:

- To strengthen the human rights capacities of the national police through support to collect documentation

Expected outcomes:

- The documentation centre I being used by trainers and police officers

Expected impact

- Improved access to national, regional and international texts and an improved quality in the service provided by the police to the population
- The documentation centre is recognized for its quality and its professionalism and can diversify its resources

STRENGTHENING OF THE HUMAN RIGHTS CAPACITIES OF THE NATIONAL GUARD

PARTNERSHIP 2007 - 08

General objective:

- Support the implementation of the human rights manual at the Training Centre and the operational units

Immediate objectives human

1. Strengthen the capacities of the regional human rights trainers of Niamey and Tillabéry
2. Support the National Guard to ensure monitoring and evaluation of the training delivered to operational units and units in service at the training centre
3. Ensure the recycling of the instructors and trainers of the training centre
4. Support the participation of trainers and / or National Guard agents at human rights training sessions at national, regional and international level (ANDDH, Chaire UNESCO, DIHR)

Only outputs to the activities under each objective has been defined

PARTNERSHIP 2009 – 10

General objective:

- Support the National Guard in strengthening the human rights capacities of the guard

Immediate objective:

- Ensure a high quality human rights training of national guards both in training of recruits and the continued training

Expected outcome:

- The human rights training of recruits is effective and is done on the basis of a textbook, a manuals on human rights

Expected impact:

- The National Guard knows human rights and respect them under their missions
- Decrease in complaints against National Guard
- A better relation to the people
- The human rights teachers of the National Guard are requested for missions related to human rights
- The access of trainers to national, regional, and international human rights documents have improved the quality of teaching
- National Guard participates on international peace and security missions

Immediate objective:

- Ensure a continued monitoring of the human rights training for recruits and personnel of the National Guard

Expected outcome:

- The effectiveness of the human rights training of the National Guard has been evaluated and its impact has been analyzed

Expected impact

- The National Guard have tools to measure their performance in relation to human rights standards
- The performance of the National Guard is improving by using the tools at their disposal

PART 4

DIHR WEST AFRICA PROGRAMME DOCUMENT 2012-2013

Programme period: 24 months (1 January 2012 – 31 December 2013)
West Africa, December 2011



Contact: Adviser Lisbet Ilkjaer: lik@humanrights.dk (+226 77303003) or
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PROGRAMME SUMMARY SHEET

Programme name	DIHR West Africa Strategy, second phase 2012 – 2016 Programme Document 2012 – 2013
Region	West Africa
Countries	Burkina Faso, Mali, Niger, Benin and Senegal
Overall Objective	To change the human rights situation so that there is enhanced enjoyment of human rights in West Africa
Expected Effect / Impact	Individuals in West Africa enjoy an enhanced protection of human rights
Intervention areas	<p>1. Human Rights Actors – to strengthen the demand and supply side for human rights change among actors tasked with responsibility for human rights impact</p> <p>2. Family Law - to trigger the enjoyment of rights, especially the rights of women and children in the family context'</p> <p>3. Security - to contribute to the transformation of police, gendarmes and guards into agencies respecting and protecting human rights.</p> <p>4. Human Rights Documentation and Education - to contribute to the development of human rights documentation and education in order to strengthen the knowledge of human rights actors and the populations</p> <p>5. Mining Industries - to contribute to promote national legal frameworks protecting the rights of the workers and populations living from and around mining industries</p>
Project period	1 January 2012 – 31 December 2013
Overall budget	Not yet known
Frihedspuljen	3.980.400
Framework Agreement	10.000.000
Other donors (supporting different partner activities in the region)	Burkina Faso: Denmark, Sweden and UNDP Mali: Denmark Niger: France
Programme Unit	West Africa Unit: Coordinator Monique Alexis and Adviser Lisbet Ilkjaer

4.1 INTRODUCTION

Justification and context

This two-year program is a continuation of the implementation of the West Africa Strategy (WAS) 2007 – 2011 which the Danish Institute for Human Rights (DIHR) has been implementing together with local human rights actors to improve enjoyment of rights in the region. The program still focuses on the three countries, Burkina Faso, Mali and Niger but DIHR has regional partners in Benin and Senegal as well as cross activities with English speaking West Africa. The program has a strong national anchorage to provide human rights changes in the three focus countries; national experiences and synergies are used to promote regional platforms on key human rights issues. The second phase of the WAS (2012-2016) which this program is part of reflects actual challenges in the region and is basically needs driven.

Following years of work in the Sahel (at national level in Niger and Nigeria and at regional level with the African Commission for Human and Peoples' Rights) and a thorough planning base carried out with local stakeholders, the Danish Institute for Human Rights adopted a regional approach which resulted in the development of a West Africa Strategy and where the first phase (2007-2011) has just been evaluated. The overall objective was to contribute to strengthen the ability and capacity of human rights actors in the region to influence the human rights situation so rights are better known, respected, protected and enjoyed. Four intervention areas had been identified for the first phase, 1) **Institution building of human rights actors** where DIHR partners are Ministries of justice and human rights, national human rights institutions and civil society, 2) **Family law** which focuses on the protection of rights, especially those of women

in a family context, 3) **Security** with police and security forces integrating human rights in their curricula and missions and taking steps towards democratic policing, and 4) **Human rights documentation and education** which are crucial to human rights actors and the populations so they can be informed and claim their rights. Evaluations, reviews and analyses all show and confirm that there is a need to continue these four intervention areas in this new phase.

Recent events show that West Africa – especially DIHR's focus countries, Burkina Faso, Mali and Niger – remains a fragile region: each election is full of risks, problems occur in their organization and administration which are controlled by the parties in power, therefore the rather low voters turn out in the three focus countries; separation of powers is enshrined in the constitutions but the executive is so powerful that parliaments are often mere chambers registering the government's proposals. Even though some media and civil society organizations do criticize governments, they cannot replace an effective institutional control. Decisions are made so people have no prospects of influencing them at local or national level; a limited urban – mostly male – elite has access to proper education and information, while women – especially rural women, have great difficulty to be heard and enjoy their rights.

Access to justice is limited, especially in rural areas, and judicial processes are very slow. The judiciary is generally weak and can be submitted to political authorities. At local level, traditional customary institutions are often more trusted and understood than the state's judiciary institutions which can be undermined by corruption. The coexistence of modern law inherited from former colonists, traditional customary laws and Islam mostly interpreted by men is a real challenge for women for a fair

treatment in family matters. Police and security forces who are supposed to protect citizens' rights are still often serving political authorities (an inheritance from years of dictatorship) and thus acting arbitrarily, especially out in the regions. Sanctions will rarely be used against authorities guilty of mismanagement or violating the law which makes it difficult to combat impunity.

The lack of implementation of basic rights such as the right to food, the right to security and the rights to health and education creates frustrations and tensions that ultimately lead to conflicts; the current insecurity in the Sahel puts restrictions on people's freedom of movement, economic activities, investments and development while parts of a growing idle youth risk being attracted by extremist radical ideologies and movements. New conflicts will arise if the increasing incomes brought by mining industries exploited by foreign investors do not soon benefit national and local populations, whose environment is quickly deteriorating, a growing concern of human rights NGOs.

Civil society organizations and state institutions with human rights missions and mandates need support to ensure that they have the methods and the tools for human rights protection, monitoring and documentation. They require assistance to provide information on rights and conduct efficient advocacy activities that will have an impact. It is essential that support is based on local conditions and is easily recognizable and operational in the local administrative and judicial environment.

DIHR's West Africa program will therefore in this second phase maintain focus on capacitating state actors, civil society and state mandated independent institutions to promote the adoption and implementation of

legal frameworks protecting rights efficiently, especially those of vulnerable groups. Building local capacity for human rights change is one of the key objectives of this program. Therefore the WAS is mostly implemented with local and regional resources and competences built up throughout DIHR's work in the region besides expertise from DIHR's departments.

The West Africa program's five intervention areas in the second phase from 2012 – 2016 will be:

- 1) Human Rights Actors
- 2) Family Law
- 3) Security
- 4) Human Rights Documentation and Education
- 5) Mining Industries.

Comparative advantage of DIHR working in West Africa

At the moment no regional institution nor organisation is doing the cross cutting work in the field of human rights with actors from both state and civil society which DIHR is doing as part of the WA strategy. The long term presence of DIHR and its solid roots in the region have provided an extended network, local human rights resources as well as hand on experience. This enables today the sharing of experiences across borders, ensuring synergies and the use of complementarities to promote human rights issues at regional level. The regional approach of the program provides inspiration and motivation to national human rights actors so they can bring about human rights improvement at country level.

DIHR has developed a concept for participatory processes which combines the West African national professional knowledge and experience with DIHR and its network. The process automatically generates both capacity building and awareness rising and is being

used as a general working method in all DIHR interventions in West Africa. Furthermore, the institute has developed partnership collaborations where partners and DIHR together develop strategies and objectives based on shared values such as democracy, separation of powers, rule of law and respect for the individual and peoples' rights. Finally, management philosophy is based on good governance. The evaluations of the first phase of the WAS show that DIHR makes a difference within the area of rule of law and human rights in West Africa. Some of the key reasons for the success are the participatory methods (empowering processes), the needs driven activities (bottom up) and the respect for partners. The demand for DIHR expertise in the region has therefore increased but funds are limited.

The WA strategy supports regional policies such as ECOWAS' Protocol on Good Governance and Democracy and the missions and initiatives of the African Commission on Human and Peoples' Rights. At the national level, the WA strategy and its implementation are closely linked to the poverty eradication strategies. Recommendations from the Universal Periodic Review which have been accepted by the governments in the three focus countries will be key information and guides in this second phase of the WA strategy.

Findings and recommendations from the evaluations of the first phase

The first phase of the strategy (2007 – 2011) has been through a thorough evaluation process.

1. July 2009: The Danish MoFA carried out an overall evaluation of DIHR's framework agreement and many examples from the report are based on West Africa. Parts of the report became de facto a mid-term evaluation of the WAS. The main evaluator

was Karen Kenny, an HRBA (human rights based approach expert), who besides DIHR's headquarter in Copenhagen visited the West Africa projects in Burkina Faso and Niger **(report available)**

2. October 2010: The West Africa Unit (the coordinator and the adviser) had a three day seminar discussing strengths, weaknesses, opportunities and challenges as well as funding strategies in relation to the Danish MoFA.

3. June 2011: All DIHR's partners from West Africa carried out with the West Africa an evaluation of the first phase of the program in Niger **(report available)**.

4. October 2011: The DIHR evaluation expert carried out an evaluation of the first phase of the strategy visiting Burkina Faso, Niger and Mali – this evaluation specially focused on effects **(final report not yet available)**

5. November 2011: the HRBA expert Karen Kenny, the DIHR evaluation expert, the West Africa Unit and the DIHR management conducted a common evaluation workshop of the West Africa program in Copenhagen **(synthesis of all evaluations not yet available)**

Key findings from the different evaluations, especially those from 2011 will of course be reflected in the second phase of the WAS and therefore also in this two years programme. Overall findings from the evaluations are presented beneath.

Key success factors highlighted by Karen Kenny were: the planning base focusing on root causes analysis, the bottom up approach (context and partners determine which activities are carried out), the process approach

to stimulate human rights change: consistently listening to partners , partner accountability within each intervention area, adaptability to needs, long term approach, national and regional synergies i.e. the WA Unit and partners are open to learn from experience and work, the constant improvement of the work done, the good relationship with partners is prioritized: 'trust and confidence make many things possible'.

Many of the same elements were highlighted by partners in the June 2011 evaluation: the participatory working methods, the transfer of expertise to partners, the use and appreciation of national resources, the adaption to and respect for local context, the transparency in relation to functioning and budget, the flexibility of DIHR if unexpected external factors arise, the creation of synergy with likeminded actors (nationally and regionally), the availability of DIHR and the consistent work with indicators.

Based on all evaluations, some of the most important recommendations are: **to enhance focus on HRBA more systematically**. This includes increased focus with partners on human rights effects and impacts as well as to ensure that partners also start working based on HRBA: bottom up, enhanced monitoring and improved learning within the partner institution/organization.

4.2 OVERALL OBJECTIVE AND STRATEGY

4.2.1 Overall objective of the West Africa Strategy (WAS)

The overall objective of the West Africa strategy 2012 – 2016 and thereby also of this two year programme is:

'to stimulate positive human rights change through the work of DIHR partners in West Africa'.

4.2.2 Strategy for implementation of the WAS

In order to achieve the above stated objective, DIHR will work in the five intervention areas presented in the introduction. Each intervention area has of course its own strategy. Taking into account the recommendations of the evaluations, DIHR will **reinforce the human rights based approach** in the second phase of the WAS. Here are some of the crucial principles underpinning the strategy for the next phase:

Human rights change based on national and regional needs: The activities take their outset in the region and its needs. A thorough ongoing analysis will take place in relation to context needs and adaptability to a region affected by many political changes. This is a natural follow up on the original planning base from 2005-2006. The national poverty eradication action plans will be important guiding tools in this process as well as the recommendations from the UPR accepted by focus countries.

Validated concepts and methods to achieve human rights impact change: When the context and needs are established, DIHR proposes to partners validated concepts and methods that have been used in other projects to develop following performance indicators: strategic human rights plans, planning and management in general, indicators, organisational analyses, manuals, guides, training assessments and trainings, studies, human rights, reports, platforms, networks, documentation centres, conferences, debates etc. The methods to obtain these performance indicators are all based on context, empowering processes and common accountability with the objective to ensure human rights impact change on the ground.

An empowering process as a result in itself:

DIHR uses the coaching method; so that the partners carry out all activities and the Institute coaches them in **how to do**. Therefore an important element in the strategy is that we work with national and regional human resources and only involve Western experts in specific cases. This kind of process may take longer but the reinforcement of national and regional capacities ensures context knowledge, ownership and sustainability of the activities.

Common accountability for human rights

change - monitoring and learning: In the next phase more emphasis will be put on enhancing common accountability for DIHR and partners not only on performance indicators but also on effect and impact. A mechanism for ongoing monitoring of each intervention area will be developed together with partners during the next two years so that learning from the different projects can support the whole programme.

Independency: Another positive element for the successful implementation of the programme is the fact that DIHR is a National Human Rights Institution; an independent state institution that makes it possible to build bridge between state and civil society but also between individual partners and donors. This is a role that has been highly appreciated by all partners during the first phase of the strategy and which is made possible by the funding coming from the general Framework Agreement of the Institute.

