

Project assessments of selected Matra Projects Programme (MPP) and Matra delegated projects

Online annex to

Evaluation of the Matra programme in the Eastern Partnership countries 2008-2014

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Ministry of Foreign Affairs of the Netherlands

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Methodology

Evaluation criteria

Each project was assessed on the following evaluation criteria:

Relevance

- How did the project's objective fit into the 'contribution to a process towards democracy, rule of law, dialogue between the government and the civil society, capacity building of civil organizations and government agencies'?
- To what extent was the project idea and project design owned by local partners?
- Did the project address a key challenge of the EaP country concerned?

Efficiency

- Was the project implemented within planned time and budget?
- Which factors explain a smooth or laborious project implementation?
- Could the same outputs have been realised with lower costs or more outputs with same costs (cost-efficiency)?

Effectiveness

Assessment of outcomes at project level as reconstructed per project. Except for an assessment at project level, project outcomes were also assessed as framed within the Matra objective.

Sustainability

- Were outputs and outcomes still in place after project implementation?
- Have measures been taken to secure maintenance of effects (also financially)?

Scores (five point Likert scale)

The projects have been scored on each of the evaluation criteria using a five point Likert scale. This scale measures the extent to which the projects meet the evaluation criteria

- 1) Highly satisfactory (excellent project performance the project more than fully meets the criteria);
- 2) Very satisfactory (the project fully meets the criteria);
- 3) Satisfactory (the project largely meets the criteria);
- 4) Unsatisfactory (performance less than acceptable the project only meets the criteria to limited extent); and
- 5) Poor (project performance with serious deficiencies).

Sources

- Documents study (project files, containing project proposal, project appraisal memorandum (Bemo's), progress reports, final narrative and financial report, and correspondence between the budget holder (the Ministry of Foreign Affairs of the Netherlands in the case of the MPP or the responsible Embassy in the case of delegated projects) and the contracting partner.
- Interviews with contracting partner, implementation partner and in some cases project beneficiaries, embassies.

Matra Projects Programme (MPP)

Belarus

Project 1 Sustainable consumption for a better quality of life				
Project characteristics				
Country	Belarus			
Sub-programme	MPP			
Project number	17846			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 538,841	EUR 538,841	EUR 454,211 (84.3%)	100%
Contracting partner	Milieukontakt International (NL)			
Executing agency	<ul style="list-style-type: none"> - Green Partnership (Belarusian NGO network) - Belarusian Society for Consumers Protection (BOZP, public organisation) - Milieu Centraal (Dutch partner organisation) - De Kleine Aarde (Dutch partner organisation) 			
Project beneficiaries	<p><i>Direct beneficiaries</i></p> <ul style="list-style-type: none"> - The local partners the environmental network 'Green Partnership' and the Belarusian society of consumers' protection (BOZP) <p><i>Indirect beneficiaries</i></p> <ul style="list-style-type: none"> - The Belarusian private sector, including local producers and trade organisations, owners of supermarkets, the agriculture sector (farmers, kolkhozes, associations) and local and regional (oblast) authorities - Consumers, in particular school children and students as young consumers, and educational institutes (schools, universities, educational centres) 			
Project duration		Planned	Actual	
	Starting date project	01 November 2008	01 November 2008	
	End date project	31 May 2011	31 May 2011	
	Duration	2 Years 7 Months	2 Years 7 Months	
Project background	<p>There was low awareness among Belarusian citizens regarding sustainable consumption. There was little availability of sustainable products and sustainable products were not clearly recognisable as such for the consumer. The retail sector had little interest in marketing sustainable products. However, Belarusian products were said to be produced in a more energy-intensive way and with more pressure on the environment compared to production in other places in Europe. Capacity within environmental NGOs in Belarus was insufficient to mobilise consumers, producers and the retail sector for sustainable production and consumption, and there was no joint approach among Belarusian environmental and consumers NGOs to work together on sustainable consumption.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective The overall aim of the project is to build multi-stakeholder cooperation on sustainable consumption on local and regional level in Belarus.</p>		<p>Overall objective Partly achieved. Several stakeholders have cooperated during the project on the topic of sustainable consumption, however it is not clear whether this cooperation has had a significant impact and if cooperation among stakeholders will be continued in the future. The most important achievement seems to be that distrust among stakeholders has been reduced.</p>		

Project goal

1. Raise the level of awareness of Belarusian citizens on Sustainable Production and Consumption (SPAC) issues and on the consequences of their consumer choices;
2. Raise the number of environmentally friendly produced products on the market and develop good labels to make the products recognisable for consumers;
3. Raise interest of retail market and producers in selling sustainable products;
4. Embedding the project results within the local partner organisations.

Project results

1. Belarusian citizens are aware of consequences of their consumer choices and Belarusian citizens buy sustainable products.
2. Sustainable products are available on the market and recognisable for consumers.
3. Retail market and producers see opportunities for selling sustainable products.
4. Increased capacity of local partners in the area of SPAC and multi-stakeholder cooperation.

Activities

- 1.1 Market survey
- 1.2 Development of information materials
- 1.3 Consumer information services
- 1.4 Working groups
- 2.1 Marketing team meetings
- 2.2 Meetings and trainings with producers and retail

Project goal

The project goals are partly achieved. Although the project activities have been implemented to a large extent according to plan, there are doubts with regard to the actual outcomes.

1. Awareness raising on sustainable consumption and consequences of consumer choices has been done through seminars, (educational) events, presentations and various articles in newspapers, leaflets and on websites. According to the project survey results, there is a growing interest in buying sustainable products. Whether activities have really led to changes in consumer behaviour is not clear.
2. The number of environmentally friendly produced products has barely increased. The existing label Naturalnyi Product is better known, but no new label was developed.
3. Connections were made with retailers and food producers by the working groups. It has been difficult to get them enthusiastic for the subject, although awareness for sustainability among producers has been raised. Cooperation turned out to be especially difficult because of the financial crisis.
4. In the beginning of the project, local partners were active but hesitant to cooperate. This attitude has changed since the project was officially registered, which gave the organisations legitimation for their actions. Cooperation between BOZP and the group of NGOs was new, which turned out to be inspiring and may be developed further. Whether the results of the project are really *embedded* in the local partner organisations is questionable.

Project results

1. Partly achieved. Differences in the results of two surveys show an increase in understanding of sustainability as well as an increase in the interest in sustainable consumption. However, there is no good evidence that Belarusians started buying more sustainable products because of the project. The survey results probably show socially desirable answers.
2. Partly achieved. There are not sustainable products for all initially selected product categories, but some eco-shelves are realised in several supermarkets in the target regions. The planned number of products with a recognisable label was difficult to establish.
3. Not achieved. Although some eco-shelves have been realised in several supermarkets in all target regions for the existing sustainable products, producers could not be convinced to produce in a more sustainable way, which leads to less available products on the markets than planned.
4. Achieved. A training was organised for local partners on SPAC and multi-stakeholder cooperation. During the project, BY partners intensively cooperated with business, government and NGOs.

Activities

<p>2.3 Lobbying and screening</p> <p>3.1 Cost-benefit analysis sustainable versus not-sustainable products</p> <p>3.2 Internships to the Netherlands</p> <p>3.3 Field visits from the Netherlands to Belarus</p> <p>3.4 Pilot activities</p> <p>4.1 Support for local partners</p> <p>4.2 Trainings for local partners</p> <p>4.3 Project management team (PMT) meetings</p>	<p>1.1 Partly implemented. The questionnaire for the market survey was developed and the survey was conducted in 4 regions (~2000 citizens). 12 team members have received a training on surveying. The final report mentions only two survey rounds instead of three as was planned.</p> <p>1.2 Implemented. Leaflets and wallet cards were developed and printed for the survey team. 35,000 leaflets to promote the BY label Naturalny Product were distributed on streets and in public transport buses. A promotion video has been produced and is available on DVD and YouTube. TV programmes paid attention to sustainable production.</p> <p>1.3 Implemented. An excursion took place to Minsk on sustainable environmental management. A workshop was organised on ecological education in secondary education. Excursions were organised in the regions to meet business and government to lobby for sustainable production.</p> <p>1.4 Implemented. Working groups have started in 2010 and have met regularly. They have been active in organising seminars and presentations on sustainable consumption.</p> <p>2.1 Implemented. The team met 4 times, as planned. A Dutch expert attended twice.</p> <p>2.2 Partly implemented. The meetings have taken place, trainings have not really been implemented due to disinterest.</p> <p>2.3 Probably not implemented. There is no mentioning of lobbying and screening in the reporting.</p> <p>3.1 Partly implemented. The CBA was carried out, however, as a consequence of the financial crisis business partners were not interested and hence the information provided by them was limited. So no positive results from the CBA could be reached.</p> <p>3.2 Implemented. The internship was organised and evaluated as successful by the BY partners. During the study visit, Belarusians visited also Biologica, UTZ Certified, Marqt, Albert Heijn, Natuurwinkel, Arla Foods, Consumentenbond, De Zonnehoeve, SKAL, Winery and Herbs, and Het Groene Woud.</p> <p>3.3 Implemented (not reported on but can be concluded from the financial overviews).</p> <p>3.4 Probably implemented. Quite some articles and press releases have been published on sustainability topics, to which reference is made for this particular activity. Probably these articles report on the pilot activities, but it is not explicitly mentioned like that.</p> <p>4.1 Implemented. The local partners were regularly visited by experts from the Dutch partner organisations.</p> <p>4.2 Implemented. The partners met five times, once more than planned.</p> <p>4.3 Partly implemented. In total 12 PMT meetings have taken place, which is three less than planned.</p>
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>

<p>The focus of the project was on more sustainable production and consumption in Belarus, which does fit within the Matra theme 'environment'. The project has elements of multi-stakeholder cooperation, the development of civil society and dialogue between NGOs, citizens, local authorities and businesses, and could therefore contribute to improved dialogue between government and civil society and capacity building of CSOs.</p>	<p>The realised contribution is limited. Project activities have mostly been carried out, but the outcomes are questionable.</p>	
Evaluation criteria	Score	Explanation/qualitative assessment
<p>Relevance</p>	<p>2</p>	<ul style="list-style-type: none"> - The contribution of the project to the Matra objective is limited. The topic of sustainable production and consumption is included in the 'National Strategy on Sustainable Development 2020' of the central Belarusian government, and its focus on food safety. - Sustainable consumption is new/innovative in Belarus, as well as the cooperation between environmental NGOs and consumer organisation. - These organisations were initially distrustful towards each other, as they saw each other as competitors for project financing. This attitude is said to have changed completely during the project. - However, the demand driven nature of this project was limited. It seems that the Belarusian private sector was not interested. The project was initiated as a follow-up of previous Matra projects of Milieukontakt International.
<p>Efficiency</p>	<p>2</p>	<ul style="list-style-type: none"> - In the first year, the project suffered from serious registration problems, so that project money could not be transferred to Belarus and the first activities were delayed. This was an external factor, but the risk could have been foreseen. - The information campaign needed to be postponed due to Belarusian presidential elections which hindered the organisation of events. - Towards the end of the project, quite some activities that depended on the information campaign had to be carried out in a hurry, to get them finished within the project period. - A diminishing of staff within Milieukontakt and a frequent change of project responsibilities due to internal reorganisation made implementation less efficient. - The fact that the realised budget was lower than planned was likely to be due to unrealised (parts of) activities.
<p>Effectiveness</p>	<p>2</p>	<ul style="list-style-type: none"> - Although most of the project activities have been carried out, the outcomes seem to be limited, especially as the private sector in charge of production does not seem to be willing to make a

		<p>change in the direction of sustainable production. This willingness could have been verified before the start of the project.</p> <ul style="list-style-type: none"> - Although the survey results point to increased awareness on sustainability, it is not likely that more people are buying sustainable products. The survey shows that the percentage of respondents willing to pay more for sustainable products has remained the same over time. - Regarding the labelling, BY partners decided to lobby and campaign for the existing sustainable label Naturalnyi Product, instead of having a new one. Cooperation with the governmental commission for this label was difficult. Only BOZP was accepted as an unofficial commission partner.
Sustainability	2	<ul style="list-style-type: none"> - The final report mentions that project partners are motivated and looking for ways to continue the activities, but no financing has been secured. Milieukontakt will help them to attract project financing, only if opportunities occur. - A joint concept note for a new project has been rejected by the European Commission. - It is unclear how the results of the project will be maintained. It is difficult to judge whether the BOPZ will continue with the topic. The promotion of sustainable production and consumption should be an ongoing effort to maintain the outcomes, but no BY organisation has taken the lead in this.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	<ul style="list-style-type: none"> - The circumstances in which Belarusian NGOs have to work are becoming increasingly difficult, which is evidenced by the problems with registration, the difficult requirements from the Belarusian authorities and distrust against each other. - The Dutch Ministry of Foreign Affairs recognised in its letter to Milieukontakt of 8 October 2012 that in an earlier stage they approved a project of which the goals were too ambitious and/or unclear. 	
Bilateral relations		
<ul style="list-style-type: none"> - There has been knowledge transfer from the Dutch to the Belarusian partner NGOs. - The final report mentions that BY partners are interested to apply for a follow-up project, if possible with the same partners. There has been intensive cooperation between Belarusian and Dutch NGOs, and they jointly submitted a concept note for a follow-up project at the European Commission (though unsuccessful). 		

Georgia

Project 2 Protecting children against neglect and abuse in Georgia				
Project characteristics				
Country	Georgia			
Sub-programme	Matra Projects Programme (MPP)			
Project number	18637			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 606,971	EUR 597,311	EUR 576,381 (96.5%)	98.4%
Contracting partner	Defence for Children International (the Netherlands)			
Executing agency	Public Health and Medicine Development Fund (PHMDF) (Georgia)			
Project beneficiaries	<p><i>Direct beneficiaries</i></p> <ul style="list-style-type: none"> - Social workers and psychologists working in specialised centres for information, advice and rehabilitation of child victims of abuse and neglect - Students in social work, psychology, medicine and educational science - Students of the police academy <p><i>Indirect beneficiaries</i></p> <ul style="list-style-type: none"> - Child victims of abuse and neglect and their families 			
Project duration		Planned	Actual	
	Starting date project	15 March 2009	15 March 2009	
	End date project	15 March 2012	31 August 2012	
	Duration	3 Years 0 Months	3 Years 5.5 Months	
Project background	A study conducted by PHMDF and UNICEF had indicated that Georgia had a high percentage of young victims of physical, emotional and sexual abuse. Abuse and neglect could have large implications for the rest of these children's lives. The main obstacles for Georgia to address these issues were poverty, lack of knowledge by health workers (common practice is putting children isolated in healthcare facilities for a long time), and a lack of juvenile justice. Before the start of the project, there was only one special 'Child support centre' in the whole country (Tbilisi), funded by donors.			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective To develop an effective state child protection system to protect children in Georgia from all types of abuse, exploitation and neglect.</p> <p>Project goal In the framework of ongoing child welfare reform in Georgia, to contribute to the development of a coordinated, well-informed and adequate response to child abuse and neglect.</p> <p>Project results 1. Professionals are specialised to staff the information, advice and rehabilitation centres for the identification, protection and care of child victims of physical, sexual and psychological abuse and neglect.</p>		<p>Overall objective Partly achieved. The activities and the results of the project have definitely contributed to this overall objective; however the objective is not yet fully attained. The project has provided a good basis for further development of an effective state child protection system which will protect children from all forms of violence.</p> <p>Project goal Achieved. Although activities had to be changed due to delays in the child welfare reform (described below), the results of the project provide a solid foundation for further development of an effective state child protection system.</p> <p>Project results 1. Partly achieved. The project results can be seen as achieved, although not to the extent as initially planned. This</p>		

<p>2. Education on children’s rights, the effects of violence against children and the recognition and response in child protection to all aspects of child maltreatment is integrated in the vocational curricula of professionals in the child protection system.</p> <p>Activities</p> <p>1.1 Development of a framework for information, advice and rehabilitation centres for the identification, protection and care of child victims of physical, sexual and psychological abuse and neglect.</p> <p>1.2 Specialised and in depth skills training for staff members of information, advice and rehabilitation centres for the identification, protection and care for child victims of physical, sexual and psychological abuse and neglect.</p> <p>1.3 Development of a toolkit for staff members of information advice and rehabilitation centres for child abuse and neglect.</p> <p>2.1 Development of five separate education programmes for students in social work medicine, psychology, educational science and of the police academy in education on children’s rights, the effects of violence against children and the recognition of all aspects of child maltreatment.</p> <p>2.2 Development and publication of five education program reference manuals.</p>	<p>was due to the delay in the child welfare reform. For example, not all child support and rehabilitation centres could yet be opened, operationalised and monitored. However, the framework and toolkit are developed and professionals are trained so everything is fully prepared for the moment when more centres are opened.</p> <p>2. Achieved. Representatives of universities and the police academy have become more committed to integrate the topics in their curricula and further develop education materials.</p> <p>Activities</p> <p>1.1 Achieved. The framework has been developed. Less monitoring results from the first centres (i.e. lessons learned) could be taken into account when designing the framework due to the delay in opening of centres.</p> <p>1.2 Achieved. Training has been provided. The workers to be based at the centres that were not opened yet, could apply the obtained knowledge in a different location in their work with children.</p> <p>1.3 Achieved. The toolkit is ready.</p> <p>2.1 Achieved. Courses on child abuse were developed and piloted for five different professions. In total more than 500 students of the universities and about 2000 students at the police academy attended the courses.</p> <p>2.2 Partly achieved. The five separate manuals could not be developed due to a lack of Georgian literature on the topic. Therefore, one basic reference manual was written, to be used in each course.</p>	
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>	
<p>The project aimed to contribute to the transformation process by strengthening the capacities of civil society organisations, professionals, universities and government in the field of child protection in Georgia and by strengthening the cooperation between these organisations.</p>	<p>The realised activities and results of the Matra project were in line with the contribution to the Matra objective as originally planned.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>5</p>	<ul style="list-style-type: none"> - As described above, the project fits within the Matra objective. - Ensuring that every child in Georgia was protected by the state from all types of abuse, exploitation and neglect was one of the main targets of the Georgian Country Action Plan (CAP) for child welfare reform for 2008-2011. The Matra project contributes to this target. Furthermore, the activities were in line with the recommendations of the UN Committee for Human Rights to the Georgian government. - The Georgian partner has been involved in earlier

		studies/projects related to child abuse and neglect and the project was driven by the demand from the Georgian partner. Recommendation/support letters from universities and government were available at the time of the Matra application.
Efficiency	3	Some of the planned activities – especially those under project result 1 – could not take place due to delays in the reforms in the child protection and care system and the frequent changes in government officials in charge of this theme. The project team had to invest more time and effort than expected to lobby and negotiate with the government. They also had to make some changes in activities and developed some extra activities. The project took a few months more than planned, however, within budget. The main reason for these delays and changes was that the government was less committed during project implementation than initially planned/assumed, and not due to bad management of the project team.
Effectiveness	3	There is a clear link between project activities and the project goal, which can be seen as attained to the maximum extent possible given the project environment. The project has provided a solid basis for further improvement by getting government commitment and attention and commitment of other NGOs/donors.
Sustainability	4	<ul style="list-style-type: none"> - As a result of the efforts of the project theme, the target to ‘protect all children in Georgia from abuse and neglect’ was also adopted in the new Georgian Country Action Plan (CAP) for Child Welfare Reform for 2012-2015. This new CAP also indicates that the Georgian government is still committed to set up specialised centers for victims from child abuse and neglect. - The Georgian project partner is closely involved in major NGO activities in the child welfare reform of the government. It has actively contributed to policy development and educated policy makers on child abuse. This partner took care of a continuation of the project results. - UNICEF, other NGOs and the EU Delegation are willing to take up the achievements from the Matra project and implement them in the regions of Georgia. Two new EU projects are direct spinoffs. - Universities and the police academy have integrated the topic of child abuse in the training of future professionals and some PhD studies have started on the subject. Therefore, more students will be reached after the end of the project.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	

<p>1. General country context 2. Complexity of the project environment 3. Ambition-level of the project</p>	<p>The consequences of the war in 2008 and the unstable political situation delayed the reforms in the child protection and care system and increased the complexity of the project environment.</p> <p>The ambition level of the project can be seen as reasonable, although it was dependent on government action, which in the end hampered project implementation.</p>
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Bilateral relations

In the past, the Georgian partner (PHMDF) received support from the Dutch development organisation Cordaid. After Cordaid pulled out from Georgia, PHMDF looked for a new partner in the Netherlands and contacted Defence for Children International. Their cooperation materialised in the form of this Matra project. The final progress report mentions that the project has contributed to a sustainable relationship between the Dutch and Georgian project partners. Both organisations learned from each other by sharing expertise, perspectives and discussing strategies. The project made close cooperation and frequent communication and exchange possible, which was highly appreciated by both partners. After this Matra project both partners continued their cooperation, a.o. in the framework of two EU projects.

