Ex-Post Evaluation

KIOS-Funded Projects that ended in 2010-2013

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May 2015

Contents

Scope

This is a post-project evaluation conducted on projects that ended between the years 2010 and 2013. A post-project evaluation is alternatively called Ex-Post Evaluation, "An ex-post evaluation refers to an evaluation that is carried out after the programme has been completed. An ex-post evaluation provides evidence on the longer-term impact and sustainability of the programme" (MFA Evaluation Manual, 2013, p.35).

This post-project evaluation targeted 91 partners made up of Non-Governmental Organisations (NGOS), Community-Based Organisation (CBOs), Regional Organisations and different variations of networks. Henceforth, any reference to KIOS's "partners" refers to those who the grantees who received KIOS funding to implement projects. Notably, the number of projects that ended during this period were higher than the number of partners who participated in this evaluation as some were responding to multiple projects within that timeframe. This evaluation was conducted over the course of 5 months from January until May 2015. The evaluation was conducted by a trainee who was contracted by KIOS and reported to KIOS's management. Out of the 91 partners included in the scope of the evaluation, 86 were reachable and 48 responded to the survey. 9 partners were interviewed by phone or skype. Additionally, the evaluation aimed to contribute effectively to KIOS's current policy-making process and built on findings from the Strategy Consultation Survey 2015 and general discussions around the forthcoming general strategy 2016-2020.

Methodology

This evaluation was conducted from Helsinki, Finland and did not include any field visits, therefore, to diversify the data set it relied on a mixed method. The main set of data was gathered from the Post-Project Evaluation Survey which was made up of 3 parts, **Part I**, background information on partner organizations, **Part II**, capacities, ownership and the role of KIOS and **Part III**, realization of project objectives, risk management, impact and sustainability. The survey included 12 questions out of which 8 where combination questions. The main questions were close-ended; either multiple choice or requiring an exact answer. Most questions permitted comments and suggestions either to the specific issue contained within the questions, for example impact or sustainability, or an open ended general comment. All respondents filled out the close-ended and open-ended questions of the survey.

To complement the survey, 11 interviews were planned of which only 9 were conducted and the 2 remaining partners were unreachable. The interviews included 4 Africa-based partners, 4 Asia-based partners and 1 regional partner. The partners varied between high capacity larger organisations and lower capacity organisations, the least represented were regional partners due to the inability to reach them during the time of the evaluation.

Additionally, the evaluation included relevant parts of the Strategy Consultation Survey which was conducted in January 2015 prior to the arrival of the evaluator. Although the scope of this evaluation covers a different timeframe, after discussions with KIOS management it was deemed useful to build on some of the data it contained which was relevant to the post-project evaluation especially with regard to the partner's assessments of KIOS's cooperation and lessons learnt.

The evaluator conducted 30 minute interviews with 3 project coordinators at KIOS specifically with regard to their assessment of the project management system and methods.

The desk review included reviewing the project application form, the project management guide, and project application guide and sample of 9 project proposals. In addition to the previous Post- Evaluation conducted by KIOS in 2011-2012, KIOS's strategy 2011-2015 and the forthcoming strategy 2016-2020, The Finnish NGO Foundations Evaluation conducted by the Ministry of Foreign Affairs (MFA) in 2008 and the Complementarity in Finland's Development Policy and Co-operation: A case study on complementarity in the NGO instruments conducted by MFA in 2013.

The partners are the main source of information for this evaluation and no other stakeholders were consulted, therefore the evaluation's capacity to provide precise answers to the Standard OEC DAC Criteria: Relevance, Effectiveness, Efficiency, Impact and Sustainability is limited. However, the evaluation tried to incorporate these criteria through the questions directed to the partners, but tools to verify this information are limited. Therefore, the evaluation assessed the relevance of a given issue by how often it came up by different partners. Additionally, attention was given to unexpected answers and/or answers that stand out because they provided substantive detail or made a special case.

Evaluation logic and questions

The evaluation is meant to serve KIOS's management in future decision-making especially in light of the newly adopted strategy (2016-2020). This evaluation follows a different method and covers a different scope compared to the previous Post-Project Evaluation (2012) but it borrows from it the emphasis on partner's feedback and self-assessment of their KIOS-funded projects as well as their partnership with KIOS.

The main questions that the evaluation will try to answers are,

1. To what extent is the principle of supporting small and emerging partners maintained?
2. Do the areas of expertise of KIOS's partners correspond with KIOS's priorities set out in its strategy?
3. What are the networking channels used by partners and how effective are they?
4. How do KIOS's partners assess their own administrative and human rights capacities and capacity needs?
5. How do KIOS's partners perceive KIOS's role in the formulation of project objectives and in providing guidance and coaching? How do they assess the level of their ownership of the KIOS-funded projects?
6. How do KIOS's partners assess their partnership with KIOS in terms of a) project management methods, b) funding methods, c) creating an enabling environment for their work, and d) helping them advance their experience and knowledge in human rights work?
7. What mechanisms of M&E do partners have in place?
8. How do KIOS's grant modality and methods affect the sustainability of results?

Reporting

The drafting process of the survey questions took place through two consultation meetings which included the KIOS Director and projects coordinators. The interview questions were done in consultation with KIOS's Director. Consultation and reporting meetings were regularly held with KIOS's director to go over the progress of the evaluation and the initial findings. The English version of the survey was sent out to partners on 23 February, 2015, the Spanish translation on 26 February, 2015 and the French translation on 2 February, 2015. The deadline for the survey was initially on 16 March, 2015 but was extended until 24 March, 2015; we continued to received responses until 28 March, 2015. The first interview was conducted on 13 March, 2015 and the final one concluded on 30 March, 2015. The graphs and quantitative analysis of the survey were submitted to KIOS's Director on 8 May, 2015. The first draft and the presentation of the evaluation findings were done on 28 May, 2015. After incorporating comments from the KIOS management and staff, the final report was submitted on 8 June, 2015.

Challenges and limitations

Although the evaluation was conducted by a KIOS trainee, the trainee was not involved in any of the projects, which to some extent upheld the principle of impartiality and independence. The guidance from KIOS management was balanced and did not try to direct the findings of the evaluation one way or another. The evaluation was conducted by one person with previous experience in Results Based Management quality assurance and development assessments based on the United Nations programme/project management system. The evaluation was partly a training assignment for the trainee and several opportunities for trainings on evaluation methods were offered: a 2 day workshop on basic OECD DAC evaluation methods and a 2 day workshop on an alternative method called systems approach to evaluation, both sponsored by the MFA. Additionally one workshop on results indicators was done jointly with the Foundations and the trainee was a member of the organising group for the workshop. The trainee also had the opportunity to attend a seminar on the evaluation of the application of Results Based Management in Finnish development aid and another seminar to present the findings of a Meta-evaluation for the MFA. During the traineeship the trainee did extensive self-training by reading evaluation manuals from OECD DAC, the EU, UNDP, the World Bank and a couple of large INGOS. Overall, the acquired knowledge from the process of conducting this evaluation was high and regular meetings and discussions with KIOS's director provided adequate guidance and support.

A major challenge was that the evaluation covered a large number of partners and an even larger number of projects. It was impossible to get into the details of each of these projects or even each partner within the scope of this evaluation. The projects as well as the partners were diverse in their size, capacity, thematic areas and geographic focus. That in addition to the inability to conduct field visits and the limited number of people working on the evaluation, the evaluation could not include beneficiaries or other stakeholders. The only accessible people were the partners who received the KIOS grants. Therefore, the evaluation focused on the perceptions of the partners and their own assessment of the work and partnership with KIOS in addition to where they see the strengths and weaknesses of KIOS's methods.

Moreover, the evaluation could not build on any set of indicators or baseline studies as these were not available. This put limitations on the evaluability of the projects and eliminated the possibility of extracting any quantitative data.

That being said, the evaluation gathered a large amount of data and feedback from partners. Further evaluations, such as a meta-evaluation or thematic evaluation could build on this set of data.

Comparison to previous post-evaluation study

The methodology and amount of data collected for this post-project evaluation is more extensive than that of the Post-Project Evaluation 2012. The number of partners who were contacted and the responses received was also higher. The previous strategy covered projects ending between 2006-2009, the current evaluation aimed to continue from where the previous one left off and evaluated projects that ended between 2010-2013. The previous evaluation aimed to answer a broad single evaluation questions, "*How have the projects funded by KIOS influenced the development of human rights?*" through a survey composed of 6 open-ended single and combination questions. The questions pertained to the partners' assessments of the short-term and long-term results of the projects, the weakness and strengths of their cooperation with KIOS and reflections on lessons learnt and foreseen and unforeseen consequences. The answers were provided in a narrative form, 77 partners were contacted and 32 questionnaires were returned.

The current evaluation aimed at opening up that general evaluation question posed post-project evaluation 2012. It split the evaluation questions into 8, each representing specific criteria relating to the partners' assessment of the cooperation with KIOS, impact, and more detailed questions with the aim of shedding light on lessons learnt and best practices including project management and monitoring and evaluation methods. Both post-project evaluations focused heavily on the partners' own assessment and feedback. The reason was that no field visits were possible within the scope of these evaluations in addition to the idea that this exchange of feedback and dialogue with partners strengthens these partnerships and indicates to partners that KIOS listens and values their opinion. This however puts a limit on the ability to triangulate the data and verify their factuality.

The data collected from the previous post-project evaluation was composed fully of narrative responses from partners, this proved to be difficult to analyse in a systemic way. The current evaluation aimed to avoid bottleneck by constructing a questionnaire that was composed of both close-ended and open-ended questions in addition to the interviews with select partners. The close-ended questions are thought to provide data that could be analysed through graphs and measurements of commonality and exceptions, while the comments and interviews aimed at providing layers to the close-ended questions and enrich them with contextual nuance that preserves the specifity of the partners and the projects.

There were parallels in results between both evaluations, for example, partners back then and now continue to raise alarm on restrictive spaces for civil society working on human rights, the inability to get governments to fully commit to their human rights commitments and the overall difficult environments in which they operate which makes the impact of human rights work difficult to notice or assess. On a more positive note, the partners back then and now agree that cooperation with KIOS has been constructive and effective: it helped them build experience in their field of work and enhanced their opportunities for securing funding from other donors. Further, many reported noticeable change in attitudes and awareness in human rights at least within localized settings, such as small communities or groups.