4.3 INTERVENTION AREAS**4.3.1 Human Rights Actors****Objective of intervention area**

The objective of this intervention area is **'to strengthen the demand and supply side for human rights change among actors tasked with the responsibility of human rights impact'**

Justification of intervention area

Human rights institutions and organisations in West Africa are relatively new since most of these emerged in the beginning of the 1990s during the process of democratisation. These human rights actors have difficulties in establishing their position in society and ensure proper human rights impact. Firstly, these actors are not quite sure which role they should play or which role they are allowed to play. Both state, civil society and independent institutions are confused about their respective mandates and missions regarding promotion, protection and defence of human rights. Secondly, one of the biggest challenges for human rights actors is the lack of material and human resource capacity. It is essential to build up human resources not only in human rights promotion and protection but also in relation to strategic thinking and planning of own activities including the development of indicators: **why do we do what we do?** Human rights actors need to be well functioning in all areas in order to make human rights impact change.

Strategy of intervention area

Institution building is a key word in this intervention area. The partners are strengthened to efficiently fulfil their mandates and missions of promotion and protection of human rights. The intervention will support the strategic thinking and analytical capacities of DIHR partners. At the same time, this empowering process will be applied by partners in relation to their own concrete human rights activities.

The strengthening of partners in relation to their missions and activities as well as internal management will enable human rights actors to engage efficiently and confidently in dialogues with other actors on how each actor most efficiently can contribute to human rights impact change in the country and in the region.

The partners in this intervention area are typically Ministries of Justice and Human Rights, National Human Rights Commissions, civil society organisations and networks.

Regional synergy of intervention area

The first five years of the strategy have concentrated on building up human rights actors nationally in Burkina Faso, Mali and Niger; actors from both state and civil society. Some actors have already met and worked together sharing experiences; as for example the cooperation between the Ministries of Justice in Burkina Faso and in Niger in relation to the UPR (Universal Periodic Review). These exchanges will be reinforced in the next phase in order to strengthen cross border synergies between the two institutions. The two ministries will over the share experiences as to the formulation of national human rights policies which are to be developed in both countries in 2012 together with an action plan.

The partnership developed with Mali's Human Rights Commission will be used when Niger's new human rights commission is put in place in 2012. Although DIHR has not had any formal partnership with Niger's and Burkina Faso's commissions in the first phase of the strategy, expertise has been provided to improve their texts so they could become independent institutions. Regional synergies will be used to promote this issue in the second phase of the strategy.

The study on public participation conducted in the three focus countries of the WAS will be followed up in the second phase: a regional conference will gather concerned actors from both state and civil society from the concerned countries to discuss the findings of the report. A regional platform of key actors will then be established to promote public participation also among marginalized groups.

Effect / impact indicator of intervention area

- An empowering process of partners resulting in clarity of role and responsibility in human rights
- Increased positive influence by DIHR partners on the human rights situation in the country and region

Project 1: Regional Public Participation Platform

Objective

The objective of the project is 'to present and discuss the findings of the regional study on public participation and at regional level establish a platform of concerned stakeholders to promote national initiatives for the enjoyment of this right in the three focus countries'

Partnerships

The right to participate in the management of public affairs through public participation keeps being challenged in DIHR's three focus countries, twenty years after the democratization process which started in the region in the beginning 90s. The non enjoyment of this right which touches upon key freedom rights (opinion, expression and assembly) provokes tensions and frustrations leading to conflicts. In 2011, DIHR entered a partnership with the NGO "Centre for Democratic Governance" (CGD) in Burkina Faso which has expertise in conducting and coordinating nation-wide studies in the field of governance and political rights. A regional study on public participation in Burkina Faso, Mali and Niger funded by the basket fund supporting CGD was thus initiated with CGD. The objective was to look at the enjoyment of the right to participate in public affairs in the three countries and identify the obstacles and opportunities for real public participation there. The study has been conducted by three

national teams and coordinated by CGD. The three national reports are expected soon and CGD will make a comparative analysis of the findings.

Performance indicators

- Regional conference on public participation in Burkina Faso, Mali and Niger
- Regional platform to promote public participation in the three countries
- Three national workshops to follow up the countries commitments

Effect / impact indicators

- Dialogue between national stakeholders to promote the enjoyment of the right to participate in the management of public affairs
- Enhanced enjoyment of the right to participate in the management of public affairs in Burkina Faso, Mali and Niger

Activities and methods

The focus the next two years will be; to organise a regional conference in Burkina Faso in 2012 where the national reports on public participation and the comparative analysis will be presented and discussed with concerned stakeholders from the three focus countries. A regional platform on 'Public Participation' will be established as a result of the conference. This will be done in collaboration with CGD from Burkina Faso who coordinated the study. Following the conference, the recommendations and national commitments from the regional conference will be followed up in 2013 at national workshops with local actors. The national teams behind the three national reports will play a key role in these workshops. DIHR will provide the expertise developed within the Freedom & Public Participation Department.

Project 2: The Ministry of Human Rights and Justice in Burkina Faso

Objective

The objective of the project is 'to strengthen the functioning of the Ministry of Justice and Human Rights in relation to management and implementation of activities to achieve human rights impact change in Burkina Faso.'

Partnership

DIHR has worked with the Ministry of Human Rights (now: Ministry of Human Rights and Justice) since 2006; primarily in relation to the development and implementation of the ministerial strategy 2008-2010 (now 2012). The partnership primarily evolves around planning and method development in the area promotion and protection of human rights including the development of indicators (performance, effect and impact). The importance of continuing the work with indicators was especially highlighted by the MoFA mid-term review of the Danish Good Governance Programme in 2010. In 2009 DIHR conducted an internal organisational analysis in cooperation with the Direction of Human Resources of the Ministry. This analysis is now used as a basis for reinforcing in-service training and internal management. In 2011 the Ministry of Human Rights and the Ministry of Justice were merged. DIHR has had the necessary meetings with the Minister and the management in the new Ministry and will continue its partnership with the part of the Ministry that is working with human rights and which is still supported by the donor basket fund (Denmark, Sweden and UNDP).

Performance indicators

- Human rights policy
- Strategic plan
- Planning tools and human rights methods
- Trainings in methods and human rights

- Report and presentation of study on human rights actors (CGD)

Effect / impact indicators

- The understanding of the Ministry as being a duty bearer within the area of human rights
- Enhanced enjoyment of human rights by rights holders in Burkina Faso

Activities and methods

The focus the next two years will be on developing a national human rights policy and a related strategic plan. The work on method development and planning including formulation of indicators will continue. Finally, a study will be conducted by CGD on the analysis of the different roles of human rights actors; the study is a continuation of the mapping of human rights actors drafted by a consultant and key personnel from the Ministry in 2010 and 2011.

As for the human rights policy and strategic plan, the Ministry has already established a structure for the development of these documents; a drafting committee and a technical committee. DIHR will act as technical advisor to the drafting committee. As Niger is about to develop its own human rights national policy and plan, synergies and exchanges between the two countries will be facilitated.

As for the planning tools and method development, the close cooperation with the Direction of Planning (DEP) will continue including the internal trainings on planning, reporting and closing tools in the area of promotion and protection of human rights. Furthermore, there will be a close cooperation with the technical committee responsible for the preparation of 'Comité de pilotage' and basket fund meetings and related documents.

Regarding the report with CGD on the roles of human rights actors, DIHR will provide

technical expertise as well as involve relevant staff from the Ministry who has participated in the mapping of human rights actors' project.

A key condition for the continued success this project will be the continued work with the project secretariat ('the cellule'), which monitors activities coached by DIHR and ensures learning within the Ministry. In partnerships with state institutions, DIHR's methodology requires, as part of an empowering process, to have a small Secretariat, coached by DIHR, and which is responsible for activities. This ensures much more ownership in the long term than having a permanent foreign adviser posted in state institutions.

Project 3: 'Association des Femmes Juristes' in Burkina Faso

Objective

The objective of the project is **'to strengthen the functioning of 'Femmes Juristes' in relation to management and implementation of its human rights activities that will positively change the human rights situation for women and young girls in Burkina Faso'**

Partnership

The partnership between 'Association des Femmes Juristes' (AFJ) and DIHR is new. It was initiated in 2011 following a recommendation from the mid-term review of the Danish MoFA in 2010. The Danish Embassy committed to support AFJ's activities in a three year agreement under the Good Governance Programme under the condition that DIHR would act as independent technical adviser to the organisation.

The partnership is therefore purely technical since all activities are paid for by Denmark. DIHR and 'Femmes Juristes' have agreed to a 'Memorandum of understanding' describing

the partnership. The technical assistance of the DIHR is also mentioned in the financial agreement between the Danish Embassy and the organisation. Initial activities in this intervention area have evolved around strengthening the organisation in terms of human resources and material; including renting proper premises.

Performance indicators

- Strategic plan
- Planning tools and human rights methods

Effect / impact indicators

- The organisation is aware of its role in defending human rights and acts accordingly
- The target group for the organisation, primarily women and children, enjoys enhanced protection of human rights.

Activities and methods

DIHR is in the process of coaching the development of AFJ's strategic plan 2012 – 2014. Primary activities for the next two years will concentrate on reinforcing the capacities within the organisation and having the organisation work with activities based on methods that will give more human rights impact on the ground.

DIHR works as technical adviser to the organisation; both the secretariat and the board. The next two years will focus on management, implementation and monitoring of the strategic plan; including the development of indicators which is closely connected to the internal planning system of human rights activities within the organisation.

DIHR will work on developing methods which will give the organisation more impact on its activities. Impact does not necessarily come within two years; however the empowering process of a human rights actor in relation to

the understanding of its own role is also to be considered as impact.

Project 4: The Human Rights Commission in Mali

Objective

The objective of the project is **'to strengthen the Commission's human rights methods so the Commission can have a positive impact on the human rights situation in Mali'**

Partnership

The partnership between 'Mali's Human Rights Commission' (a DIHR sister institution) and DIHR started in late 2009. In the beginning the partnership focussed on supporting the Commission to develop a human rights documentation centre. This project is described later in this document in intervention 4. A closer partnership as well as institutional support began following that improved texts for the Commission were adopted by Mali's Parliament as well as with the election of a more engaged president and commissioners late 2010. The Commission got its own strategic plan with UNDP's support and DIHR coached the Commission in elaborating its first report on the human rights situation in Mali. The report published in April 2011 showed the Commission's engagement and has attracted new partners.

Performance indicators

- Planning tools and human rights methods

Effect / impact indicators

- The Commission is aware of its role in the promotion and protection of rights and acts accordingly
- Enhanced enjoyment of rights in Mali because more citizens are informed and claim their rights

Activities and methods

Mali's Commission depends on the Ministry of Justice for its financial and human resources. Neither the president nor the commissioners are on the pay-roll. The human resources allocated to the Commission by the government are at the moment not sufficient in order for the Commission to fulfil its tasks. DIHR is currently advocating for the improvement of the Commission's texts regarding the Commission's financial autonomy (in accordance with the Paris Principles) and the recruitment by the Commission of its own qualified staff.

Coaching will be provided for the elaboration of the next human rights report which will also include a follow-up of the recommendations accepted by Mali after its UPR (Universal Periodic Review). DIHR will also be technically involved in the preparation of a national conference on family law which the Commission wants to organise after elections in 2012 (drawing on experiences and expertise from Niger, Benin, Morocco and Senegal).

In 2013, DIHR will share experience with Mali's Commission when Mali prepares its next UPR. The Institute will also offer technical assistance to help the Commission develop its own complaint procedure.

The posting of DIHR's West Africa coordinator in the country will allow close coaching of these activities.

Project 5: Collectif des organisations des droits de l'Homme et de la Démocratie (CODDHD) in Niger

Objective

The objective of the project is **'to strengthen the network so it is able to realize its vision of a peaceful Niger, where poverty has been**

reduced, human rights are better respected and where everyone is equal before the law.'

Partnership

The partnership between 'CODDHD' and DIHR dates back to 2004. The network, which was created in 2000, has grown from a dozen members up to 28 human rights associations today. CODDHD obtained its legal recognition only recently, during the political transition in 2010 following years of advocacy. The partnership focuses on institutional support (mapping of members, organizational analysis, strategic plan, support to headquarters and communication) and capacity-building of members in human rights and human rights methods. DIHR is currently coaching the network in its elaboration of a new strategic plan and the development a complaints procedure.

Performance indicators

- CODDHD's human rights reports 2011 and 2012
- Planning tools
- Human rights tools

Effect / impact indicators

- The network is aware of its role defending human rights and acts accordingly
- Populations enjoy enhanced protection of their human rights, also in the regions

Activities and methods

CODDHD's new strategic plan should be ready for 2012. In the next couple of years DIHR will continue its institutional support which also includes helping the network to develop strategies for attracting other partners and funding. DIHR will support CODDHD in planning its activities taking outset in the strategic plan and in organising its work accordingly.

Special focus will be given to strengthening CODDHD's members' capacity in human rights reporting and monitoring. Following a targeted training DIHR will help CODDHD establish a structure to elaborate the network's first human rights report which will include a follow-up of the recommendations accepted by Niger at its UPR in 2010. DIHR will also coach CODDHD in drafting the 2012 human rights report to ensure ownership of the methods.

DIHR will follow up the appropriation of the complaint procedure by the members. This should allow the network to document human rights violations and thus conduct well documented advocacy activities.

With these tools and activities CODDHD will contribute to reduce human rights violations and it will have a positive influence on the enjoyment of rights, especially out in the regions where the network plans to be represented in the next two years.

Project 6: Ministry of Justice and Human Rights in Niger

Objective

The objective of the project is **'to strengthen the functioning of the Ministry of Justice and Human Rights in relation to management and implementation of activities as well as the independent work of judges in order to improve human rights impact change in Niger'**

Partnerships

The DIHR was contacted by the Ministry of Justice in 2008 for support to the development of a human rights manual for judges. The reason was that due to DIHR's work with the National Police and the National Guard in the country, the judges found themselves in a situation where the police and guards knew more about human rights than the judges.

Together with a judge engaged in human rights from Burkina Faso, DIHR coached a small working group including two experienced judges and a couple of representatives from an NGO and the law faculty in developing a human rights manual for judges as well as two guides with practical cases and solutions. Based on the positive experiences from the project with the judges and DIHR's experience with the Ministry in Burkina Faso, the Ministry of Justice and Human Rights asked for a technical partnership with DIHR concerning the reinforcement of the Human Rights Direction in the Ministry.