Project 3 Fostering regional development in Armenia and Georgia through cross-border cooperation				
Project characteristics				
Country	Georgia and Armenia			
Sub-programme	MPP			
Project number	19708			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 679,209	EUR 679,209	EUR 665,848 (98.03%)	100%
Contracting partner	VNG (Vereniging Nederlandse Gemeenten) International and Ameco			
Executing agency	Communities Association of Armenia (CAA) and National Association of Local Authorities of Georgia (NALAG)			
Project beneficiaries	<i>Direct beneficiaries</i>			
	<ul style="list-style-type: none"> - Local government representatives (politicians and officials); - Civil society organisations; - National local government associations and EuroCaucasus (Euro-region entity established by local government associations in Armenia and Georgia to assist local governments in cross-border cooperation). 			
Project duration	<i>Indirect beneficiaries</i>			
	<p>The citizens of the participating municipalities:</p> <ul style="list-style-type: none"> - Four municipalities in Georgia: Marnueli, Bolnisi, Dmanisi and Ninotsminda; - Five municipalities in Armenia: Vanadzor, Dilijan, Alaverdi, Ljevan and Tashir. 			
Project background			Planned	Actual
	Starting date project		01 November 2009	01 November 2009
	End date project		31 October 2012	31 December 2012
	Duration		3 Years 0 Months	3 Years 2 Months
Project background	<ul style="list-style-type: none"> - Local governments in the border region of Armenia and Georgia were insufficiently aware of the possibilities of using cross-border cooperation and inter-municipal cooperation to improve their service provision or to tackle cross-border issues, such as environmental degradation. If they were aware, they often lacked the tools and capacity to use cross-border cooperation and inter-municipal cooperation as an instrument to improve their service provision. Also, they were insufficiently capable of long-term development planning, which exacerbated regional disparities. Furthermore, these local governments in the border region were insufficiently aware of the economic potential of their region. The local government officials and politicians were insufficiently familiar with participatory methods of governing, especially in rural areas. - The citizens and civil society in the border region were insufficiently aware of the possibilities of influencing local policy making, and often lacked necessary skills. - Euro-region and Eurocaucasus lacked the capacity to properly assist border municipalities in cross-border cooperation. 			
	Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)	
	<p>Overall objective To strengthen regional development in Armenia and Georgia through cross-border cooperation.</p> <p>Project goal To strengthen the capacity of local governments, their associations and civil society in Armenia and Georgia to provide better services and improve living conditions.</p>		<p>Overall objective Achieved. The project has likely contributed to the overall objective, however it is not clear to which extent the improved capacities are really used for cross-border cooperation.</p> <p>Project goal Achieved. The three project results have directly contributed to attaining the project goal as there is a</p>	

<p>Project results</p> <ol style="list-style-type: none"> 1. Improved planning capacities of local governments to provide better services, regional development and improvement of living conditions at both sides of the Armenian and Georgian border; 2. Increased ability of local governments and civil society in the border region between Armenia and Georgia to actively participate in and contribute towards sustainable development; 3. Strengthened capacity of EuroCaucasus, CAA and NALAG to represent the interests of local governments and foster cross-border cooperation and inter-municipal cooperation in the border region between Armenia and Georgia. <p>Activities</p> <p><i>Result 1</i></p> <ul style="list-style-type: none"> - Activity 1.1 Kick-off conference - Activity 1.2 Training on cross-border cooperation - Activity 1.3 Training on strategic planning - Activity 1.4 Training on municipal service delivery - Activity 1.5 Training on inter-municipal cooperation - Activity 1.6 Training on multi-ethnic governance <p><i>Result 2</i></p> <ul style="list-style-type: none"> - Activity 2.1 Training on participatory governance - Activity 2.2 Training on project cycle management - Activity 2.3 Municipal needs assessment - Activity 2.4 Pilot projects - Activity 2.5 Joint workshops on pilot projects - Activity 2.6 Toolkit on municipal cross-border projects <p><i>Result 3</i></p> <ul style="list-style-type: none"> - Activity 3.1 Standing conference - Activity 3.2 Development of EuroCaucasus joint strategy - Activity 3.3 Training-of-trainers on cross border cooperation - Activity 3.4 Training-of-trainers on inter-municipal cooperation - Activity 3.5 Training-of-trainers on project cycle management - Activity 3.6 Study visit to Lithuania - Activity 3.7 Information provision - Activity 3.8 Dissemination conference 	<p>clear link. The improved capacities of local governments, their associations and CSOs acquired during the project have enabled them to provide better services for citizens. In addition, through their involvement in the pilot projects, the participating local governments have acquired practical experience in participatory planning, cross-border cooperation and project management. It is not clear whether living conditions have really improved.</p> <p>Project results</p> <ol style="list-style-type: none"> 1. Achieved. As a result of the participation in various training and coaching activities, both local governments and the two associations of local governments of Armenia and Georgia have developed and improved their capacities. 2. Achieved. Through training sessions and workshops, representatives from civil society organisations and local governments gained skills on project management and participatory governance. Development and implementation of 7 pilot projects guaranteed a practical implementation of the skills acquired during the training sessions. 3. Achieved. With the development of a joint strategy, CAA, NALAG and EuroCaucasus have taken a leading role in representing the border region local government's interests in development planning and in cross-border cooperation between Armenia and Georgia. <p>Activities</p> <p><i>Result 1</i></p> <p>Activities 1.1 – 1.5 have been implemented successfully. Activity 1.6 This training was not implemented in Armenia, only Georgia, because the Armenian municipalities were said to be mainly mono-ethnic.</p> <p><i>Result 2</i></p> <p>Activities 2.1 – 2.6 have been implemented successfully.</p> <p><i>Result 3</i></p> <p>Activities 3.1 – 3.5 and 3.7 – 3.8 were implemented successfully. Activity 3.6 was cancelled and replaced by PR/media campaigns after request from local partners.</p>
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>
<p>The project contributed to the Matra objective, as it concerned capacity building of mainly government agencies.</p>	<p>No deviation from the planned contribution.</p>

Evaluation criteria	Score	Explanation/qualitative assessment
Relevance	4	<ul style="list-style-type: none"> - The project fitted the Matra objective as it was aimed at strengthening local government capacity. - For both countries it holds that although laws or policies were in place, in reality not a lot of power had been shifted to local governments and the planning capacities of local governments was limited. Therefore the project was opportune. - The intervention fitted within the policies of both Georgian and Armenian governments. The prime ministers have discussed the importance of cross-border cooperation and the government of Georgia intended to promote this in the future. - Demand drivenness from Georgia and Armenia can be questioned, but project ownership seems to be in order.
Efficiency	3	<ul style="list-style-type: none"> - The project was well implemented with a lower realised budget than planned. - The establishment of a project steering committee, with representatives of VNG, Ameco, NALAG and CAA has proved to be a helpful instrument in ensuring project coordination and the realisation of the project's results. - There has been a delay of 2 months in the project implementation (without budget implications) related to personnel changes in Armenian municipalities after local elections as well as a lack of English speaking staff on the pilots that hampered swift project management and communication. - Although the study visit to Lithuania was cancelled because local partners asked for a higher budget for PR/media campaigns, it appeared from the interviews that the larger allocation of the budget to PR/media campaigns was not well coordinated, and came as a bit of a surprise to the contracting partner.
Effectiveness	3	<p>As the project results can be seen as attained and activities are carried out (except for one), the project can be considered effective. However, it is not clear to what extend the increased capacities of the different organisations are used in practice for the project goal and overall objective.</p>
Sustainability	3	<ul style="list-style-type: none"> - The executing agencies have had successful talks with national government representatives of both countries to mention

	<p>the importance of cross-border cooperation. They are looking for donor funds, a.o. to strengthen the EuroCaucasus secretariat.</p> <ul style="list-style-type: none"> - EuroCaucasus has a strategy which sets up 4 main programs for the strategy implementation period. The strategy is multi-annual 2012-2016. - The new political context after elections in Georgia in 2012 seems to create perspectives for the development and strengthening of EuroCaucasus and for municipalities to diversify cooperation. - The experiences and lessons learnt from the project are developed into materials like a toolkit, website and newsletters so that they can be used by other municipalities as well. - It is not clear whether sufficient budget is available to maintain the effects properly. - It was mentioned in one of the interviews that the EU delegation in Georgia has launched a similar project on cross border municipal cooperation, which was inspired by the Matra project.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment
<p>1. General country context 2. Complexity of the project environment 3. Ambition-level of the project</p>	<p>The documents mention that for both Georgia and Armenia it holds that in practice not a lot of power/responsibilities have been decentralised yet and local governments lack capacity in several fields. Support by national government for efforts and actions of the local governments with strengthened capacities will probably be necessary to make them successful. It seems that there have not been any complexities in the project environment that hampered the implementation of the project.</p>
Bilateral relations	
<p>The project has mainly strengthened the bilateral relations between Georgia and Armenia. The cooperation with the Dutch project partners was good and seen as satisfactory, but it is not clear to what extent there will be future cooperation between the parties.</p>	

Moldova

Project 4 Strengthening the legal and social support for asylum seekers and refugees in Moldova				
Project characteristics				
Country	Moldova			
Sub-programme	MPP			
Project number	17844			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 212,145	EUR 212,145	EUR 193,327 (91%)	100%
Contracting partner	VluchtelingenWerk Nederland (Dutch Council for Refugees)			
Executing agency	<ul style="list-style-type: none"> - Law Centre of Advocates - Salvatii Copii Moldova - Charity Centre for Refugees - Society for Refugees - Romanian National Council for Refugees (contributing organisation) 			
Project beneficiaries	<p><i>Direct beneficiaries</i> Local NGOs and government entities working in the area of refugees (e.g. Moldovan Refugee Directorate)</p> <p><i>Indirect beneficiaries</i> Asylum seekers, refugees, humanitarian status holders, rejected asylum seekers, and other vulnerable groups of concern</p>			
Project duration		Planned	Actual	
	Starting date project	01 September 2008	01 September 2008	
	End date project	31 August 2010	31 August 2010	
	Duration	2 Years	2 Years	
Project background	<p>For a long time, Moldova was considered to be primarily an origin and transit country for refugees, especially from the Transnistria region and for those from other conflict zones in the former Soviet Union. However, with Romania joining the EU in 2007, there was a strong expectation that its border controls would be tightened, and Moldova would have to cope with up to 300-400 refugees and asylum seekers per year (up from 80 asylum applications in 2007 and some 150 refugees living in the country). At the same time, there was limited social and legal support to asylum seekers and refugees in the country, and thus limited guarantees and rights, especially given the low economic development and prevalent poverty in Moldova. The state agency (Moldovan Refugee Directorate, hereinafter DR) was poorly staffed, and given the underdeveloped CSO sector, the four existing NGOs involved in refugee and asylum support provision were in high need of support themselves in terms of funding and capacity strengthening. Basic assistance to refugees and asylum seekers was therefore mainly provided by UNCHR, and local NGOs and authorities were highly dependent on UNCHR's assistance.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
Overall objective Improve the legal and social assistance for asylum seekers and refugees.		Overall objective Achieved. The implemented project activities have contributed to improved legal and social assistance to the target groups.		
Project goal To develop the organisational and institutional capacity of Moldovan refugee-assisting		Project goal Achieved. All activities were implemented and have contributed to the project goal's achievement. Especially,		

organisations in order to improve the social and legal assistance to asylum seekers and refugees.

Project results

1. Improved project management skills to apply for and manage small projects;
2. Increased cooperation among Moldovan refugee-assisting NGOs in providing legal and social assistance to refugees;
3. Increased awareness about rights and duties of refugees and asylum seekers among beneficiaries and state and non-state actors;
4. Pool of volunteers specialised in providing legal and social assistance to refugees in Moldova;
5. Cooperation of the implementation and reporting of the project.

Activities

Result 1

- 1.1 Training on fundraising of small and medium grants
- 1.2 Training on project and budget development
- 1.3 Training on project organisation and management
- 1.4 Training on monitoring and evaluation and reporting

Result 2

- 2.1 Common vision about asylum and refugees for the next two years
- 2.2. Clear division of tasks regarding complementarity assistance and referrals
- 2.3 Training on asylum seeker and refugee intake and case management
- 2.4 Set-up of a common case management system (CCMS) to streamline assistance to refugees
- 2.5 Updating common case management system

Result 3

- 3.1 Booklet on rights and duties of asylum seekers and refugees
- 3.2 Website about the project and asylum issues in

cooperation and division of responsibilities between local organisations became better and more clear, and thus they were able to provide more effective services to asylum seekers and refugees. They also acquired valuable organisational and project management skills, resulting in first successes in terms of getting additional funding. Information materials for refugees were distributed and were perceived as useful.

Project results

1. Achieved. Specific trainings were provided on relevant project management topics. Some first applications by the beneficiary NGOs to donors other than UNCHR were successful.
2. Achieved. The resulting cooperation and division of tasks and responsibilities was one of the strongest results of the project, also recognised by UNHCR.
3. Achieved. Information materials for refugees were prepared and spread, and a series of workshops on highly relevant topics were organised.
4. Achieved. 40 volunteers were identified and trained, some of which were refugees themselves.
5. Achieved. Coordination and collaboration during the project implementation were not a problem, despite the different types and large number of stakeholders. Reporting was according to standards.

Activities

Result 1

- 1.1. Implemented. 2-day training, 15 participants.
- 1.2. Implemented. 2-day training, 19 participants.
- 1.3. Implemented. 2-day training, 19 participants. High-level attendance from UNCHR and Moldovan authorities.
- 1.4. Implemented. 2-day training, 18 participants.

Result 2

- 2.1 Implemented. A paper outlining the common vision of all project stakeholders was drafted.
- 2.2 Implemented. An MoU was signed by the NGOs with objectives and division of tasks.
- 2.3 Implemented. Highly practical training. Took 4 days instead of 2 days.
- 2.4 Implemented. A CCMS was set up across all NGOs involved in the project.
- 2.5 Implemented. The database contains details of over 250 asylum seekers and refugees.

Result 3

- 3.1 Implemented. 500 copies were distributed to border guards, policy officers and DR.
- 3.2 Implemented. The website is set up, but it seems that it

<p>Moldova</p> <p>3.3 Social cultural orientation workshops</p> <p><i>Result 4</i></p> <p>4.1 Training on volunteering in the asylum field</p> <p>4.2 Development of volunteer material</p> <p>4.3 Selection and training of volunteers</p> <p>4.4 On-the-job guidance for volunteers</p>	<p>is not online any more today.</p> <p>3.3 Implemented. In total, 22 workshops and field visits were organised.</p> <p><i>Result 4</i></p> <p>4.1 Implemented. 13 persons from NGOs and DR received the training.</p> <p>4.2 Implemented. The manual was completed, printed and disseminated to (potential) volunteers and NGOs active in the field of asylum and volunteering as well as academic institutions (100 copies).</p> <p>4.3 Implemented. More than 40 volunteers were selected and benefited of 9 trainings and 3 study trips. 24 of the best motivated volunteers participated in the summer school.</p> <p>4.4 Implemented.</p>	
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>	
<p>It is the aim of the project to build the capacities of civil society organisations, which fits within the Matra objective.</p>	<p>No deviation from the planned contribution to the Matra objective.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>3</p>	<ul style="list-style-type: none"> - The project fits within the Matra objective as it concerns strengthening the capacities of NGO's. - Relevant at the onset and given the weaknesses in the NGOs and government structures dealing with refugees. - However it should be noted that the number of refugees and asylum seekers was relatively low. In 2010, the refugee population totalled 208 persons. It is not clear whether expected influx of refugees and asylum seekers really materialized, so relevance after finalisation of the project is still questionable. - The project was developed by consulting the local NGO's on their needs, so the project was designed in a demand-driven way. The Moldovan Directorate for refugees (part of Ministry of Internal Affairs) was involved in the preparation of the project as well.
<p>Efficiency</p>	<p>3</p>	<p>Delays in implementation in the first year were corrected in the second year. Some trainings were provided by local experts instead of international trainers, resulting in cost savings.</p>
<p>Effectiveness</p>	<p>4</p>	<p>The project set up activities that were feasible and coherent and suitable to reach the project objectives. The project provided a solid basis for NGOs that assist refugees and asylum seekers to improve, coordinate and consolidate their efforts. Some successes with fundraising were achieved. Effective in terms of civil society</p>

		capacity building and improving dialogue with government.
Sustainability	2	<p>Sustainability of training results seems to be an issue. Manuals and written information leaflets are important for sustainability and are lasting, but eventually should be updated to reflect current state of affairs. The project website does not seem to be online anymore.</p> <p>The involvement of the Moldovan Directorate for refugees is essential for embedding the project in government structures. However, the final report mentions some developments in the Bureau for Migration and Asylum that negatively affect the maintenance of the effects of the project. Moreover, the Directorate for Refugees was said to lack human resources. NGO's are still much depending on UNHCR support.</p>
Levels of difficulty to achieve intended objectives		Explanation/qualitative assessment
<p>1. General country context 2. Complexity of the project environment 3. Ambition-level of the project</p>		<p>The main developments that have influenced the implementation of the project activities were the economic crisis and the political instability in Moldova, which have large effects on vulnerable groups like asylum seekers and refugees.</p> <p>The national Law on Asylum is fully enforced by the Bureau for Migration and Asylum of the Ministry of Interior. The position of this bureau is not always in line with the position of NGOs and the Directorate for Refugees (from the same ministry), which makes the project environment complex.</p> <p>The ambition level of the project is in order (mainly the choice to target NGOs and not government agencies).</p>
Bilateral relations		
<p>The working relations between the Dutch and Moldovan parties were only established during the preparation of the project proposal, so there is no historic relationship between them. The cooperation between them has been good and efficient during the project. Although there is still contact between the Dutch partner and some of the Moldovan NGO's, there is no indication of further cooperation or joint projects.</p>		

Project 5 Youth in the Center!				
Project characteristics				
Country	Moldova			
Sub-programme	MPP			
Project number	18644			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 354,440	EUR 354,440	EUR 354,440 (100%)	100%
Contracting partner	Kontakt der Kontinenten (KdK)			
Executing agency	<ul style="list-style-type: none"> - Centrul Pro Comunitate (Pro Community Centre), Moldova; - PRONI, Croatia. 			
Project beneficiaries	<p><i>Direct beneficiaries</i></p> <ul style="list-style-type: none"> - Youth in the age category of 12-29 years in the four target communities; - Local governments (mayors and municipal staff); - Adults (parents and teachers) and community leaders in target communities; - Students/youth leaders who want to become community development and/or youth workers; <p><i>Indirect beneficiaries</i></p> <ul style="list-style-type: none"> - Existing youth centres for the dissemination of 'best practices' and knowledge sharing; - Communities and villages; - Local NGOs/cultural centres/sports clubs. 			
Project duration		Planned	Actual	
	Starting date project	01 April 2009	01 April 2009	
	End date project	31 March 2011	31 March 2011	
	Duration	2 Years 0 Months	2 Years 0 Months	
Project background	<p>Youth in rural areas of Moldova is increasingly affected by migration of parents, neglect, crime and trafficking, because of several reasons. There are limited possibilities for free time activities for youth in villages in rural areas, so limited opportunities for non-formal education which could save youngsters from the abovementioned situations. There is a lack of information about (non-formal) education, employment opportunities and health services and there is a lack of trained, skilled and experienced social workers and youth workers. Furthermore, there is lack of support for youth to participate in the development of their communities. The Moldovan government in cooperation with international donors increased the access of young people to information and services. However, the availability of such services is limited to larger towns and cities, not rural areas.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective</p> <ul style="list-style-type: none"> - To create sustainable support structures for youth activities and youth participation in rural community development by raising awareness and interest among local and regional governments, parents, teachers and other stakeholders to invest in youth. - To increase knowledge and skills of professionals and volunteers working with young people through training as well as local, national and international exchange of best practices. 		<p>Overall objective</p> <ul style="list-style-type: none"> - Achieved. Young people in the four target communities have created support structures together with adults and local municipalities. Beneficiary communities and local government representatives are now giving more attention to young people and their needs. - Achieved. The skills of both professionals and volunteers have been increased through training and international exchange, and preparations are made to include relevant courses for youth work in the curriculum of the university for future potential youth workers. 		
Project goal		Project goal		

To increase the participation of young people in community development through the creation or improvement of sustainable support structures in four selected communities in Moldova's rural areas, also in cooperation with organisations from the Netherlands and Croatia.

Project results

1. Sustainable support structures for youth activities, life skill development and involvement of youth in community life and decision-making in four villages in the Soldanesti and Ialoveni Districts (Vadul lui Rascov, Cotiujenii Mar, Ulmu and Suruceni), with also involving a parent community abroad.
2. Youth leaders and volunteers have developed professional skills in youth work, also in cooperation with the Department of Social Work and Sociology of the Moldovan State University as well as through international exchange and twinning with the Netherlands and Croatia.