Overall, it is still possible to compare the results of both evaluations despite the difference in methods and scale of the data that is being assessed. One of the findings of the previous post-project evaluation refers to the need for robust indicators and measurable descriptions of project objectives:

> *"it is very important to pay attention to indicators, goals, objectives and monitoring of human rights projects. First of all, the construction of accurate indicators is clearly needed in order to establish the possible impact of and obstacles to the success of human rights projects.*
> *Second, an important objective of human rights projects is to facilitate changes in institutional, legal and social rules, procedures and behaviour. However, due to the lack of appropriate descriptions of project goals and objectives it is often difficult to document such changes. Therefore, there is a need for identifying indicators that can be used effectively to document changes, or, put differently, measure and identify changes based on knowledge about options and obstacles to the implementation of projects in social, cultural, economic and political contexts."* (Post-Project Evaluation 2012, p.20)

This is an issue that came up repeatedly in the current evaluation. The different capacities of partners and the types of projects that are funded result in project work plans that use project management tools in fluctuating way, some are stronger than others, but this is fully conditional on the capacity of the partner. The project management tools such as indicators, baseline assessments, immediate objectives, specifying

the different levels of beneficiaries and who they are…etc, are not standard in all project plans. This results in challenges in monitoring as well as evaluating projects individually and collectively.

The post-project evaluation in light of the new and old KIOS strategy

KIOS strategy 2011-2015

The overall findings of the evaluation indicate that KIOS has in varying degrees upheld its pre-set priorities and defined approaches set out in the strategy. The strategy focuses on the most vulnerable groups and indeed several partners reported that their beneficiaries lie outside the mainstream human rights work and to this they attributed KIOS's special dedication to support vulnerable and marginalized groups. Partners have reported that that KIOS does not shy from sensitive human rights issues and works with groups that do not receive much assistance from other donors, this is the added value of KIOS. One interviewed partner indicated that larger donors are discouraged from working with sensitive issues because of government pressure and therefore direct their funding towards areas that are considered "safe" such as children's rights.

The 2011-2015 strategy narrowed the focus countries based on a mapping exercise that was done in 2004 and with consideration to KIOS's expertise, knowledge and networks in some countries. In the most recent strategy 2016-2020 KIOS is further narrowing its focus areas and directing some of its support to regional projects. Operating through regional networks already featured in the previous strategy and partners reported on the success and effectiveness of this approach in terms of enhancing the interrelations among local and national/regional partners, and exchanging experience and expertise which was especially beneficial for small organisations who felt a more pressing need to build their technical capacity and learn from larger organisations.

Similarly, larger organisations access local communities through small and local organisation and small and local organisation are able to connect their work to the national/regional context through this link with larger organisations. Overall, KIOS's role in facilitating networking and partnerships is repeatedly commended by partners and it seems that it is done in multiple ways; partners have reported that KIOS project coordinators put them in touch with other partners either within the country or the region. Most also gave positive feedback on the role of the annual KIOS's seminar and regional seminars in promoting networking and partnership opportunities. In a more concrete way, KIOS funded partnership activities in some of its projects.

In the 2011-2015 strategy the need to develop country-specific strategies was noted. This exercise was conducted at various stages, however, the strategies according to discussions with KIOS's management and projects coordinators are an improvement in terms of enhancing the contextualizing process for each country yet they remain underused and do not undergo systemic update cycles.

Furthermore, partners are not all aware of these country-specific strategies as they are written in Finnish and never published. They are also not involved in their drafting. The strategies follow general guidelines for the content however they vary greatly. Some respondents to the Strategy Consultation Survey 2015 and the Post-Project Evaluation Questionnaire 2015 recommended that KIOS develops long-term country-specific strategies. This indicates that they are not aware of the existence of these strategies. It is recommended that these country specific strategies are connected directly to the general strategic objectives set out in the KIOS strategy 2016-2020 and are done with a broader consultation process which involves some of the partners and other key actors such as board members, MFA representative or representatives from other foundations who are operating in that given country. In future evaluations KIOS could consider evaluating projects against the country-specific strategies which can then be linked to the general KIOS strategy, thus, reducing

fragmentation of results and enhancing the evaluability of the broader impact of the KIOS projects after the end of the strategy cycle.

KIOS strategy 2016-2020

This evaluation was carried out during the time in which the new KIOS strategy was being formulated. It drew from a Strategy Consultation Survey that was conducted in the beginning of 2015 and the general discussions around the upcoming strategy, such as, narrowing down the focus areas, directing more funds towards regional projects, focusing on supporting human rights defenders in light of the heightened security risks that they are facing.

In the new strategy, the focus countries will be further narrowed and three categories were identified, 1) countries with long-term partnerships, capacity to implement larger projects and accessibility by KIOS staff to conduct monitoring visits, 2) countries with a fragile political environment and a more challenging working conditions with lower civil society capacity, and 3) regional projects --the divisions of funds are going to be 40%, 40% and 20% respectively.

Finally, the strategy plans to improve the project management process and to introduce indicators to the newly developed strategy goals.

The current evaluation findings were influenced by the Strategy Consultation Survey and the general discussions around the drafting of the strategy, therefore, the questions related to human rights defenders and the role of regional projects in addition to project management tools and M&E systems are discussed in this evaluation.

Relevant MFA Evaluations

The MFA conducted two evaluations that had direct relevance to KIOS's work, an "Evaluation of the Finnish NGO Foundations", conducted in 2008 and the "Complementarity in Finland's Development Policy and Co-operation: A case study on complementarity in the NGO instruments", conducted in 2013.

The evaluation on the complementarity of the NGO instruments recommends an enhanced exchange between MFA's NGO unit and foundations with specialized expertise such as KIOS: *"The three Foundations should provide advice to the relevant MFA units and Embassies with regard to NGO applications and projects. The Foundations should be consulted by Finnish funded NGOs about the implementation of crosscutting objectives."* (MFA Complementarity, 2013, p18).

There were instances of cooperation with some Finnish embassies but on an ad hoc basis. This is also very much dependent on the capacity and size of staff at the Finnish embassies in question. Based on the MFA Complementarity Evaluation, this cooperation could be further enhanced particularly for the purposes of conducting donor and INGO coordination meetings within the give country, which would be facilitated by the diplomatic status and permanent presence of the Finnish embassy in a given country. In this way, the Finnish embassies could serve as an important tool for KIOS and MFA to enhance complementarity in development aid and respond to concerns of partners with regard to the lack of proper coordination between donors/INGOS working on human rights. Further, a regular interaction between the Finnish embassies and KIOS on the one hand and other donors and INGOS present in the field on the other hand will better equip KIOS to connect its partners with other donors – a request raised repeatedly by partners.

As for the Evaluation on NGO Foundations which was conducted in 2008, much has changed and improved in the operational approach of KIOS such as the introduction of project management and reporting guidelines, country-specific strategies, enhanced monitoring of project implementation, two broad evaluations were conducted, and the administrative workload related to a high number of project applications has been reduced, that being said, many of the findings and recommendations remain relevant today particularly those pertaining to reforming project management tools and results based management (See Evaluation, Finnish NGO Foundations, 2008, p27-30 & the foundations joint management response).

Overall, there is room for improvement in terms of developing a systemic and integrated approach to project management and M&E. Ideally, project documents will contain sufficient tools to allow for smooth monitoring and evaluation, risk assessments and the introduction of indicators that respect a human rights-based approach. If these tools are present at different levels, i.e., projects, country-strategies and overall KIOS strategy, they should be able to feed each other with information and will enhance the evaluability of KIOS's work.

However, it is important to keep in mind that KIOS was commended for its clear and uncomplicated process by partners. Any new revisions to the project management system should be approached with care and the added value should be identified and made clear to both KIOS's staff and the partners. A gradual introduction of results based management tools –when applicable- and regular testing of their effectiveness and acceptance by those who will be using them is highly advisable, otherwise there is a risk that the introduction of such tools will only complicate the already functional processes and cause frustrations with KIOS's staff and with partners.

Analysis of data (findings from survey and interviews)

Evaluation Question 1: To what extent is the principle of supporting small and emerging partners maintained?
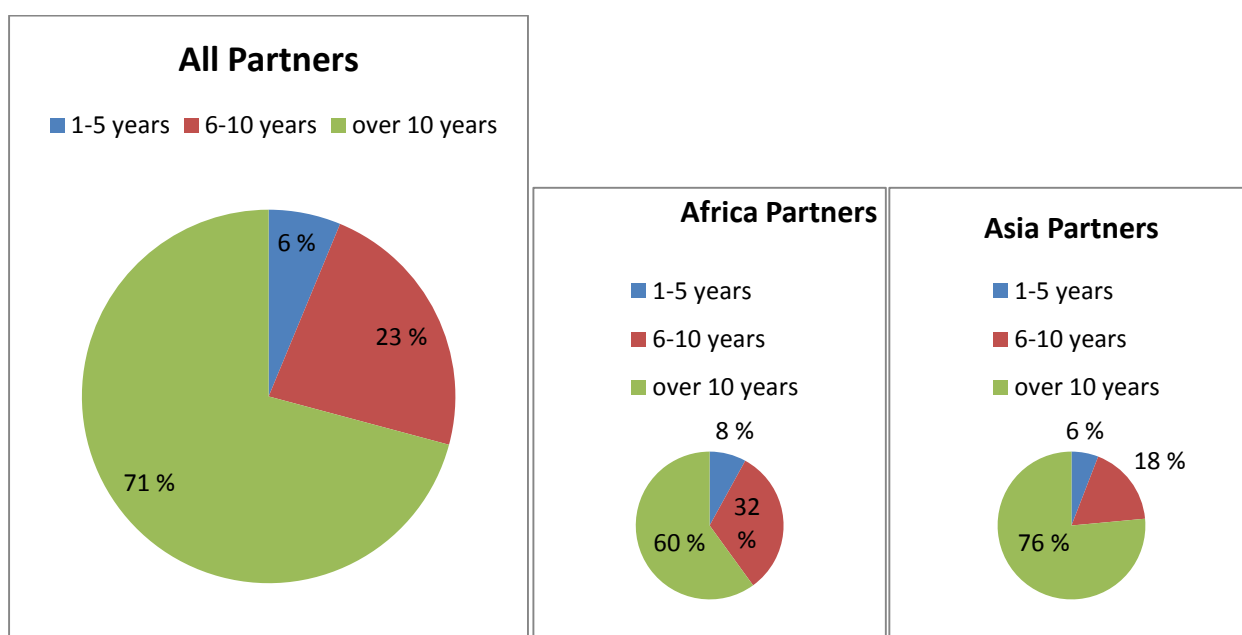

Figure 1: When was the organisation established?