Performance indicators

- Revised human rights manual for judges
- Training courses in human rights for judges
- Human rights policy
- Strategic plan

Effect / impact indicators

- Judges in Niger perceive themselves as human rights defenders
- The human rights of citizens dealing with modern justice are better protected
- The Ministry sees itself as a duty bearer of human rights deliveries to the population
- The populations touched by the work of the Ministry enjoy an enhanced protection of their rights

Activities and methods

The human rights manual for judges is in the process of being amended due to the new Constitution that was adopted in Niger after the 'coup d'état' in February 2010. One third of the judges have been trained in human rights so far and thorough evaluations have been done in that connection. DIHR will continue to work closely with the working group who has been responsible for the development of the manual until now. Furthermore, the local DIHR human rights adviser will follow the process closely in-between missions as well as contribute to the

finalisation of the manual and the design and implementation of training courses the next two years.

In March 2012 the new version of the manual will be ready and further training courses for the judges will take place including evaluation to constantly improve the training. It will be necessary to seek additional funding in order to ensure the training of all Niger's judges. During 2011 several meetings have taken place with the Ministry and the agreement is that in 2012-2013 DIHR will provide technical assistance to the development of a national human rights policy, including the conditions in prisons, as well as a related strategic plan. The technical expertise will consist of strategy development and expertise in relation to promotion and protection of human rights by a state institution.

DIHR has encouraged the creation of a drafting committee and a technical committee responsible for the development of the policy and the strategy. The DIHR technical expertise and coaching will be delivered during missions to Niger, seminars with the drafting committee as well as by the local DIHR human rights adviser who permanently will follow the process of developing the two documents. Part of the method applied will be to draw on the experience from the Ministry in Burkina Faso which is already in the process of developing its human rights policy and related strategic plan.

4.3.2 Family Law

Objective of intervention area

The objective of this intervention area is **'to trigger the enjoyment of rights, especially the rights of women and children in the family context'**

Justification of intervention area

Family law touches upon key rights for men, women and children. For instance, laws defining succession and the rules of inheritance have an impact on access to land and resources which are so scarce in the Sahel. The debate on this issue is a very sensitive topic, especially in Mali and Niger which have faced recurrent radical Islamic protests every time governments attempt to have a legislation adopted on family law.

Today Mali has just adopted a code on family matters which is more conservative than the former while Niger does not yet have proper legislation on this matter. Burkina Faso has had a family code since 1988, but the law is hardly implemented because of strong local traditions. Decisions in family cases are still based on customary law, Islamic law or modern law. The type of law chosen is frequently the one upholding the interest of the male members of the family.

A majority of cases treated by legal aid clinics in DIHR's focus countries deal with family conflicts where especially women's and children's rights are endangered. National law makers need reliable data to develop legal frameworks protecting rights which are implemented and understood. Legal aid providers need to document their work so family legislations can address the real problems (a bottom up process). The organizations offering legal advice and assistance do need tools and methods to inform properly and provide efficient help to improve the situation of the vulnerable populations who visit them.

Strategy of intervention area

To help DIHR's three focus countries develop family law frameworks protecting rights and that are implemented DIHR will continue to support the production of reliable knowledge

on family matters through a regional research project on family law issues involving academics from Burkina Faso, Mali, Niger and Senegal, which is the country hosting the regional institution where the project is anchored. The production of contextualized knowledge in this area is an important element in the development of applicable family legislation. The research is conducted in collaboration with local stakeholders.

Technical assistance is also provided to legal aid networks and NGOs in focus countries so they can document their work, conduct well documented advocacy activities in family matters and hereby improve the situation of their clients. Synergies will be promoted between legal aid providers at regional level.

The partners in this intervention area are mainly universities, researchers, legal aid providers and other stakeholders in family matters.

Regional synergy of intervention area

Since family law is a national sensitive issue especially in two DIHR focus countries, Mali and Niger, a regional approach was appropriate from the beginning. Burkina Faso and Senegal have had family laws for some years and their experiences could inspire the two other countries. Therefore the regional research project has from the start involved researchers from the four Sahel francophone countries. The obstacles met to develop legal frameworks respecting local contexts and protecting rights that can be implemented are very similar in the four countries: the (formal or informal) coexistence of modern law, traditional customary laws and Islam mostly interpreted by men prevents women from getting a fair treatment in family matters.

The production by West African researchers of contextualized essential knowledge in family matters is just in a starting phase. Qualified

scientific supervision of this type of research only exists at regional level. If the four country studies conducted in the research project are to be the basis for a comparative study, then the research methods and work plans must be harmonized. Regional workshops are therefore being used to harmonize the methodology of the research and the synopses.

Regional meetings on family law issues need to be held during this research which is conducted in collaboration with national stakeholders (legal aid providers, ministries promoting rights, academics, law commissions in parliaments, religious associations). These meetings gathering relevant actors from the four countries will contribute to map out common challenges, as well as exchange of knowledge and promotion of best practices. They will also facilitate a constructive dialogue on family law.

Advocacy activities for the adoption and implementation of family laws protecting rights can only be successful if they are based on reliable documentation of family law cases by legal aid providers. It is therefore essential to give these actors tools to do this properly.

DIHR is partnering with legal aid providers in the three countries, Femmes Juristes in Burkina Faso, Deme So in Mali and ANDDH in Niger and will continue to promote exchange of experiences and tools among these organisations.

Effect / impact indicators of intervention area

- Family law frameworks protecting rights are implemented in the three focus countries
- Improved dialogue between national stakeholders based on reliable data concerning family matters
- Improved enjoyment of human rights by the clients of legal aid providers in family matters

Project 7: Regional research project on family law

Objective

The objective of the project is **‘to document and analyze the problems encountered by women in divorce matters in the region and to consider possible legal and non legal remedies for a better protection of rights in the family context.’**

Partnerships

In 2007 and 2008 DIHR’s Research Partnership Program invited to Copenhagen a dozen West African researchers to work on the issue ‘to promote the production of knowledge on family law in West Africa’ working. The regional network that was created afterwards decided to focus on a specific aspect of family law, “Family and human rights: access to a fair divorce for women in francophone West Africa”. The research project involves a dozen academics from Burkina Faso, Mali, Niger and Senegal where the project is anchored in Institut des droits de l’Homme et de la Paix (Cheick Anta Diop University in Dakar, Senegal) which has a regional mandate for the promotion of human rights on the African continent. The project places itself within a human rights framework which protects and promotes the equality of men and women at the formation of marriage, during marriage and at its dissolution. The project seeks to produce knowledge that is relevant to the countries involved.

Because of misunderstandings among national stakeholders, the title of the research project has just been changed at the last regional workshop held in Dakar at the beginning of December 2011. The new title is: “Protection of the family at the dissolution of matrimony in francophone West Africa”.

Performance indicators

- Four national reports presented to local stakeholders in each country in 2012
- A synthetic document on the challenges met by women at the dissolution of matrimony in francophone West Africa
- A regional workshop to discuss the findings in 2013
- Information on the project’s website

Effect / impact indicators

- National stakeholders are aware of the challenges on these specific family law issues and take initiatives to address them
- Legal frameworks protecting rights, especially those of women, in family matters, are developed, adopted and implemented.

Activities and methods

The groups of researchers in the four concerned countries have finalized the synopses of their national studies and presented and discussed them with national stakeholders. The Niger group has just obtained financial support from a UNFPA-managed Danish project promoting women’s rights to conduct its field research. The Institut des Droits de l’Homme et de la Paix (IDHP) which is coordinating the regional project hosts the project’s website that is maintained and updated by a webmaster. The website also includes a private forum where the project’s researchers can exchange documents and information.

During the two coming years, the four groups will conduct their national field research in collaboration with local actors and the reports will be presented and discussed with national stakeholders to promote legal frameworks protecting rights and that are applicable. At the end of 2012, a first synthetic document will be elaborated to map out the challenges met by women at the dissolution of matrimony.

The findings will be discussed at a regional workshop in 2013 where the second part of the research (the causes and consequences of the dissolution of matrimony) will be planned and harmonized. Bilateral products such as compilations of the national texts on the dissolution of matrimony and compilations of national jurisprudence on this issue are envisaged if extra funding is available.

DIHR's technical assistance includes coaching in the methodology of the research and on the substance of human rights, facilitating contacts within the network and the various stakeholders, fundraising for the project and help with project management.

Project 8: 'Association des Femmes Juristes' in Burkina Faso – legal aid

Objective

The objective of the project is **'to strengthen the work of the legal aid clinic of Femmes Juristes to have more impact on the human rights of women and young girls in Burkina Faso'**.

Partnership

Besides reinforcing the capacities of the organization as such (project in intervention 1), DIHR will work specifically with "Femmes Juristes" on one of their key missions to provide legal aid to women and young girls. Six years ago 'Femmes Juristes' created a clinic to provide advice and legal assistance to this target group as well as information on its rights. However, working conditions have been challenging since the organisation has only had one room for everything, making it very difficult to create the confidential environment required in these matters.

In 2011 the most important activity carried out in this area has been to set up a legal clinic in

the same building where "Femmes Juristes" is located. Furthermore, DIHR has coached several seminars on how to improve the impact of radio programs and television spots on legal aid and rights of women and young girls carried out by the organisation.

DIHR's input is purely independent technical advice since all other activities are paid for primarily by the Danish Good Governance Programme.

Performance indicators

- Mapping of legal clinics in Burkina Faso
- Work plan for the legal aid clinic
- Radio and TV programmes promoting legal aid

Effect and impact indicators

- The legal aid clinic is being used by women and young girls
- Improvement of the human rights situation for women and young girls in Burkina Faso

Activities and methods

During the next two years DIHR will work with Femmes Juristes on reinforcing the legal aid clinic. However, firstly it is important to get an overview of already existing legal aid providers in Burkina Faso so that the legal aid clinic works complementarily with existing providers. Following the mapping a work plan for the legal clinic will be developed in order to optimise the impact of the work of the clinic.

DIHR will work to create a strong connection with our partner and legal aid provider Deme So in Mali (see next project description in the document), where the Institute the last couple of years has worked on how to improve documentation in family matters and use it for efficient advocacy activities and enhanced access to justice.

Project 9: The NGO Deme So in Mali

Objective

The objective of the project is ‘to support Deme So and the legal aid network develop tools so paralegals can document their work, as well as establish and implement a system to monitor this work for an enhanced enjoyment of rights, especially in family matters in Mali.’

Partnership

The partnership with the legal aid provider NGO Deme So and DIHR began late 2008. The focus was on the paralegals' training and work. DIHR's solid experience in this field from Rwanda could be shared with legal aid providers in Mali. Deme So had facilitated the creation of a network of legal aid providers working with paralegals based in local communities. Mali's legal aid network which includes four women's rights organizations besides Deme So had just finalized a national curriculum for paralegals in Mali and the first trainings of paralegals had taken place when the partnership started.

Unfortunately the training was not adapted to paralegals' needs and no system had been established to follow-up the trained paralegals' work. DIHR coached the adaptation of the national curriculum to paralegals' needs, new trainers were trained in relevant pedagogical methods and the first reporting tools were developed. These tools were to help Deme So and the network document problems in family matters so they could conduct well documented advocacy activities that would improve the enjoyment of rights in the family context. The partnership is technical since Deme So's activities are funded by Novib, the Danish and the Dutch embassies.

Performance indicators

- Manual for paralegals in Mali
- Annual paralegal data report

- Training of paralegals in the last two regions of Gao and Timbuktu
- System to monitor paralegals' work
- Advocacy activities in family matters

Effect / impact indicators

- National stakeholders are aware of the specific problems in family matters and take initiatives to address them
- Legal frameworks protecting rights, especially those of women, in family matters, are developed, adopted and implemented.
- Improvement of the human rights situation for women in family matters in Mali

Activities and methods

Two hundred paralegals based in six of Mali's eight regions have so far been trained by the new trainers in the national curriculum. The reporting tools developed have enabled Deme So and the network to finalize the first paralegal's data report which will be presented to national stakeholders.

Deme So and the network are currently finalizing the manual for paralegals in Mali which is adapted from the manual developed with DIHR partners in Rwanda. Paralegals from the last two regions, Gao and Kidal, will be trained in the national curriculum. A system enabling Deme So and the network to monitor the work of paralegals in the regions will be developed and implemented the two coming years. It will involve regional relays who will be trained together with the network's members to use the system. Well documented advocacy activities will then take place to promote the protection of rights in family matters.

DIHR's technical assistance will include supporting Deme So and the network develop key tools and methods for the implementation of the paralegals' program. DIHR will coach Deme So in the financial management of the program and West Africa coordinator who is posted in Mali will help Deme So organize its

work. DIHR will facilitate contacts between legal aid providers and researchers and promote synergies with legal aid providers in Burkina Faso and Niger.

4.3.3 Security

Objective of intervention area

The objective of this intervention area is ‘to contribute to the transformation of police, gendarmes and national guards into agencies respecting and protecting human rights’

Justification of intervention area

The police, gendarmes and national guards with police duties is a key target group in the protection of human rights in a region characterised by many security conflicts. The situation in the Northern regions which had never been stable has deteriorated the last couple of years with the presence of Al-Qaida au Maghreb Islamique (AQMI) and the growing traffic of drugs and especially weapons.

Police are often the first link that individuals face in the criminal procedural process and is therefore a key target group when it comes to ensuring safety and security of the individual. Police, gendarmes and national guards often have a repressive image in West Africa where they have been used during many years as a repressing tool by the unique political party governing the country. Police, gendarmes and national guards are therefore in many cases seen as the main abusers of human rights of the population that they are supposed to serve.

The ambition of the Ministries of Security/ Interior in the countries striving to establish ‘rule of law’ (like in Burkina Faso, Mali and Niger) is to change these forces into public services integrating human rights values in their day-to-day activities of maintaining order, conducting investigations and making arrests. However,

many of these governments do not have sufficient experience in promoting and ensuring democratic policing. All evaluations of the first phase of the West Africa Strategy confirm that DIHR’s work in the field of security, mostly with the Police and the National Guard in Niger so far, is quite unique in terms of effect and that the work should be strengthened also outside Niger.

Strategy of intervention area

A first key element in the strategy for this intervention area is to work with the police on developing human rights training material and integrate human rights in the curriculum of initial and in-service training. This has been done successfully with the National Police and the National Guard in Niger. This work on human rights and security is now so well established and known in the region that the strategy is to move further towards indicator development and discussions on police reform and strategic planning for the police. If this intervention area is to succeed, political will is essential and therefore DIHR always includes the Director of the Police as well as the Minister of Interior or Security in this type of projects.

Regional impact must be based on national success and therefore the partnerships with national police are crucial. DIHR will therefore in this second phase develop partnerships with the National Police in Burkina Faso and Mali. The DIHR approach is based on taking outset in the context and the needs of the police and ensuring that the police are in the drivers’ seat and that civil society is also included where relevant in the different processes.