Activities

- 1.1 International kick-off meeting in Moldova with representatives of all stakeholders
- 1.2 Study visit to successful youth centres
- 1.3 Multi-stakeholder meetings and training to initiative sustainable structures
- 1.4 Planning, set up and implementation of community development activities
- 1.5 Exchange between youth, local stakeholders and parent community in the UK.
- 1.6 Outreach activities
- 1.7 Final conference and evaluation

- 2.1 Capacity-building activities for staff of Pro Comunitate and the National Resource Centre of Youth Workers
- 2.2 Thematic Summer Youth Seminars in Soldanesti and Ialoveni District
- 2.3 Training of youth leaders and formation of youth councils.
- 2.4 Exchange and study visit from Croatia.
- 2.5 International Youth Conference
- 2.6 International study visit to the Netherlands
- 2.7 Facilitation internships of NL and MD students; coaching and follow-up of students

Achieved. Sustainable support structures have been created in cooperation with international organisations. Although some changes have occurred during the project implementation due to unforeseen external factors, this has not affected the quality of project activities and hence achievement of the project goal.

Project results

1. Partly achieved. One target village has been replaced by another, the reason for that was that the major of the former did not prove cooperative. In Cotiujenii Mari the cooperation with the local government and school is not working optimally, so it is not clear whether the support structure in that particular community can be seen as sustainable. The process of involving young people in community development is continuing, but is still fragile within the uncertain socio/economic/political context of Moldova. Involvement of the parent community abroad has not been possible.
2. Achieved. Through the trainings, the youth have gained more confidence and skills to perform in public and know how to work in teams. They have shown a lot of action, vision and responsibility regarding their place in the community. At the end of the project, all youth clubs had an action plan that is evaluated every six months and updated, and they have support from municipality, school, teachers and parents.

Activities

- 1.1 Achieved. The international kick-off meeting was organised, though later than planned due to political unrest in Moldova.
- 1.2 Achieved. Two study-visits for 60 youth, teachers, parents, local NGOs and local public authorities to Soroca and Varnita.
- 1.3 Achieved. 4 meeting with 20 representatives of local public authorities, youth, NGOs, teachers, parents and volunteers were organised. 4 action plans developed by youth from the communities, assisted by trainers.
- 1.4 Achieved. There is a local youth team/club in each of the target communities which is able to plan and implement cultural, educational, informational and ecological activities. Each club has at least 30 youth members.
- 1.5 Partly achieved. Four participatory videos were created as exchange developments in the communities. Involvement of the parent community in the UK has not been possible.
- 1.6 Achieved. 40 municipalities were informed on community youth development through a brochure.
- 1.7 Achieved, combined with 2.5 on 24/25 March 2011.

- 2.1 Achieved. Six trainers have been trained to facilitate thematic seminars with young people.

	<p>2.2 Achieved, with 60 young persons in each summer camp.</p> <p>2.3 Achieved, 80 young people are trained. 24 days of training conducted in all four villages.</p> <p>2.4 Achieved. Less youth workers from Croatia were involved, but involvement in more activities.</p> <p>2.5 Achieved, combined with 1.7 on 24/25 March 2011.</p> <p>2.6 Achieved, 20 participants from Moldova visited the Netherlands in April 2010.</p> <p>2.7 Not achieved yet, but preparations are made. MD students will be sent to NL when the courses on youth work are operational in the Moldovan State University.</p>	
Planned contribution to the Matra East objective	Realised contribution to the Matra East objective	
The project aimed to support young people in becoming active citizens in the development of their own communities. The project also aimed to support local authorities in improving their knowledge and skills towards European standards regarding transparency in local decision making procedures, the involvement of and cooperation with citizens and CSOs. This fits well within the Matra objective well.	The realised contribution to the Matra objective does not deviate from the planned contribution, although more time is needed to say whether local authorities really involve (young) citizens and CSOs more in the decision-making than before.	
Evaluation criteria	Score	Explanation/qualitative assessment
Relevance	4	<ul style="list-style-type: none"> - The project fits within the Matra objective. - The project is relevant given the problems in the country. According to the Embassy, at the time there were no other activities that targeted <i>rural</i> youth in Moldova. - The project fits within the priority areas from the National Youth Strategy of Moldova. There is interest and support from representatives of parliament and ministries. - The project is not really initiated by the four target communities, as it is said that they 'welcome and support the proposed cooperation'. The project is initiated as a joint initiative of the project partners who worked together before, and they selected the communities.
Efficiency	3	<ul style="list-style-type: none"> - In advance, the embassy saw the project's cost-effectiveness as sufficient, although local salaries were a bit on the high side. - Some changes were made in the budget during implementation as Moldovan trainers had to be replaced by international trainers due to unavailability. Furthermore, there were some shifts in operational costs. - Kontakt der Kontinenten has asked for a budget neutral extension of the contract with one month, which has not been approved. - Language problems have sometimes affected efficient communication with local stakeholders.
Effectiveness	3	<ul style="list-style-type: none"> - The scope of the chosen activities is relevant for

		reaching the major project objectives. At the end of the project, each of the four villages has a well-established and consolidated young team and youth club in place. The extent to which youth will be involved in local decision-making remains to be seen.
Sustainability	3	<ul style="list-style-type: none"> - The project's sustainability was initially secured through the participation and commitment of the local governments in the four selected localities. Train the trainer programmes, the local and international exchanges, dissemination of results and best practices have likely contributed to the multiplier effect of the project. The 'models' developed under this project could serve as an example for other communities in Moldova. - The Moldovan Social Investment Fund (WB project) has expressed its commitment to provide partial financial support to the (physical rehabilitation of the) youth centres in the four communities, provided that local authorities also contribute to this purpose. - The State University of Moldova was a.o. involved in the exchange activities of the project, which has resulted in opportunities for future cooperation on the topic between the university and Windesheim. - A similar project has been implemented in Moldova by UNICEF from 2001-2006, and more than half of the youth centres from that project is not operating well due to lack of funding. It seems that this is also not secured very well this time. Because of political instability, donors and investors are withdrawing their support for social development programmes.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	<ul style="list-style-type: none"> - At the start of the project, the Moldovan Ministry of Education and Youth would not provide financial resources or support the project. MSIF, UNDP, USAID, the National Resource Centre of Youth Workers and the Youth Centre in Soroca indicated that this Ministry is a very difficult Ministry to work with. However, after the elections in the summer of 2009, a new Ministry was created the Ministry of Youth and Sports. The new Minister was informed about the project and welcomed it. - Regarding local governments, only 5-10% of them have a budget in place to stimulate youth or cultural development. In communities with less than 5,000 inhabitants, the local government usually does not employ a single youth worker or social worker. So funding of local youth workers is and remains an issue. 	

- Regarding the ambition level, the activities seem reasonably doable, though the project duration may have been too ambitious to really get youth involved in local decision making.

Bilateral relations

- This project was not only a cooperation between the Netherlands and Moldova, but also included involvement of a partner from Croatia. Also, the project included an exchange from Croatia. This was seen as valuable for the project, as Croatia has gone through a similar transformation process. The Croatian partner was involved in a Matra project in Croatia.
- The exchange elements of the project contributed to strengthened bilateral relations, in particular as two representatives from Moldovan ministries participated in the study visit to the Netherlands.
- Although one of the defined indicators of the project goal says 'Twinning relations with the Netherlands and Croatia continue to secure further exchanges and training of youth workers and social workers', there is no evidence for agreements on future cooperation on specific projects. However there has been some correspondence between the project partners and the Dutch government on a potential new Matra project which would be the follow up of the current one.

Ukraine

Project 6 New media initiative for Ukraine				
Project characteristics				
Country	Ukraine			
Sub-programme	MPP			
Project number	UA 18696			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 471,593	EUR 471,593	EUR 435,484.26 (92.3%)	100%
Contracting partner	European Journalism Centre			
Executing agency	Internews Ukraine			
Project beneficiaries	<p><i>Direct beneficiaries</i></p> <ul style="list-style-type: none"> - Journalists from local and national print and broadcast media; - Civic journalists and activists, bloggers, and NGO staff; - Editors and senior staff of Ukrainian media responsible for management and operations of their editorial offices; - Students of Journalism at Ukraine's universities; - Online media staff seeking to modernize their resources. <p><i>Indirect beneficiaries</i></p> <ul style="list-style-type: none"> - The Ukrainian population with internet access 			
Project duration		Planned	Actual	
	Starting date project	01 March 2009	01 March 2009	
	End date project	28 February 2011	28 February 2011	
	Duration	2 Years 0 Months	2 Years 0 Months	
Project background	<p>The traditional media (newspapers etc.) in Ukraine worked according to old structures and were often restricted by policies and/or censored by owners. The lack of transformative mechanisms and qualitatively well-educated journalists within the Ukrainian media weakened the position of the media opposed to government institutions. By increasing the quality of journalism, Ukrainian citizens could be informed better about the social developments within their country.</p> <p>The lack of qualified media professionals with knowledge about innovations in the field made media less effective in facing its challenges. Young media professionals and practicing journalists had no opportunity to learn about innovations in media from state educational institutions, since such training courses were not offered.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective</p> <ul style="list-style-type: none"> - To foster structural transformation of the Ukrainian society in the information age by expanding the use and understanding of new technologies in media. - To enhance public scrutiny through better access to information by both media professionals and the general public by introducing and bringing into practice innovative media tools. - To strengthen the professional skills of Ukrainian media activists (including civic journalists and bloggers) who aim to 		<p>Overall objective</p> <p>The overall objectives are achieved.</p> <ul style="list-style-type: none"> - Civic leaders and NGO representatives became better communicators through delivering their key messages to journalists and key audiences with the help of new media. - The achievements push the government and state authorities to react to online developments and to become more transparent. - Professional journalists and editors enhanced their skills in new media technologies. They have more arguments and less fear to change their mainstream media to online ones. Media activists and bloggers enhanced their writing skills and adjusted their activities to the principles of good journalism. They have increased chances to cooperate with professional media. Young journalists received knowledge and information which was not 		

increase the overall quality of journalism in Ukraine.

Project goal

To improve the knowledge, understanding and use of new media by Ukrainian mainstream media, simultaneously introducing of media activists (civil journalists and bloggers) to good journalism principles, that will encourage local/national journalists and media professionals to use new technologies and new media to their full potential.

Project results

1. A comprehensive training model that focuses on strengthening media outlets and enhancing media professionals and civic journalists' skills is introduced and applied.
2. A platform for new media resources is created, new media tools are adjusted to local environment.
3. An environment of media professionals aiming at the application of new media tools is established and expanded through the inclusion of journalists and graduate students of journalism.

Activities

- 1.1 Developing a training package for regional media
- 1.2 New Media trainings held
- 2.1 Intensive workshops held
- 2.2 Information campaign targeting media professionals conducted
- 3.1 MediaNext Club networking for journalists and media professionals within barcamps
- 3.2 Guest lectures by prominent speakers.
- 3.3 MediaNext Summer school for graduate students in journalism held

provided by state institutions.

Project goal

Achieved. The programme has made an important contribution to the professionalization and modernisation of journalism and the development of free media in Ukraine, by providing trainings in using and applying new media. The participants were provided with opportunities to learn about some of the main issues related to online journalism, new media technologies and online community building. They were stimulated to spread this knowledge to their colleagues in media outlets, during conferences, and training events as well as to the next generation of journalists during the MediaNext Summer School.

Project results

1. Achieved. A training program in new media has been developed. In total, 129 media professionals took part in classes during 18 training days. 90% of them found the training courses efficient and applicable.
2. Achieved. Educational materials are distributed through the website (medianext.com.ua, still online) and media professionals are actively and still increasingly using the website and social media platforms (FaceBook and Twitter) of the project. This is still the case, as confirmed by EJC and IU.
3. Achieved. In total, 375 media professionals have been put together in guest lectures, barcamp events and summer school to benefit from face to face communication, knowledge exchange and experience for good journalism.

Activities

- 1.1 Implemented. The packages were developed by a working group consisting of Ukrainian and Dutch experts.
- 1.2 Implemented. Six new media trainings of two days each were held in Kyiv, Lviv, Donetsk, Kharkiv and Odessa for 78 participants (Module: how new media optimises the work of online editions). This was planned for 60 participants.
- 2.1 Partly implemented. The training was held for 45 participants during 3 two-day sessions in Kyiv, Kharkiv and again Kyiv (Module: media of tomorrow – effectiveness and money). It was planned to have ten 3-day workshops for 150 participants.
- 2.2 Implemented. Three press conferences were held (as planned), banners were located on 7 news resources, 10 articles and interviews on activities were published.
- 3.1 Implemented. 260 media professionals benefited from open space communication and presentations during 4 events. It was planned for 300 professionals.
- 3.2 Implemented. 3 guest speakers spoke for 160 participants (10 more than planned).
- 3.3 Implemented. 30 young journalists participated in a 7-day summer school.

Planned contribution to the Matra East objective	Realised contribution to the Matra East objective	
<p>The project falls within Matra theme 'Information provision and media', sub theme 'Support independent media'. It contributes to the social transformation process by stimulating the provision of more and uncensored social information by journalists, which could lead to higher involvement and participation of the population in social discussions and influence in the decision making processes.</p>	<p>The project has contributed to the Matra objective as planned. The extent to which the Ukrainian population has better access to uncensored information and the extent to which new media are used by a majority of journalists remains to be seen as this takes some time to develop and is influenced by other factors as well.</p>	
Evaluation criteria	Score	Explanation/qualitative assessment
<p>Relevance</p>	<p>4</p>	<ul style="list-style-type: none"> - The project fits within the Matra objective and themes. - During project implementation, there were related TA projects from other donors, but these focussed mainly on traditional media. So this project complements them. - The limitation of the freedom and pluriformity of the media since the start of president Yanukovich made the programme even more actual and necessary than initially thought. - According to EJC, the initial idea for the project came from Internews Ukraine and it was developed jointly. Project ownership seems to be in order given the fanaticism and other new media related activities of Internews Ukraine.
<p>Efficiency</p>	<p>3</p>	<ul style="list-style-type: none"> - The project was implemented within the approved budget. There was a slight underspending because two lectures planned for Spring 2011 were not implemented within the project period. Therefore, the costs for these lectures could not be reimbursed anymore. - So not all activities were conducted within the official project duration. The reason for the delay could not be clarified by EJC, IU thought it was because of unavailability of trainers. - Despite this, the project was implemented smoothly and efficiently.
<p>Effectiveness</p>	<p>4</p>	<ul style="list-style-type: none"> - The project has enabled a large number of media professionals to work with new media, which could be the start of better provision of information on social issues to the Ukrainian population. - A careful selection of participants of trainings was done based on motivation, experience and basic skills, and willingness to bring changes to their media outlets. Therefore, project activities were targeted to highly motivated participants. However, some trainings/activities had less participants than initially planned. - Approximately 40 percent of the training participants shared their knowledge and/or training materials with

		colleagues or spoke on new media conferences and barcamps.
Sustainability	4	<ul style="list-style-type: none"> - The project website is still online, as well as several social media platforms. Training materials are still available for downloading. - Through the project, a pool of new media training experts was created. 20 journalists and editors from 10 regions are now local trainers who could reach out to colleagues. It was however planned to have 60 trainers trained. IU confirmed that the ‘trained trainers’ are still active and supported by IU. Part of the group is internally training colleagues in newsrooms, the other part is providing professional trainings externally. - After the success of the project-funded summer school, Internews Ukraine managed to raise funds from IRF to organise the MediaNext Winter School. At the time of the assessment, seven summer schools have been organised. - As a result of the project, Internews has been invited to develop a curriculum for journalism students that includes a new media component. The course was approved by the Ministry of Education and Science and recommended to Ukrainian universities. Several universities are currently using the courses, although there is a ‘fight’ between younger teachers and teachers from the old school. - Internews is very active in the field of new media. The NGO is also managing other new media related projects, a.o. funded by USAID. Therefore, it can be assumed that this NGO will take care of the sustainability of project results.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	<p>During the period in which the project was implemented, media freedom was shrinking under the new government. The legal environment in which online media exist was vague in the Ukrainian law. The rise of censorship and curtailing freedom of speech in the Ukrainian media caused a revival of civic and online journalistic activity. Also, there was a growing interest of citizens to obtain information from other sources than traditional newspapers, of which the internet is one.</p> <p>The activities chosen for this project seem to have a reasonable ambition level given the country context and project environment. The environment in which new media professionals are operating and sustaining the project results nowadays is said to have improved when it comes to media freedom, thanks to the new government. However, there are other unforeseen challenges, for example related to the war.</p>	
Bilateral relations	<ul style="list-style-type: none"> - The cooperation between EJC and Internews Ukraine resulted in joint project applications which focus on a variety of media and press freedom issues. A joint project on press visits of European journalists to Ukraine through EU funding was implemented in 2010. Another example is the Matra project ‘New media initiative 	

for Belarus'. A project application for the Dutch Human Rights Fund was unsuccessful. EJC confirmed that the organisations are still in contact and looking for joint opportunities. According to IU, the parties are in contact on a weekly basis.

- Based on the capacity developed through the Matra project and knowledge partly transferred from the Netherlands, it is said that Internews Ukraine was enabled to implement more new media projects.

Project 7 Get Your Chance!				
Project characteristics				
Country	Ukraine			
Sub-programme	MPP			
Project number	20547			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 517,846	EUR 501,261	EUR 497,863 (99.3%)	96.8%
Contracting partner	International Child Development Initiatives (ICDI)			
Executing agency	<ul style="list-style-type: none"> - Local partner organisation Labour, Health and Social Initiatives (LHSI), Kiev; - State Social Services for Family, Children and Youth (SSSFCY); - Local Centres for Social Services for Family, Children and Youth (CSSFCY) of Odessa and Vinnitsa Oblasts. 			
Project beneficiaries	<i>Direct beneficiaries</i>			
	<ul style="list-style-type: none"> - Institutionalised children, aged 14-18 years, living in children institutions (boarding schools) in Odessa and in Vinnitsa oblast; - Orphans and those deprived from parental care who are graduates of boarding schools, aged 15-23, living at social hostels in Odessa and Vinnitsa oblasts. 			
Project duration	<i>Indirect beneficiaries</i>			
	<ul style="list-style-type: none"> - Personnel in social hostels and (local) CSSFCYs in the target regions; - NGOs and other local stakeholders active at pilot sites providing social services and support to target groups. 			
Project duration		Planned	Actual	
	Starting date project	15 March 2010	15 March 2010	
	End date project	14 March 2012	14 March 2012	
	Duration	2 Years 6 Months	2 Years 6 Months	
Project background	<p>Ukraine counted 103,542 children deprived of parental care, of which 25% were orphans, the rest had been abandoned by their parents. A large proportion of these children were living in so called 'boarding schools'. When they left their places of residence at the age of around 18, they were often utterly unprepared for adult life, which made them very vulnerable to psychosocial problems like substance abuse, unemployment, criminal behaviour and prostitution. The rights and needs of these young people were not met, largely because the social services that ought to support them were unable to do so. Compared to comprehensive schools, the share of children from boarding schools entering higher education was much lower. Furthermore, living facilities of a large part of the graduates from boarding schools were below an acceptable standard. People living in social hostels lack the necessary social skills after graduating from the boarding schools to have similar chances in life as peers who grew up with their parents.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
Overall objective Increasing the quality of social services and bringing them closer to EU standards and practices.		Overall objective Achieved. By introducing new support methodologies, training professionals who are now trainers, accreditation of manuals by national and local governments and strengthening the network of stakeholders that care and are responsible for Ukraine's vulnerable children, the project has increased the quality of services to institutionalised children so that their chances of becoming independent and 'productive' citizens are increased.		
Project goal Improve life skills of and social services		Project goal Achieved. For many youngsters covered by the project activities,		

for institutionalised children and board school graduates in order to prepare them for independent life.

Project results

1. Institutional setting for project implementation established;
2. Specific problems identified at pilot sites and community plans to deal with the situation developed;
3. Trainers prepared to provide training to institutionalised adolescents and boarding school graduates;
4. Social, life and vocational skills of institutionalised adolescents and graduates of boarding schools improved;
5. System for social services delivery to graduates from boarding schools improved and social services provided for them;
6. Graduates from boarding schools supported in finding employment;
7. Project practices and experiences incorporated in policy at the national level;
8. Project results disseminated.

there is an observable increase in life skills and self-esteem. They have found jobs, housing and/or have established a healthy relationship with family members and communities they live in. The majority of adolescents who received support indicated to be satisfied with the support they received from social services.