KIOS's approach values working with small and emerging organisation as well as larger ones. The Finnish NGO Foundations Evaluation, 2008, suggests that this is a principle that KIOS wants to maintain. KIOS has been praised for this in the Strategy Consultation Survey, 2015. However the results of the post-proejct evaluation survey suggest that, 71% of partner organisations were founded over 10 years ago, 23% were founded 6-10 years ago and only 6% were younger than 5 years. The evaluation's scope covers projects that ended between 2010-2013, which means that organisations responding to the survey must have been operating for at least 3 years, however the point remains that a significant majority has been established over 10 years ago. There is a slight variation between the Africa partners and the Asia partners in that 32% of the Africa partners' organisations were established 6-10 years, while for Asia it is only 18%.
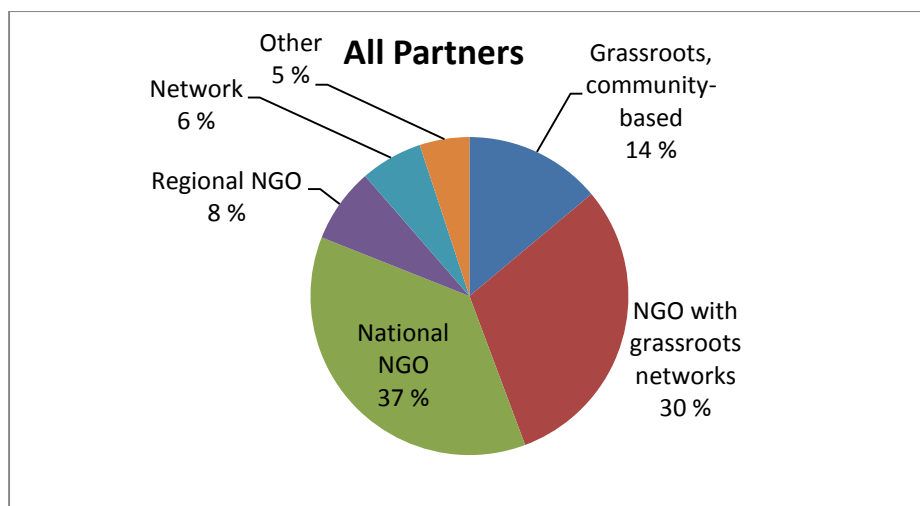

Figure 2: organisation categories

There is correlation between the results in Figure 2 and Figure 1. 39% of respondents are national NGOs and 36% are NGOs with grassroots networks, totalling 75%. Only 13% identify as grassroots and community-based. The highest concentration of grassroots organisations is in the Africa partners and only 2 of the respondents from Asia identify as grassroots organisations. On the surface this also seems to be in contradiction with the results of the Strategy Consultation Survey, 2015, where it appeared that KIOS was supporting local and grassroots organisations.

However the comments and interviews give a more detailed account on the partner's grassroots networks. Many have extensive grassroots networks and as they may not be from the area within the country, they rely heavily on establishing contacts in community based organisations otherwise their work would not be possible (interviews with partners). One partner for example has worked in 20-25 districts and another in 15 out of 47 districts, while a third has representatives in 11 districts and loose alliances in all districts.

There is an added value and risk in working with either spectrum of partners, larger, national vs. smaller, local. The post-project evaluation 2012 indicated that at a local level the impact of the projects are felt more intensely than at the national or regional levels, this may be attributed to a variety of reasons such as, 1) at a local level the partner may be more familiar with the conditions before and after the project and hence can assess the impact better, 2) there may be fewer actors at that level and hence the question of attribution is manageable, and 3) the partners are living and operating within the community and have deep understanding of what works and what doesn't. While, national level impacts are more difficult to assess and the question of attribution becomes more challenging. However, their work is significant in terms of their contribution to institutional reforms and policy change. KIOS should weigh out the risks and benefits more deliberately as well as assess the issue of efficiency and predictability of working with well-established larger organisations vs smaller ones. There seems to also be a donor gap with regard to supporting young and emerging organisations. To some extent the new strategy categorises different focus countries with an

indirect reference to the capacity of civil society within a certain category of focus country, however, a more deliberate approach by KIOS on the level of engagement that it wants to focus on and why will better clarify KIOS's strategy towards its partners.
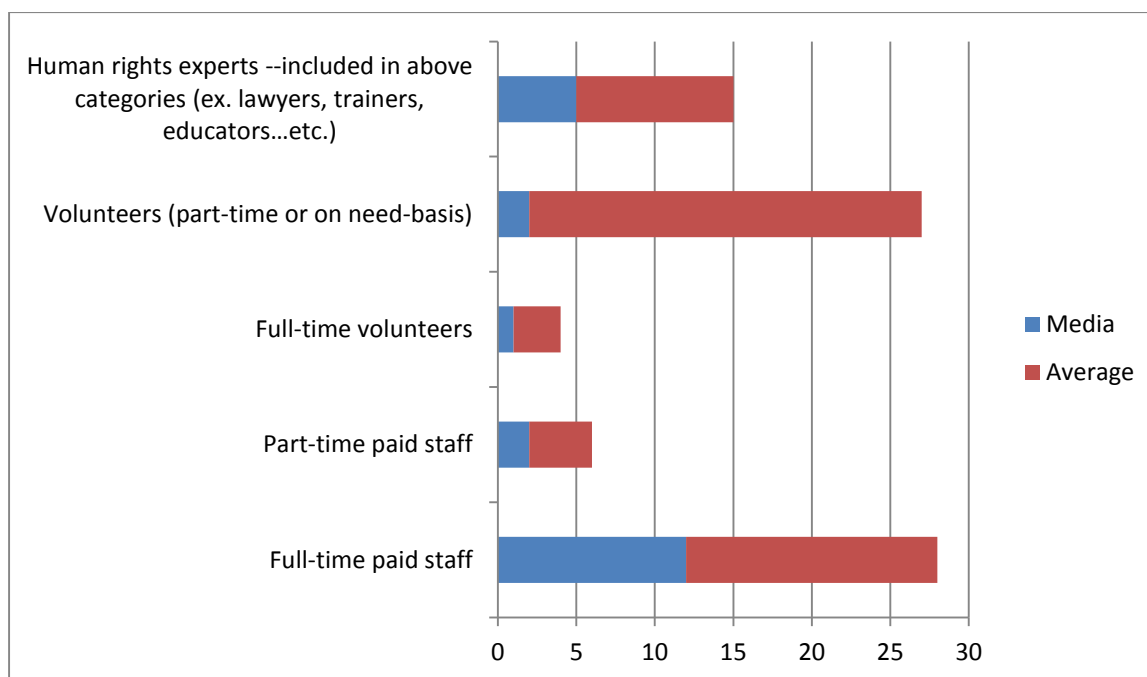

Figure 3: Human resource capacity

The number of staff varied widely between organisations ranging between 1 and 466 –this included volunteers on need-basis, which explains the largely inflated number. Because of the large range the average figure (50 staff members/organisation) may be misleading, instead the median was calculated. Partners have a median of 26 members of staff and volunteers. Not all partners have human rights experts but most do. On average organisations have 10 human rights experts while the median is 5. Some organisations seem rather large with up to 205 full-time paid staff. Some are slightly smaller, ex. 40-50 and some have only 1-3 full-time paid staff. The median for full-time paid staff is 12, which is relatively high. Not many reported full-time volunteers, the average is 3 but several have a large base of volunteers to draw from when there is a need, which is essential for broad campaigns and for community outreach as well. The majority of partners have some volunteers used on a need-basis.

There doesn't seem to be a problem with staff in the partner organisations, however we do not know the level of retention of staff, this problem was brought up by some partners in the interviews. There is no significant difference between the partners in Africa and Asia. From the interview with a Kenya based organisation this constituted a substantial challenge and at times only one person was left to run the organisation and the ongoing projects (interview with partner). Similarly this concern was raised by one of KIOS's project coordinators who said that a project proposal may seem promising and the calibre of those in the organisation high, but mid-way through the project key staff members leave and the performance of the project drops drastically. This seems to be a recurrent risk with some partners and should be assessed and management from the outset of the project design.

Evaluation Question 2: Do the areas of expertise of KIOS's partners correspond with KIOS's priorities set out in its strategy?
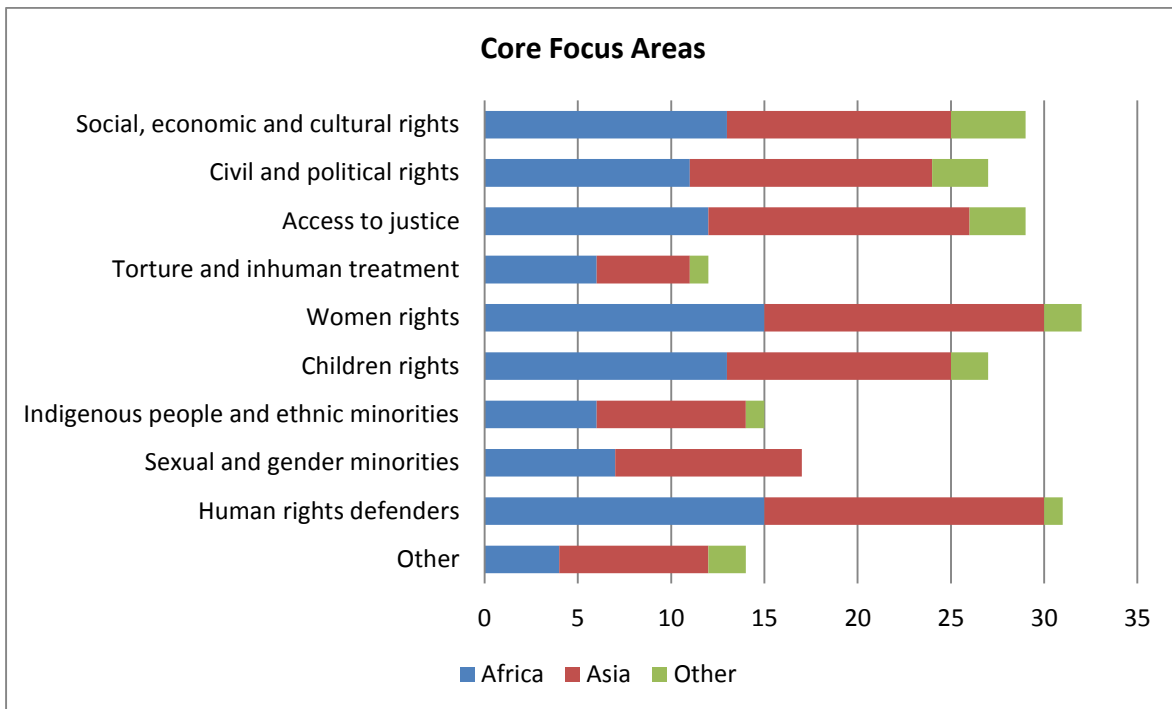
Figure 4: Focus areas