On a regional level DIHR will continue to strengthen its strategic partnership with the South African organization APCOF (African Policing and Civilian Oversight Forum) as well as the organisation Cleen Foundation from Nigeria.

Regional synergy of intervention area

Until 2009 DIHR had mostly been working with the National Police and the National Guard in Niger. The regional study on the codes of conduct of the National Police in Burkina Faso, Mali and Niger has provided the first contacts with the National Police in Burkina Faso and Mali. This study enables to create synergies between the National Police of the three countries. The countries already cooperate in many fields of security in relation to common borders. The project will be used to promote a regional platform on Police and human rights; especially comprising key police representatives.

The synergy created between the Police of DIHR's three focus countries was particularly strengthened by the two regional conferences on police reform and human rights gathering West African police and civil society in Dakar in 2010. The Police from DIHR's three focus countries was strongly represented. The presentation of Niger's Police work in human rights at the conference raised strong interest and sparked a strong demand for DIHR's technical expertise in this field. This underlined the regional needs for democratic policing in a region facing increasing security challenges and showed that DIHR is in a position to be a regional player.

The 50th session of the African Commission on Human's and Peoples' Rights (African Commission) was an opportunity to launch the conference report from Dakar '**Police reform in West Africa**' and to encourage the African Commission to create a focal point on policing and human rights within the Commission. During the NGO Forum taking place just before the formal session, a continental working group on 'Police and Human Rights' was established. This initiative which is in line with ECOWAS policy regarding Police conduct will be

closely followed up at the next sessions of the commission in 2012 and 2013.

The security study in northern Burkina Faso which DIHR will coordinate in 2012 has already raised interest in Niger. This experience will be shared with the Police and the Guard in Niger and hopefully also with the National Police in Mali whom DIHR will develop a partnership with in the coming two years. Synergies will be created to strengthen security and the Rule of law in the three countries in line with EU' Sahel strategy on security and development.

In this second phase, DIHR will strengthen regional cooperation on police and security with its strategic partner APCOF (African Policing and Civilian Oversight Forum) based in South Africa but who has a West African unit located in Nigeria and with the Geneva-based DCAF (Democratic Control of Armed Forces) which will be involved in the security study in Burkina Faso.

Effect / impact indicator of the intervention area

- An empowering process of partners resulting in police perceiving themselves as human rights defenders
- Increased enjoyment of human rights by citizens in contact with police, gendarmes and guards

Project 10: Regional Policing Platform

Objective

The objective of the project is **to create a platform of police and forces with police missions to promote best practices in relation to democratic policing.**

Partnerships

Success with national police services is a requirement in order to get impact regionally. The success of DIHR's work with the police in

Niger has enabled the Institute to play a role regionally both through its partners but also as Institute as such. During the first phase of the strategy, three important regional activities took place: a study on the codes of conduct for the police in Burkina Faso, Mali and Niger as well as two regional meetings in Dakar, (2010), a conference on police reform in Francophone West Africa and a workshop on police and human rights in West Africa. The last two events were organised with APCOF and Cleen Foundation. In Dakar both police officers and civil society from Burkina Faso, Mali and Niger participated together with police officers and civil society representatives from Francophone and Anglophone West Africa.

The conference report from Dakar: '**Police reform in West Africa**' was launched in the Gambia on 25 October 2011 in connection with the 50th session of the African Commission on Human's and Peoples' Rights (African Commission) where DIHR also made a declaration encouraging the African Commission to create a focal point on policing and human rights within the Commission. During the NGO Forum taking place just before the formal session, a continental working group on 'Police and Human Rights' was established.

During the next two years regional policing and security will be one of the highest priorities of the WA programme based on the recommendations of the program evaluations, the engagement of the EU in this issue and very important, the fact that Denmark will be president of the EU during the first 6 months of 2012 and therefore together with DIHR is able to highlight and strengthen this issue on the EU presidency agenda.

Performance indicators

- Regional study on codes of conducts in Burkina Faso, Mali and Niger

- Meeting at the 51th session of the African Commission on policing and human rights in West Africa
- Work plan for the continental group on 'Police and Human Rights'
- Regional meeting for the three police services from Burkina Faso, Mali and Niger

Effect and impact indicators

- The police in Burkina Faso, Mali and Niger will cooperate in the area of codes of conducts.
- The African Commission will take in as a special responsibility the topic 'Police and Human Rights'
- Enhanced networking between police services on best practices in the area of democratic policing

Activities and methods

The regional study on police and codes of conduct will be finalised and printed beginning 2012 and will be used as part of creating a regional platform on policing and human rights. Together with APCOF and the Cleen Foundation DIHR will follow up on the work done by the African Commission on Human and Peoples Rights by putting the topic on the agenda with a special meeting during the next session of the Commission in April 2012.

This meeting will include elements such as conditions of police, human rights of police officers, codes of conducts, security in general etc. The meeting will take place while Denmark has the EU-presidency. It will be an opportunity for DIHR and its partners to promote the issue of security in West Africa, ensuring that the EU is sufficiently aware of the context and conditions that the police are working under in West Africa. Furthermore, the working group on 'Police and Human Rights' created in The Gambia in October 2011 will be strengthened in the sense that a common work plan will be elaborated.

In 2013 a meeting will be organised between the police services in Burkina Faso, Mali and Niger on Police and human rights. This is a natural follow up on the new partnerships initiated in 2012 with the police in Burkina Faso and Mali as well as the continental meeting April 2012.

Project 11: Security study in Northern Burkina Faso

Objective

The objective of the project is **‘to carry out a study of the threats in Northern Burkina Faso and the effects on the human rights situation in these areas.’**

Background for the security study

Over the past couple of years the security situation in the three DIHR focal countries, Burkina Faso, Mali and Niger, has deteriorated. This is especially the case in the Northern areas where the population is isolated and vulnerable. These are the areas where drugs and weapons are smuggled. Furthermore, the presence of AQMI and its kidnappings of Westerners have almost killed all tourist activities in these northern areas – which endangers the daily survival of many people who used to live from tourism. The Northern areas are often characterised by the lack of an efficient state presence, including police. The weak state presence is one of the most important reasons for the situation today. An EU-Sahel strategy has been developed where root-cause analysis studies are encouraged in order to collect knowledge and recommendations on how better to ensure ‘rule of law’ in these Northern regions. The study will be conducted in Northern Burkina Faso in 2012 and may be followed by similar studies in Mali and Niger.

Performance indicators

- Study on the security situation in Northern Burkina Faso
- Presentation of the security study to relevant stakeholders

Effect and impact indicators

- The recommendations of the study will give Burkina Faso an insight in actions that can be taken in order to improve the security situation in the North
- The human rights situation in Northern Burkina Faso is improved

Activities and methods

The study will be carried out in the first part of 2012 during Denmark’s presidency for the European Union. It will primarily be carried out by national experts who will conduct a field study in the North of Burkina Faso. A small group of state and civil society representatives will work closely with the experts on the terms of reference for the study, as well as the findings throughout the study and the final recommendations. DIHR will be represented in the working group, together with the organisation DCAF (Democratic Control of Armed Forces from Geneva) which has experience on security issues in the region. The final study will be validated by relevant state actors and thereafter presented to stakeholders in the Burkina Faso from state, civil society and donors.

Activities in 2013 will concentrate on findings and recommendations that will come out of the study; which for good reasons are not yet identified.

Project 12: The National Police in Burkina Faso

Objective

The objective of the project is **‘to establish a formal partnership with the National Police**

in Burkina Faso in order to promote human rights training, documentation, indicator development and police reform.’

Partnership

DIHR has already been working with the National Police in Burkina Faso in relation to the regional study on the Codes of Conduct and the Dakar conference on police reform in Francophone West Africa as well as the workshop on Police and Human Rights. Both police and civil society from Burkina Faso contributed to the conference and workshop report. It was originally planned that DIHR would work with the police in Burkina Faso through the Ministry of Justice and Human Rights.

A proposal to draft training material in human rights, as done with the police in Niger, was formulated already in 2008. However, due to problems with the public tender procedure this project has not yet been initiated. Therefore, DIHR and the National Police will enter into a direct partnership from 2012; the partnership will be based on activities already initiated in relation to the regional police platform as well as the needs of the National Police in Burkina Faso. The necessary contact with the Director of the National Police and other key management police officers has already been established.

Performance indicators

- Introductory seminar on human rights training, documentation, indicators and police reform
- Formal partnership agreement signed
- Baseline study on the situation with policing and human rights in Burkina Faso
- A working group developing context related human rights material for the Police in Burkina Faso

Effect and impact indicators

- The National Police in Burkina Faso perceive themselves as human rights defenders
- The population in Burkina Faso perceives the National Police as human rights defenders

Activities and methods

DIHR will organize an introductory seminar with high ranking representatives from the National Police in Burkina Faso to discuss the status of current activities and agree on future activities based on the needs of the police and DIHR experiences. Furthermore, the conference publication on police reform in Francophone West Africa will be presented and discussed during this seminar. The result of the introductory seminar will be a partnership agreement that reflects the needs of the National Police in Burkina Faso.

Finally, a baseline study on the situation with policing and human rights in Burkina Faso will be carried out. This is part of the methodology used by DIHR in order to get to know the context and to ensure a bottom up approach. This methodology further ensures that human rights impact can be measured at a later stage. This is especially important in West Africa where the central collection of data in good governance does not function very well. Representatives from civil society will also be included in relevant activities but the National Police will be in the driver's seat of the partnership and its activities.

The National Police in Burkina Faso will of course be involved in all relevant regional activities in relation to this intervention area.

Project 13: The National Police in Mali

Objective

The objective of the project is ‘to establish a formal partnership with the National Police in

Mali in order to promote human rights training, documentation, indicator development and police reform.'

Partnership

As in the case with the police in Burkina Faso, DIHR has already cooperated with the National Police in Mali in relation to the regional study on the Codes of Conduct, the Dakar conference on police reform in Francophone West Africa and the workshop on Police and Human Rights. The National Police from Mali also contributed to the conference and workshop report. Beginning 2011 a mission to Mali was carried out by the West Africa Unit and during this mission a future partnership with the National Police was discussed. DIHR visited both the Police School and the Director of the National Police.

The National Police in Mali is very interested in entering into a partnership with DIHR and it has been agreed that a formal partnership agreement will be made. The partnership will be based on the activities already done together in relation to the regional work, the needs of the National Police in Mali and the experience of DIHR in this matter.

Performance indicators

- Introductory seminar on human rights training, documentation, indicators and police reform
- Formal partnership agreement signed
- Baseline study on the situation with policing and human rights in Mali
- A workgroup developing context related human rights material for the National Police in Mali

Effect and impact indicators

- The National Police in Mali perceive themselves as human rights defenders
- The population in Mali perceives the National Police as human rights defenders

Activities and methods

DIHR will organize an introductory seminar with high ranking representatives from the National Police and discuss future activities based on DIHR experiences from working with the National Police in Niger. Also the conference publication on police reform in Francophone West Africa will be presented and discussed during this seminar. A partnership agreement will be signed reflecting the needs of the National Police in Mali and the input that DIHR is able to provide.

When the agreement is signed, a baseline study on the situation with policing and human rights in Mali will be carried out. This ensures a bottom up approach but also makes it easier to measure human rights impact at a later stage. A workgroup including high ranking experienced police officers and human rights experts from civil society will be established to develop context related human rights material addressing the human rights challenges identified in the base line study.

DIHR will provide both financial and technical support (coaching) to these activities.

Project 14: The National Police in Niger

Objective

The objective of the project is '**to promote human rights training, documentation, indicator development, communication and police reform with the National Police in Niger.**'

Partnership

DIHR and the National Police have been partners since 2002. The partnership focused in the beginning on human rights training for the police. The first activities carried out were a base-line study on police and human rights and the development of a human rights manual for the police to be used in human rights courses integrated in the curriculum of

the Police School. Other areas of work with the National Police have been: the creation of a documentation centre at the Police School, thematic seminars on specific police missions and human rights and the development of performance indicators for the police (article published in 'International Journal of Police Science and Management' as well as coaching a dissertation on the matter). Some of the key police officers involved in the partnership with DIHR have been sent out on peace keeping missions for the AU and the UN where they de-facto were the human rights experts on the ground.

Performance indicators

- Impact study
- Human rights training material
- Documentation
- Communication strategy
- Human rights indicators and strategies

Effect and impact indicators

- The National Police in Niger continue to perceive themselves as human rights defenders
- The population in Niger perceive the police as human rights defenders acting accordingly

Activities and methods

The original baseline study carried out in the beginning of the partnership is followed up by an impact study in order to measure the progress of the human rights and policing situation in Niger today. This study will be completed at the beginning of 2012. Furthermore, the support to the Documentation Centre will continue as well as the support to updated and printed human rights material to be used for new recruits. In relation to discussions on indicators and police reform the National Police in Niger will be involved in the regional policing platform project promoting these issues. Finally, DIHR

will coach a communication strategy to improve the intern and extern information on human rights and policing as well as the concrete experiences from Niger.

In terms of methodology, a working group within the National Police will be established. The group will be responsible for the partnership and the monitoring of its indicators. This method is used in all DIHR projects; it ensures the empowering process within the partner institution at the highest level. Furthermore, it strengthens partner's accountability in relation to indicators. Finally, the DIHR representative in Niger will follow the working group closely.

Project 15: The National Guard in Niger

Objective

The objective of the project is **'to promote human rights training, documentation, indicator development, communication and reform with the National Guard in Niger'**

Partnership

DIHR was approached by the National Guard in Niger in 2004: it was interested in initiating the same partnership which the Institute had developed with the National Police on human rights training material. As with the National Police the first activities carried out were a base-line study on the National Guard and human rights and the development of a human rights manual for the National Guard to be used in human rights courses integrated in the curriculum of the Guard. Extensive trainings have taken place in the units of the Guard in Niger's eight regions. A documentation centre has been created at the Guard's Instruction Centre where the French Embassy has donated several computers. Thematic seminars and trainings on the Guard's specific missions and human rights have been conducted. Some of

the National Guards involved in the partnership with DIHR are, as is the case with the National Police, sent out on peace keeping missions for the AU and the UN where they de-facto become the human rights experts on the ground.

Performance indicators

- Impact study
- Human rights training material
- Documentation
- Communication strategy
- Human rights indicators and strategies

Effect and impact indicators

- The National Guard in Niger continues to perceive itself as human rights defenders
- The population in Niger perceive the National Guard as human rights defenders acting accordingly

Activities and methods

To follow up on the original baseline study carried out in the beginning of the partnership, an impact study is conducted in order to measure the progress of the situation for the National Guard in relation to human rights. The study will be completed in the beginning of 2012. Furthermore, the support to the Documentation Centre will continue as well as the support to updated and printed human rights material for new recruits in the Guard. In relation to discussions on indicators and reform the National Guard in Niger will be included in the regional policing platform project promoting these issues. Finally, DIHR will coach a communication strategy to improve intern and extern information on human rights related to the experiences from Niger.