Project results

1. Achieved. A project implementation unit has been established. A national expert committee has been established to provide recommendations and approval on several outputs. Two steering committee meetings have been organised during which several stakeholders participated. A study visit to Bulgaria was organised.
2. Achieved. A situation assessment has been carried out, which clarified the main risks and problems faced by pupils and graduates of institutions. Local action plans have been developed and cooperation agreements between local stakeholders have been signed.
3. Achieved. Training materials have been developed and trainers are trained. They established strong networks and continued training beyond project scope in their own localities.
4. Achieved. In total 342 young people from boarding schools and social hostels were trained in the pilot areas. The education programme has been evaluated based on the experiences, before it was presented at the National Round Table for CSSFCY management.
5. Achieved. The Individual Action Planning (IAP) methodology was developed, which helped children to set goals and achieve them, which allows them to feel confident and cope with various challenges life brings. A workshop on mentorship was developed and conducted. Already during the project, 17 other social hostels took over the methodology.
6. Achieved. A partnership was established with the enterprises of Ukrainian railway for internships. A three-way interaction model was set up to find and keep employment for the boarding school graduates (social (case) worker, the client and a workplace mentor). Through the system, 31 young people from the target group have found employment in 2012. The model can easily be replicated. Social advertisement materials were developed, aimed at promotion of mentorship at the work place (postcard, audio and video).
7. Achieved. A Legislative Working Group has been established. During regular consultations and meetings, the project activities were shared with several stakeholders and government representatives. Working relations have been established with the Ministry of Social Policy. There has been a decree (resolution) by the national government for approval of the training manual, and 17 trainers from the project were certified. The resolution also includes new requirements for the provision of social services.
8. Achieved. A project website, information/promotion materials (incl. video), and a best practice publication have been developed. Furthermore, there have been media appearances.

<p>Activities</p> <p>For each of the above project results, activities have been formulated in the project plan (36 in total). The progress reports report on each individual activity.</p>	<p>A final conference (113 participants) has been organised for the stakeholders. The materials have been widely disseminated across Ukraine through the Ministries and regional centres for social services.</p> <p>Activities</p> <p>The large majority of the activities has been implemented according to plan. There are some exceptions, but with logical reasons and good solutions. For example:</p> <ul style="list-style-type: none"> - In the original plan, a database system would be developed to help SSSFCY staff to track the progress of the youth with their individual action plans and provide targeted support (activities 5.1.-5.2). However, the situation assessment made clear that there are legal restrictions to this. Funds were reallocated to activity 5.3 (the development of the individual action plans). - After approval of the Dutch Ministry of Foreign affairs, contingency budget was used for prolonging the final conference with one day (additional workshops and master classes) to optimise the dissemination of results and improve sustainability. 	
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>	
<p>The project as planned addresses several Matra themes (legislation, human rights/minorities, human welfare, education) and contributes to good governance and improvement of social policy.</p>	<p>The realised contribution does not deviate from the planned contribution.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>4</p>	<ul style="list-style-type: none"> - The project fits the Matra objective. - The project was entirely demand driven. The local partner organisations have actively looked for a foreign organisation to help and ICDI was (already) included in their network. - The social relevance was high, as it targeted a large vulnerable group which was not yet covered well by national programmes/services.
<p>Efficiency</p>	<p>4</p>	<ul style="list-style-type: none"> - The project has been implemented according to plan. - There have been some reallocations within the budget as mentioned above, but overall, the project has remained within the expected total budget and was run smoothly. - There have not been any delays.
<p>Effectiveness</p>	<p>5</p>	<ul style="list-style-type: none"> - Goals are clearly formulated and the defined activities match in a logical way. - Resources are used effectively to reach the goals. All project results have been achieved and the quality of the results is high. - The commitment of government officials at regional level has been instrumental to the success of the project. - The fact that stakeholders beyond the target regions started using the new methodologies developed by this project indicates a high rate of effectiveness.

		<ul style="list-style-type: none"> - The project created a lot of media attention (they produced several news items, documentaries etc.)
Sustainability	5	<ul style="list-style-type: none"> - Sustainability has clearly been taken into account in the project design to ensure that outcomes would stay in place after project closure. - Capacities and skills of several stakeholders for support to the target group have been strengthened. - The strong involvement of the SSSFCY (government body) as well as the involvement of local authorities contributes to the sustainability of the project. There is a risk though that limited government budget hampers its dedication. - The SSSFCY ensures that the project results will be replicated in other regions of the country. Already during project implementation, stakeholders operating outside the project started using the tools and methodologies that were developed by the project. - During and after the project, a number of laws have been adopted which aimed at supporting the target group. - The methodology of working with graduates of boarding schools is being adopted by the official system of social services for families, children and youth in Ukraine and the training has been accredited by national bodies. <p>The local counterpart reported the following on sustainability:</p> <ul style="list-style-type: none"> - The young people are still in place, those employed by the railway company have chosen to reallocate there, but they are still coming to visit friends in the hostel. Some new appeared. - Training modules are still being used (may be not so rigorously, but still reported to be useful, some were updated a bit by trainers themselves). - 'When I come to other 'non-project' hostels, I can see our training module there and I keep receiving questions from social service staff whether they can take part in trainings like that. - Unfortunately after the project ended no new methodological support was provided to local social workers (it is also due to social service reform, which was still ongoing. It was not depending on the project). - Employment component: the young people employed at the railway were still there (they were not fired after the project ended), all 20 were still employed, except one who decided to leave and move to another place. Unfortunately too little time/attention was paid to this component in the project design, but many former supervisors were still keeping an eye on the orphans. LHSI was willing to develop this component further when funds were available. - Laundry machine and sports equipment were still there and used by young hostel dwellers.
Levels of difficulty to achieve intended	Explanation/qualitative assessment	

objectives	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	The project environment was not very complex; all stakeholders recognised the need for the project and were willing to support. In terms of ambition, the project wisely took the existing state programmes as a base for activities and did not impose too ambitious or too supply-driven techniques from abroad for this project.
Bilateral relations	
<ul style="list-style-type: none"> - There has been knowledge transfer from the Netherlands to Ukraine. - The Dutch and Ukrainian partners were both positive about and satisfied with the cooperation during this project. It is not clear whether they were planning any form of future cooperation. - A request of ICDI to use the contingency budget for a study visit to the Netherlands has been declined by the Dutch MFA. Otherwise bilateral relations between the Netherlands and Ukraine could have been strengthened further. 	

Delegated projects

Armenia

Project 1 Political empowerment of women in Armenia 2012-2013				
Project characteristics				
Country	Armenia			
Sub-programme	Delegated projects			
Project number	24105			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 150,000	EUR 150,000	EUR 144,574,90 (96%)	100%
Contracting partner	Organisation for Security and Co-operation in Europe – Yerevan branch			
Executing agency	<ul style="list-style-type: none"> - Organisation for Security and Co-operation in Europe (OSCE) - Association of Women with University Education (NGO, subcontractor) - British Council 			
Project beneficiaries	<ul style="list-style-type: none"> - Female politicians/ candidates running for a seat in parliament in the 2012 Parliamentary and local government elections - Political parties - Media - General public 			
Project duration		Planned	Actual	
	Starting date project	01 July 2012	01 July 2012	
	End date project	31 December 2013	31 December 2013	
	Duration	1 Years 6 Months	1 Years 6 Months	
Project background	<p>The project originated from 2011, in the wake of the 2012 parliamentary and 2013 local government elections in Armenia. At that time, the political situation in the country was appraised as ‘calm, albeit tense’, and there were concerns about the persistent corruption and the lack of a robust and constructive opposition in the country. Those were seen as the main obstacles to the process of democratic transition of Armenia. At the same time, as regards gender equality, Armenia ranked at the bottom of the WEF’s Global Gender Gap index, with especially low scores on women political participation, with just about 10% of all MPs being women. Gender stereotypes and a low share of women in business complete the picture. Against this background, the project considered that there was an opportunity for intervention and targeted action to promote and empower female politicians in Armenia in connection to the 2012 and 2013 elections. Implicitly, the project’s logic also built on evidence that female participation in the higher political echelon can curb corruption and improve democratisation and good governance, which was a more subtle way to induce change given that there was no expectation for a drastic change in the broad political contours in Armenia.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
Overall objective To contribute to the process of democratisation and the overall levels of gender equality in Armenia		Overall objective Partly achieved. The project did provide a contribution towards both democratisation (through changes in perception towards women’s political participation via media, and through promotion of new political networks as a result of the activities) and towards improving gender equality, as evidenced by a substantial political		

Project goal

Improve women politician's political skills and increase both their public profile with the general electorate as well as their representation in parliament and local governance.

Project results

1. Capacities of women from political parties involved in the 2012 parliamentary and local self-government elections are developed and their meaningful participation and networking is promoted.
2. Improved democratic processes within political parties is achieved by the creation of mechanisms for advancement of women into party leadership.
3. Strengthened capacities of the media to provide professional reporting of women's political participation and to encourage a balanced portrayal of women politicians during the election cycle.
4. Improved voter awareness, and amongst society at large, perceptions about women's involvement in politics are changes.

Activities

Result 1

- 1.1 Implementation of an informational-educational programme
- 1.2 Discussions aimed at raising women's competitiveness through improvement of general political knowledge of global, European and Armenian political issues.

debate in the second half of 2013. However, anecdotal evidence recognised by the project suggests that there is no significant change in how Armenian political parties approach women.

Project goal

Partly achieved. The project resulted in meaningful participation of elected women leaders, and in the areas where specific activities concentrated, the share of elected women in the 2013 local government elections was 17%, well above the national average of 2%. It has strengthened the role of women within their respective political entity. However, taken as a whole, the situation of female politicians remains precarious, and their participation is not considered as a priority in their political parties.

Project results

1. Partly achieved. The number of female election participants and electives increased. In the regions where activities were concentrated, women were better equipped and prepared. Focus was on leadership skills and constituency outreach. Moreover, their network was strengthened. However, interest was more limited than expected, and participation was not as high as envisaged.
2. Not achieved. Mechanisms for the advancement of women into party leadership were not created. No explicit scheme to promote gender equality was adopted. Women's participation was not a priority for political parties. Also, inexperience and lack of knowledge continued to be a problem.
3. Achieved. In the end of 2013, specific space and attention in the media was given to female politicians, their activities, priorities, and to women in general. Media coverage and representation increased.
4. Partly achieved. There is some anecdotal evidence of better awareness, and in 2013 there was a public debate on gender. However, current societal notions to oppose female participation in politics are actually stronger than before.

Activities

Result 1

- 1.1 Realised through two 2-month Women's Leadership Schools (72 participants), one 2-day training seminar in Yerevan (38 participants), six 2-day training seminars in regions (ca. 150 participants).
- 1.2 and 1.3 Realised, but difficulties in organisation, and getting interest from participants were noted. Main beneficiary group of Armenian female MPs was not

<p>1.3 Develop networking for male and female politicians through joint social activities.</p> <p>1.4 Organise a series of trainings for elected female MPs.</p> <p>1.5 Arrange trainings on gender-specific skills.</p> <p>1.6 Arrange a study tour/exchange of experience in a European country for women politicians.</p>	<p>always possible to reach. Activities not realized in timely fashion.</p> <p>1.4 Not realised.</p> <p>1.5 Realised, focus on gender-based budgeting and advocacy.</p> <p>1.6 Realised. Initially a visit to the Netherlands was prioritised, but could not occur due to lack of sufficient funds. Subsequently, a one week study tour for six Armenian female politicians to Sweden was conducted.</p>
<p>Result 2</p> <p>2.1 Study the history of women’s participation in the RA’s political parties and develop recommendations and comparison.</p> <p>2.2 Develop a set of principles on gender equality and lobby for their application and adoption by political parties.</p> <p>2.3 Develop a gender assessment framework setting out a number of indicators on gender mainstreaming to be met by political parties.</p> <p>2.4 Work with PR sections of political parties on external communication on the party’s commitment to gender equality.</p>	<p>Result 2</p> <p>2.1 Partly realised. Historical review was not carried out completely.</p> <p>2.2 Not realised due to lack of clear commitment and actions by political parties.</p> <p>2.3 Partly realised. The framework was developed, but there was no commitment from political parties.</p> <p>2.4 Partly realised. A training for political parties’ PR specialists was carried out, but results from this training are unclear.</p>
<p>Result 3</p> <p>3.1 Support the maintenance of the interactive website ‘Women & Politics’.</p> <p>3.2 Design and publish 5 special issues of the newspaper insert ‘Women and Politics’ in Russian and Armenian, with 10.000 circulation.</p>	<p>Result 3</p> <p>3.1 Realised. Website was created and is still regularly updated. Google Analytics reveal a steady increase of users.</p> <p>3.2 Partly realised. Only two issues were prepared, though widely disseminated.</p>
<p>Result 4</p> <p>4.1 Produce a survey and analysis on women’s political participation in the 2012 parliamentary election, comparing the situation with 2007 election cycle.</p> <p>4.2 Develop blogs and social networks for women candidates, as well as live skype or web meetings to increase direct communication with the voters.</p> <p>4.3 Organise a poster campaign among organisations where women employees prevail.</p> <p>4.4 Facilitate blogging by elected female MPs.</p>	<p>Result 4</p> <p>4.1 Partly realised. The comparative analysis is lacking, probably due to missing data.</p> <p>4.2 Realised.</p> <p>4.3 Not realised. No evidence of a poster campaign.</p> <p>4.4 Realised.</p>
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>
<p>The project contributes to specific elements of the Matra objective, especially as regards ‘contribution to a process towards democracy’. Namely, human rights, and especially gender equality, are considered key elements of a democratisation process. The specific focus on elected female officials underlines the contribution. There was also an element of curbing corruption.</p>	<p>No deviation from the planned contribution.</p>

Evaluation criteria	Score	Explanation/qualitative assessment
Relevance	3	The project corresponds to the Matra objective in broad terms, as it focuses on a major cross-cutting issue, gender equality, and approaches it from a democratisation perspective. Both elements were highly relevant in the Armenian context, given low scores on gender equality and constraints in the electoral process and political participation. The initial timing of the project, which foresaw the bulk of activities to be carried out before the 2012 parliamentary elections spoke of higher relevance. Nonetheless there was a major risk clear from the onset, namely the possibility of limited interest from female politicians in the project. The risk materialized, led to delays, and diminished relevance of the project both in terms of timing and in terms of the scope of activities. With regards to ownership, the project seems to have been largely driven by the implementing organisation, though there is evidence for a constructive dialogue with the Dutch Embassy during project conceptualisation.
Efficiency	2	Overall, the project was implemented within time, and with a slight underspending. However, a slow start-up had substantial impact given that initially, the majority of activities should had been finalised before and shortly after the 2012 election. A number of activities were not realised, but there is some evidence to demonstrate according shifts in budget lines and hence overall limited budget reduction. One of the implementing partners, British Council, had substantial difficulties delivering agreed outputs in time and according to budget (those related to female MPs).
Effectiveness	3	The project was sufficiently effective given the complex environment it had to deal with, and the fact that inducing change on gender equality and female political representation issues is a very slow and gradual process. The objective and results were partially met, but the project operated under the assumption of a strong interest among female politicians for the activities offered. This did not materialise, and as a result effectiveness was affected, especially under Results 1 and 2. As a result, the composition of participants under the core activities for Results 1 and 2 was more focused on NGO participants rather than female politicians and thus the target group has only been partially reached. Importantly, while some improved participation of women at the 2012 and 2013 elections has been observed, this is still limited in scope. The project has not led to any higher level engagement or commitment from political parties and RA stakeholders. Media campaign had partial success; however the public opinion does not seem to place gender equality high on the agenda.
Sustainability	3	The risk for sustainability was already recognized clearly at project assessment stage. It concerned in particular a

	<p>situation, in which even if the project did result in higher election rates of female politicians, given their limited knowledge and skills they might be unable to meet their duties and responsibilities and make an impact. Specific training in this regard has been successful, and thus the risk was mitigated. Elected female politicians are expected to serve their mandate, thus some level of sustainability is given. At the same time, sustainability depends on the commitment of political parties' leadership, which is still lacking. The media's role with regard to promotion of gender equality has been strengthened, but it also requires substantial and targeted follow-up. OSCE and ODIHR both declared that they will continue working on the topic of political empowerment of women in the coming years.</p>
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment
<ul style="list-style-type: none"> • General country context • Complexity of the project environment • Ambition-level of the project 	<p>General country context: The Armenian political system remains rigid and impeded by entrenched corruption and political patronage. The ruling political elites are veto players of state power standing in the way of democratic reform. The opposition is too weak and fragmented to offer any viable alternative. Nonetheless, the political situation can be characterised as stable and at least partially receptive towards efforts to promote gender equality and political participation. Thus, the general country context for the project can be described as challenging but not hostile.</p> <p>Complexity of project environment: The project environment was undoubtedly highly complex. Main actors included a broad range of stakeholders, for the majority of which there was uncertainty as to the level of interest they might have in the issue. Paired with the overall unfavourable situation in terms of political patronage and gender inequality, as well as limitations in media freedom, difficult accessibility of political leadership, the level of complexity certainly provides an explanation for the limited project results. Last but not least, interviewees do note that there is a certain level of passiveness among women themselves when it comes to taking a more active role in politics.</p> <p>Ambition-level of the project: The project was highly ambitious especially given the assumption it had on a) elected female politicians willing to participate in activities, and work beyond party and political lines.</p>
Bilateral relations	
<p>Given that the OSCE is an important organisation in the region, with a high profile, cooperation with it was important and valuable. As a result of the activities under the project, one of the implementing bodies was accredited a WINNET (European Association of Women Resource Centres) representative status for Armenia. It should be noted that the project was considered good practice by USAID and UNDP.</p>	

Project 2 Moving forward Strengthening the Armenian Civil Society				
Project characteristics				
Country	Armenia			
Sub-programme	Delegated projects			
Project number	25426			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 203,003 ¹	EUR 152,474	EUR 151,567 (99%)	75%
Contracting partner	Counterpart International Armenia			
Executing agency	Counterpart International Armenia			
Project beneficiaries	Civil society and human rights organisations in support of vulnerable groups (women detainees, LGBT community, rural communities with no access to healthcare facilities, secondary school pupils)			
Project duration		Planned	Actual	
	Starting date project	08 July 2013	08 July 2013	
	End date project	07 July 2014	31 July 2014	
	Duration	1 Years 0 Months	1 Years 1 Months	
Project background	In 2010, an assessment of the strength of the Armenian civil society (CIVICUC Civil Society Index – CSI), as well as other studies revealed substantial limitations in the CSO sector in the country. As a result of limited resources and capacities, CSOs were falling short of realizing their potential to impact on the policy and social issues dialogue in the country. Operational knowledge and skills, organisational capacity strategic focus and longer-term, inter-sectoral approach, as well as the political bias in which CSOs were operating, were identified by the CSI assessment as main challenges for the Armenian civil society organisations. Against this background, the executing agency, Counterpart International, was carrying out a large Civil Society / Local Government Support Program (GSLGSP) funded by USAID to implement specific CIVICUC CSI recommendations in Armenia. In 2013, a stocktaking exercise revealed a need for enhancing the capacities of the Armenian civil society. Against this background, the Dutch Embassy agreed to provide financing towards the total cost of the follow-up project.			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
Overall objective The overall objective of the project is to promote a) human rights, democracy and rule of law; and b) a sound and influential civil society in Armenia.		Overall objective Achieved. The project combined three essential elements assessment on the state of affairs and needs of the CSOs in Armenia, training on human rights for a broad range of CSO participants, and targeted projects with NGOs on specific topics in the field of human rights, democracy and rule of law, all of which resulted in policy recommendations that were shared with government stakeholders and the public, thus increasing the profile of and trust in CSOs.		
Project goal Enhance capacities of Armenian CSOs to further improve their ability to impact democratic change.		Project goal Achieved. All activities were implemented and resulted in better knowledge and understanding of the current state of Armenian civil society, implementation of human rights trainings, and concrete policy recommendations by		

¹ Using an EUR/USD exchange rate of 0.76 (13/10/14).