Out of the listed core focus areas 'torture and inhuman treatment' seems to be getting the least attention, this may be because this is a highly specialized area or is too challenging to work with. Indigenous groups and sexual minorities are also specialised core focus areas that fewer organisation work on. Under 'other' categories, the partners focus on religious and ethnic minorities, some are very specialized; one partner focuses on rural artists. The highest focus area is on women rights and this may have to do with the efforts of donors to mainstream gender equality in their interventions -for instance, the KIOS project application form has a section on the gender aspect of the project, 67% of partners say that this is one of their core focus areas. The second highest is human rights defenders, 65% of partners say that this is one of their core focus areas. This is followed closely by social, economic and cultural rights, access to justice and civil and political rights. Some indicate that they approach their human rights work through media outreach, development and education. Overall the core focus areas are fairly distributed between partners, this indicates that KIOS is not concentrating its funds on too narrow an approach to human rights and is dealing with a broad spectrum of partners. Human rights is a broad field, therefore keeping a broad approach to human rights seems like a viable strategy and goes with the old and new KIOS strategies.

Human rights defenders: The results show that 65% of partners work with human rights defenders however this does not mean the same thing to all partners. In the interviews some considered this to be at the core of their work while others were not very sure how it fits into their work. One partner suggested that the attitude towards human rights defenders has shifted drastically in the past 10 years. Once it was considered very respectful and was enough to provide human rights defendres access to remote areas in the country, today human rights defenders' work has been diluted and includes actors who have limited knowledge of the basic principles of human rights, to some they are considered agents of donors (Interview with partner).

It is not a surprise that there is no standard approach to human rights defenders within the context of the different projects. In the interviews, some partners who seemed to be working with groups who face high security risk or are marginalized-- such as sexual minorities, or trafficked low-caste women, or those who are in confrontation with powerful individuals within the community they live and operate in- make human rights defenders' security and training a priority in their work. Others recognized the important role of human rights defenders but did not seem to explicitly incorporate this in their project components and it appeared at times

that it was not clear who they may be. While others considered that they are members who need to be sensitized in human rights issues which do not lie within mainstream human rights work. Particularly one interviewed partner felt that their line of work was not understood by mainstream human rights defenders and therefore, the organisation considers educating human rights defenders and raising their awareness as one of its priorities (interview with partner).

A couple of organisation that were interviewed had a broad and inclusive idea of what human rights defenders constituted of and what their role is within the project activities, mainly it appeared that they were considered to be agents of change and are especially vulnerable to security risks. Trainings in security and safety were important activities to these partners (interview with 4 partners). Moreover, the threats to human rights defenders do not only come from the state or state-actors, at times they come from the communities in which the human rights defenders live and work. This poses a different kind of threat whereby some human rights defenders had to leave their own community to avoid risk (interview with partner).

Economic, social and cultural rights: is also an area that many partners work in. In the interviews it appeared that some partners are taking up this issue anew. This seems to be an area that is increasingly gaining attention. Several of the partners who were interviewed said that they have been involved in drafting Economic Social and Cultural Rights reports. Additionally, some whose focus areas appear to be based in political and civil rights find a less controversial entry point for their work through socio-economic rights , such as health and shelter:

> *"health is actually the route that we intend to use to advocate for LGBT issues, because it's one of the easiest routes to use because our constitution has a specific clause that says, every person has the right to the highest attainable standards of health, so once you use that article in the constitution to push for services for people who are a minority- discriminated against and have a stigma against then it becomes a bit easier. So, it's easy to assess the impact of such projects by looking at the health aspects of them." (interview with partner).*

Sandra Fredman in the book, "Human Rights Transformed" challenges the division between positive and negative rights and subsequently the division between socio-economic rights and political and civil rights. This is echoed in webpage of the Office of the High Commissioner for Human Rights where it is stated that:

> *"in reality, the enjoyment of all human rights is interlinked. For example, it is often harder for individuals who cannot read and write to find work, to take part in political activity or to exercise their freedom of expression. Similarly, famines are less likely to occur where individuals can exercise political rights, such as the right to vote. Consequently, when closely scrutinized, categories of rights such as "civil and political rights" or "economic, social and cultural rights" make little sense. For this reason, it is increasingly common to refer to civil, cultural, economic, political and social rights."(OHCHR)*

Generally, the issue of minorities and excluded groups was brought up by partners who work on sexual minority rights, indigenous people, people with disability, slum-dwellers and women human rights defenders. The general concern was that minority groups are excluded from mainstream human rights work and discrimination within human rights actors is present. Some have developed a clear strategy to engage with mainstream human rights groups, for example children rights and women rights as a way to challenge this exclusion. Additionally, the general society continued to consider excluded and vulnerable groups as groups in need of charity and to change this attitude and promote their rights as part of the general human rights is another challenge. Project coordinators may use this attempt to enter the mainstream human rights discourse as a best practice and share it with partners especially at the project formulation stage.

Primary activities
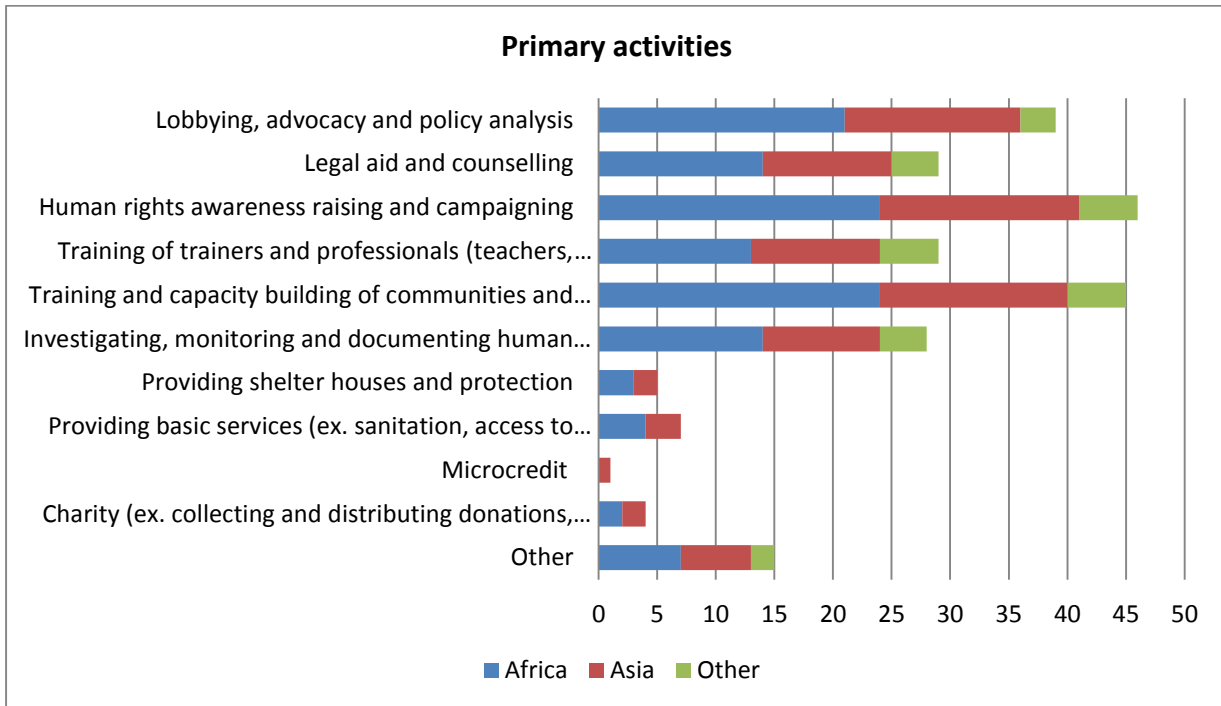
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Figure 5: Primary activities

An overwhelming percentage of partners work on human rights awareness raising and campaigning; 96%, followed by training and capacity building of communities and civil society activists, 94%. While 81% of the respondents said that their primary activities are lobbying, advocacy and policy analysis. Other activities receive less focus, beginning with legal aid, 60%. 58% investigate human rights violations and do knowledge production and an equal percentage focuses on training of professional groups. 2% does micro-credit, a small minority does charity work and between 15%-10% provide shelter, protection and basic services. Other activities that were not listed in the questionnaire but mentioned by partners are, treatment and rehabilitation of torture survivors, election monitoring, response to climate disaster victims, HIV victims, psychological counselling and support, support to orphans and media mobilization. Overall an overwhelming number of partners work on, among other things, human rights awareness raising campaigns. The majority seem to have an undivided focus on human rights.

Partners who were interviewed, when asked about the impact of the KIOS funding on their work, reported positive impact in attitude change both at the community level and among public officials as indicated above.