In terms of methodology, a working group will be established within the National Guard. It will be responsible for the partnership and its activities. As with the National Police, the

method ensures the empowering process within the partner institution at the highest level. The working group also allows a thorough monitoring of indicators, especially in relation to effect and impact. Furthermore, the DIHR representative in Niger will closely follow the working group.

4.3.4 Human Rights Documentation and Education

Objective of intervention area

The objective of this intervention area is ‘to contribute to the development of human rights documentation and education in order to strengthen the knowledge of human rights actors and the populations’

Justification of intervention area

Two basic pre conditions for the consolidation of democracy and the enjoyment of rights in West African transitional countries are firstly that states fulfil their obligations to respect and protect citizens’ rights and secondly that citizens are informed about their rights so they can claim these. These pre conditions are not yet fulfilled although this is what staff in human rights ministries or agencies, in national human rights institutions and in human rights NGOs and networks are working towards. In order to be able to accomplish these tasks properly, these human rights actors need specific human rights documentation and knowledge. If contextualized human rights material is to be developed human rights documentation and highly qualified human rights education are necessary. This is still scarce in a region with the highest illiteracy rates in the world. DIHR will therefore continue to support the development and consolidation of documentation in human rights. The Institute will also provide technical assistance and expertise to national and regional structures offering human rights education.

Strategy of intervention area

Documentation will be increased and strengthened through continued support to the development and consolidation of human rights documentation and resource centres hosted by DIHR's partners (the Ministry of Justice and Human Rights in Burkina Faso, Mali's Human Rights Commission, the NGO ANDDH in Niger and the regional Chaire UNESCO at the university of Cotonou in Benin). This will provide human rights professionals and citizens with access to knowledge on rights which can result in human rights focal points providing documentation, training and debates on human rights issues.

DIHR will also contribute to the training and education of human rights resources nationally at the human rights training and documentation centre and the National School for Justice and Administration (ENAM) in Niger and regionally by providing technical assistance to the Chaire Unesco in Benin which offers to the whole region high level education in human rights.

Regional synergy of the intervention area

For over ten years DIHR has had a strong partnership with the Chaire Unesco for human rights and democracy located at the Faculty of Law of Cotonou in Benin in order to promote high qualified human rights education in West Africa. Chaire Unesco is one of the very few University institutions with a regional mandate in francophone West Africa (together with Institut des droits de l'Homme et de la Paix at University Cheik Anta Diop in Dakar) which offer human rights master programs as well as professional human rights education. Chaire Unesco offers now a PHD program in human rights and five doctors in human rights have graduated so far.

Several graduates from the Chaire are now working in African institutions such as the Court

of Justice in Arusha, the African Commission on Human and Peoples' Rights and at Ecowas' Court of justice. Other graduates are working in national constitutional courts, some have been heads of the national police or responsible for police education at police academies, others are judges or directors in ministries; others again work within national human rights commissions. DIHR encourages the Chaire Unesco to follow up graduates and create a human rights forum for the graduates of the Chaire.

Besides sending partners from focus countries to the annual regional human rights course for West African professionals, DIHR has also been proposing applicants every year for the human rights master program. This long term partnership with Chaire Unesco is essential to strengthen human rights resources and capacities in DIHR's three focus countries and in the region.

The development of human rights documentation has been a priority from the beginning of the WA strategy. The human rights training and documentation in Niger which was developed over a long period and benefitted from the experience of the documentation centre of Chaire Unesco in Benin is a success. This experience has strongly inspired the development of the documentation centres in Burkina Faso and Mali. The librarians from Burkina Faso have visited the centre in Niger. The librarian in Mali will visit Niger in 2012.

The three documentation centres exchange catalogues to get inspiration for purchase of books and subscriptions to publications. Niger's centre which is a kind of pilot (hosting DIHR's local representation in Niger) will be the focal point for the network of human rights documentation and resource centres supported by DIHR in West Africa. The network will be linked to DIHR's library in Denmark.

DIHR's partnership with Niger's National School of Administration and Justice (ENAM) has resulted in the integration of research obligations in the terms of reference of the teachers. The more context relevant courses and the higher quality of students' theses have improved the teaching at the school. Contacts with other ENA in the region have been promoted by the project and a partnership has just been established with ENA in Togo. This exchange of experiences and synergies between ENA in francophone West Africa will be promoted by the program.

Effect / impact indicator of intervention area

- Increased demand of rights in the three focus countries
- A solid human rights resource base monitoring human rights in the region
- Enhanced information of populations on their rights so they are able to claim them

Project 16: The Regional 'Chaire Unesco' in Benin

Objective

The objective of the project is **'to consolidate the regional human rights courses and research programs offered by Chaire Unesco as well as its documentation in human rights and democracy for a solid West African human rights resource base and well-informed populations able to claim their rights.'**

Partnership

Chaire Unesco, which is located at the Law Faculty at University of Cotonou in Benin, has been partner with DIHR for more than 10 years. Chaire Unesco which has a regional mandate offers high qualified human rights education to francophone West Africans. This includes master's diploma in human rights, PHD programs in human rights but also yearly regional human rights courses for human

rights professionals from the region. DIHR has provided financial and technical support to the regional human rights courses where applicants from DIHR's focus countries are recommended. Scholarships have been given to qualified students from focus countries to enrol in the human rights master programs of the Chaire. Finally DIHR has provided regular support to the Chaire's documentation centre. Chaire Unesco has also hosted DIHR-funded regional courses and workshops for francophone partners.

Performance indicators

- Regional human rights courses for human rights professionals in 2012 and 2013
- Two students from the three focus countries with a master in human rights in 2012 and 2013
- Documentation

Effect / impact indicators

- The culture of democracy spread among West African leaders and citizens thanks to the students of the Chaire who become decision makers in the region
- An enhanced enjoyment of rights by populations in the region
- A solid human rights resource base able to promote and monitor human rights in the region

Activities and methods

The focus the next two years will be on the regional human rights course for human rights professionals, the master in human rights and the consolidation of documentation.

More participatory methods and context-based substance in the regional course will provide participants with tools they can use in work. Closer contacts between the Chaire and regional and national human rights institutions on the continent will be used to

make the master in human rights diploma more context-related so graduates can find relevant employment. Finally support will be given to the documentation centre so it corresponds and relates to current human rights challenges.

With a new management of the 'Chaire' being more open to innovative and participatory methods, the partnership has become much more technical than in the beginning.

Project 17: Documentation centre in the Ministry of Justice and Human Rights in Burkina Faso

Objective

The objective of the project is **'to contribute to the development and consolidation of the human rights documentation centre in Ouagadougou to enable citizens to be well-informed and claim their rights.'**

Partnership

The documentation centre in Ouagadougou is anchored at the Ministry for human rights, (now the Ministry for Justice and Human Rights) which DIHR has worked with since 2006. The development of the centre in the capital is a pilot for the Ministry's other centres in the regions. The partnership focuses on professional management of documentation and methods to develop and acquire relevant human rights works and documents. Technical support is also provided to make the centre known in Ouagadougou and Burkina Faso through public conferences and debates on human rights issues.

Performance indicators

- Documentation
- On-going training of librarians
- Conferences and debates on human rights issues

Effect / impact indicators

- Human rights activists and professionals have access and use the documentation of the centre for better information of populations so they can claim their rights
- The ministry is aware of the positive influence of the centre in Ouagadougou in the promotion of rights and decides to replicate this experience in the regions
- Population in Ouagadougou is better informed on rights and therefore able to claim these

Activities and methods

The focus the next two years will be on the consolidation of the centre in Ouagadougou through the continued development of the documentation, making it as context-relevant as possible. Librarians will also be trained to be able to manage modern documentation techniques and programs. Finally, advice will be provided for the planning of public debates and conferences on human rights issues which will make the centre more visible and contribute to make it a focal point in the promotion of rights in Burkina Faso. Activities are funded by the Ministry's basket fund and DIHR's assistance is purely technical.

Project 18: Documentation centre in Mali's Human Rights Commission (CNDH)

Objective

The objective of the project is **'to contribute to the development and consolidation of the human rights documentation centre located at CNDH in Mali to enable citizens to be well-informed citizens so they can claim their rights.'**

Partnership

The human rights documentation centre is located at Mali's Human Rights Commission in Bamako. As mentioned in project 4

(Institutional support to Mali's commission), the development of the documentation centre was the first project of DIHR's partnership with the Commission which began end 2009. DIHR's support focused on the provision of basic equipment, the training of a librarian in modern management of documentation and in human rights, advice on the acquisition of relevant and context-related documentation, and coaching in planning public conferences and debates on human rights issues which would make the centre visible and a focal point in the promotion of rights.

Performance indicators

- Documentation
- On-going training of librarian
- Conferences and debates on human rights issues

Effect / impact indicators

- Human rights activists and professionals have access and use the documentation of the centre for better information of populations so they can claim their rights
- Enhanced information of citizens on their rights so they can claim their rights and enjoy them

Activities and methods

The focus the next two years will be on the consolidation of the documentation centre through the continued development of documentation, making it as context-relevant as possible. The librarian will get more training in the use of documentation programs and will visit the documentation centre in Niger for exchange of experience. Finally, advice will be provided for the planning of public debates and conferences on human rights issues which will make the centre more visible and contribute to make it a focal point in the promotion of rights in Mali.

It is the hope that some activities will be funded by the new human rights component of the Justice Reform Program which includes support to Mali's Human Rights Commission by UNDP.

Project 19: Documentation centre in Association Nigérienne pour la Défense des Droits de l'Homme (ANDDH) in Niger

Objective

The objective of the project is 'to support ANDDH's centre for human rights documentation and training remain a focal point in the production, information and training in human rights to enable citizens to be well-informed citizens to they can claim their rights.'

Partnership

The centre for human rights documentation and training is today one of the key tools of ANDDH, an experienced human rights NGO which DIHR has worked with since 1997. The centre has become a model for other human rights documentation centres supported by DIHR's. The Institute helped create the centre in 1998. Besides support to basic equipment, salaries and the functioning of the centre, technical and financial assistance were provided for the training of a qualified librarian, documentation and to public debates and conferences which would make the centre visible and a focal point in human rights. Efforts were made to involve various local human rights stakeholders in the organization and conduct of the centre's activities. DIHR gave advice and coaching when the centre decided to become a centre for human rights training and when it initiated studies on human rights issues where reliable data were needed. All this contributed to make the centre a focal point in Niger for all actors (state and non state) engaged in the promotion and protection of

human rights and democracy. DIHR's local representation in Niger as well as the human rights adviser have their offices at the centre.

Performance indicators

- Documentation
- Annual human rights course
- Conferences and debates on human rights issues
- Radio programs
- Human rights Website
- Network of DIHR supported documentation centres in West Africa

Effect / impact indicators

- Human rights activists and professionals have access and use the documentation of the centre for better information of populations so they can claim their rights
- Enhanced information of citizens on their rights so they can claim them
- Dialogue between human rights activists and state actors contributing to a reduction of human rights violations and better remedies

Activities and methods

The focus the next two years will be on the consolidation of the documentation centre which got new staff this year. DIHR continues institutional support but will assist the centre in the development of strategies for internal and external funding. Financial and technical support will be given to updated and context-relevant documentation, the improvement of the human rights training, the organization of public debates and conferences, the design of radio programs on human rights issues (the centre has worked with Radio Anfani, a private nation-wide radio station, since 2004) and the improvement of the human rights website.

DIHR will also support that the centre becomes the regional focal point for the network of resource and documentation centres supported

by DIHR in West Africa. The network will be linked to DIHR's library in Copenhagen. DIHR's continuous presence at the centre (the representative and the human rights adviser) enables proper coaching of staff and human rights activists in the use of methods to implement human rights activities.

Project 20: Ecole Nationale d'Administration et de la Magistrature (ENAM) in Niger

Objective

The objective of the project is **'to support the development of ENAM's capacities in applied research in the field of rule of law, democracy and good governance for administrative authorities, functionaries and judges respecting these principles enabling the promotion and protection of human rights.'**

Partnership

ENAM has been DIHR's partner since 2004. The partnership firstly focused on the right of access to information in public administration. ENAM made a study on the status of this right in Niger. The report was the basis for two national workshops involving local actors and conducted by a DIHR expert in collaboration with Denmark's Kommunernes Landforening. ENAM continued research in this field. Today Niger has a new law on access to information in public administration. ENAM broadened its research activities to justice, good governance and democracy issues. Articles have been published and presented to local stakeholders, which attracted new partners for ENAM. Research activities have enhanced the quality of the teaching which is more context related and relevant. Today research is included in the statutes of ENAM's teachers. ENAM is also a DIHR partner in the initial training of judges in human rights based on the manual developed under the project with the Ministry of Justice (intervention 1).

Performance indicators

- Analyses and research reports on human rights issues linked to public administration and justice
- Conferences
- Documentation
- Context relevant human rights material for human rights courses integrated in ENAM's program

Effect / impact indicators

- ENAM is aware of its role in the promotion of the principles of good governance and democracy in Niger
- Administrative authorities, civil servants and judges trained by ENAM participate in the promotion and protection of human rights

Activities and methods

The partnership with ENAM the next two years will focus on a couple of research projects on human rights issues linked to public administration and justice. Support will also be provided for more documentation related to good governance, democracy and human rights issues.

DIHR will also support ENAM in developing context-related material for human rights courses which the school wants to integrate in the curricula (a text has already formalized this).

DIHR will also promote exchange of experiences with other ENA in francophone West Africa.

4.3.5 Mining Industries

Objective of intervention area

The objective of this intervention area is **'to contribute to promote national legal frameworks protecting the rights of the workers and populations living from and around mining industries'**

Justification intervention area

Today some of the key resources in the Sahel come from the increasing flourishing sector of mining industries such as gold mines in Burkina Faso and Mali and the exploitation of uranium and oil in Niger. The considerable incomes generated by these mining activities exploited by foreign investors are shared between these foreign interests and states with very little transparency. Populations hardly benefit from these mining activities. On the contrary: NGO reports show that local workers are often exploited in these areas which mostly are located very far away from the capitals and where the standard of local environment has seriously deteriorated. This has become a growing concern of national human rights NGOs, especially in Niger and Mali. There is a need for mapping out the human rights challenges of these activities in the three focus countries in order to support local stakeholders promoting national legal framework and its implementation in this field.