<p>Project results</p> <ol style="list-style-type: none"> 1. Increase civil society’s capacity to conduct policy analysis/ influence policy making; 2. Increase civil society’s ability to establish a culture of respecting human rights; 3. Strengthen civil society’s capacities to highlight human rights deficiencies, democratisation and rule of law challenges and influence policy making. <p>Activities</p> <p><i>Result 1</i> Implementation of the CIVICUS CSI rapid assessment</p> <p><i>Result 2</i> Training of trainers and training roll-out on human rights</p> <p><i>Result 3</i> Selection and award of grants to local NGOs for different projects on human rights, democratisation and rule of law challenges aiming at discussion and recommendation for reforms</p>	<p>CSOs on specific topics via separate project grants.</p> <p>Project results</p> <ol style="list-style-type: none"> 1. Achieved. The rapid assessment of civil society that was undertaken was an important success of this project. Not only was it able to demonstrate weak areas and formulate some recommendations, but it also contributed to learning from development of the CSOs, as they carried out the assessment themselves. 2. Achieved. The training on human rights was carried out by applying an innovative methodology, included a large number and broad range of participants, and also Training of Trainers who were equipped with knowledge, skills and tools how to promote human rights and democratic values. As a result, participating NGOs drafted and started implementing human rights education action plans. 3. Achieved. Selected projects covered a variety of issues and topics from the human rights / rule of law area, and mostly focused on specific vulnerable groups in society. Importantly, each funded project produced specific policy recommendations that were shared with relevant government stakeholders. 				
<p>Planned contribution to the Matra East objective</p> <p>The project contributes to specific elements of the Matra objective, as it is concerned with ‘dialogue between the government and the civil society and capacity building of civil organisations.</p>	<p>Realised contribution to the Matra East objective</p> <p>No deviation from the planned contribution.</p>				
<p>Evaluation criteria</p> <p>Relevance</p>	<table border="1"> <thead> <tr> <th data-bbox="778 1167 798 1200">Score</th> <th data-bbox="778 1167 1412 1200">Explanation/qualitative assessment</th> </tr> </thead> <tbody> <tr> <td data-bbox="778 1200 798 1924">3</td> <td data-bbox="778 1200 1412 1924"> <ul style="list-style-type: none"> - The project fits well the Matra objective to support civil society and contribute towards a process towards democracy, rule of law and dialogue between CSOs and government. - The project related directly to findings of several assessments that the state of the CSO sector in Armenia is weak and characterised by many challenges, especially with regards to the formulation of specific policy messages and recommendations and bringing those to the attention of government. - At the time of project design, civil society the sector in Armenia was still characterised by different assessments as underdeveloped, and also scored low in terms of political and civil rights. - The project has to be seen in the context of the parallel existence of a very large USAID-funded project to support civil society and local government, which was implemented by the same organisation. While the relevance of the much smaller Dutch-financed project is (the Dutch contribution is estimated at about 4% of the overall annual funding of Counterpart International) can be questioned, the implementing body indicated that the Dutch </td> </tr> </tbody> </table>	Score	Explanation/qualitative assessment	3	<ul style="list-style-type: none"> - The project fits well the Matra objective to support civil society and contribute towards a process towards democracy, rule of law and dialogue between CSOs and government. - The project related directly to findings of several assessments that the state of the CSO sector in Armenia is weak and characterised by many challenges, especially with regards to the formulation of specific policy messages and recommendations and bringing those to the attention of government. - At the time of project design, civil society the sector in Armenia was still characterised by different assessments as underdeveloped, and also scored low in terms of political and civil rights. - The project has to be seen in the context of the parallel existence of a very large USAID-funded project to support civil society and local government, which was implemented by the same organisation. While the relevance of the much smaller Dutch-financed project is (the Dutch contribution is estimated at about 4% of the overall annual funding of Counterpart International) can be questioned, the implementing body indicated that the Dutch
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		<p>financing also served as a reassurance towards USAID that other donors were also interested and willing to support such topics.</p> <ul style="list-style-type: none"> - Project ownership appears to have been mainly with the implementing organisation, though there is evidence of significant dialogue with the Dutch Embassy both in terms of finalising the project proposal, and of selecting the small project grants under the second component. The fact that a large part of the financing went towards proposals from grassroots NGOs has enhanced the ownership.
Efficiency	4	<ul style="list-style-type: none"> - The project was implemented according to the financial schedule, with a slight underspending. - There was a three week delay in project implementation due to finalisation of the CIVICUS report foreseen as main output under Component 1. - The project's financial terms allowed for flexibility to shift budget lines and thus to reallocate cost savings under staff salary costs towards an extra grant for a local NGO under Component 3, and additional financing for Component 1. - There were very minor costs that were not in line with the agreements on cost sharing. The embassy decided to accept rather than to change this, thus again demonstrating flexibility and efficiency.
Effectiveness	4	<ul style="list-style-type: none"> - All project activities have been realized and the three respective results have been obtained. - Recommendations on a wider range of human rights and rule of law issues (LGBT, right to healthcare, women equality) were delivered.
Sustainability	3	<p>Sustainability of project results was a key concern during project implementation, as it became clear that the implementing organisation, Counterpart International Armenia, would cease operations shortly after project completion, due to discontinuing of USAID financing. While sustainability could have been compromised by the lack of continuous follow-up by Counterpart International, it should be noted that both core outputs such as the CIVICUS report, the training of trainers; as well as subsequent follow-up actions (implementation of human rights education action plans, presentation of policy recommendations to government stakeholders) have built a strong base and have good potential to lead to subsequent actions and follow-up from beneficiary CSOs. Importantly, one of the organisations that obtained funding under the grant component (LGBT issues) has demonstrated notable achievements as a result of the grant, and the Dutch Embassy was considering follow-up financing.</p>
Levels of difficulty to achieve intended objectives		Explanation/qualitative assessment

<ul style="list-style-type: none"> • General country context • Complexity of the project environment • Ambition-level of the project 	<p>The project background document points towards the fact that Armenian CSOs seem to operate within a ‘seemingly political bias’ and were not considered particularly effective or trustworthy. This does not seem to have affected project implementation, and overall the project environment was rather favourable, especially since main parts of the project were demand-driven and in line with Matra objectives. The project was an ambitious one given the expected outputs and available funding, but was quite successful overall. One explanation was that the main implementing organisation was probably able to draw synergies from the large-scale USAID-funded project it was carrying out.</p>
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Bilateral relations

Given the rather limited interface of the project with government stakeholders, bilateral relations at the official level were not affected by the project. At the same time, both stakeholders appear to have been highly satisfied with the cooperation and its results; moreover the project delivered innovative training on human rights, provided grants to a number of small NGOs, and achieved outreach to most vulnerable groups in Armenian society, which has certainly led to raising the profile of the Dutch Embassy.

Belarus

Project 3 Creating open civil society and European identity in Belarus by means of international activities to the benefit of Jewish heritage in Eastern and Central Europe				
Project characteristics				
Country	Belarus			
Sub-programme	Delegated projects			
Project number	31816			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 34,250 + in-kind contributions (voluntary work)	EUR 30,000	EUR 30,000 (100%)	87.6% ²
Contracting partner	The Jewish Historical Institute Association in Poland			
Executing agency	The Jewish Historical Institute Association in Poland			
Project beneficiaries	<p><i>Direct beneficiaries</i></p> <ul style="list-style-type: none"> - Participants in the workshops-research tour across Belarus - Participants in the workshop seminar addressed to teachers and NGO activists - Belarusian researchers <p><i>Indirect beneficiaries</i></p> <ul style="list-style-type: none"> - Young people - Community-based organisations - Local communities - Councilmen - Teachers - Opinion-forming groups 			
Project duration		Planned	Actual	
	Starting date project	1 August 2011	1 August 2011	
	End date project	1 January 2012	1 September 2012	
	Duration	5 Months	13 Months	
Project background	<p>On a number of occasions president Lukashenko uttered anti-Semitic statements and Jewish graveyards were often subjected to vandalism. The Jewish Historical Institute Association in Poland has taken the initiative for this project to help protect Jewish cultural heritage and to promote knowledge of worldwide important Jewish cultural heritage among Belarusian citizens. The example of Poland illustrated that a wide-ranging involvement of society in the protection of Jewish monuments and local initiatives related to Jewish heritage supports an open civil society. The heritage of Jewish culture in contemporary Eastern Europe nowadays forms a worldwide heritage since, to a great extent, Jewish citizens of Western Europe, the USA and Israel have their roots in this part of Europe. The Polish's Jewish Historical Institute Association aims to create a civil society in Belarus, engaged in research, documentation and promotion of Jewish history and culture in Eastern and Central Europe and in prevention of anti-Semitism and racism.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
Overall objective		Overall objective		

² It is important to note that this project should not be seen as a stand-alone project. Co-funding was used for some activities. This was not clear from the project proposal. The financial report is transparent on what has been funded by the Matra grant.

To back-up the democratic transformation process by creating an open civil society in Belarus using the theme of the multicultural heritage of Eastern and Central Europe and the role of Jews in shaping this heritage.

Project goal

1. To promote the European identity of Belarus by enclosing the country in activities aiming at preservation of European Jewish heritage.
2. To involve Belarusian partners in an international network of organisations occupied with the subject of Jewish heritage.
3. To promote human rights and rights of minorities.
4. To establish and maintain cooperation between Belarusian NGOs and the involved partners by exchanging experience and preparing common projects.
5. To counteract anti-Semitism and racism by means of education and dissemination of knowledge.
6. To encourage project participants and local communities to preserve Jewish heritage.
7. To facilitate scholarly research and exchange.
8. To raise awareness of social and cultural identity being a prerequisite in building civil society.

Project results

1. Councilmen, NGO activists, teachers, cultural activists are acquainted with their Polish counterparts by means of a research tour around Belarus.
2. An internet portal is established to contact and cooperate with the rest of the world. The portal includes research carried out by the Belarusian experts on Jewish heritage and other training materials (see activity 5);
3. Improved knowledge of teachers and NGO activities on fund raising and international cooperation.
4. A travelling exhibition has been organised combined with lectures and workshops.
5. Teaching materials have been produced and disseminated.

Activities

1. Organise research tour around Belarus including selection of participants, preparations and logistics.
2. Creating an internet portal including training for administrators and executing of agreements with scholars and preparation of historical studies of ten

Partly achieved. The overall objective is very broadly defined and seems overly ambitious. The link between the project goals and the overall objective seems farfetched.

Project goal

Achieved. There are many project goals defined for this project and some might be too ambitious as project outcome. However, the project results have all contributed to achieving the project goals to some extent.

Project results and activities

All project activities have been implemented and all project results have been achieved.

1. The tour took place from 24 April till 4 May 2012 in two routes, 14 people participated in the Eastern route of which 10 Belarusian participants and 11 people participated in the Northern route of which 8 Belarusian (representatives of Jewish communities, students and scholars). During the tour Jewish cemeteries and monuments were documented and Polish experts shared their knowledge about documentation techniques.

2. Belarusian and Russian versions of the 'Virtual Shetetl' portal were created

<http://www.sztetl.org.pl/be/>

<http://www.sztetl.org.pl/ru/>

Additional content has been added for 10 Belarusian towns including a.o. Antopol, Drahichyn, Ivanava, Lakhva and Malytya. A random check confirms that the portal is functional to date and that the Belarusian content is present. Most of the text has been translated in English, but not all as stated in the final report.

3. A two day workshop was organised on 5 and 6 May 2012 in Minsk. There were 22 participants.

4. The first exhibition was organised in Minsk from 2-24 February in the National Historical Museum of a series of black and white photographs showing various usages of Jewish tombstones used as building materials in Poland. The exhibition was covered by a great number of newspapers and magazines. The exhibition has been previously displayed in Warsaw and Krakow.

The second exhibition was organised in Grodno from 18 February – 18 March and showed the contemporary condition of the Jewish heritage in Belarus. The exhibition was organised to coincide with a seminar organised by the Polish-American Freedom Foundation. Four out of seven exhibition charts were financed by Matra, the remaining were funded by the Dutch Jewish Humanitarian Fund.

5. A 17 minute documentary has been made showing the process of researching and documenting the Jewish heritage in Belarus. The film is available in different

<p>selected towns as well as documentation of Jewish heritage.</p> <p>3. Organise workshop / seminars for teachers and NGO activists where they will learn how to raise funds, account and report on them, set up an NGO and create international cooperation.</p> <p>4. Spread information about the common Polish-Belarusian activities with regard to the preservation of Jewish heritage in Belarus by organising two exhibitions.</p> <p>5. Prepare educational materials (10 historical studies of towns, documentation for the workshop/seminar, presentation of good practices in Poland) and make them available on the portal.</p>	<p>languages and has been uploaded on the portal and on YouTube (a DVD available in the project file). In addition, a book was published (1,000 copies) comprising 31 articles by Polish and Belarusian authors. The book has 280 pages including 163 colour photographs. Total cost of the film was 6,317 Zlotys of which 2,317 was covered by Matra. The total cost of the book was 44,002 Zlotys, of which 28,002 was covered by Matra. The remainder was financed by a grant from the US Embassy in Warsaw.</p>	
<p>Planned contribution to the Matra objective</p>	<p>Realised contribution to the Matra East objective</p>	
<p>The project aims to promote civic activism and encourages local communities to take up the responsibility for their cultural legacy, by using the Jewish heritage as a trigger. The project encourages cooperation between different stakeholders academia, local authorities and inhabitants.</p>	<p>No deviation from the planned contribution.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>3</p>	<p>The link between the project and the Matra objective is not straightforward and must be understood from the specific Belarusian context. The self-organized and self-aware Jewish minority and communities provide a rare opportunity to promote civic engagement. The project was highly relevant to those who have a strong interest in Jewish heritage, but the interest of a wider group of Belarusian citizens was less evident. With regards to ownership, the project seems to have been largely driven by the implementing organisation.</p>
<p>Efficiency</p>	<p>2</p>	<p>The project has been implemented according to plan. More time was needed to achieve the project results (13 instead of 5 months). The project has been extended two times. The initial project period may be considered as not realistic. For some activities additional funds have been used from other sources. Project management was efficient though, and the longer duration and additional funds have contributed to better results.</p>
<p>Effectiveness</p>	<p>5</p>	<p>All project results have been achieved and the quality of the results was high.</p>
<p>Sustainability</p>	<p>4</p>	<p>It is expected that a reasonable share of people who have shown interest in the subject will remain interested and active. In addition, there are many organisations that support the objectives of preserving Jewish heritage. As</p>

		this project has already demonstrated, other sources of funding are available.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	The ambition level was relatively high considering the modest budget. The project aimed for several different project goals with a limited project budget of EUR 30,000. The experience of the Polish Historical Association has helped to effectively implement the project. The participation of the Museum of Jewish History and Culture in Belarus, the organisation of the exhibitions and the media coverage that the project gathered indicate that there was an opening to bring the Jewish heritage to a broader attention.	
Bilateral relations		
The project contributed to the relations between Poland and Belarus. There was no specific contribution to the bilateral relations of the Netherlands.		

Project 4 Belsat's Studio - primetime live news module on Belsat TV				
Project characteristics				
Country	Belarus			
Sub-programme	Delegated projects			
Project number	24046			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 435,155	EUR 250,000	EUR 250,000 (100%)	57.5 %
Contracting partner	Fundacja Wolność i Demokracja (Freedom and Democracy Foundation, Poland)			
Executing agency	<ul style="list-style-type: none"> - Fundacja Wolność i Demokracja - Belsat TV 			
Project beneficiaries	<p><i>Direct beneficiaries</i> Belsat TV and its employees who received trainings on producing live news shows</p> <p><i>Indirect beneficiaries</i> The Belarusian population in possession of satellite television</p>			
Project duration		Planned	Actual	
	Starting date project	20 March 2012	20 March 2012	
	End date project	20 September 2012	31 October 2012	
	Duration	6 Months	7.5 Months	
Project background	<p>National television in Belarus was almost completely government controlled. Independent media and their journalists were still harassed in various ways at times. However, the population was seeking reliable information about the economy and politics outside of the state-owned and -approved mass media. There was a growing need for uncensored, accurate journalism.</p> <p>A medium that offers independent, interactive and dynamic live news broadcasts, which did not exist yet at the time of the project application, could encourage the belarusians to take a deeper interest in what happens in Belarus and as such will promote responsible social behaviour. Ensuring the presence of uncensored, attractive information in Belarusian public sphere was seen as an important and effective way to assist democratic transition.</p> <p>To illustrate the difficult context of this project, it is worthwhile to mention here that Belsat TV, the independent Belarusian channel which is subject of this project, still needs to be broadcasted from the Polish territory as Belarusian authorities do not let them broadcast from Belarus. Belsat is run under the aegis of Polish state-run television company Telewizja Polska (TVP).</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective To present the news independently and in a modern way, giving audiences the sense of participation in day-to-day developments in Belarus, as well as to provide them with an opportunity to openly express their views.</p> <p>Project goal</p> <ol style="list-style-type: none"> 1. To introduce a daily live news module on Belsat TV; 2. To create a communication channel with the Belarusian society; 3. To provide Belarusians with independent information; 		<p>Overall objective / project goal Achieved.</p> <ul style="list-style-type: none"> - The live news programs were designed and broadcasted during the project. - The Belsat TV channel is still active and Belsat's Studio (the module with live news shows) is still scheduled every day. The programming is adapted every now and then depending on the developments in Belarus, the season, etc. - The website and linked social media provide opportunities for interaction with the audience. Communication with and feedback from Belarusian audience through social media, the website and email is still increasing. 		

<p>4. To establish Western-style live commentaries and interactivity of web-based services;</p> <p>5. To expand news service by making it more central to the mission of the station, interactive and integrated with internet.</p> <p>Project results In the documents that are available in the dossier, there are no project results defined.</p> <p>Activities In the documents that are available in the dossier, there are no activities defined.</p>	<p>Project results n.a.</p> <p>Activities From the financial report and the narrative we can conclude the following regarding the activities. The funds provided in the first instalment of the Dutch grant were spent entirely on staff trainings and production of the live primetime news module on Belsat TV. The second instalment was used to cover administrative expenses.</p> <ul style="list-style-type: none"> - <i>Training.</i> The employees of Belsat have been trained in the new techniques required for the live news shows. The narrative mentions that training was originally not included in the first budget proposal. - <i>Production of live news module.</i> The live news module went on air in full format on the 10th of September 2012. It was preceded by a couple of months of test runs, during which Belsat experimented with different designs and timings of the show (in July and August). From that date, the show was available everyday from 19 00-22 00. This was another time slot than initially proposed. - <i>Interaction with audience.</i> The news programmes have been integrated with Belsat's website in order to enhance interactivity. Interactivity was also increased through information and comments submitted via major social networks, Skype and text messages. 	
<p>Planned contribution to the Matra East objective</p> <p>The project satisfies the Matra criteria for a media related project. The development of free and independent media are part of the social transformation process for which the Matra programme is meant.</p>	<p>Realised contribution to the Matra East objective</p> <p>No deviation from the planned contribution.</p>	
<p>Evaluation criteria</p> <p>Relevance</p>	<p>Score</p> <p>5</p>	<p>Explanation/qualitative assessment</p> <ul style="list-style-type: none"> - The project fits within the Matra objective. - At the time of application, Belsat TV was the only independent TV channel that broadcasted on the Belarusian territory. Given that there was no other independent channel with live news in Belarus and considering the present situation in the country concerning media, the project was highly relevant. - The project was initiated by Belsat TV, so project ownership and demand drivenness is in order.
<p>Efficiency</p>	<p>3</p>	<p>The project was implemented almost within the foreseen timeframe. From the file it is not clear whether all activities have been implemented within the range of the total budget.</p>

Effectiveness	4	<ul style="list-style-type: none"> - Even if the viewership of Belsat TV can be seen as somehow limited (comparing to other commercially operating media abroad) due to the obvious obstacles, it has still a wide and desired range. A survey from 2012 pointed out that over half (53%) of satellite TV viewers watch Belsat TV. The number of people possessing a satellite dish equals to appr. 1.760.000 and accounts for 22% of adult television audience in Belarus. - The fact that the project managed to independently broadcast news in Belarus and is still doing so, indicates effectiveness.
Sustainability	3	<ul style="list-style-type: none"> - The outcome of the project is still in place after project implementation, as Belsat TV is still broadcasting the news module on primetime, although the final report mentions that the format of the show had to be shortened after the ending of the project due to financial problems at the Polish Public Television. - At the time of this assessment, the Belsat TV website is still online and the online information is available in Belarusian, Russian, English and Polish. - Belsat TV itself does not seem to have sufficient resources to secure maintenance of effects, as the channel still depends on donor funds and the website calls for additional funding. So this remains a risk for sustainability. - During the interview it was confirmed that for the coming years, donor funding is still secured. The live news module is able to run without donor funding, but with less funding the module would be shorter and probably less interesting for the Belarusian population.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	<ul style="list-style-type: none"> - National television and printed media are almost completely government controlled in Belarus. Independent media and their journalist are harassed in various ways, imprisoned, legally obstructed, threatened, etc. - The programs of Belsat TV still need to be broadcasted from Poland and registration of a representative office in Minsk is still not possible. Belsat TV journalists are working 'on the ground' in Belarus, but broadcasting from Belarus is impossible in the near future. Hence, the country context and project environment is difficult. - Belsat TV cooperates with the 'Freedom and Democracy Foundation' which acts as an intermediary 	

	in acquiring financial support from foreign partners. An international circle of donors supports the project. - The ambition level of the project is high.
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Bilateral relations

It is already the third time that Belsat TV is being supported in the framework of the Matra programme. No Dutch party except the embassy in Warsaw has been involved during implementation. The Dutch contribution is mentioned on the Belsat TV website.