Evaluation Question 3: What are the networking channels used by partners and how effective are they?
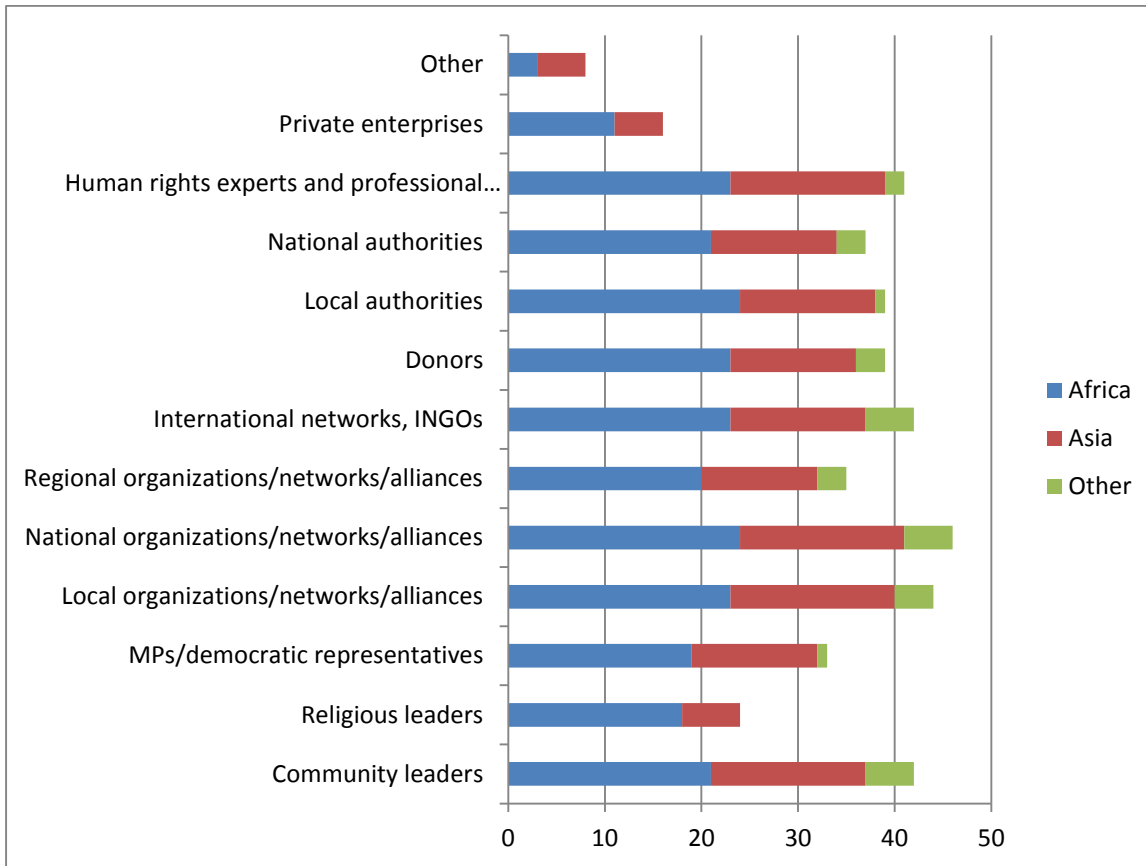
Figure 6: Networking and partnerships

All organisations say that they network one way or another, which is expected. 96% network with national organisations and 92% network with local organisations. All the categories got high percentages, which means that overall organisations claim that they network with diverse actors. The lowest categories however are 33% for networking with the private sector and 50% with religious leaders. Some listed other partners that they network with, for example media outlets and returnee migrants. Among the African partners more network with religious leaders compared to Asian partners, similarly more African partners network with the private sector as compared to Asian partners.

All partners engage in multiple channels of networking and partnerships and in the comments and interviews this featured heavily, which indicates that partners deeply understand that they cannot work in isolation. Several of the interviewed partners had a role in establishing networks not only joining already existing ones. The main purpose seemed to be that these networks were effective tools for accessing provinces and districts in which the partner had no base in.

However, two interviewed partners warned that networks should not be idealized. At times they serve no added value and its members face problems related to fair attribution of work, hostile competition between its members and "free-riders". One partner explained, that a functional network must develop organically, the conditions should be right, everyone involved should have something to benefit from and to contribute to the network. "A network should have good leadership and a small secretariat. It doesn't need too much funding; sometimes too much funding can ruin it." (interview with partner)

Additionally, some partner organisation have had experienced implementing projects through networks or consortiums and reported positive outcomes and an enhanced level of complementarity and cooperation (interview with partner)

Interviewed partners who operate at the national level reported that networking with community-based organisations was essential for their ability to access districts and provinces in which they did not have a base, while community based partners reported positive results in networking with larger organisations which served to build their capacity, for example in strategy development and financial planning (interview with partner). Another partner expressed that they first received KIOS's funding indirectly as an implementing partner of a larger organisation but have since developed the capacity and independence to successfully receive a grant from KIOS (interview with partner). There are several examples of this sort and they highlight the important role that KIOS plays in establishing effective partnerships between its partners.
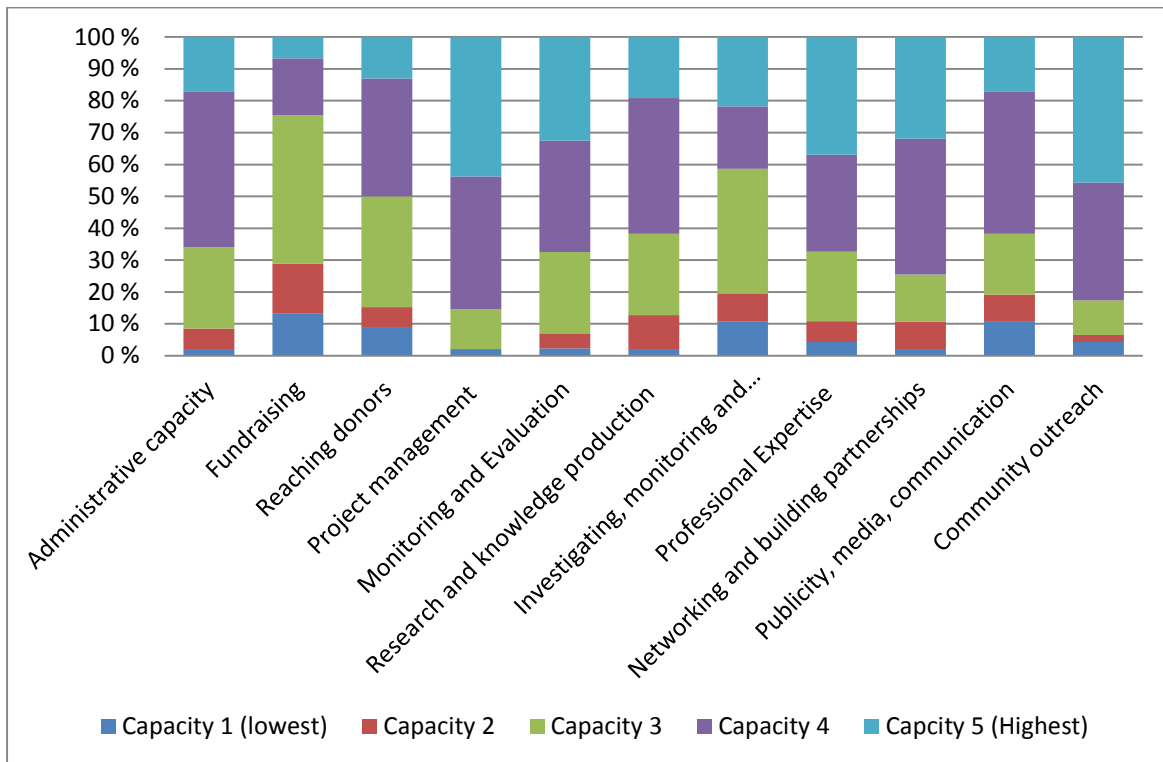
Additionally, the majority of partners praise the regional and annual conferences organised by KIOS as essential for partnership opportunities with regional and international organisations. However, it remains that connecting with potential funders remains limited. Finally, partners appreciate KIOS focus on grassroots work and some say that this helped them advance their community outreach capacity.

Working with the authorities: Cooperating with local authorities and government bodies is particularly essential for the work of many partners. Some partners are officially required to liaise with district offices before they can begin any project activities. Sensitive areas of work, for example sexual minorities, require that partners work closely with the police and include them to their events to ensure that they will be guarded and protected from violence which may be inflicted by some hostile community members (interview with two partners). Although many partners said that accessing high-level officials is a challenge some partners seem to have strong connections to the state and hold advisory positions in high public offices:

> _"We have a very a good network with the minister, the Nepal government also, like the national planning commission, ministry of women, children and social welfare, because this network now CIL is one of the advisory members"_ (interview with partner).

> _"At the national level we constantly work with the authorities, I was a part of the Prime Minister's office, nominates at the Prime Minister's office as an advisor on the gender-based rights, so in all meetings, in all strategic plans meetings we always get invited."_ At the local level, the long experience of the organisation and expertise means that local authorities need to work through us. (interview with partner)

Evaluation Question 4: How do KIOS's partners assess their own administrative and human rights capacities and capacity needs?

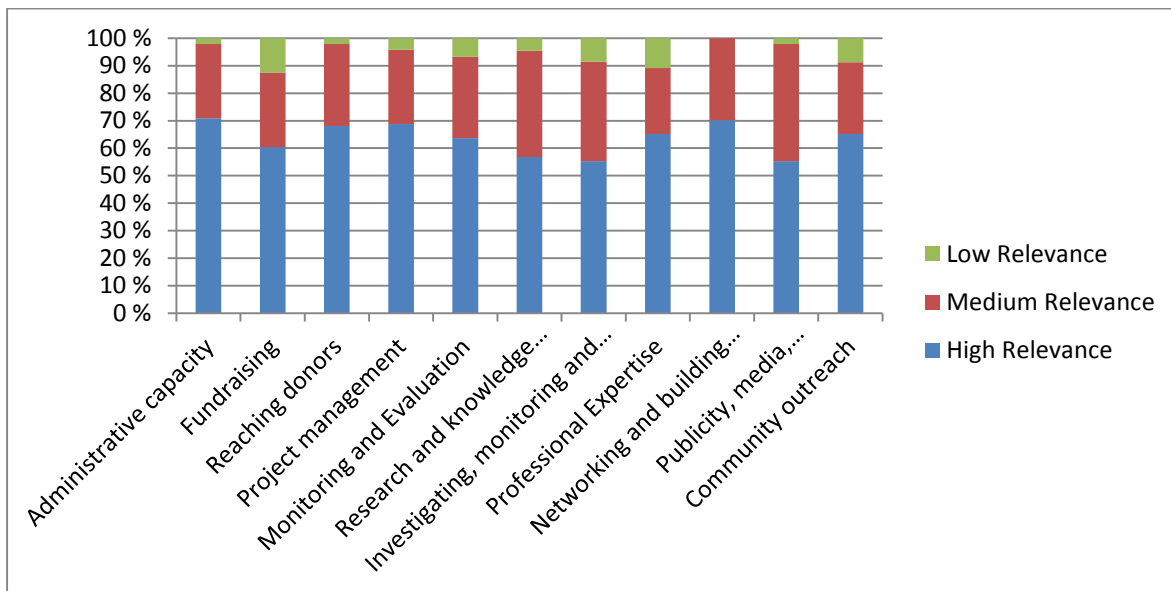Relevance of this category to the improvement of the partner's human rights work.