The intervention area is new in the WAS and therefore the effect and impact to be expected in a first period will be the development of legislation and in a later phase real enjoyment of these rights can be expected.

Strategy

This is a new intervention area. DIHR will draw upon the experience and expertise of its Human rights & Business Department that has been working with corporate social responsibility for years at international level. This field is also now a focus area of the High Commissioner for the Human Rights Office.

DIHR will assist local stakeholders to develop, improve and implement legal frameworks protecting the rights of workers and populations living from and around mining industries. This will start with reference studies

conducted in collaboration with local actors in the three focus countries.

The partners in this intervention area are mining companies, ministries, national human rights institutions and national NGOs.

Regional synergy of the intervention area

This new intervention area will firstly focus on national situations. Base line studies are planned in the three focus countries in 2012 and 2013. Local actors will be involved together with experts from DIHR's Human rights & Business department. The findings of the three studies will be presented and discussed with national stakeholders in order to inspire initiatives and obtain commitments addressing the human rights challenges identified in the reports. A synthesis of the findings of the three studies will be done at the end with the view of establishing a regional platform on mining industries and human rights. This issue is already on the agenda of the African Commission on Human and Peoples' Rights.

A regional workshop gathering the relevant stakeholders will be planned in 2014 to establish the regional platform.

Effect / impact indicator

- Dialogue promoted between the various stakeholders
- Better legal protection of the rights of workers and populations living from and around mining industries

Project 21: Base line studies in mining industries

Objective

The objective of the project is 'to contribute to identify the human rights challenges for the development and implementation of legal frameworks protecting the rights of workers

and populations living from and around mining industries.'

Partnership

This is a new intervention area to be developed between 2012 and 2016. National actors working with these issues will be identified in the three focus countries (some of them, for example the NGOs AMDH in Mali and ROTAB and ANDDH in Niger have been working on this issue). Mali's Human Rights Commission has begun the monitoring of rights in this field and has participated in courses on how to work with this. Key mining companies will be associated to this work as well as the concerned ministries. The French uranium concern Areva has expressed interest. The experience and expertise of DIHR's Human Rights & Business Department will be drawn upon.

Performance indicators

- Base line studies on the human rights impact of mining industries in the three focus countries
- Presentation of base line studies to national stakeholders
- Synthesis of the findings of the three base line studies

Effect / impact indicators

- Dialogue is promoted between the various stakeholders
- Citizens are better informed on the human rights challenges which are the consequences of mining industries and begin to organize and mobilize themselves to enjoy their rights

Activities and methods

The focus the next two years will firstly be on the identification of local partners in the three focus countries who will participate in the three base line studies, secondly to agree on a method for the three studies (drawing on expertise from DIHR's Human Rights &

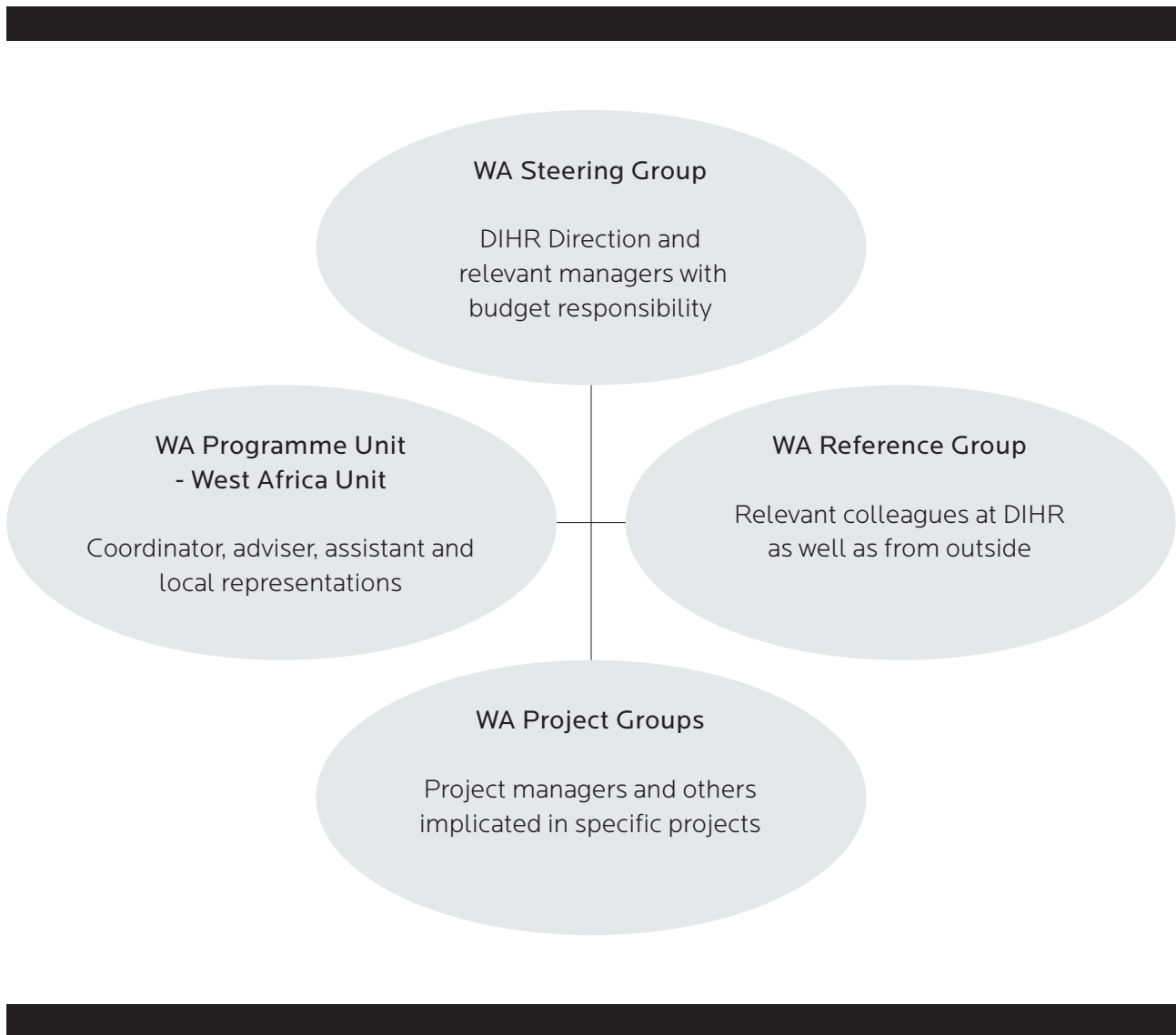
Business Department), thirdly to conduct the studies and finally to present and discuss the findings with national stakeholders during workshops. The findings of the three studies will be the basis for the design of projects which will be implemented during 2014 and onwards with local actors.

A synthesis of the findings of the three base line studies will be done with a view of establishing a regional platform on Mining industries and human rights in 2014.

4.4 PROGRAMME IMPLEMENTATION

4.4.1 Programme management Project steering mechanism and human resources at DIHR (post 22)

The WAS is organised the following way:



WA Steering Group (SG): The Steering group includes the DIHR Direction and relevant managers with budget responsibilities. On the basis of recommendations from the West Africa Unit, the SG decides the strategic and budgetary directions of the programme. It meets at least three times a year ensuring the necessary commitment from the management.

WA Unit (WU): The Unit includes the coordinator, the adviser, the administrator (assistant) based in Copenhagen as well as the local representations. The WU is responsible for the implementation and monitoring of the strategy (including budget overview). The Unit coordinates the processes within the programme. It gives recommendations to the SG and briefs all actors involved, which ensures coherence and efficiency of the programme.

WA Project Groups (PG): The Project Groups include the different project managers and people linked to each project in the programme, including experts and researchers involved.

WA Reference Group (RG): This group includes all actors who are involved or have been involved in the implementation of the strategy. This ensures transparency through information sharing and consultation.

Several departments at DIHR are involved in the implementation of the WAS because the strategy draws on different DIHR expertises. The salary of DIHR human resources based in Copenhagen is covered by the Framework Agreement. This ensures the independency of the Institute as a National Human Rights Institution both in relation to partners, strategic partners and donors. As highlighted by evaluations, the independency of DIHR is crucial in the process of strengthening the human rights based approach of our work.

The WA Unit will have a new member from January 2012: the financial requirements and reporting on the WAS have reached a level where it is not possible for the WA Coordinator to do all the financial work as well as be a substance and context person in relation to the strategy and its projects. The new member – an administrative assistant - will be working part time with administration and budget monitoring of the WAS as well as ensure continuous update of the DIHR web-site presenting the West Africa programme.

Human Rights Adviser in Burkina Faso (post 23.1)

The number of projects implemented in Burkina Faso in the programme is expanding in terms of partners and activities. This is a result of the posting of the WA Adviser in the country. The same development happened in Niger following the three years posting of the DIHR adviser (now WA coordinator) in Niamey. During the next two years DIHR will therefore build up a human rights adviser in Burkina Faso. The main responsibility for this person will be to support and follow the activities that DIHR is responsible for as well as the general political situation in Burkina Faso.

Posting of the WA coordinator in Mali (post 23.2)

The West Africa coordinator has been posted in Mali since September 2011. This posting had been planned in the strategy for a long time and finally the timing was ready. The philosophy behind DIHR's postings in the focal countries is that they are necessary to build up the different projects and solid partnerships as well as to get the proper networks. Furthermore, it will be easier for the WA Coordinator to travel between the projects in the three focal countries as well as to the regional projects in Benin and Senegal.

Local representation Niger (post 23.3)

Niger is the country where the WAS has most of its partners and activities. This is due to the fact that DIHR has been present in Niger since 1997. The posting of the DIHR Adviser (now WA Coordinator) ended in 2003 and a local representation was established in Niger. The representation consists of two persons: a manager who supports and coaches the partners in Niger, follows the development of activities and indicators of the projects as well as a part-time financial controller.

Human rights adviser Niger (post 23.4)

In 2008, DIHR hired a human rights officer (HRO) from Niger to work on several of the projects there. The HR Officer is a jurist with a Master in Human Rights from Pretoria University and she therefore also speaks English. From 2012 she will be promoted to Human Rights Adviser and her responsibilities will change accordingly. The adviser is expected to play an important role in relation to the development of the national human rights policy and strategic plan in the Ministry of Justice and Human Rights in Niger, the regional research project on family law and the human rights reporting of the CODDHD in Niger.

4.4.2 Monitoring and learning**Missions in West Africa (post 24.1)**

Missions are an important post on the budget of the WAS. However, it is one of the reasons for the success of the strategy until now. The WA Unit carries out long missions in the region in order not only to coach and advise partners but also to monitor closely the development of activities and their effect and impact. There is not much information on francophone West Africa coming to Denmark so it is necessary to be present in the region to be informed. Furthermore, as mentioned in the evaluation, DIHR's personal contacts, relationships and

coaching are part of the success of the WAS and one of the reasons why DIHR empowering processes have had so good results in this program. Some of the strong instruments used in monitoring the WAS are the debriefing notes drafted for each project following a mission. The notes sum up decisions and responsibilities until the next mission. During the next phase of the WAS, the Unit will develop a standard format to be used in relation to all partners of the WAS.

Monitoring and learning (post 24.2)

The different evaluations point out that one area to be strengthened in relation to the WAS is the common accountability of DIHR and its partners in relation to monitoring especially effect and impact indicators of the different projects in each intervention area. During the next phase a system will be developed whereby partners within the different intervention areas will be in regular contact on the monitoring of indicators. Furthermore, in two years a regional meeting of DIHR partners in West Africa will take place in order to evaluate the first two years of the second phase; similar to the one that took place in June in Niger this year.

4.4.3 Communication

During the next phase of the WAS, emphasis will be put on improving communication both in the region and especially in Denmark. Because of the energy spent on building up the programme, the first phase has focused more on communication in the region so DIHR could become a respected player nationally and regionally. In the region the focus will be on improving communication between partners within each intervention area.. The programme's "Update" which is circulated to partners and others three times a year will be improved in terms of design and presentation.

West Africa publication and articles (post 25.1)

During the next two years the WA Unit will elaborate a publication presenting experiences and findings of the WAS up to now. The publication will be in English and the target group will be partners of DIHR including donors. Furthermore, different articles will be written not only by the WA Unit but also by partners in the region.

On-going update of the West Africa strategy 2012 – 2016 (post 25.2)

During 2012 the WA Unit will update the strategy. This will be done through an on-going update of the planning base and the strategy. Both documents will be based on changes since the first phase began in 2007 as well the evaluations that took place in 2011.

Strategy support (post 25.3)

This post covers among other things translations from English into French, unforeseen costs, and courses for the WA Unit and the local representations.

4.4.4 Budget and financial management

Budget of the WAS

In 2012 and 2013 the amount covered by DIHR's Framework agreement is **10.00.000 DKK**. These funds ensure the independency of the WA program. The next two years the Framework agreement will cover DIHR's salaries, posting in Mali, missions, DIHR's representations in the focus countries as well as intervention 1 (**Human rights actors**), and the new intervention 5 (**Mining industries**).

The amount applied for from 'Frihedspuljen' is: **3.980.400 DKK**. These funds are applied for projects and partner activities in interventions 2 (**Family law**), 3 (**Security**) and 4 (**Human rights documentation and education**). These funds will be transferred to partners in the region.

Additional funds to cover activities, approximately 600.000 DKK, will be sought from other donors in the focus countries.

Financial management of the program at DIHR

As indicated above, the WA Steering Group is the forum taking decisions on overall priorities as well as the budget.

The principle is that funding follows the individual projects for which each individual partner will take responsibility. DIHR will sign **individual contracts**, including project description and budget, with each partner institution/organization. This way partners will be held accountable towards DIHR, the Steering Group and the West Africa Unit in relation to fulfillment of objectives, timely delivery of the project and jointly established indicators. In accordance with the DIHR standard contracts, each of the partners will i.a.:

- Place grants on a separate account
- Keep signed and identifiable receipts on all expenditures
- Have the accounts audited by an authorised auditor on an annual basis and at the end of the two years

At program level all finances will be handled by **the DIHR administration** based on the regulations of the Danish State. The financial system includes an electronic registering of all financial transactions and consumptions by projects as well as all time-consumption of the program. At DIHR it will be the WA Coordinator and the WA Administrator (assistant) assigned to the program that will have the disbursement authorization.

Between partners and DIHR **minimum administrative procedures** between partners and DIHR will include:

- No financial transfer for a project or an activity will happen without a description and a budget
- Transfers for projects will follow the terms agreed between DIHR and the partner
- At the end of a project, a completion report must be submitted to DIHR together with a final financial report.
- All original receipts should be kept by the partner.