Georgia

Project 5 Delivery of legal protection for the local vulnerable groups in Tsalka District				
Project characteristics				
Country	Georgia			
Sub-programme	Delegated projects			
Project number	23366			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	GEL 65,004 / EUR 27,173	GEL 65,004 / EUR 27,173.	GEL 64,687.22 (99.5%) EUR 27,460.92 (101%)	100%
Contracting partner	Public Movement Multinational Georgia (PMMG)			
Executing agency	<ul style="list-style-type: none"> - Public Movement Multinational Georgia (PMMG) - Partner organisation Georgian young lawyers' association (GYLA) 			
Project beneficiaries	<p><i>Direct beneficiaries</i></p> <ul style="list-style-type: none"> - Two legal experts from the Tsalka district undertaking a one month internship program in Tbilisi; - Vulnerable persons receiving free and qualified legal consultations throughout the implementation of the project: <ul style="list-style-type: none"> • Ethnic Azerbaijanis, Armenians and Greeks with different social affiliations and professional backgrounds; • Ecological migrants with different social affiliations and professional backgrounds; • Internally displaced persons (IDPs) with different social affiliations and professional backgrounds residing in the Tsalka district. <p><i>Indirect beneficiaries</i></p> <ul style="list-style-type: none"> - Representatives of local CSOs who attended the legal consultations; - Local authorities of the municipalities involved, as the project served a gap in services to be provided by these local authorities. 			
Project duration		Planned	Actual	
	Starting date project	01 September 2011	01 September 2011	
	End date project	01 September 2013	01 September 2013	
	Duration	2 Years 0 Months	2 Years 0 Months	
Project background	<p>Vulnerable groups residing in the Tsalka district (the town of Tsalka and 25 surrounding villages) are frequently subject to violations of social, economic, labour and other types of rights and fundamental freedoms, including unlawful expropriation of property, lack of access to basic social economic and public services, denial of fair trial, arbitrary infringement in social and economic activities by fiscal bodies and law enforcement authorities etc. Also, because of disadvantaged conditions they are not able to independently deliver appropriate legal response to the violation of their own rights. The vulnerable groups in the project area include ethnic minorities (Greeks, Armenians, Azerbaijanis), IDPs, and eco-migrants from Samegrelo-Zemo Svaneti.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective</p> <p>To enhance the legal security of ethnic minorities, eco migrants and IDP communities residing in the Tsalka district through the protection of their social, economic, labour and other types of rights as well as promotion of</p>		<p>Overall objective</p> <p>Achieved. The project activities have contributed to the enhancement of legal security of vulnerable groups and their increased participation in the local rights protective frameworks.</p> <p>Project goal</p>		

<p>their enhanced participation in the local rights protective frameworks.</p> <p>Project goal</p> <ol style="list-style-type: none"> To improve the legal literacy of the TG and assist in the protection of their social, economic, labour and other types of rights and fundamental freedoms; To promote enhanced interactions of the TG with state and other societal structures by widening their participative capacities in the local decision making frameworks and judicial procedures. <p>Project results</p> <ol style="list-style-type: none"> Improved legal literacy of the TG and enhanced protection of their social, economic labour and other types of rights and fundamental freedoms. Promoted enhanced interactions of the TG with state and other societal structures by widening their participative capacities in the local decision making frameworks and judicial procedures. <p>Activities</p> <ol style="list-style-type: none"> Delivery of one month internship program for two local legal experts; Creation of the 'Legal Care House' in Tsalka which will deliver legal support to the TG; Delivery of legal consultations in the surrounding villages; Publication of the brochure 'Legal Orientation Manual'; Publication of the leaflets with FAQ. 	<ol style="list-style-type: none"> Achieved. The legal literacy of the vulnerable groups has increased through consults with the legal experts and because information material has been disseminated. Partly achieved. Participative capacities in the local judicial procedures have clearly improved, but activities related to interactions with the state and other societal structures and participation in local decision making frameworks are not observed in the project implementation. Authorities and NGOs have not yet been informed about the information collected on the local population's (legal) problems. PMMG reports that this will be done with NGOs in another project ('next year') and with local governments after elections have taken place. <p>Project results</p> <p>See explanation under 'Project goal'.</p> <p>Activities</p> <ol style="list-style-type: none"> Achieved. PMMG managed to hire three experts within the budget instead of the two foreseen. Two legal experts were sent to the internship at GYLA, the other one was sufficiently experienced with consultations. Certificates of participation in the internship are included in the dossier. Achieved. It should be noted that in an early stage of the project, the location of the 'Legal Care House' was changed from Tsalka to Bolnisi and the scope of the proposed action was widened as Dmanisi, Bolnisi and Tetri Tskaro municipalities were included in the project as the target areas of the action. The reason is that the Georgian Ministry of Corrections and Legal Assistance decided to set up its own free legal assistance center in Tsalka, which would create overlap. Achieved. 843 legal consultations have been provided. Short summaries of all consultations have been submitted together with the progress reports. Achieved. The manual has been published in Georgian, Armenian and Azeri. Hardcopies of the brochure in all three languages are included in the dossier. Achieved. The leaflets are developed, published and disseminated in Georgian and Russian. Hardcopies of the leaflets in both languages are included in the dossier as proofs. 	
<p>Planned contribution to the Matra East objective</p> <p>As the project increases the legal protection of minorities it contributes to the Rule of Law and human rights situation of minorities.</p>	<p>Realised contribution to the Matra East objective</p> <p>No deviation from the planned contribution.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>4</p>	<ul style="list-style-type: none"> The project fits within the Matra objective; The project is fully compatible with the policy frameworks as it addresses human rights aspects of vulnerable groups including ethnic minorities residing in one of the least prosperous Georgian regions, which have

		<p>limited attention of international organisations. Recommendation letters of the 'Centre for protection of constitutional rights' and the 'European centre for minority issues' have been provided.</p> <ul style="list-style-type: none"> - There are no legal protective local mechanisms yet which would counteract the unlawful conduct of the local authorities and thus provide enhanced legal protection for ethnic minorities, eco migrants and IDPs unable to independently deliver appropriate legal response to any violations of human rights. - The project was fully 'owned' by PMMG, an umbrella organisation, bringing together numerous diaspora and grass-root NGO's.
Efficiency	3	<ul style="list-style-type: none"> - The project was implemented within planned time and budget, despite widening of the geographical scope and hiring an additional legal expert. - In the end there were two legal care houses one in Bolnisi and one in Tsalka. The Tsalka based legal care house was first established by the project, later the government opened its own legal care house. - Linguistic barriers provided difficulties for the legal experts to offer information to some citizens (that spoke only Azeri and Armenian) in Georgian and Russian. Local population with a good command of the Georgian language could help out in most cases.
Effectiveness	3	<ul style="list-style-type: none"> - All project activities have been realised and one out of two project results (providing free legal care) has been fully achieved. - Regarding Result 2, which is not completely achieved, it is not clear how the project activities could have contributed to achieving that result.
Sustainability	3	<ul style="list-style-type: none"> - The final report notes that there is a great need among the local residents for the actions to be continued. The services have been used by the poorest part of the population, with a low degree of legal awareness. - According to the embassy in the appraisal of the final report, the legal care houses seem to be turning into a (affordable) permanent paid legal service after the project has finished, thereby securing that outputs and outcomes will stay in place after project implementation. - The legal care house in Tsalka was taken over and paid for by the state, but the quality is unknown. - It is a challenge to maintain the manpower/quality lawyers, as the educated/trained Georgians tend to move to the capital. It might be smart to educate people that <i>are</i> minorities to become lawyers and to use law school internships. - It was tried to assure the sustainability of the project by the direct involvement and participation of the representatives of local CSOs in the delivery of the legal consultations offered to the target groups, to allow them to further promote and multiply the results of the

	<p>project. How many CSOs have participated in practice is not clear.</p> <ul style="list-style-type: none"> - The project produced printed materials (which also assists in the multiplication of the project results as they can be shared and handed over among the wider audience of the targeted areas. The Manual for legal translations is being said to be used by lawyers and courts.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment
<p>1. General country context 2. Complexity of the project environment 3. Ambition-level of the project</p>	<ul style="list-style-type: none"> - Initially, local authorities were expected to be reluctant to have local residents assisted by professional legal help, which was seen as a policy risk and could have made the project environment difficult. In the end, this did not turn out to be a problem according to PMMG. Instead, the local authorities were happy with the system. - The project activities itself were not seen as too ambitious given the project environment. However, result 2 was probably too ambitiously defined.
Bilateral relations	
<p>Given the rather limited interface of the project with government stakeholders, bilateral relations at the official level were not affected by the project. Also, there was no Dutch company involved. The cooperation and communication with the Dutch Embassy seems to have been a very positive experience for the project implementer.</p>	

Project 6 Journalists as Agents of Democratization in the South Caucasus				
Project characteristics				
Country	Georgia, Armenia and Azerbaijan			
Sub-programme	Delegated projects			
Project number	24049			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 105,393	EUR 105,393	Disbursed EUR 103,374 (98%). Actual costs were EUR 111,711.	100%
Contracting partner	Stichting Free Press Unlimited (NL)			
Executing agency	<ul style="list-style-type: none"> - Stichting Free Press Unlimited (NL) - Partners Georgian Charter of Journalism Ethics, Yerevan Press Club (Armenia), and Media Coalition for Freedom of Expression (Azerbaijan) 			
Project beneficiaries	<i>Direct beneficiaries</i>			
	<ul style="list-style-type: none"> - Journalists participating in the workshops 			
Project beneficiaries	<i>Indirect beneficiaries</i>			
	<ul style="list-style-type: none"> - Other media professionals who get connected to each other through the network platform - The wider public (media consumers) 			
Project duration		Planned	Actual	
	Starting date project	01 July 2012	01 July 2012	
	End date project	31 December 2012	30 December 2012	
	Duration	6 Months	6 Months	
Project background	Democratic mechanisms in Georgia, Armenia and Azerbaijan for smooth transitions were still seen as underdeveloped. Civil society actors and independent journalists could be the driving forces of social change. However, journalists in Georgia, Armenia and Azerbaijan were not seen as capable to have this role. They were not sufficiently able and lack courage to investigate and produce news items on societal themes with a professional and critical approach. Although a growing sub-field, multimedia journalism was still underdeveloped in the South Caucasus, while it can be a tool for powerful storytelling.			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective The general goal of the project is to prepare journalists from Georgia, Armenia and Azerbaijan to act as agents of democratic change. The idea is that cooperation among (young) journalists from different countries in the region and working with a new format of multi-media productions media productions will lead to a more open and tolerant (more democratic) society.</p> <p>Project goal</p> <ol style="list-style-type: none"> 1. To strengthen the capacity of 24 young working journalists to report on issues such as domestic accountability, good governance, stability and the rule of law. 2. to enhance the level of the regional 		<p>Overall objective Partly achieved. The project has contributed to this overall objective, although due to the relatively small scale of the project and its high-level objective, evidently to a limited extent. The real impact of the project comes from the 'follow-up project', the 'My Angle' multi-media platform and the media-items that are produced as a result of this.</p> <p>Project goal</p> <ol style="list-style-type: none"> 1. Partly achieved. 22 instead of 24 participants completed the course. Also, the topics had to be changed as in the very first workshop the students opted to work on themes different than envisaged by the project (front lines, women and gender, Soviet past, traditions, one day in the Caucasus, identity, and activism). 2. Achieved. The regional dialogue is enhanced through the connection of the journalists and staff that worked on the productions, but the online platform was not ready yet at the end of the project. However, three participants (with the 		

dialogue among media professionals in the South Caucasus by connecting them through an on-line platform.

Project results

1. Twenty-four journalists are trained in making multimedia productions. The quality of their reporting has increased.
2. Twenty-four multimedia productions (one from each participant), brought together in eight multimedia stories on regional issues (produced by mixed groups consisting of three journalists from the three countries) have been made.
3. Due to exchange of knowledge, experience and information among the journalists, a production network has been established with the contributions of all participants. This continues to exist and to be of value beyond the project.

Activities

1. One week training for 24 journalists
2. Online coaching during study assignment (development of multi-media productions in groups of 3)
3. Final workshop to assess and reflect on multi-media productions

support of the project implementers) started an NGO to develop an expanded version of the South Caucasus platform / website that would be open to for cooperation with multimedia journalists at regional level. Furthermore, the project has also achieved to bring together three local organizations, which actively liaised and supported the project's implementation. In this way also the institutional cooperation in the region has been promoted.

Project results

1. Partly achieved. Twenty-two out of the twenty-four participants completed the course and received certificates. One Armenian and one Azeri participant did not complete their work, due to 'other obligations'.
2. Partly achieved. Twenty-two multimedia items have been produced and distributed online, and four stories have been created. The idea was to facilitate group work among the participants by bringing together three journalists from each of the participating countries and let them work on issues relevant for the region thus creating eight pieces of group work. In a number of cases individual production was not merged into one collective product as individual videos were said to be good by themselves and their impact could be lost if reformatted. They would be uploaded on a special website. According to the embassy, at the end of the project FPU was tendering – at their own expense – for a company to develop this website. If it is really realised and different from the South Caucasus journalistic platform (see below) is not clear.
3. Partly achieved, as the network was still under construction at the end of the project. Three project participants (one from each country) have registered a new NGO and were working on the contents of a South Caucasus journalistic platform at the end of the project. The platform is now online and operational. While the idea of the platform was included in the original proposal, the final output is different as the platform will be open to all journalists from the region rather than only the group trained within this project as was the initial plan.

Activities

All planned activities were carried out. The final workshop, which was supposed to be used for assessing the outputs of the study assignments was in fact also used for further training in multi-disciplinary cooperation.

Planned contribution to the Matra East objective

Realised contribution to the Matra East objective

<p>The activity strengthens professional skills of journalists reporting on important social issues, and will thus contribute to (development of) free media, which is an integral part of democracy. The regional element of the project adds further value to it as it forms a basis for networking and cooperation between journalists that are facing somewhat similar problems in their working environment conditioned by the 'new democracy'-standing of their respective states. Therefore, the project meets the policy objectives of the Matra East programme.</p>	<p>The project as implemented fits the Matra objective, since it contributed to skills that will increase media-items that promote an open and tolerant society. The regional cooperation within the project has stimulated regional networks of journalists and better awareness of and attention for social and political issues in the neighbouring Southern Causasus countries.</p>	
Evaluation criteria	Score	Explanation/qualitative assessment
<p>Relevance</p>	<p>3</p>	<ul style="list-style-type: none"> - As explained above, the project fits the Matra objective well. - As it is still seen that journalists working for traditional media in the South Caucasus cannot do their jobs freely and do not have the courage to write openly on social topics, the project was relevant. Its relevance was also related to the promotion of regional understanding and tolerance, through the creation of networks among journalists from the different countries. - The project was clearly initiated by the Dutch partner and did not result from a demand by local stakeholders. However, local partners highly appreciated and benefitted from the project.
<p>Efficiency</p>	<p>3</p>	<ul style="list-style-type: none"> - There were a lot of changes between budget items, but in the end the project was implemented within the overall budget. In the end, management saved about EUR 2,000 of the project budget. - There were a lot more man-days needed than originally expected. FPU program staff dedicated more time to the project without charging the Embassy for the additional working days that their trainers and staff ended up spending on these projects. - One of the shortcomings in the efficiency (and effectiveness) of the workshop was the inadequate selection of participants prior to the workshop. Problems in the application process led to a smaller than desirable group of potential participants, and did not allow for trainers to give input in the selection process which led in some cases to the selection of under-qualified participants. Therefore, participants had rather disparate knowledge bases of multimedia skills, thus it was difficult to implement the practical part of the workshop while some had limited qualifications. The various levels of expertise of participants also led to various inputs of effort and energy into the workshop, which impacted on the overall level, format and content of the workshop. - During the mentoring period some of the participants did not put sufficient efforts into their productions, and no continuous communications between the various cross-border teams, making progress difficult. Due to this, the quality of some of the productions and outputs were not as high as they could have

		been in all cases.
Effectiveness	3	<ul style="list-style-type: none"> - The three project results were only partially achieved at the end of the project, although good progress was made. The extent to which the project outcomes contributed to attaining the goals was negatively affected mainly by the selection of participants, which was done by the local partners. - Although not all participants have proven capable of making multi-media productions after the project, a number of them have and with success. A direct result of the project was the establishment of a platform by three participants that brings together multi-media journalists from the region. The development of this platform/NGO was supported by FPU and mentored by some of the trainers from this project. This platform has hundreds of members from the region and is still growing in membership, also from outside the Southern Caucasus. - The BeMo mentioned the selection of proper participants for the workshop as a risk. This indeed turned out to be a problem as, according to the final report, the identified participants did not have equal starting knowledge neither interest, which resulted into two of them dropping out of the course. - The poor selection is also to be blamed for failing one of the key components of the project – group productions (where eight groups of three participants – one from each country would come up with a multimedia item on a topic relevant for the region). Still, there were a number of good productions. The best have been presented at regional and international platforms such as World Press Photo. The multimedia story The Kingdom was shown in the Tbilisi Photo Festival (June 2013).
Sustainability	3	<ul style="list-style-type: none"> - The impact of the project can only be assessed over time and depends on how the journalists who participated in this project continue their profession and apply their multi-media skills in practice. - The establishment of the multi-media platform ‘My Angle’ (under the guidance of some of the trainers within the project) ensures the sustainability of the project’s results as it connects hundreds of journalists from the region and promotes joint multi-media productions on social issues in the region.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
<ul style="list-style-type: none"> • General country context • Complexity of the project environment • Ambition-level of the project 	<ul style="list-style-type: none"> - The constitution of Georgia provides guarantees for press freedom, and the print media offer a range of political views. Overall the media environment has improved and become more diverse, but it remains politically polarized – although this is decreasing. There have been several instances of political use of the media during campaigns and political pressure on the media outlets. Despite constitutional guarantees of freedom of expression in Armenia, limits on press freedom persist. The authorities use informal pressure to maintain control over broadcast outlets, the chief source of news for most Armenians. While the constitution of Azerbaijan guarantees freedom of speech and the press, these rights are not respected in practice. The government routinely prosecutes journalists for critical articles, and self-censorship is 	

common. Many newspapers struggle financially in the face of heavy fines or imprisonment of their editors and staff, and are dependent on government-controlled publishing and distribution facilities. State-run television and radio, which are the primary sources of information for much of the country, are tightly controlled by the government.

- The project is not seen as too ambitious given the project environment as it concerns multi-media beyond the scope of traditional media.

Bilateral relations

As there were no government stakeholders involved from Georgia, Armenia and Azerbaijan in the project (only the Dutch embassy), the project was not concerned with strengthening bilateral relations at government level. The project's indirect result was that it allowed Free Press Unlimited from the Netherlands to remain engaged in the Southern Caucasus (which they continued through MATRA 2013 project on internet freedom) supporting their partners in promoting freedom of speech and professional journalism and spreading their expertise and values out to the younger generation of journalists.