Figure 7: Capacity self-assessment and relevance of categories

Partners tended to give high scores to their capacity levels in various categories. The lowest averages 3 out of the 5-point scale and its related to fundraising and investigating and monitoring human rights violations. The rest of the categories scored mostly 4-5 points. This is perhaps understandable as partners may feel that admitting to having a low capacity in one of the categories will limit their chances in getting KIOS funding in the future. In terms of relevance the majority thought that all categories have high (1 on a 3 step scale)

relevance to improving their human rights work. The answers to the question of capacity make it difficult to know what the partner's capacity level and needs are beside the point that most partners feel that their capacity is lacking in fundraising and investigating and monitoring human rights violations. A significant majority (over 80%) seems to believe that they have high capacities in project management and community outreach. This question was not going to provide enough information on the capacities of partners or their capacity needs, but it provided an indicator on how they want to portray themselves to the donor.

The issue of capacity acquires more nuance and substance when one analyses the comments and interviews. It is evident that partners feel that their capacity is improving especially with experience and opportunities to implement activities, however, they still want more improvement in M&E, monitoring and reporting human rights violations and in communications. Capacity assessments will need to get to a more customized assessment of partners' needs. It is also important to realize that learning and capacity building is a cumulative process. Advancing the capacity in one area or another is not only a matter of a need that must be fulfilled but also a matter of ambition to improve the work and enhance experience and knowledge about it. Therefore, capacity building activities will require customized assessments of each partner and also discussions on their ambitions and the direction in which they envision their human rights work to go. An informal assessment of partner capacities could be done during the project formulation phase by asking standard questions and devising some activities towards improving the capacity of partners. Knowing in advance how much of the budget will go to capacity may allow KIOS to evaluate the worth of this activity.

Evaluation Question 5: How do KIOS's partners perceive KIOS's role in the formulation of project objectives and in providing guidance and coaching? How do they assess the level of their ownership over the KIOS-funded projects?

Figure 8: Ownership self-assessment

The response to this question is in line with what was expected based on the comments of partners in the Strategy Consultation Survey. 2015. 63% of partners feel that they can formulate their project objective "very freely" and 31% "freely", in total 94% do not feel restricted. Not a single partner said that they are restricted or very restricted. This is a very good indicator that KIOS is not dictating on partners what should be done

and it allows partners to propose innovative ways to do their projects. However, these responses were followed by requests from partners for strong monitoring and guidance from KIOS, which may be lacking due for several reasons, most importantly that KIOS has no physical presence in the focus regions or countries.

Some of the partner's comments on this question:

"developed the objectives of projects freely without any interference, Kios has only come in later to ask clarifications on unclear texts or where it may require additional notes. This cannot tantamount to any form of interference."

"The process was very collaborative with lots of support from KIOs team on realigning the objective to be able to bring out clear outcomes."

"working relationship allowed for the organization to implement the project from a community led level. This approach was very effective as it enhanced ownership among key target audiences, and also allowed flexibility to deal with unforeseen risks such as the dynamic shift of addressing sexual orientation, gender identity and expression issues in Kenya"

"We formulated objectives for the projects based on the actual needs of the country. The identification of the issues was based on the interactions with stakeholders, the target audience and feedback received from them."

"(we) developed the objectives of (the) projects freely without any interference, Kios has only come in later to ask clarifications on unclear texts or where it may require additional notes. This cannot tantamount to any form of interference."

"KIOS is the most hands-off funder, most of us will welcome more coaching to understand evaluation standards, reporting…etc."

However, the balance is delicate between, on the one hand, preserving the principle of ownership and ensuring that projects are fully partner-driven, respecting that partners understand their needs and context better than the donor and that ownership is key to sustainability and effectiveness of any project, and on the other hand, providing sufficient coaching and support to partners to allow them to build their capacities and draw from the technical expertise of KIOS's staff. Some partners say,

"Some donors have specific guidelines/indicators, we haven't had a problem with that. KIOS can feel free to conduct more evaluations or introduce indicators and monitoring tools."

 "Frequent monitoring and suggestions requested for better performance. We feel that Kios representative's field visits, at least once a year, would be highly useful for better understanding of problems."

These comments are similarly echoed in the responses to the Strategy Consultation Survey, 2015,

 "KIOS hardly interacts with its grantees on digital platforms like twitter or facebook."

"KIOS don't have monitoring plan in the course of project implementation"

"[KIOS should] establish and design a monitoring and evaluation (M&E) system for the implemented programs outcome and impacts."

It appears from the responses and discussions with partners that the time in which partners receive the most feedback and guidance from KIOS are during project application appraisal when mid-term and/or final reports are being reviewed. There is no mechanism for providing coaching and feedback during the implementation of the activities which could mean that response to obstacles in implementation comes too late and/or is inadequate for partner to rectify their work.

Generally and to a significant extent feedback from partners shows a high level of satisfaction with the principle of non-interference and with the general processes of KIOS and the courtesy of its staff, however the responses also allude to a pressing need for regular and systematic feedback and advice from KIOS.

Evaluation Question 6: How do KIOS's partners assess the results of their projects?

Achieving project objectives

- ■ The project could only meet a few of its objectives
- ■ The project met most or all of its objectives
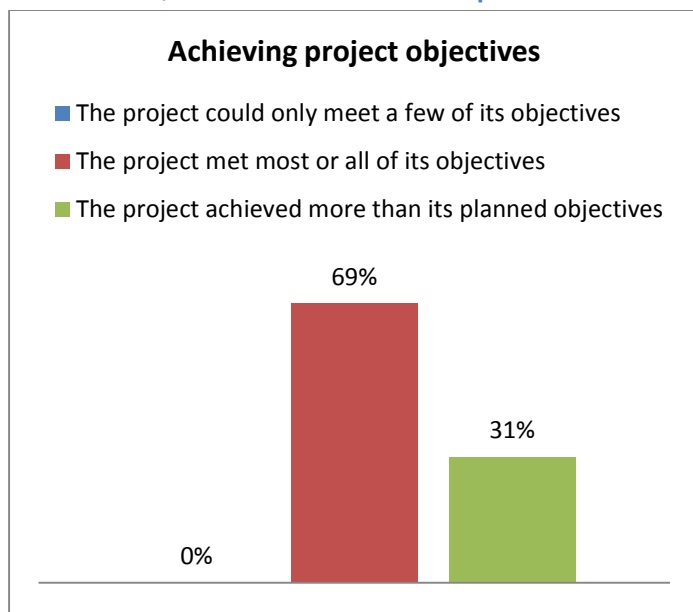- ■ The project achieved more than its planned objectives

Figure 9: Achieving project objectives (self-assessment)

69% of partners claim that their KIOS-funded projects achieved most of their objectives while 31% see that they have over-achieved. No one sees that their projects under-achieved. This may again be an indicator to how partners want to be perceived by the donor, however it was surprising that 31% believed that they over-achieved which could indicate that partners are under-planning and easily surpassing their objectives. If this is a valid result, perhaps KIOS should scrutinize more carefully the proposals with objectives that are too easily achievable, or find a balance in the objectives of the projects between simple and easily achievable objectives and more challenging ones. This will also encourage partners to innovate their activities and not take the safe and known paths to human rights work.

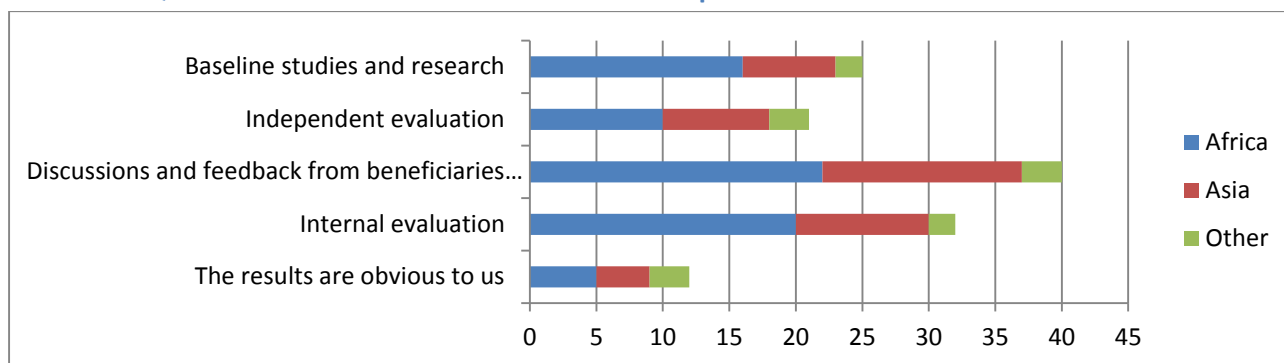**Evaluation Question 7: What mechanisms of M&E are in place?**

Figure 10: M&E Methods

83% of partners say that they rely on discussions and feedback from stakeholders to evaluate their work, while 67% of partners say that they conduct internal evaluations. Only 52% say that they do baseline studies and research. Weakness in baseline analysis makes evaluating projects' success or failure unmeasurable. 44% say that they conduct independent evaluations. Overall, solid monitoring and evaluation in the field will make it easier for KIOS to evaluate its overall program results. Monitoring and evaluation standards and follow-up mechanisms should be set out strongly at the formulation phase of the project so partners can incorporate the monitoring and evaluation activities into their projects and dedicate funds for that as well. Similar findings arose from the interviews where only a few partners had independent evaluation reports to share with KIOS.

KIOS focal points or consultants to conduct monitoring visits in the field: Partners were asked in the interviews to provide their opinion on having a focal point or a consultant commissioned by KIOS to conduct basic monitoring visits to projects. Most welcomed the idea and understood the need for KIOS to monitor the projects more closely. However, a few expressed concerns and said that the success of this would be conditional on how it will be done and the independence and neutrality of the focal point. These are some of the responses to this question:

> *"Sometimes this attitude and culture are becoming problems in our countries actually. Because for example if KIOS nominates a focal person from Nepal, I am not sure if he or she from Nepal or other countries, but I have some kind of bitter experience, these people they come in our office and give many many tasks, they try to influence our activities actually"*

> *"there are always challenges when it comes to the relationship between the donor and the grantee but one of the things that we've noticed ourselves and with our other donors, is that more and more projects in Kenya at least or in the LGBT movement are becoming a lot more community driven. The challenge of having a focal point in this (way) is that it may push these organisations in this context to have a donor-driven projects."*

> *"I must say it's a very tricky thing. Because a focal person, ok who? come where? and what? You know. Because in a region like ours where there a lot of resource competition takes place, a focal person from the region can be a little difficult and in the context of world patriarchy reality wins, so I am afraid that again women work might not be visible. Those are a lot of risks out there. At the same time, I understand the difficulty KIOS has, and I can fairly understand this one. So maybe it would be a good idea to think about the possibility to create a*

participatory monitoring team[1], so we can get it comprised of different partners together or maybe regional (partners), some kind of participatory monitoring, maybe a network in India and Nepal and do the participatory monitoring, so that could help to do the monitoring and technical support and at the same time can be a very strong accountability mechanism as well. So, support for both organisations and report (sent) periodically can be very nicely done, I think. Rather than having a focal person because a focal person will be expensive but at the same time there can be a lot of questions."