Financial reporting and auditing

To DIHR from partners

Partners are required to forward regular financial reports to DIHR during the year. The WA Administrator (assistant) in Copenhagen will monitor the program budget and undertake the necessary budget revisions in collaboration with the WA Coordinator and involved departments at DIHR. The local financial controller in Niger will follow-up the budget consumption. This is especially necessary in Niger, where there are many projects. The controller supports partners in developing financial manuals of procedures and he also coaches them in using these tools. Experience shows that this has prevented many errors. Niger's financial controller will also in this second phase be used in projects in other countries to build up accounting capacity and ensure that the partners respect the DIHR/ Danida accounting conditions.

The annual audit of each partner organisation will check not only the expenditures but also review the accounting practices. In case of comments and remarks from the audit company, DIHR and the partner institution/ organisation will follow up with the purpose of improving the financial management. The experience by DIHR is that accounting practices by the partners can be improved, but in general these are satisfactory and follow the guidelines.

This is also expressed in the audit reports which have been received so far.

Narrative reporting

To DIHR from partners

The partners will regularly submit narrative progress reports on the implementation of activities as well as a final report by the end of the program phase.

4.4.5 Risks, assumptions and sustainability

The past five years have showed that the region remains fragile and partly insecure: Mali and Niger have both had tuareg rebellions in the north, Niger has had a state coup when President Tandja refused to leave after his last mandate; Burkina Faso experienced several military mutinies and social unrest, the last of which forced president Compaoré who has been ruling the country for more than 20 years to change the government. Religious unrest pushed Malian authorities to take a new adopted progressive family law off the table and present a new conservative code including all recommendations from the High Islamic Council while all NGOs' proposals were ignored. On top of that the whole region was shaken by the crisis in Ivory Coast, AQMI's presence in the Sahara, the violence of the radical sect Boko Haram in northern Nigeria. More recently the war in Libya has released considerable quantities of weapons to the region and thousands of migrants and refugees have moved south to the region.

This political and social instability as well as the insecurity are of course risks for the program. But the implementation of the first phase shows that it is possible to continue partnerships, especially with state institutions which are the most sensitive to these disturbances, if you are flexible and capable to adapt. Dialogue which is one of DIHR's key

methods becomes a crucial important tool in such situations. Some debate activities will be postponed; others like training courses and studies can still be conducted. The key elements will always be the continued sharing of common values and partners' political will to improve the human rights situation. Of course it helps when DIHR has had a long term commitment in the country.

In security matters, DIHR cannot take part in activities in the northern regions as long as the security situation does not improve. Local partners and experts will conduct activities in these areas. This is why partners need to be strengthened and why DIHR has local representatives who can better face this type of challenges.

The present programme rests on the assumption that the three focus countries whose constitutions are based on the Human Rights World Declaration and the African Charter have committed themselves to implement the rights of their citizens and to the principle of 'rule of law'. The Ministries of Justice and Human Rights as well as police institutions have a mandate to promote and protect these rights. The engagement of these institutions with DIHR underlines the political will to have positive human rights change in the countries.

It is furthermore assumed that the partner organisations and networks continue their engagement for the enjoyment of rights. If they are to hold key positions in terms of reforms in these particular areas and over time be able to articulate specific needs and advocate for focussed and substantial reforms, they need to learn planning and strategizing as well as human rights methods. Only then will their actions have a sustainable impact. This is what DIHR wants to do in this program which covers

the first two years of the second phase of the WAS.

WEST AFRICA PROGRAMME - LOGFRAME
2012 – 2013

STRATEGY OBJECTIVE	NARRATIVE SUMMARY WEST AFRICA STRATEGY
<p>To stimulate positive human rights change through the work of DIHR's partners in West Africa</p>	<p>DIHR's experience in the region as well as the findings of partners and of the intern and extern evaluation of the first phase of the strategy recommend that the three francophone countries, Burkina Faso, Mali and Niger remain the three focal countries of the program.</p> <p>National synergies and experiences will be used to create regional platforms to promote human rights issues of utmost relevance for the region. The regional approach of the program will provide inspiration and motivation to national human rights actors so they can bring human rights improvement at country level.</p> <p>The principles of the human rights based approach will underpin the next phase of the strategy: validated concepts and methods for human rights impact change, empowering process, common accountability and independency.</p> <p>The strategy is implemented primarily with local and regional resources and competences built up throughout DIHR's work in the region together with expertise from the various DIHR's departments.</p> <p>The five intervention areas of the programme are: 1) Human rights actors, 2) Family law, 3) Security, 4) Human rights documentation and education and 5) Mining industries.</p>

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • Individuals in West Africa enjoy an enhanced protection of human rights 	<ul style="list-style-type: none"> • Human rights reports on the region, especially on the three focal countries of the strategy, Burkina Faso, Mali and Niger 	<ul style="list-style-type: none"> • The security situation allows DIHR to work in the region • The political situation in the three focus countries, Burkina Faso, Mali and Niger, is relatively stable • State institutions and local organizations are willing to be partners with DIHR • Local and regional human resources are available • Funding is available

INTERVENTION 1 HUMAN RIGHTS ACTORS	NARRATIVE SUMMARY 1. HUMAN RIGHTS ACTORS	
<p>To strengthen the demand and supply side for human rights change among actors tasked with responsibility for human rights impact</p>	<p>This intervention is about institution building of human rights actors in the three focus countries so they are able to fulfil efficiently their mandates and missions of promotion and protection of rights.</p> <p>This intervention will strengthen and develop the strategic thinking and the analytical capacity of DIHR's partners who will also learn to cooperate nationally.</p> <p>Ministries of justice, national human rights commissions, human rights organizations and networks who are partners with DIHR will learn and use methods for a more efficient national promotion and protection of rights. Performance indicators will include strategic plans, organisational analyses, national human rights policies, training programmes for staff, communication tools, planning and reporting.</p> <p>Exchanges between human rights actors from the three focus countries will be reinforced in this second phase in order to strengthen cross border synergies between these institutions and organizations</p>	
PROJECT	PERFORMANCE INDICATORS	
1. Public participation	<p>Regional conference on public participation in Burkina Faso, Mali and Niger</p> <p>Regional platform to promote public participation in the three countries</p> <p>Three national workshops to follow up the countries commitments</p>	
2. Ministry of Justice and Human Rights (Burkina Faso)	<p>Human rights policy</p> <p>Strategic plan</p> <p>Planning tools and human rights methods</p> <p>Trainings in methods and human rights</p> <p>Report and presentation of study on Human Rights Actors' (CGD)</p>	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • An empowering process of partners resulting in clarity of role and responsibility in human rights • Increased positive influence by DIHR's partners on the human rights situation in the country and in the region 	<ul style="list-style-type: none"> • Human rights reports • National fora of human rights actors • National surveys 	<ul style="list-style-type: none"> • The institutions, organizations and networks continue to exist and maintain their mandates and missions • Continued engagement of DIHR's partners for human rights change
EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • Dialogue between national stakeholders to promote the enjoyment of the right to participate in the management of public affairs • Enhanced enjoyment of the right to participate in the management of public affairs in Burkina Faso, Mali and Niger 	<ul style="list-style-type: none"> • Human rights reports and surveys • Reports on electoral processes 	<ul style="list-style-type: none"> • Political will to promote public participation • National stakeholders are willing to dialogue and engage in the promotion of this right
<ul style="list-style-type: none"> • The understanding of the Ministry as being a duty bearer within the area of human rights • Enhanced enjoyment of human rights by rights holders in Burkina Faso 	<ul style="list-style-type: none"> • Activity reports • National policy documents • Human rights reports 	<ul style="list-style-type: none"> • The Ministry has the political will to fulfil its mandate • The Ministry has adequate human resources and funding

PROJECT	PERFORMANCE INDICATORS	
3. Femmes Juristes (Burkina Faso)	Strategic Plan	
	Planning tools and human rights methods	
4. Mali's Human Rights Commission	Planning tools and human rights methods	
5. CODDHD (Niger)	Human rights reports 2011 and 2012	
	Planning tools	
	Human rights tools	
6. Ministry of Justice and Human Rights (Niger)	Revised human rights manual for judges	
	Training courses in human rights for judges	
	National human rights policy	
	Strategic plan	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • The organization is aware of its role in defending human rights and acts accordingly • The target group for the organization, primarily women and children, enjoys enhanced protection of their rights 	<ul style="list-style-type: none"> • Activity reports • Statistics at the clinic • Radio programs on legal aid • Human rights reports 	<ul style="list-style-type: none"> • The organization is operational and committed to fulfil its missions • Human resources and funding are available
<ul style="list-style-type: none"> • The commission is aware of its role in the promotion and protection of rights and acts accordingly • Enhanced enjoyment of rights in Mali because more citizens are informed and claim their rights 	<ul style="list-style-type: none"> • Activity reports of the commission • Human rights reports and surveys 	<ul style="list-style-type: none"> • The continued engagement of the president and the commissioners to make a positive impact on the human rights situation • The financial autonomy of the commission
<ul style="list-style-type: none"> • The network is aware of its role defending human rights and acts accordingly • Populations enjoy enhanced protection of their human rights, also in the regions 	<ul style="list-style-type: none"> • Activity reports • Human rights reports and surveys 	<ul style="list-style-type: none"> • CODDHD remains a network engaged in the promotion and defence of human rights • CODDHD is allowed to conduct its activities
<ul style="list-style-type: none"> • Judges in Niger perceive themselves as human rights defenders • The human rights of citizens dealing with modern justice are better protected • The Ministry sees itself as a duty bearer of human rights deliveries to the population • The populations touched by the work of the Ministry enjoy an enhanced protection of their rights 	<ul style="list-style-type: none"> • Activity reports • The policy documents • Reports on executed judgments • Human rights reports 	<ul style="list-style-type: none"> • The Ministry has the political will to fulfil its human rights mandate • Human resources and funding are available

INTERVENTION 2 FAMILY LAW	NARRATIVE SUMMARY 2. FAMILY LAW
To trigger the enjoyment of rights, especially the rights of women and children in the family context	<p>This intervention's objective is to support the three focus countries develop family law frameworks protecting rights, especially those of women and children, and that are applied.</p> <p>This is done by supporting the production of reliable knowledge through a regional research project on family law issues involving local academics in Burkina Faso, Mali, Niger and Senegal where the project is anchored. The research is conducted in collaboration with local stakeholders.</p> <p>A regional approach has been chosen because of the extreme sensitivity of family law matters in two focus countries, Mali and Niger. Regional workshops gathering relevant actors from the four countries will contribute to map out common challenges, as well as exchange of knowledge and promotion of best practices. They will also facilitate a constructive dialogue on family law.</p> <p>Technical assistance is also provided to legal aid networks and NGOs like AFJ in Burkina Faso and Deme So in Mali so they can conduct well documented advocacy activities in family matters. Synergies will be created with legal aid providers in Niger</p>
PROJECT	PERFORMANCE INDICATORS
7. Regional research project	<p>Four national studies presented to local stakeholders in each country</p> <p>A synthetic document on the challenges met by women at the dissolution of matrimony in francophone West Africa</p> <p>A regional workshop to discuss the findings in the synthetic document</p> <p>Information on the project's web-site</p>
8. Femmes Juristes – legal aid (Burkina)	<p>Mapping of legal aid clinics in Burkina Faso</p> <p>Work plan for the legal aid clinic</p> <p>Radio and TV programmes promoting legal aid</p>

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • Family law frameworks protecting rights are implemented in the three focus countries • Improved dialogue between national stakeholders based on reliable data concerning family matters • Improved enjoyment of human rights by the clients of legal aid providers in family matters 	<ul style="list-style-type: none"> • National studies and articles documenting national jurisprudence in family law matters • Law texts • Reports from paralegals' work • Statistics from legal aid clinics • Surveys 	<ul style="list-style-type: none"> • Political will for national legal frameworks respecting rights, especially women's and children's rights. • West African researchers working on family law issues • Legal aid providers able and willing to document their work • Legal aid providers able willing to conduct advocacy activities in family matters
EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • National stakeholders are aware of the challenges on these specific family law issues and take initiatives to address them • Legal frameworks protecting rights, especially those of women, in family matters, are developed, adopted and implemented. 	<ul style="list-style-type: none"> • Activity reports • Law texts concerning family matters • Reports from legal aid providers and courts 	<ul style="list-style-type: none"> • The researchers remain engaged in the project • Local stakeholders collaborate with the researchers • Political will to have legal frameworks adopted and applied in family matters
<ul style="list-style-type: none"> • The legal aid clinic is being used by women and young girls • Improvement of the human rights situation for women and young girls in Burkina Faso 	<ul style="list-style-type: none"> • Activity reports • The statistics of the clinic • Human rights reports 	<ul style="list-style-type: none"> • The organisation is operational and engaged in fulfilling its missions • Human resources and funding are available

PROJECT	PERFORMANCE INDICATORS	
9. Deme So (Mali)	Manual for paralegals in Mali	
	Annual paralegal data report	
	Training of paralegals in the last two regions of Gao and Timbuktu	
	System to monitor paralegals' work	
	Advocacy activities in family matters	
INTERVENTION 3 SECURITY	NARRATIVE SUMMARY 3. SECURITY	
To contribute to the transformation of police, gendarmes and national guards into agencies respecting and protecting human rights.	<p>The police, gendarmes and security forces with police duties are a key target group in the protection of rights in the region.</p> <p>Political will and strategies for reforms in the police are necessary if they are to ensure a fair treatment of individuals in a poor region where peace and stability are challenged, especially in the northern areas. DIHR continues its long time partnership with the police and the national guard in Niger. This experience will be shared with new police partners in Burkina Faso and Mali.</p> <p>National synergies as well as regional and international policing networks will be used to promote a police more respectful of rights in West Africa.</p> <p>Performance indicators will include manuals on human rights and policing, training and evaluation tools, human rights training for the police, studies on codes of conduct discussed at regional seminars and documentation.</p>	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • National stakeholders are aware of the specific problems in family matters and take initiatives to address them • Legal frameworks protecting rights, especially those of women, in family matters, are developed, adopted and implemented • Improvement of the human rights situation for women in family matters in Mali. 	<ul style="list-style-type: none"> • Activity reports • Law texts in family matters • Paralegals' reports • Statistics from legal aid clinics 	<ul style="list-style-type: none"> • Deme So and legal aid providers continue to engage in the collaboration • Continued political and public accept of the role of paralegals in local communities
EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • An empowering process of partners resulting in police perceiving themselves as human rights defenders. • Increased enjoyment of rights by citizens in contact with police, gendarmes and guards 	<ul style="list-style-type: none"> • Reports from activities involving police services and civil society in focus countries • Codes of conduct and texts based on democratic policing • Surveys • Human rights reports 	<ul style="list-style-type: none"> • Political will to have national police services respecting and protecting rights. • Political will for reform initiatives