Project 7 Strengthening Parliamentary Oversight of the Security Sector in Georgia; A Capacity Building Program for the Defence and Security Committee

Project characteristics				
Country	Georgia			
Sub-programme	Delegated projects			
Project number	25393			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 100,520	EUR 100,520	EUR 100,520	100%
Contracting partner	The Centre for European Security Studies (CESS), Groningen			
Executing agency	The Centre for European Security Studies (CESS) and Georgian Reform Association (GRASS)			
Project beneficiaries	Georgian parliamentarians and their staff from the Defence and Security Committee and other committees			
Project duration		Planned	Actual	
	Starting date project	10 April 2013	10 April 2013	
	End date project	31 December 2013	31 December 2013	
	Duration	8 Months	8 Months	
Project background	<p>Given the crucial role of parliaments in overseeing the security sector, it is important to have knowledgeable and skilful members of parliament and staffers. The new composition of the Georgian parliament was taken as an opportunity for a capacity building programme for legislative oversight.</p> <p>CESS has been engaged in assisting and supporting Georgia in its democratic reforms since 2006. As of 2008, CESS has been working with the Georgian parliament intensively on strengthening democratic oversight of the security sector by building capacity amongst members of parliament (MPs), staffers and civil society in order to fulfil their oversight role more effectively. The parliamentary elections in Georgia of October 2012 saw the first democratic change of power in the former Soviet space. Many of the newly appointed MPs started to serve their first term as elected representatives. Also, the parliamentary staff saw a lot of new faces. Furthermore, representatives from the former ruling party UNM that had experience as MP found themselves in a different, unfamiliar role in the opposition.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective The project is to contribute to transparent and accountable governance, specifically in the domain of security policy, where it is urgently needed.</p> <p>Project goal The goal of the project is to strengthen parliamentary oversight of the security sector in Georgia through engaging staffers and MPs from defence and security, as well as foreign relations, budgetary and other relevant committees of the Parliament.</p> <p>Project results 1. Georgian parliamentarians and their staff from the Defence and Security Committee and committees have increased their knowledge and capacity on defence and security issues and the</p>		<p>Overall objective Achieved Based on the positive result of the project, it can be assumed that the level of transparency and accountability in the domain of security policy has increased.</p> <p>Project goal Achieved Through a series of workshops, the capacity of both members of parliament and their staffers has clearly improved in the area of parliamentary oversight of the security sector.</p> <p>Project results Achieved 1. With active participation in the four workshops, the first objective has been achieved. Most important were the discussions which took place, although sometimes speakers would take too much time for</p>		

<p>role of Parliament in overseeing the security sector.</p> <ol style="list-style-type: none"> 2. Georgian parliamentarians and their staff from the Defence and Security Committee and committees have discussed and digested lessons learned by old and new EU and NATO countries in exercising parliamentary oversight of the security sector. 3. Georgian parliamentary staffers of the Defence and Security Committee and other interested staffers have gained practical knowledge on several topics related to legislative oversight and democratic control of the security sector. 4. Georgian parliamentary staffers of the Defence and Security Committee and other interested staffers have obtained operation tools, skills and techniques to be better equipped to advice parliamentarians on several topics related to how to effectively hold the executive to account. 5. Georgian parliamentarians of the Defence and Security Committee have obtained knowledge and practical skills on how to effectively hold the executive to account because they participated in coaching meetings with Western European and Baltic parliamentarians. <p>Activities Capacity building activities i.e. seminars and training focused on four thematic areas (1) review of the defence and security documents; (2) financial accountability and budgetary transparency; (3) the role of the Parliament in sending troops abroad; (4) Parliament and security sector reform.</p>	<p>speeches, leaving insufficient time for discussions.</p> <ol style="list-style-type: none"> 2. With the involvement of a Lithuanian expert (former chairman of the parliamentary NATO Integration Committee) discussion were practical and appreciated. 3. 15 staffers gained practical knowledge on the role of parliament in the process of the security reform, financial accountability and budgetary transparency and parliamentary oversight. 4. Staffers gained knowledge of (their role in) the parliamentary processes. 5. The parliamentarians received valuable information from their EU counterparts in working out compromises within the committee. This was especially valuable given the recent change of the political landscape in Georgia, where the ruling party became the opposition after the October 2012 elections. <p>Activities Achieved All activities (four seminars and four two-day training courses) were implemented. In addition, individual coaching meetings for Defence & Security Committee members (open to other parliamentarians) took place. Topics covered i) financial accountability and budgetary transparency of the defence sector; ii) the role of parliament in the process of security sector reform; iii) the role of parliament in defence and security policy making; iv) Parliamentary oversight powers over military deployment abroad. The last training session lasted only one day, as the planned keynote speaker, the Dutch Chairman of the Parliamentary Defence Committee, first postponed and then cancelled his participation. The number of participants was higher than planned.</p>	
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>	
<p>The project fits in the democratization criterion of Matra policy as it is meant to strengthen the legislator to fulfil its oversight duty. Besides, the project was to enhance the Netherlands' profile in Georgia. It was argued to demonstrate the Dutch interest to contributing to Georgia's defence capability.</p>	<p>With a successful implementation, the project fits well with in the Matra objectives.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>4</p>	<p>Given the fragile status of the parliamentary system, the project was clearly relevant for the country and fitted well with the Matra objective. The original idea for the project was launched by a Georgian politician, but the project was developed by the CESS. Given the appreciation by the beneficiaries, the</p>

		project has clearly made them the 'owners' of the activities and the results.
Efficiency	4	The project was implemented within planned time and budget. An experienced contract party and involved Georgian counterpart, contributed to a smooth project implementation. The skills of the staffers appeared to be less than expected, so some trainings had to be devoted to increasing the more basic skills. It is difficult to see how the results could have been obtained with a smaller budget.
Effectiveness	4	The well implemented activities clearly linked to the results, resulting in a very effective project. However, it remains to be seen how the increased skills will be used in the political reality.
Sustainability	5	Since the present Parliament is not expected to be re-elected before October 2016, the trained MPs and their staffers will remain active and will be able to apply the knowledge obtained through this project. CESS has started a new project with five committees of the Georgian parliament, which is funded by the EU delegation and UNDP.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
<ul style="list-style-type: none"> • General country context • Complexity of the project environment • Ambition-level of the project 	In spite of the highly political environment in which the project took place participation in workshops and discussions was active and open. The risk (identified in the Bemo) of low attendance by MPs, did not materialise. Therefore, a highly ambitious project was carried out successfully.	
Bilateral relations		
The trained MP and their staffers are expected to form an important part of the NL Embassy' network. As the visit of the Dutch Chair of the Security Committee (MP) did not take place, the Netherland's profile was less prominent than expected. However, there were Dutch trainers involved whose open style of training was much appreciated. There was also much appreciation for the Lithuanian expert, to which the Georgians could identify themselves better.		

Project 8 Support to the development of democratic institutions in Georgia - Phase 2				
Project characteristics				
Country	Armenia, Azerbaijan and Georgia			
Sub-programme	Delegated projects			
Project number	25823			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 120,066	EUR 120,066	EUR 120,066 (100%)	100%
Contracting partner	Netherlands Institute for Multiparty Democracy (NIMD) – Georgia			
Executing agency	Netherlands Institute for Multiparty Democracy (NIMD) – Georgia			
Project beneficiaries	Political parties in Armenia, Azerbaijan and Georgia; Youth politicians in Armenia, Azerbaijan and Georgia; presidential candidates of the elections of 27 October 2013 in Georgia, Georgian voters.			
Project duration		Planned	Actual	
	Starting date project	25 September 2013	25 September 2013	
	End date project	15 June 2014	15 June 2014	
	Duration	9 Months	9 Months	
Project background	Georgia is an electoral democracy. In terms of elections there is an upward trend. Despite some tensions and political polarization, the October 2012 elections were considered free and fair, as were the – markedly less polarized – presidential elections in 2013. In the period 2012 to 2013, the Embassy of the Kingdom of the Netherlands in Georgia provided the funding to several activities of the NIMD aimed to facilitate regional cooperation in the South Caucasus and inform the Georgian voters on political programmes in the run up to the Parliamentary elections in 2012. Based on the achievements and experiences of these activities, the NIMD South Caucasus office proposed to implement phase 2 of the project, focussing on national and regional political dialogue between politicians and on the creation of a website dedicated to the presidential elections of 27 October 2013.			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective The overall objective of the project was to support the strengthening and consolidation of democracies in the three countries of the South Caucasus by promoting regional cooperation amongst political parties and democratic actors in these states.</p> <p>Project goal 1. Establish political cooperation between young politicians from different parties and from the three countries is established, and trust among future leaders strengthened. 2. Strengthened policy oriented debates among politicians, while having facilitated a more informed decision-making by voters.</p> <p>Project results 1.1 Two multiparty in-country meetings 1.2 An international meeting in Tbilisi 1.3 A three day trilateral forum of young politicians in Georgia with participation of young political leaders of</p>		<p>Overall objective The project clearly contributed to the overall objective although its wider impact is difficult to measure.</p> <p>Project goal Partly achieved The final report makes clear that the first project goal was achieved. However, it is not possible to ascertain whether the second goal was reached, but the realised activities are likely to have contributed to this goal.</p> <p>Project results Project results were achieved 1. All meeting were held with active participation by politicians, youth, academia and diplomats / experts from EU Member States. 2. There is no reference to the questionnaire in the final report, but the websites were set up (and are still accessible) and promoted. During the two-month period</p>		

<p>three South Caucasus countries 2.1 Questionnaire on the website available 2.2 Website filled with content 2.3 Website on line and widely accessed</p> <p>Activities</p> <ul style="list-style-type: none"> - Organisation of meetings (both in-country and international) - Negotiation by ruling and opposition party representatives together on the agenda and input in the meetings; - Organisation of a trilateral forum - Generate content for the website - Develop and advertise website 	<p>(May to July 2014), the website was viewed by 25,339 unique visitors.</p> <p>Activities</p> <p>All activities were implemented as planned</p> <ul style="list-style-type: none"> - Planned meetings were organised. - During the meetings in which several political parties took part (11 in Azerbaijan, 6 in Armenia and 8 in Georgia) topics for the upcoming youth forum were discussed. The meetings also selected speakers for the Forum and representatives from opposing parties to represent the countries at the international meeting in Tbilisi. - In April 2014, an international ‘Forum of Young Politicians of the South Caucasus’ took place in which representatives from the three countries participated. - A well-designed website was developed and filled with relevant information. The website was actively promoted using various fora (TV a.o.). 	
<p>Planned contribution to the Matra East objective</p> <p>Very good fit to Matra East objectives. With its emphasis on supporting democratic development in the South Caucasus, the project falls well within the policy parameters of the Matra Programme. Besides its democratization aspect, the project will lead to much needed contact and the development of a working relationship between participants. This was to increase mutual trust and confidence and thereby contribute to regional peace and stability, another important Matra priority.</p>	<p>Realised contribution to the Matra East objective</p> <p>No deviation from the planned contribution.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>4</p>	<p>With the project implemented as planned, the fit with the Matra objectives remains strong, both in terms of political engagement and contact between various parties.</p> <p>With a dearth in political information and little experience with democratic elections, the project is highly relevant</p> <p>As this is a second phase project, there was clear local mandate/ownership of the project</p>
<p>Efficiency</p>	<p>4</p>	<p>Strong management and organisational skills guided the project. It was implemented with a two months delay (not clear why), and small shifts between budget lines (through savings in some more resources could be spent on the website and promotions).</p>
<p>Effectiveness</p>	<p>4</p>	<p>The project was successfully implemented and the activities all contributed to the results. There was a clear willingness from the politicians to participate although it is difficult to establish how this project contributes to the overall political climate and the democratic process.</p>
<p>Sustainability</p>	<p>3</p>	<p>The youth forum receives funds from various sources and</p>

		is likely to continue its activities and the website is still in the air. The project has set an example.
Levels of difficulty to achieve intended objectives		Explanation/qualitative assessment
<ul style="list-style-type: none"> • General country context • Complexity of the project environment • Ambition-level of the project 		The context made the project challenging but this did not hinder its implementation and the project was able to achieve its objectives in spite of the (or thanks to) the participation of politicians from different parties. In the end, only the ruling party from Azerbaijan did not participate (they stated they would participate in future meetings). The ambition of the project was high but proved to be realistic.
Bilateral relations		
The operations of the NIMD South Caucasus office in Tbilisi are in itself creating visibility for the Netherlands as a partner in the region's democratic development. Visits to Georgia by high-level participants from the Netherlands (and the EU) within the framework of this project increased the existing networks between Georgia and the Netherlands/EU, and highlight the role of the Dutch Embassy on Georgia's cooperation in facilitating contacts and networks in the region.		

Moldova

Project 9 Step by Step towards Democracy Set up of interest clubs for young people with a socially vulnerable background				
Project characteristics				
Country	Moldova			
Sub-programme	Delegated projects			
Project number	23554			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 30,530	EUR 26,730	EUR 26,730 (100%)	87,6%
Contracting partner	Bulgarian Culture Society 'Rodolyubets'			
Executing agency	Bulgarian Culture Society 'Rodolyubets'			
Project beneficiaries	Young people from high schools and lyceums of Transdnistria region			
Project duration		Planned	Actual	
	Starting date project	15 December 2011	15 December 2011	
	End date project	15 June 2012	15 June 2012	
	Duration	6 Months	6 Months	
Project background	<p>The Transdnistrian region of Moldova has weak civil society and democratic traditions. As a result of regular brainwashing, old myths and stereotypes pertaining to the Cold War epoch continued to prevail in the minds of the Transdnistrian population. The younger generation remains quiet and inactive in expectation of the authorities to solve all their problems. The project aimed at strengthening democratic traditions in the Transdnistrian region of Moldova, especially in the villages of the Parkany community of the Slobodzey rayon. To achieve this purpose young people through various training activities would learn how to become more active and to assume responsibility for shaping the society in which they wish to live. In particular, the project aimed to tackle the low educational level and outdated educational process in the Transdnistrian region and the violations of child rights. The high level of youth unemployment, even for that part of the youth population that has obtained higher education, should also be taken into account. The limited awareness of democratic values among younger people, as well as the existing language barriers for those coming from poor rural areas (lack of possibility to learn English or Romanian) were targeted as well by the project. The NGO implementing the project is a reputable NGO connected to the Bulgarian minority living in the region, with 10 years of experience and outreach to different vulnerable groups in the region.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective Strengthening a democratic environment in the Transdnistrian region of Moldova.</p> <p>Project goal (Modestly) enhance democratic development of the Transdnistrian region of Moldova.</p>		<p>Overall objective partly achieved Although the overall objective is still far away, empowering youth in the region of Transdnistria has helped build a stronger civil society in the region which could in turn help foster a democratic environment in the long term.</p> <p>Project goal partly achieved Through empowering youths and developing civil society democratic development was enhanced although the extent to which some of the activities are supportive of democratisation could be questioned.</p>		

<p>Project results Promote development of young people from disadvantaged groups through education and work.</p> <p>Activities</p> <ol style="list-style-type: none"> 1. Conducting training seminars for young activists from Slobedzea district (Transdnistria) on the following topics ‘How to set up an initiative group’, ‘Volunteerism’, ‘How to involve volunteers’; 2. Creating four initiative groups comprising six young people who will be involved in the subsequent youth work in Transdnistria; 3. Establishing various youth interest groups (e.g. environmental, research, hobby, etc.); 4. Offering the group members a training in project writing; 5. Developing four projects to be implemented in the communities; 6. Facilitating the registration of four civil society organisations in Transdnistria; 7. Organising an internship of NGO members in well-established and experienced civil society organisations in Moldova; 8. Carrying out a round table with the participation of the local authorities, NGOs and mass media representatives in order to present the project’s results. 	<p>Project results Achieved Through the various activities that were developed the development of young people from a disenfranchised region was promoted.</p> <p>Activities</p> <ol style="list-style-type: none"> 1. Implemented. 20 young activists were trained, under the supervision of 4 curators, recruited among local unemployed persons. 2. Implemented. The four initiative groups (IGs) focused on the topics of (1) journalism; (2) environment and health care; (3) sports; (4) university level youth council, focusing on democratisation and transformation issues. 52 young people were captured by the IGs. 3. Implemented. Within the IGs, there were sub-groups focusing on issues such as newspaper publishing, volunteering, leadership, ecology, various sports, English and Romanian language clubs etc. 4. Implemented. 16 trainings on project management, proposal writing and other NGO-related topics were provided. All participants received training in the LEADERSHIP academy, an existing initiative of NGO Rodoluybets. 5. Implemented. The 4 IGs each developed and implemented their specific programme, focusing on capturing people from vulnerable groups in the community in the scope of activities. 6. Implemented. The curators of the different IGs also went on to register some additional NGOs, focusing on e.g. women, European integration etc. 7. Implemented. Exchange and internships were facilitated not only with Moldovan, but also with Bulgarian, Romanian and Czech NGOs. 8. Implemented. A round table was organised to share experiences with representatives from the Dutch Embassy and national and local authorities .
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>
<p>The project fits within the Matra East objective as it supports the creation of a civil soceity / civic activism with an overall objective to support democratisation.</p>	<p>No deviation from planned contribution. The project focused on supporting grassroots NGOs and building a stronger civil society in a highly deprived region, both economically and socially.</p>
<p>Evaluation criteria</p>	<p>Score Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>4 The project fits well with the Matra objectives. It tackles a serious, though often overseen problem, namely a lack of opportunities for development, engagement and realisation for</p>

		young people from a deprived region. The initiative for the project plus the proposal and selection of activities was fully owned by the implementing organisation, which had a strong information position due to excellent knowledge of the situation.
Efficiency	4	The project was implemented within planned time and budget. Activities were well costed.
Effectiveness	3	The project's main outcome was in activating and empowering youth population in the region of Transdnistria, and giving them a form of meaningful engagement and vision for the future. The extent to which some issues covered in the IGs are directly supportive of democratisation can be questioned. Nonetheless, they provided an alternative to inactivity and delinquent behaviour, typical for youth in the community.
Sustainability	3	The sustainability of the IG's remains to be seen, but there is a clear willingness to apply for funds by themselves. Some elements (language training, registration of NGOs, various booklets) and, not least, the mentoring role of 'Rodolyubets' contribute to the sustainability of project results.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	<p>According to the project proposal, there was a substantial lack of interest and engagement of national, regional and local educational authorities in the problems of the Transdnistrian youth. Unemployment, lack of parental monitoring due to parents working abroad, as well as corruption and very limited financial means available to schools, led to a generally challenging situation with grave impact on local youth. Thus, both the general country context and the project environment can be characterised as complex. The project itself was realistic in its objective and activities, and demonstrates good knowledge of what is possible given the existing challenges.</p>	
Bilateral relations		
<p>Within the Round Table that focused on promoting the project's results, Dutch Embassy representatives had the opportunity to interact with national, regional and local authorities. Furthermore, given the facilitation of internships for participants in Romania, Czech Republic and Bulgaria, the project also had an additional element of promoting bilateral relations beyond Moldova.</p>		

Project 10 Justice reform in Moldova				
Project characteristics				
Country	Moldova			
Sub-programme	Delegated projects			
Project number	24628			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 124,680	EUR 124,680	EUR 124,680 (100%)	100%
Contracting partner	Resource Center of Moldovan Nongovernmental Organisations for Human Rights (CreDo)			
Executing agency	Resource Center of Moldovan Nongovernmental Organisations for Human Rights (CreDo) Partner Transforma			
Project beneficiaries	<p><i>Direct beneficiaries</i></p> <ul style="list-style-type: none"> - Justice sector institutions Prosecutor General's Office, Security and Intelligence Service (SIS), NCA (National Anti-Corruption Centre) General Policy Inspectorate and Border Police, Center for Human Rights (Ombudsman) and the National Centre for Integrity (NCI) - Decision makers (parliament and relevant institutions) in charge of the justice reform and institutional mechanisms <p><i>Indirect beneficiaries</i></p> <ul style="list-style-type: none"> - Society in general and users of the judiciary system 			
Project duration			Planned	Actual
	Starting date project		1 October 2012	1 October 2012
	End date project		1 October 2013	1 October 2013
	Duration		1 Year 0 Months	1 Year 0 Months
Project background	<p>The Moldovan justice system was characterized by amongst others the following problems</p> <ul style="list-style-type: none"> - There was a lack of public trust in the judiciary system in Moldova, as the institutions lacked a good balance between structural independence, accountability, transparency and equality before the law. - The prosecutor at times was entangled in the risk of political influence – both institutionally and at an individual prosecutor level. - Regarding operative investigative authorities as the National Anti-Corruption Centre, there were concerns related to their independence, lack of operational autonomy and lack of performance indicators. 			
Planned overall objective, project goal, projects results and activities			Realised overall objective, project goal, projects results and activities (including unintended consequences)	
<p>Overall objective To promote integrity, independence and de-politization of the justice system institutions through the participation of CSOs in the policy process related to justice reform.</p> <p>Project goal</p> <ul style="list-style-type: none"> - Contributing to institutionalisation of mechanisms that provide greater independence and operational autonomy in the functioning of the institutions; - Promoting greater institutional transparency on the functioning of the institutions; - Improving participation of the CSOs in justice reform decision making. 			<p>Overall objective Achieved. This has not only been promoted, but results of the project will be seriously taken into account in the reform of the Moldovan justice sector that is planned for 2015-2016.</p> <p>Project goal The project goal can be seen as achieved, although from the information we have, it seems that this has been done in a slightly different way than originally proposed (although this is not necessarily a problem, as long as the focus has been on reaching the objectives to the maximum extent possible).</p>	

Project results

1. Four policy research papers have been written on institutional independence, autonomy and transparency of the Superior Council of Magistrates (SCM), courts (generic approach), Prosecutor Office, CNA (National Anticipation Centre) and CNI (National Integrity Commission).
2. Four draft laws on amendments on the justice sector institution's independence have been written, including amendments in laws and in administrative practice to improve independence, institutional autonomy and transparency of SCM, CAN, CNI, courts;
3. Four public events of which three institutional workshops and one conference have been organised;
4. Six press conferences have been organised;
5. contacts among Moldovan and Dutch justice institutions have been established;
6. Civil society participation in the process of decision-making is ensured.

Activities

1. Evaluation of the state of the situation on independence, operational autonomy, institutional transparency practice and integrity instruments;
2. Transfer of good practice from the Dutch experience from institutions of justice sector through a visit to Holland and participation of Dutch experts in Moldova's conference;
3. Institutional communication among the four targeted institutions by exchange of information and practices;
4. Sharing the results of the policy research regarding the institutions;
5. Elaboration of the draft laws and changes in the institutional mechanisms related to the objective of the project;
6. Media appearance on talk shows regarding the project;
7. Organisation of the final conference and press-conferences.

Planned contribution to the Matra East objective

Project results

Partly achieved. The final report mentions that the project has achieved *most of the* results, but does not explicitly mention which ones have not been achieved. Based on the documents in the dossier, we can conclude the following

1. In total 7 research/evaluation reports have been produced.
2. Legal changes and proposals have been drafted for all the institutions that were covered by the project.
3. It seems that these events have been organised, but no proofing documents like participation lists are available.
4. Only from the financial statements we can conclude that press conferences have been organised, but the exact number is not specified.
5. Some Dutch legal experts have participated in events organised by the project, but the extent to which contacts between justice institutions have been established is not clear.
6. Civil society has certainly been involved in the project itself, but the extent to which they will be able to participate in decision-making in the future will depend on the exact text of the Justice Reform.

Activities

Partly achieved

1. This evaluation has been done in the policy papers.
2. There is no evidence that the visit to the Netherlands took place, also not from the financial statements.
3. This is not clear. The final report mentions that *individual* meetings with the targeted institutions have been held.
4. This is done through roundtables.
5. This has been done for all legal institutions covered by the project.
6. The project implementer has made many media appearances on the subject, not only due to the project, but also as a well-respected CSO representative in the field.
7. The final conference and press conferences have been organised.