"Professional consltant rather than a focal point to ensure they have no vested interest. Additionally, indicators could be sent from KIOS to enable remote monitoring."

"I think it's quite feasible for projects to be monitored on a more regular basis and even have a liaison person, that's going to be easy in terms of monitoring. I also think that some of the projects are easily monitored and others are… you know monitoring advocacy and policy is quite challenging, so it would depend on the capacity of the person that you contact."

M&E remains a challenge in small projects with short durations, the question of dedicating a percentage of an already small budget towards an evaluation is understandably demotivating. Additionally, short-term projects of 1-2 years are difficult to assess because their activities are limited and not much time was given for the results to reveal themselves.

Larger organisations that sub-grant to smaller organisations seem to understand the challenge of monitoring remotely and are trying to enhance their own methods and systematize M&E mechanisms. As one partner put it,

"It is challenging to network (across border), most agreements are signed without face-to-face interaction, although this has been ok, there were a few times when it didn't work. We do remote monitoring and rely on partners' reports, but coordinators are sent to the field at least once. We are also trying to develop our own monitoring tools (baselines, indicators) (interview with partner).

KIOS and its partners could consider alternative methods to monitoring and evaluation. A low-cost evaluation, such as a participatory evaluation, is conducted by bringing together various stakeholders in a structured consultation sessions facilitated by an external expert. The more inclusive it is to all stakeholders the more accurate it will be. This kind of exercise according to the MFA training consultant could provide 80-70% of the information that a formal external evaluation would provide with a fraction of the cost. It will also strengthen dialogue between stakeholders and a sense of ownership. There is an option to do this remotely via a webinar. Other options are also available (see World Bank, Evaluations on a Low Budget). Peer evaluations are also another alternative. They are conducted by two partners working in the same country but running different projects who evaluate each other. Alternatively, if KIOS will expand and strengthen its

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[1] Participatory monitoring & evaluation (PM&E) is a process through which stakeholders at various levels engage in monitoring or evaluating a particular project, program or policy, share control over the content, the process and the results of the M&E activity and engage in taking or identifying corrective actions. PM&E focuses on the active engagement of primary stakeholders. Conventionally, monitoring and evaluation has involved outside experts coming in to measure performance against pre-set indicators, using standardized procedures and tools. PM&E differs from more conventional approaches in that it seeks to engage key project stakeholders more actively in reflecting and assessing the progress of their project and in particular the achievement of results (World Bank).

partnership with regional partners then more formal evaluation methods could be done through regional partners.

Monitoring on the other hand is different than evaluations. Monitoring can be facilitated and conducted more smoothly if project documents and work plans contained clear logical frameworks, indicators and baselines. A project that is planned well at the formulation phase should contain within it sufficient monitoring tools.
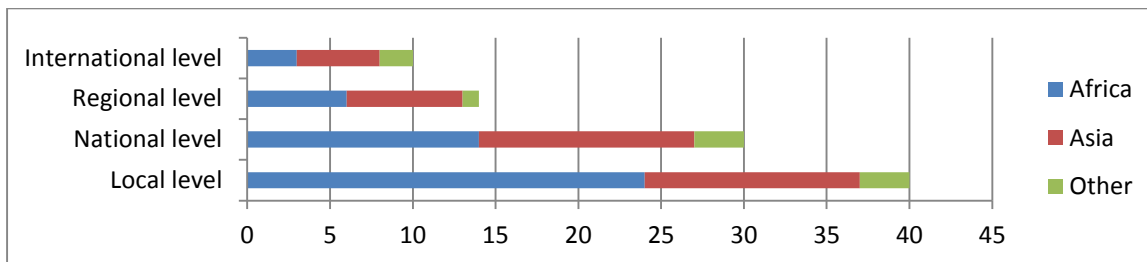

Figure 11: Impact felt at which level

83% see an impact of their work at the local level which is not surprising given above observations. 63% see the impact at the national level. However it was rather surprising and it is a positive indicator that 21% see an impact at the international level, which means that several partners feel confident enough to effectively do advocacy at the international level.
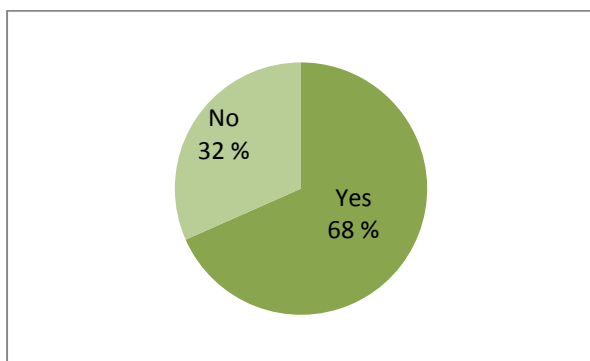

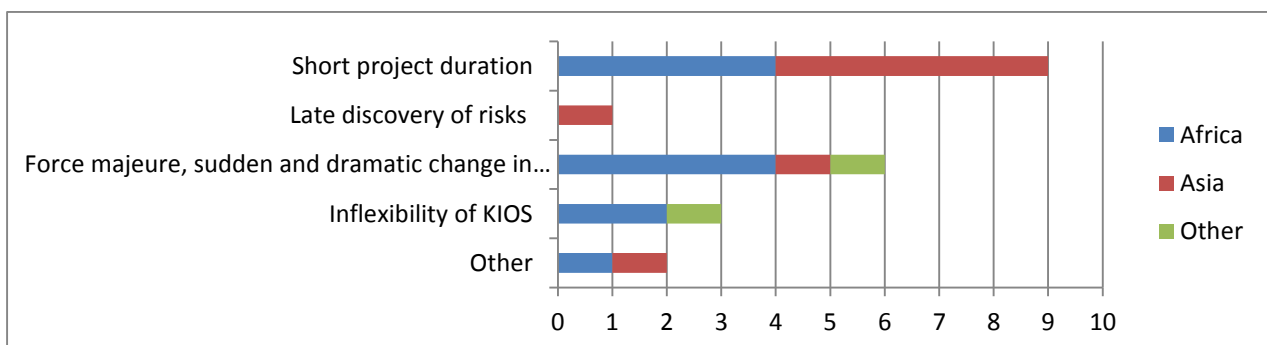Figure 12: Risk assessment and responsiveness

Figure 13: Explanation for an inadequate risk assessment

The majority of partners say that they are able to identify risks and revise the project activities accordingly. However 32% said they could not and this is a significant number of partners. The partners express that the biggest reason they were unable to identify risks and revise the projects was due to the short project duration. This is understandable as a 1-year project span may not allow room for mid-term revisions and more slow and thoughtful project planning. The second biggest reason is due to sudden and dramatic changes that could not be anticipated. Additionally, some attribute this short-coming to the inflexibility of KIOS. More deliberate assessments of risks and perhaps a more elaborate risk log will help partners calculate risks at the formulation stage and also allow for a revision during the implementation stage. In several of the proposals I have read, this seems to be lacking. It could perhaps be because partners at the stage when they are looking to secure funding do not want to convey to the donor that their project may face big challenges. KIOS could consider re-assuring partners that a realistic risk log will help in the project implementation phase by allowing room for project revisions and is an indicator of solid project planning and the partner's ability to assess the situation and do long-term planning. Further, this could be avoided if risk assessment and risk logs are developed further after the project proposal has been approved and the partner feels that they have secured funding.

Evaluation Question 8: How do KIOS's grant modality and methods affect the sustainability of results?
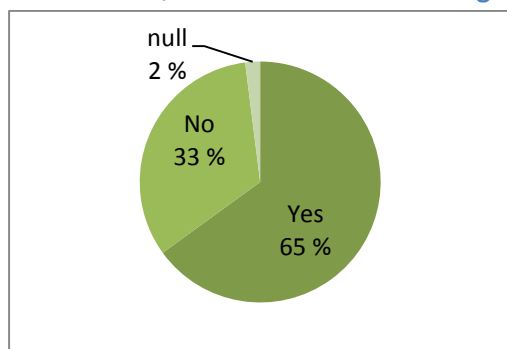

Figure 14: Ability to continue working after KIOS funding ended

Figure 15: Reasons for unsustainability of work

33% of partners said they were unable to continue their activities after the KIOS funding ended. The main reason partners could not continue their activities had to do with funding. Either they could not secure funding from KIOS or from another donor. More issues pertaining to sustainability were brought up in the comments section as well in the Strategy Consultation Survey, 2015. Indeed the most commonly brought up issues in the written feedback from donors pertains to sustainability and what was perceived as a short

project duration; insufficient to do human rights work. Activities that characterize the work of partners such as, lobbying and policy change, changing attitudes and engaging the justice system through legal aid or public interest litigation cases are long-winding and their impact cannot be seen in the short-term. For example, one partner who said that on average court cases take up to 3 years means that mid-way through the case financial support by KIOS ends and they need to find another source for funding to sustain the activities.

Although from partners' responses it seems that the understanding of sustainability is narrowly linked to continuous funding, however sustainability should rather be linked the ability to exit a project without risking that all the work will abruptly come to a halt or the results of completed activities will quickly dissipate. To remedy this, projects could contain within them a "phasing-out" or an "exit" activity that will take sufficient measure to support the continuation of the work and the results even after KIOS's funding end. For example, establishing contacts with other donors, showcasing project results to other donors or inviting them to some of the project activities, establishing a local fund for the project, ensuring that the knowledge is passed on from the project staff to the community members who may take up the activities with minimum costs after the project ends. What was concerning was that several partners indicated that their primary or only donor is KIOS. It is important to pay attention to smaller partners who rely solely on KIOS's funding as they are the most vulnerable to sustainability risks.