PROJECT	PERFORMANCE INDICATORS	
10. Regional-policing platform	Regional study on codes of conduct of the Police in Burkina Faso, Mali and Niger	
	Meeting at the 51th session of the African Commission on policing and human rights in West Africa	
	Work plan for the continental group on “Police and Human rights”	
	Regional meeting for the three police services in Burkina Faso, Mali and Niger	
11. Security study in northern Burkina Faso	Study on the security situation in northern Burkina Faso	
	Presentation of the security study to relevant stakeholders	
12. National police (Burkina Faso)	Introductory seminar on human rights training, documentation, indicators and police reform	
	Formal partnership agreement signed	
	Base line study on the situation with policing and human rights in Burkina Faso	
	A workgroup developing context related human rights material	
13. National police (Mali)	Introductory seminar on human rights training, documentation, indicators and police reform	
	Formal partnership agreement signed	
	Base-line study on the situation with policing and human rights in Mali	
	A workgroup developing context related human rights material	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • The police in Burkina Faso, Mali and Niger will cooperate in the area of codes of conduct • The African Commission will take in as a special responsibility the topic “Police and Human Rights” • Enhanced networking between police services on best practices in the area of democratic policing 	<ul style="list-style-type: none"> • Activity reports • Cooperation agreements • African commission's report 	<ul style="list-style-type: none"> • Police services in the three countries are willing to cooperate on the codes of conduct • The African Commission is interested in this issue • Police services are interested in improving practices
<ul style="list-style-type: none"> • The recommendations of the study will give Burkina Faso an insight in actions that can be taken in order to improve the security situation in the north • The human rights situation in northern Burkina Faso is improved 	<ul style="list-style-type: none"> • Strategy and policy documents on northern Burkina Faso • Reports and statistics on security in the north • Human rights reports 	<ul style="list-style-type: none"> • There is political interest in the findings of the study and its recommendations • There is political will for initiatives to improve the security situation in the north • Human resources and funding are available
<ul style="list-style-type: none"> • The National Police in Burkina Faso perceive themselves as human rights defenders • The population in Burkina Faso perceives the National Police as human rights defenders 	<ul style="list-style-type: none"> • Activity reports • Formal agreement with DIHR • Human rights reports 	<ul style="list-style-type: none"> • Political interest and will for policing and human rights in the police in Burkina Faso • Police services provide access to information for the study and are cooperative
<ul style="list-style-type: none"> • The National Police in Mali perceive themselves as human rights defenders • The population in Mali perceives the National Police as human rights defenders 	<ul style="list-style-type: none"> • Activity reports • Formal agreement with DIHR • Human rights reports 	<ul style="list-style-type: none"> • Political interest and will for policing and human rights in the police in Mali • Police services provide access to information for the study and are cooperative

PROJECT	PERFORMANCE INDICATORS	
14. National police (Niger)	Impact study	
	Human rights training material	
	Documentation	
	Communication strategy	
	Human rights indicators and strategies	
15. National Guard (Niger)	Impact study	
	Human rights training material	
	Documentation	
	Communication strategy	
	Human rights indicators and strategies	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • The National Police in Niger continues to perceive themselves as human rights defenders • The population in Niger perceive the police as human rights defenders acting accordingly 	<ul style="list-style-type: none"> • Activity reports • Statistics on police performance • Human rights reports 	<ul style="list-style-type: none"> • Continued interest for democratic policing of the National Police in Niger • Political will to support this engagement and initiate reforms
<ul style="list-style-type: none"> • The National Guard in Niger continues to perceive itself as human rights defenders • The population in Niger perceives the National Guard as human rights defenders acting accordingly 	<ul style="list-style-type: none"> • Activity reports • Intern reports • Human rights reports 	<ul style="list-style-type: none"> • Continued interest for protection of rights of the National Guard in Niger • Political will to support the Guard's engagement and initiate reforms

INTERVENTION 4 HUMAN RIGHTS DOCUMENTATION AND EDUCATION	NARRATIVE SUMMARY 4. HUMAN RIGHTS DOCUMENTATION AND EDUCATION
<p>To contribute to the development of human rights documentation and education in order to strengthen the knowledge of human rights actors and the populations</p>	<p>This is about building up human rights documentation and resources/ expertise in a region with the highest illiteracy levels in the world.</p> <p>Documentation will be increased and strengthened through support to the development and consolidation of human rights documentation and resource centres hosted by DIHR's partners (ministry in Burkina, commission in Mali, NGO in Niger and the regional Chaire Unesco in Benin). Synergies will be promoted between the centres to consolidate them.</p> <p>Performance indicators include documentation, equipment, websites, debates and conferences as well as radio programmes.</p> <p>DIHR will also contribute to train and educate human rights resources nationally (resource centre and national school for administration and justice in Niger), and regionally (with Chaire Unesco). A human rights forum gathering former graduates from the Chaire is encouraged.</p> <p>Performance indicators include human rights theses and articles, context relevant human rights manuals, training and evaluation tools.</p>
PROJECT	PERFORMANCE INDICATORS
<p>16. Regional Chaire Unesco at law faculty in Benin</p>	<p>Human rights course for professionals from West Africa</p> <p>Two students from the three focus countries with a master in human rights</p> <p>Documentation</p>

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • Increased demand of rights in the three focus countries • A solid human rights resource base monitoring human rights in the region • Enhanced information of populations on their rights so they are able to claim them 	<ul style="list-style-type: none"> • The human rights documentation and resource centres in the three focus countries and in the region • A data base of West African qualified human rights experts • The human rights reports and surveys made by local actors in the region 	<ul style="list-style-type: none"> • Legal and financial frameworks enabling the existence of human rights documentation and resource centres • Physical facilities and qualified human resources available • Institutions offering solid human rights education in the three focus countries and in the region
EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • The culture of democracy spread among West African leaders and citizens thanks to the students of the Chaire who become decision makers in the region • A solid human rights resource base able to promote and monitor human rights in the region • An enhanced enjoyment of rights by populations in the region 	<ul style="list-style-type: none"> • Human rights reports and surveys • The list of graduates from the Chaire and their current positions 	<ul style="list-style-type: none"> • Adequate funding for the courses • Regional interest for the courses and diplomas offered by the Chaire • The Chaire's team continued engagement in the promotion of rights and democracy

PROJECT	PERFORMANCE INDICATORS	
17. Documentation centre (Burkina – Ministry)	Documentation	
	On-going training of librarians	
	Conferences and debates on human rights issues	
18. Documentation centre (Mali's human rights Commission)	Documentation	
	On-going training of librarian	
	Conferences and debates on human rights issues	
19. Human rights documentation and training centre (Niger – ANNDH)	Documentation	
	Annual human rights course	
	Conferences and debates on human rights issues	
	Radio programmes	
	Human rights website	
	Network of DIHR supported documentation centres in West Africa	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • The human rights activists and professionals have access and use the documentation of the centre for better information of populations so they can claim their rights • The ministry is aware of the positive influence of the centre in Ouagadougou in the promotion of rights and decides to replicate this experience in the regions • Populations in Ouagadougou are better informed on their rights and therefore are able to claim them 	<ul style="list-style-type: none"> • Activity reports and statistics from the centre • The ministry's strategic plan and the work plans plans for 2013-2014 • Human rights reports 	<ul style="list-style-type: none"> • Adequate facilities are available for the centre • Qualified staff is available • Political will at the ministry to promote the centre and its activities
<ul style="list-style-type: none"> • The human rights activists and professionals have access and use the documentation of the centre for better information of populations so they can claim their rights • Enhanced information of citizens on their rights so they are able to claim their rights and enjoy them 	<ul style="list-style-type: none"> • Activity reports and statistics from the centre • Human rights reports on Mali 	<ul style="list-style-type: none"> • Adequate facilities are available for the centre • Qualified staff is available • The centre keeps being a priority for the commission
<ul style="list-style-type: none"> • Human rights activists and professionals have access and use the documentation of the centre for better information of populations so they can claim their rights • Enhanced information of citizens on their rights so they can claim them • Dialogue between human rights activists and state actors contributing to a reduction of human rights violations and better remedies 	<ul style="list-style-type: none"> • Activity reports • Statistics from the center • Human rights reports on Niger • Radio programs 	<ul style="list-style-type: none"> • Adequate facilities are available for the centre • Qualified staff is available • The centre remains a priority for ANDDH

PROJECT	PERFORMANCE INDICATORS	
20. ENAM (Niger)	Analyses and research reports on human rights issues linked to administration and justice	
	Conferences on these research projects	
	Documentation	
	Context relevant human rights material for human rights courses integrated in ENAM's program	
INTERVENTION 5 MINING INDUSTRIES	NARRATIVE SUMMARY 5. MINING INDUSTRIES	
To contribute to promote national legal frameworks protecting the rights of the workers and populations living from and around mining industries	<p>This is a new intervention and the experience of DIHR's Human rights & business department will be drawn upon to assist local stakeholders to develop, improve and implement legal frameworks protecting the rights of workers and population living from and around mining industries.</p> <p>Partners will be mining companies, ministries, national commissions and NGOs.</p> <p>The first performance indicators here will be reference studies in the three focus countries and their dissemination among key stakeholders.</p> <p>A synthetic document will present the findings of the three reference studies to prepare a regional platform on Mining industries and human rights</p>	
PROJECT	PERFORMANCE INDICATORS	
21. Baseline studies	Base-line studies on the human rights impact of mining industries in the three focus countries	
	Presentation of base-line studies to national stakeholders	
	Synthesis of the findings of the three reference studies	

	EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
	<ul style="list-style-type: none"> • ENAM is aware of its role in the promotion of the principles of good governance and democracy in Niger • Administrative authorities, civil servants and judges trained by ENAM participate in the promotion and protection of human rights 	<ul style="list-style-type: none"> • Activity reports at ENAM • ENAM's curricula • Research projects • Human rights reports 	<ul style="list-style-type: none"> • ENAM's continued engagement for being a space promoting the democratic process • Teachers' continued interest for research in governance, democracy and human rights issues.
	EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
	<ul style="list-style-type: none"> • A dialogue promoted between the various stakeholders • Better legal protection of the rights of workers and populations living from and around mining industries. 	<ul style="list-style-type: none"> • National studies on the human rights impact of mining industries • Legal frameworks protecting rights of workers and populations living from and around mining industries • Reports from dissemination seminars 	<ul style="list-style-type: none"> • Political will to have legal frameworks protecting rights of workers and populations living from and around mining industries • Partners willing to engage in the protection of these rights and in dialogue • Adequate funding
	EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
	<ul style="list-style-type: none"> • Dialogue is promoted between the various stakeholders • Citizens are better informed on the human rights challenges which are the consequences of mining industries and begin to organize and mobilize themselves to enjoy their rights 	<ul style="list-style-type: none"> • Activity reports • Human rights reports 	<ul style="list-style-type: none"> • Adequate funding • Interest locally • Local will to provide information for the studies and to cooperate

IMPLEMENTATION	NARRATIVE SUMMARY	
Overall Implementation of the WA strategy	<p>The implementation of this program is under the responsibility of DIHR's West Africa Unit: a coordinator posted in Mali and a regional adviser and an administrator based in Denmark. The unit is assisted by two local representatives (one in Burkina Faso and one in Niger) as well as a human rights adviser based in Niger.</p> <p>Experts come from the region whenever possible and from DIHR. Workgroups are established within partner institutions and organizations to ensure ownership and sustainability of the methods learnt.</p> <p>Partners exchange within each intervention area to evaluate results and ensure intern learning.</p> <p>The program's partners will meet at the end of the second year for a mid-term evaluation of the program</p> <p>Intern communication is ensured through regular meetings and reporting. More focus will be given to extern communication in this second phase with a West Africa publication and articles.</p> <p>Strategic partnerships continue with Equitas, APCOF, Anti Slavery International, DCAF and ECOWAS.</p>	
COMPONENTS	PERFORMANCE INDICATORS	
22. Human resources DIHR	Work hours	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<p>The five intervention areas of the West Africa strategy are implemented and a regional resource base has been developed.</p> <p>DIHR's work in West Africa gets known in Denmark and ensures more sustainable funding</p>	<p>Intern reports, debriefing notes</p>	<ul style="list-style-type: none"> • Denmark remains in the three focus countries • Adequate funding ensures independence
EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • Expertise is provided to partners so they can implement activities • The program's budget and activities are efficiently monitored • Information is provided through reporting 	<ul style="list-style-type: none"> • Narrative and financial reports • Project documents • Activity reports • Updates 	<ul style="list-style-type: none"> • Qualified human resources are available at DIHR for this programme • Funding is available

COMPONENTS	PERFORMANCE INDICATORS	
23, Human resources West Africa	23.1 Human Rights Adviser in Burkina Faso	
	23.2 Posting Mali	
	23.3 Local representation Niger	
	23.5 Human Rights Adviser in Niger	
24. Monitoring and learning	24.1 Travel	
	24.2 Ongoing monitoring of each intervention	
25. Communication	25.1 West Africa publication and articles	
	25.2 Updated West Africa Strategy 2012 – 2016	
	25.3 Strategy support	

EFFECT / IMPACT INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<ul style="list-style-type: none"> • Projects in Burkina Faso are efficiently monitored because of updated information and DIHR presence • Increased information and network in Burkina Faso • Projects in Mali are efficiently monitored because of updated information and DIHR presence • Increased information and networks in Mali • Projects in Niger are efficiently monitored because of updated information and DIHR presence • Intern learning is ensured 	<ul style="list-style-type: none"> • Intern reports • List of partners (project and strategic) • Information reports 	<ul style="list-style-type: none"> • Qualified human resources are available in Burkina Faso and Niger • Partners are willing to cooperate with local representatives and human rights adviser • Political will for continued posting of coordinator in Mali
<ul style="list-style-type: none"> • Increased trust and confidence between DIHR and its partners • Relevant actions are taken to constantly fit the context and the needs 	<ul style="list-style-type: none"> • Mission reports • Debriefing notes • Updates 	<ul style="list-style-type: none"> • Travelling to the three focus countries and in the region is possible
<ul style="list-style-type: none"> • Internal and external information on DIHR's West Africa activities bring political and financial support to the program and to the partners. • The updated strategy document will be an effective guiding tool for the continuation of the programme 	<ul style="list-style-type: none"> • New partnerships and donors • Increased funding 	<ul style="list-style-type: none"> • The information provided on DIHR's West Africa activities is relevant and useful for the target groups

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