Realised contribution to the Matra East objective

<p>The project-specific objectives closely correlate to the justice reform strategy of Moldova and emphasize the leading and crucial role of the civil society in providing its contribution to the reform strategy. So it contributes to the social transformation process of Moldova in general, and in particular to the dialogue between government and civil society and rule of law.</p>	<p>No deviation from the planned contribution to the Matra East objective.</p>	
Evaluation criteria	Score	Explanation/qualitative assessment
<p>Relevance</p>	<p>5</p>	<ul style="list-style-type: none"> - The project fits into the Matra East objective (see above). - The activities were fully compatible with the policy frameworks. They fit well into the current political and social context in Moldova. - The project closely correlates to the Justice Reform Strategy 2015 (which was already planned before the start of the project). - Local ownership was high, as the project was developed by a local NGO and the project was supported by the participating institutions.
<p>Efficiency</p>	<p>3</p>	<p>The project has been implemented within the budget and time planned. There has been some change of spending, but the focus has been on reaching the objectives to the maximum extent possible.</p>
<p>Effectiveness</p>	<p>4</p>	<p>The implementation of the project was successful in mapping the gaps and insufficiencies in the system of institutions in justice sector. It seems that the outputs of the project have been taken very seriously by the institutes in charge of reforming the justice sector.</p>
<p>Sustainability</p>	<p>4</p>	<ul style="list-style-type: none"> - The recently approved action plan for justice sector reform took the project findings into account. Amendments and new draft laws were under examination at the end of the project and were likely to be approved. - The EU Delegation in Moldova said to include the findings and results achieved by the project into their consideration. - The chairman of the executing agency holds the chairmanship of the National Participation Council and the company is an active member to the NGO Council of Moldova. This will help to sustain the project's impact regarding the civil society involvement.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	

<p>1. General country context 2. Complexity of the project environment 3. Ambition-level of the project</p>	<p>The project objectives are quite ambitious, but the executing agency seems to have had no problems to convince relevant institutions to take the outcomes of the project into account.</p>
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Bilateral relations

Dutch legal experts have been involved in the events organised by the project so that expertise and experiences from the Netherlands could be shared. It is not clear whether this has really added value to the quality of the outcomes of the project. There is no information on future involvement of Dutch experts, companies or legal institutes in the Moldovan reform process. Moldovan authorities have expressed a demand for more support from the Dutch justice sector to promote the rule of law in Moldova, albeit not specifically as a result of this project.

Project 11 Embedding Forensic Expertise within the Criminal Justice System in Moldova				
Project characteristics				
Country	Moldova			
Sub-programme	Delegated projects			
Project number	25893			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	EUR 74,558	EUR 70,252	NA (ongoing)	80%
Contracting partner	National Council of Forensic Experts and Highly Qualified Specialists of Moldova (CNEJSPM)			
Executing agency	National Council of Forensic Experts and Highly Qualified Specialists of Moldova (CNEJSPM) in consortium with <ul style="list-style-type: none"> - The Centre for Human Rights in Moldova (CHRM) - Netherlands Forensic Institute (NFI) 			
Project beneficiaries	Professionals in the criminal justice system with a judicial background (e.g. prosecutors and judges), policy makers as well as forensic experts.			
Project duration		Planned	Actual	
	Starting date project	December 2013	December 2013	
	End date project	September 2014	Ongoing	
	Duration	10 Months	Unknown	
Project background	The system of forensic services in Moldova was obsolete and there was a lack of certified experts to provide this service to justice. The lack of properly functioning forensic services impeded the implementation of justice. To secure justice, it was essential that this area received attention from the governmental authorities and increased awareness of its value from law professionals like prosecutors, judges and police officers.			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<i>Note The project was still ongoing, as the final activity (a study tour to the Netherlands) had not yet taken place. Hence, there was no final narrative and financial report available. Information on realised activities and results is based solely on interviews.</i>				
Overall objective Strengthening forensic expertise will make the criminal justice system more objective and evidence-based, which will encourage fair trials and reduce potential violations of human rights, thereby restoring trust in criminal justice in Moldova.		Overall objective Forensic expertise in Moldova has hardly been strengthened by the project. The project has raised awareness of the importance of qualified forensic research in the criminal judicial system.		
Project goal <ol style="list-style-type: none"> 1. Better collaboration between law enforcement and forensic experts; 2. Implementation of certification and quality assurance procedures are to be undertaken. 		Project goal <ol style="list-style-type: none"> 1. Not achieved 2. Not achieved 		
Project results <ol style="list-style-type: none"> 1. Increase awareness of the value of forensic evidence in criminal investigations 2. Implementation plan for the Certification of forensic experts in Moldova 		Project results <ol style="list-style-type: none"> 1. Achieved 2. Not achieved 		
Activities <ol style="list-style-type: none"> 1. 1,5 day introduction course for 60 persons 'Introduction to the value of Forensic 		Activities <ol style="list-style-type: none"> 1. This learning intervention took place with over 60 participants, of whom 40 magistrates (judges and prosecutors) and 20 forensic experts; 2. This training took place; 		

<p>Expertise in Criminal Justice Systems’ (learning intervention A);</p> <p>2. 1 day training for 20 persons ‘Design of a Certification Process of Forensic experts’ (learning intervention B);</p> <p>3. Practical follow-up sessions for 8 persons ‘Implementation Plan for the Certification of Forensic Handwriting & Documents experts’ consisting of two face-to-face instruction meetings (1,5 day in total), support from a distance and a three day visit to the Netherlands (learning intervention C).</p>	<p>3. The practical follow-up session on forensic handwriting & document expertise took place. This subject is one of the smallest but most traditional of about thirty fields of forensic expertise. The three day study visit to the Netherlands was cancelled several times. This was the reason that the project had not been finalised in March 2015.</p>	
<p>Planned contribution to the Matra East objective</p>	<p>Realised contribution to the Matra East objective</p>	
<p>The suggested project fits into the objectives of the Matra programme focused on the rule of law and addresses the topical issue of the implementation of justice in Moldova. Strengthening forensic expertise in the Republic of Moldova will make the criminal justice system more effective and fair, thereby restoring trust in criminal justice in Moldova.</p>	<p>The realised contribution is small and mainly limited to the increased awareness of the importance of better qualified forensic expertise in the criminal justice system of Moldova.</p>	
<p>Evaluation criteria</p>	<p>Score</p>	<p>Explanation/qualitative assessment</p>
<p>Relevance</p>	<p>3</p>	<p>The provided training is considered highly relevant in the context of current forensic expertise in Moldova. However, the project lacked a reflection on how the project would fit the broader picture of support that is already ongoing or foreseen and how these trainings fit into that context.</p> <p>The project idea originated from the NFI, so there was an element of supply-drivenness. The project was designed together with the CNEJSPM which had a clear stake in raising the level of forensic expertise. The support from stakeholders in the justice sector in Moldova reveals a sufficient level of local ownership.</p>
<p>Efficiency</p>	<p>2</p>	<p>The partnership between the CNEJSPM and the the Centre for Human Rights in Moldova facilitated the organisation of the events taking place in Moldova. The study tour to the Netherlands was planned and cancelled a number of times with varying (and not always very clear reasons). The embassy lost confidence in its realisation of the study tour and communicated it would close the project. The NGO explained that it did not have sufficient resources to pre-finance the remaining 20% of the grant and asked the RNE to transfer the final instalment. The RNE agreed to do so on 3 December 2014 (acknowledging the added-value of the study visit) under the condition that CNEJSPM would send the RNE a full narrative and financial</p>

		report on the entire project. End of March, this report has not yet been received. The project's finalisation was still unsure at the time of research.
Effectiveness	2	The project has reached its goals to a limited extent.
Sustainability	2	Sustainability is a point of concern and the project proposal did not address this. The problems of the Moldovan forensic services were however of a broader scale than could be addressed by this project and complementary projects were needed to improve the forensic services and to establish an impact. Given the problematic implementation of this project, it is unlikely that the Moldovan project partners and the NFI will continue this kind of cooperation.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment	
1. General country context 2. Complexity of the project environment 3. Ambition-level of the project	The project concerns only training activities and the ambition-level of the project is therefore considered not very high and very well feasible within the context of Moldova. There is no information available on the used selection criteria of participants. Especially for the study tour, political rather than technical arguments may form an associate risk that could hamper the potential effectiveness of the training.	
Bilateral relations		
The NFI, being one of the most well-accredited forensic institutes in Europe, is a visiting card for the Netherlands when it comes to promoting judicial standards. The training provided by the NFI were much appreciated from the Moldovan side. It was unfortunate that the study visit to the Netherlands did not take place.		

Ukraine

Project 12 Art of Governance Accountability, Responsibility, Transparency				
Project characteristics				
Country	Ukraine			
Sub-programme	Delegated projects			
Project number	24618			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	UAH 1,533,102 (EUR 150,555)	UAH 1,186,118 (EUR 116,480)	UAH 1,126,812 (95%) (EUR 110,656)	77.4%
Contracting partner	Municipal Institution 'City Institute'			
Executing agency	Municipal Institution 'City Institute' (with support from locally contracted consultancy firms Nexia DK and M-innovations and Polish firm PM Group).			
Project beneficiaries	<i>Direct beneficiaries</i> - Management, officials and organisational units of Lviv City Council (LVV) <i>Indirect beneficiaries</i> - Residents of Lviv city			
Project duration		Planned	Actual	
	Starting date project	1 October 2012	1 October 2012	
	End date project	1 October 2013	31 March 2014	
	Duration	1 Year	1 Year 6 Months	
Project background	The quality of governance in Ukraine was poor. Central and local governments have not been capable of setting up effective, reliable and transparent practices in their operations. Although the municipality of Lviv was more advanced in this respect, there was still a need for more democratic practices and experiences.			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
Overall objective To improve municipal service delivery and bringing local authorities closer to the people. Project goal Develop and implement proper accountability practices and responsibility of local officials in Lviv as well as transparency in service delivery to local communities. Project results <i>Accountability</i> <ol style="list-style-type: none"> 1. First regular sociological survey on quality of life in the city (in the frame of social monitoring), dissemination of results and findings. 2. Distribution of the universal methodology for monitoring the quality of social life in the city. <i>Responsibility</i> <ol style="list-style-type: none"> 1. List of performance indicators to evaluate each department and each employee. 2. First quarterly monitoring of employee and 		Overall objective / project goal Considered to be achieved, but difficult to judge. Project results All project results have been achieved.		

organizational units performance based on new methodology and key performance indicators.

3. Distribution of the universal methodology of KPI for municipalities.
4. Certification of Lviv City Council in the ISO 9001 system (with the estimated list of processes).
5. Certification of defined list of employees in the PRINCE2 system.

Transparency

1. Availability of new pointers at the cabinets in the framework of the 'road maps'.
2. Availability/accessibility for residents 'road maps'.
3. Improved road maps based on investigation of quality and usefulness of the information, submitted in the 'road maps' through focus group survey of residents who have already applied for the administrative services.

Activities

Accountability

1. Creation and coordination of the work group to develop a methodology for monitoring of the social life quality research (including field visit to Poland);
2. Conducting the sociological survey of Lviv city residents for the subjective assessment of quality of life in the city;
3. Selection of parameters for objective assessment of quality of life in the city
4. Creation of an analytical report quality of life in the city;
5. Conducting an information campaign;
6. Publication methodology and findings;
7. (extra) 500 publication copies for spreading best-practices.

Responsibility

1. Creation, development and implementation of key performance indicators in Lviv City Council;
2. Processes' standardization and certification in the Lviv City Council;
3. Implementation of unified international standard system of project management, recommended for municipalities, training and certification of employees.

Transparency

1. Development of 'road maps' reference book, posters with information tables and charts,

Activities

Accountability

Implemented. The methodology was worked out by representatives from the Sociological Association of Ukraine, the National University 'Lviv Polytechnic' and the Ivan Franko National University of Lviv, the office workers of the LCC and the experts of inspected life spheres. The research sample consisted of 2400 respondents interviewed by 120 professional interviewers. Data was analysed and compared with available statistics. The results have been introduced to the members of the task force working on the 'Strategy of Cultural Development in Lviv till 2025' and further disseminated through 500 printed copies of the report and a press conference for local media.

Responsibility

1. Implemented. With the assistance of the local contracted firm Nexia DK, KPIs were developed for all departments of the LCC. The methodology used for this activity was adapted based on recommendations of Nexia DK. Motivational mechanisms have been introduced.

2. Implemented. For this activity, LCC contracted M-innovations through a tender procedure. There was a complication from the fact that several certifications were needed as all departments and boards of control formed separate legal bodies. It was chosen to focus on the most important departments. In October 2013, the ISO 9001 2008 was awarded. A schedule for internal audits for the coming three years were prepared and funds that are necessary for the external audits were integrated into the city budget.

3. The PRINCE2 methodology was chosen and with support from the Polish company PM Group (contracted via a tender procedure) 7 professionals were trained; all passed the first exam in December 2012. Five out of 7 passed the second exam in July 2013 and became certified PRINCE2 practitioners.

Transparency

1. Implemented. Information cards (road maps) were formed containing a full visualized description for licensing procedures. Additional road maps were made with the remaining budget after the request for a budget-

signs on cabinets; 2. Survey of residents on new 'road maps' usability.	neutral project extension. 2. Implemented. Not through survey but residents were repeatedly used for testing the roadmaps.	
Planned contribution to the Matra East objective	Realised contribution to the Matra East objective	
The project aims to promote good governance at the municipality level by introducing skills and tools that enhance modern leadership (accountable, responsible and transparent) while being responsive to the needs to the residents.	According to plan.	
Evaluation criteria	Score	Explanation/qualitative assessment
Relevance	3	The project is about promoting government responsiveness to the needs of citizens and thus in line with the Matra objective. Being focused on city administration reform the project differs from mainstream Matra projects. Lviv is a relatively developed city, so it can be questioned whether Matra funding should have been prioritised for this type of project. At the same time, it could be important to set an example for other municipalities. The project was clearly demand-driven.
Efficiency	3	The project has been implemented within budget and within the time frame of one year (as originally envisaged). Because not all project funds had been used, the city Institute requested the embassy to utilise the remaining funds for additional activities (developing and printing six more road maps in other sectors) and for printing additional dissemination materials (800 copies of the road maps, 500 copies of the quality of life social monitoring review). There were however a number of efficiency issues <ul style="list-style-type: none"> - Difficulties of finding a suitable contractor with extensive experience in implementing KPI. - Some units supplied their user data 2-3 months after the deadline.
Effectiveness	3	The final report focusses very much on the inputs and the project file also does not contain copies of the project's main outputs. Therefore it is hard to make a judgment on the effectiveness of the project of its basis. The evaluation phone interview with the city institute director shows that the road maps are being used and new procedures applied in the practice.
Sustainability	3	There is also no description of sustainability issues other than that there is a budget allocation for the external auditor in the final report.

	<p>The evaluation phone interview showed that the Lviv City Council gained an ISO 2001 certificate on management under this project. The certificate needs to be renewed each 11 months; the first renewal is planned to take place in a few weeks. The Lviv City Council uses KPIs and those related to its strategy are being regularly monitored.</p> <p>Results of this project were presented and shared in a conference organised by the Lviv City Council for the Ukrainian municipalities. The achievements are being recognised in Ukraine as one of the best, innovative, practices, and are being followed by other municipalities reforming their old Soviet type administrations. This was confirmed in the interview with the Embassy of the Netherlands in Kyiv.</p>
<p>Levels of difficulty to achieve intended objectives</p> <p>1. General country context 2. Complexity of the project environment 3. Ambition-level of the project</p>	<p>Explanation/qualitative assessment</p> <p>The project was quite ambitious given its scope and duration, but less challenging from a political economy perspective given that the LCC itself took the initiative for the project.</p>
<p>Bilateral relations</p>	
<p>Besides the visibility of the Matra programme and the embassy of the Netherlands in Kyiv, there is no specific contribution of this project to the bilateral relations between the Netherlands and Ukraine, as there was no Dutch involvement in the project. There was one study visit to Poland.</p>	

Project 13 Catch the European Wave and switch on Ukraine				
Project characteristics				
Country	Ukraine			
Sub-programme	Delegated projects			
Project number	25879			
Budget and expenditures	Total project budget	Amount committed	Amount disbursed (in EUR and as % of amount committed)	Share Matra East Programme funding (committed/total)
	UAH 912,036 (approx. EUR 89,562)	UAH 779,040 (EUR 76,502)	Unknown (ongoing project)	85.4%
Contracting partner	Centre UA (NGO)			
Executing agency	Centre UA (NGO)			
Project beneficiaries	<i>Direct beneficiaries</i> <ul style="list-style-type: none"> - Students - Journalists - Representatives of small and medium businesses <i>Indirect beneficiaries</i> <ul style="list-style-type: none"> - Ukrainian citizens 			
Project duration		Planned	Actual	
	Starting date project	1 December 2013	1 December 2014	
	End date project	30 November 2014	30 April 2015 (expected)	
	Duration	1 Year	Ongoing	
Project background	<p>The project is aimed to solve the problem of low public demand for European integration. stronger society pressure can push Ukrainian state institutions to implement the Association Agreement (AA) and realise important EU integration reforms more efficient. The public demand is so weak because EU integration for many years remained a discourse only for small expert's circle but not for a broader public in a simple and understandable framework.</p> <p>Planned project activities will enable students, regional journalists and representatives of small and medium businesses (SMB) to become active lobbyist of the Association Agreement (AA) through demanding future candidates of the presidential elections to include concrete EU reforms in their presidential programs.</p>			
Planned overall objective, project goal, projects results and activities		Realised overall objective, project goal, projects results and activities (including unintended consequences)		
<p>Overall objective To foster proactive public demand for realisation of the European reforms by the acting government and in particular by the future president and his political force.</p> <p>Project goal Students and SMB representatives elaborate common European demands for future presidents.</p> <p>Project results</p> <ol style="list-style-type: none"> 1. 3 articles in the media that simplify main EU integration myths. 2. At least 50 companies (SME) in 10 cities of Ukraine will be informed on AA provisions. 3. At least 100 students in each of 13 cities of 		<p>There is no information on the current status of the project in the project documentation. The project has been extended because the Expobank where Centre UA holds its account has been declared insolvent by a resolution of the National Bank of Ukraine on 25 September 2014.</p> <p>The Embassy as well as other donors who are supporting Centre UA have been informed accordingly that due to this situation it can not continue its activities as planned. Centre UA asked for an extension till end of April 2015 which has been granted by the Embassy.</p> <p>In September 2014 other donors provided funds to close the gap caused by the bankrupt Expobank, the Centre UA gave in-kind support, the project activities were re-</p>		

<p>Ukraine will be informed on AA provisions.</p> <ol style="list-style-type: none"> 10 analytical materials about the AA provisions. Up to 10 million Ukrainians will see 6 TV-spots about AA at the leading Ukrainian TV-channels. 100 informed local journalists. <p>Activities</p> <ol style="list-style-type: none"> Research and destruction of the Euro integration myths in media among key stakeholders. 20 regional round-table discussion with over 100 SMB (SME?) representatives in over 10 cities. 20 regional 'European opportunities' fair which would attract over 1,000 youngsters and students. Media partnership with one popular online or printed media. 6 TV spots about AA at the leading Ukrainian TV-channels. 20 press-breakfast with over 80 journalists on national and regional level. 	<p>grouped and the project continued till March 2015.</p> <p>The Centre UA has got involved in the reform in Ukraine, it has become an agent of change and could through this project reach many beneficiaries. For an illustration, the Centre UA received a reward from the Ministry of Agrarian Policy for drafting and promoting new laws related to agriculture, livestock, etc. in autumn 2014.</p> <p>The project has been finalised and the final report is being prepared.</p> <p>Overall objective n.a.</p> <p>Project goal n.a.</p> <p>Project results n.a.</p> <p>Activities n.a.</p>
Planned contribution to the Matra East objective	Realised contribution to the Matra East objective
The project fits into the Matra East objective as it promotes European values in Ukraine related to democracy and Rule of Law.	n.a.
Evaluation criteria	Score Explanation/qualitative assessment
Relevance	- Actual and topical project, as Ukraine signed the Association Agreement and the trade agreement with the EU.
Efficiency	- n.a.
Effectiveness	- n.a.
Sustainability	- n.a.
Levels of difficulty to achieve intended objectives	Explanation/qualitative assessment
<ol style="list-style-type: none"> 1. General country context 2. Complexity of the project environment 3. Ambition-level of the project 	The project activities by itself are not very complex. One of the main risks identified has been the non-signing of the AA agreement in 2013. This agreement has been signed in 2014, however the political environment has changed considerably during the project.
Bilateral relations	
There is no Dutch party involved in the project. The project has a strong link with and will reinforce the AA campaign 'Stronger together' initiated by the EU embassies in Ukraine, whereof the Dutch Embassy is an active participant.	