Some partners demonstrate a conscious effort towards sustainability. When partners were asked to assess the positive negative, foreseen and unforeseen impacts of their projects it was evident that several project had in-built mechanism to pass on knowledge and motivation to community groups, school clubs, organisations and local authorities to continue the work. Some partners' comments on this,

> *"The project beneficiaries are more confident in taking up leadership roles and responsibilities. The beneficiaries have also been empowered with information to allow them engage with their County governments, through knowledge enhancement, the self esteem of the community members has provided a basis for engagement with governments. Members of the groups that AMWIK works with are viewed as a resource to the community because of the knowledge and advocacy skills that they have gained. Negative: There is need for AMWIK and KIOS to build the capacity of the groups to generate their own resources for sustainability of the human rights work. Technical skills in resource mobilization such as proposal writing is necessary, to build the capacity of the groups to manage their own projects and to diversify funding."*

> *"In schools, child rights protection committees were created and now working as child mentors clubs in schools as they protect fellow children from dropping out of school and prevention of unintended early pregnancies among child school going age."*

> *"there is currently a group of community members with skills and knowledge of human rights. They have been continuing to protect human rights at their respective village levels."*

This should be further strengthened by KIOS and partners should be encouraged to assess the sustainability of their work regularly.

Summary Findings

Findings	Conclusions	Recommendations
1 Project Management Tools		

1.1. a) There are no tools within the project proposal form and project document to require from partners that they set exact indicators, baseline assessments and logical frameworks.	This means that partners will fill out the forms according to their own capacity in project planning, this results in difficulties for both the partner and KIOS to monitor and assess progress.	-Concrete project management tools should be introduced in the project document to allow for a smoother project implementation and monitoring.
1.1. b) Project proposals are very similar in format to project documents. Project documents are written in Finnish after the project proposal is approved. They contain minor additions, however the overall format is the same.	-While it is viable for the project proposal to not get into the details of implementation and results measurement tools…etc, this may become an issue when the project document is lacking in project management tools. -Once the project document is approved, it is not changed and the partner has no access to it because it is only in Finnish. -Project coordinators spend a lot of time going back and forth with partners to try to get clarifications and details on their project proposals, this may be challenging when the concrete project management tools are not in place.	-KIOS could consider two phases of project formulation, 1) project proposal, or a concept paper which could be discussed in detail with the partner, especially that KIOS is moving away from taking in altogether new partners. 2) following the approval of the concept note, a detailed and thorough project document is drafted by the partner in direct consultation and with the guidance of the project coordinator and project management tools are introduced and formulated properly. -The project document should remain in the partner's working language and open to revisions if the course of the project activities changes drastically. -If a document must be presented to the board in Finnish, a summary of the project document similar to the document currently in use could be written.
1.2. Country specific strategies have been developed based on the last KIOS strategy 2011-2015. The purpose was to contextualize the focus countries in which KIOS operates and inform project coordinators. They remain underutilized and do not undergo systemic updates.	The country-specific strategy has an added value to KIOS's work. It helps KIOS contextualize its work in each of its focus countries and conduct situational analysis. However, their underutilization turns them into static documents that quickly lose their informative value once the situation in the ground changes.	-Country-specific strategies should be linked to the general KIOS strategy by containing sub-indicators that will feed into the general indicators which will be developed for the strategy. -More regular updates to the documents should be planned. -The documents should be drafted through wider consultation sessions -that may involve for example, representatives from some of the key partners, MFA representatives, experts available in the board- this will

		ensure that these documents serve more than just the project coordinator who may already be very familiar with their work but also the general KIOS strategy. -Further discussions between coordinators and management on how to make these documents more useful could open up more options. -The country-specific strategies, or summaries of them, could go on the website as important information and what KIOS does in the various countries it works in.
1.3. Risk assessment and sustainability. Risk assessments and taking measure to ensure sustainability are currently not fully in place. Some partners provide thorough risk logs but most provide general risk assessments. Many partners reported several risks to their work, this included issues on sustainability; short-term funding, lack of access to donors…etc. In addition to other types of risks related to security or changes in legal and political environment.	-Partners may not feel comfortable elaborating on the risks during the project proposal phase as they may fear that listing too many risks could jeopardize their application. -Risk assessment and sustainability measures are essential component in project management tools and allow for a timely revision of project activities and a safe exit strategy (respectively).	-KIOS as part of the recommendations listed above to revise the project document forms should include extensive risk assessment logs and an exit strategy. This should be done through thorough discussions with the partner. -Risk logs could be further elaborated on at the project document drafting phase and not the project proposal phase when the partner is still uncertain about the funding.
1.4. Partners rate themselves high however when it comes to specific needs, there is a diverse array of requests for trainings and support.	-Capacity assessments should be customized to the needs of individual partners and the type of the project that is being funded. -Similar to the reservation of partners in disclosing risks, there is a reservation in disclosing capacity needs *(with the exeption of the capacity needs for security training to human rights defenders)*, perhaps this may take away from resources dedicated to substantive activities or partners may fear	- Project coordinators could discuss with partners at the project formulation phase what are the capacity needs required for the implementation of the project activities and what may be the most cost-effective ways of getting these capacity needs met.

	that it will jeopardize their application.	
2 Administrative issues		
2.1. KIOS in any given time runs approximately 60 projects of various sizes with a limited number of project coordinators. This is an enormous administrative workload, especially that it makes no difference administratively to coordinate a small budget project or a large budget project. KIOS is already planning on directing more funding towards regional projects. It remains unclear whether the number of projects will decrease as a consequence of this. Currently the majority of KIOS's partners operate at the national level (few are grassroots and fewer are regional).	Working at each level, grassroots, national and regional has its benefits and risks, it also has implications on the efficiency of the work and administrative workload burdened by project coordinators. Additionally, being present –even if at varying degrees- at the three levels may also have its own added value for KIOS's overall work. -Larger, longer regional projects could be the most efficient way to run projects. -The power politics between larger organisations and smaller ones should be taken into account. Overlooking who will be potentially be excluded by this arrangement and whether this will disempower local and small organisations is important. -For such projects to be adequately inclusive, and to avoid that KIOS relinquished full decision making to the regional partner who will decide on who to get the funds and how much may come with its own set of downfalls. Alternative modalities of project management for large regional projects could be considered.	-KIOS could explore different modalities for the management of larger projects, for example, a project steering committee could be constructed which includes KIOS, and representatives of local and national partners among other stakeholders and ensures that local and smaller organisations are not disempowered and fully under the rule of larger organisations. -Overall assessing the impact of such an arrangement on small and mid-level organisations is important to avoid disempowering already empowered partners and/or excluding them from decision making.
2.2. Call for Open applications, this has already been limited and coordinators reported a decrease level of workload from having to process and excessive number of applications in which over 80% end up being rejects. -Currently KIOS is reviewing this process and may limit the open application process even further or cancel it. -KIOS already has a large network of trust partners and the funding is not expanding to allow for new partners.		-If an open call for application will be done, KIOS could consider making this on exceptional basis, for example if there is new funding, or a need to explore a new area in the field of human rights, or to establish a regional network…etc. A specific criteria for the open application will allow for new occasional new and fresh ideas.

2.3. Currently, KIOS has no comprehensive and long-term evaluation plan. Many of KIOS projects are small and do not exceed 2 years. Having to dedicate resources to evaluate them will put too much strain on an already limited budget. KIOS relies on partners' reports and sporadic field visits to assess the results of their projects. The audit reports are the final thing which indicates to KIOS that the money went to the specified activities (interview with projects coordinator)	-An evaluation plan that goes along with either the funding cycle or the strategy cycle is an important component of project management. -Evaluations require that time and resources are dedicated for them early on. -Prior planning of evaluations that will be conducted during a given cycle (either funding or strategy cycle) will ensure that a balanced combination of evaluation types --such as project evaluations, thematic evaluations, impact evaluations and meta-evaluations—will complement each other. -An evaluation plan will also allow KIOS to prepare for key benchmarks within the cycle, for example, the MFA funding application or the duration in which a new strategy will be drafted.	-KIOS could consider drafting an office project plan either for the funding cycle or the strategy cycle. This will allow KIOS's management to plan ahead and dedicate the needed financial and human resources. The plan does not need to be specific given that projects don't follow the same starting and ending cycle but it could provide guidance on which type of evaluations are carried at which stage of the chosen cycle. -KIOS could consider alternative and low-cost evaluation methods such as participatory evaluations, peer evaluations. See World Bank document on conducting evaluations on a low budget.
3 Special groups: vulnerable groups, human rights defenders		
3.1. Some partners who work with extremely marginalized and excluded groups feel that this exclusions is experienced within the field of human rights and not only the general society. Some have expressed the need to sensitize human rights defenders in the stigma and rights of certain groups. KIOS is praised for supporting these groups who feel excluded also by the limited donor funding that goes to support them. Some partners have consciously taken strategic steps to include themselves in the mainstream human rights discussion. For example, sexual minority rights organisations try to engage with women rights and children rights organisations to challenge the stigma.	Mainstreaming human rights work which remains in the margins of the general human rights discourse may be an effective way of challenging exclusion within human rights actors.	-Some lessons learned could be drawn from this and transferred to other partners. -KIOS should continue to support vulnerable groups as this is one of their added value.

3.2. Human rights defenders: the security risks faced by human rights defenders does not come exclusively from state-actors, sometimes it comes from hostile community members. Some partners reported that the respected once enjoyed by human rights defenders is being lost for various reasons.	-The security of human rights defenders could be partly promoted by enhancing their image and their role within their communities.	-KIOS when planning new activities dedicated to supporting human rights defenders should consider the multiple sources of risk to their security, including that coming from suspicious or hostile community members who may not understand their work very well.
4 MFA complementarity		
4.1.The evaluation on the complementarity of the NGO instruments recommends an enhanced exchange between MFA's NGO unit and foundations with specialized expertise such as KIOS and further coordination with Finnish Embassies. -Partners reported on a lack of donor coordination in their context.	Finnish embassies, when present in the KIOS focus countries, could provide an added value especially with regard to their permanent presence in the country and their diplomatic status which may give them easy access to other donors and INGOs in addition to government officials.	- The diplomatic status of the Finnish embassies and their presence in the country could give them easy access to other donors and INGOS, KIOS could explore this with MFA and regular coordination meetings can be organised by the Finnish embassy to inform both MFA and KIOS on the activities in the human rights work within the country. This could explore new joint ventures with other INGOS and donors and at best avoid overlap and establish more regular and formal contact between KIOS and other donors active in the field.

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Annexes: