



FINAL REPORT

For Submission to the European Commission

EVALUATION OF REDRESS

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Submitted by:

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EXECUTIVE SUMMARY

In March 2006, the REDRESS Trust (“REDRESS”), retained a consultant, Jayne Stoyles, to conduct an evaluation of its project entitled “Improving Torture Survivors’ Access to Justice and Reparation Worldwide”, undertaken from June 2003 to May 2006.

The evaluation examined how REDRESS performed on the basis of the following five criteria, as set out in the European Commission’s guide to evaluations. The specific issues addressed in each category are outlined in the Terms of Reference in Annex A.

1. **Relevance** - whether the design of the project was originally, and still is, sound with respect to targeting the real needs and problems of the right beneficiaries
2. **Efficiency** – whether the same results could have been achieved at lower cost, or whether there might have been different, more appropriate ways of achieving the same results
3. **Effectiveness** – whether the planned benefits were in fact received, whether the beneficiaries’ behavioral patterns changed, whether neglect of cross-cutting issues affected the achievement of the project purpose
4. **Impact** – the wider outcomes for a larger group of persons or for society as a whole, the successes and failures in achieving the overall objectives, and the main reasons why
5. **Sustainability** – whether the flow of benefits to the beneficiaries, and to society generally, is likely to continue or not, and why.

The methods of research are outlined in Annex D, with a total of 23 personal interviews conducted and 7 written questionnaire responses received. Evaluation participants included officials of the United Nations, representatives of regional organizations and individual governments, international NGO project partners, nationally-based lawyers and other civil society groups, as well as REDRESS trustees, management and staff. The consultant also read project proposals, interim reports and internal policies, reviewed all intended project outputs and regular REDRESS resources such as the newsletter and website, and checked statistics for usage of electronic resources.

EVALUATION FINDINGS

The following provides the highlights of the “Evaluation Findings” section of this report. A full review of the section is necessary for a better understanding of the evaluation results.

I. RELEVANCE

- All colleagues, from UN officials to representatives of regional organizations, individual governments, international NGOs and nationally-based civil society groups, indicated that the three inter-related projects that were the subject of this grant, including the Audit Project, the International Standards Project and the Access to Justice Resources Project, were very useful.
- In particular, they pointed to: the value of the Audit Project’s country and thematic reports in informing their work in this area; the importance of the legal expertise, casework support, advocacy and promotion of collaboration through the International Standards Project; and the usefulness of the electronic and print resources of the Access to Justice Resources Project.
- A number of stakeholders emphasized that REDRESS has a particular niche in the human rights field, namely the issue of reparations for survivors of torture, which is both unique and useful and which other organizations would have difficulty filling if REDRESS were no longer involved.
- The fact that REDRESS works at the national, regional and international levels, on both cases and lobbying efforts to set legal standards, was described as strongly contributing to the usefulness of the work. For example, it was noted that REDRESS is able to link its efforts on specific cases at the national and regional level, and the research on particular countries, to advocacy efforts at the global level.
- NGO colleagues agreed that in the absence of greater resources, REDRESS’ emphasis on tools that can be used globally, and on facilitating the sharing of experiences, makes sense in terms of providing benefits to the greatest number of people.
- Methods of work related to each project strand indicated a strong commitment to ensuring the relevance of the specific project activities. This included, for example, the process of selecting countries and themes for the Audit Project; the priority placed on choosing cases for Project International Standards that are likely to have the greatest impact on the development of international legal standards; and an increasing emphasis in Project Access

to Justice Resources on translating all major thematic publications into French, Spanish and Arabic, and all country reports into one or more local languages.

- Both staff and counterparts noted the usefulness of the more ‘user friendly’ versions of the reports, and suggested that producing more of these would help to increase the target audiences for the materials, and assist with capacity building and national level training.
- Including funds for translation of the website in a subsequent project phase would further increase its relevance globally, although documents are available in a variety of languages.

II. EFFICIENCY

- There do not appear to have been more cost efficient activities that could have achieved the same goals, or other ways to increase cost efficiency. Staff and trustees consistently described a strong culture of cost efficiency within the organization and provided clear examples of the cost efficiency of particular activities.
- There were many comments at all levels about the tremendous amount of output from REDRESS with a small staff and limited budget. The approach of collaborating closely with other stakeholders, and in fact being “a driving force” for such collaboration, contributed to the efficiency of the research, advocacy and casework.
- The reflections about how to enhance efficiency came exclusively from the staff, who suggested that the further development of organizational systems and structures would be helpful. At the same time, the organization has not been large enough for this to be a pressing issue, and the minimal structure was not described as having a negative impact on this project.
- There appear to be good administrative and financial systems within the office, with much attention paid to their further development during this grant period. These supported the efficient administration of the project.

III. EFFECTIVENESS

- The evaluation found that REDRESS succeeded in delivering the outcomes outlined in the project proposal.
- The outputs of the Audit Project, through which country and thematic reports were produced and made available in paper and electronic format, were described consistently

as of a very high standard, resulting in their effectiveness in supporting the work of civil society organizations and impacting the positions of officials; these written materials were also described as being effective in targeting different types of audiences.

- Many evaluation participants indicated that REDRESS was highly effective in promoting international standards on reparations for torture because of the high caliber of the staff and their diligence in their work. In particular, REDRESS is widely credited with getting the United Nations refocused on the development of the UN principles on reparations, and making an important contribution to the strength of the principles.
- There was also strong evidence of some successes in improving the approach of international and regional courts and tribunals and treaty mechanisms to the right to reparation for torture; of contributing to successful case outcomes; and of engaging nationally-based lawyers, judges and NGOs to focus on this issue and understand the range of legal options available. The need for more follow-up with nationally-based civil society groups was noted, and this is the focus of the next phase of the project.
- The project outputs were effectively disseminated to lawyers, officials, NGOs and survivors of torture and their advocates in print and through the website, although it was noted that the listserves could have been used more to disseminate the materials. At the same time, there is evidence that REDRESS' listserves were used effectively to promote collaboration. It was difficult to assess the effectiveness of the periodic newsletter as few indicated that they read it but there were no critiques. Staff described it as a useful tool to raise awareness of the issue and REDRESS' role at global events.
- One area impacting on REDRESS' effectiveness, highlighted by external groups as well as REDRESS staff and trustees, was the lack of priority placed on media outreach. This is a question of time and resources, but many suggested that a strong public profile is necessary to improve an organization's public stature and ultimately its financial base.
- There were strong indications that the benefits of the various project strands were shared among project target countries, drawn from all regions of the world. There was also a specific gender component to aspects of the projects, and some emphasis on other vulnerable groups.

IV. IMPACT

- One impact of all three components of the project identified by a number of stakeholders was the development of the capacity of nationally-based NGOs and lawyers to work

effectively on seeking reparations for survivors of torture.

- International standards on reparations for torture were improved with the adoption of the UN principles on reparations to which REDRESS made an important contribution in both process and substance, and through selected cases.
- This project also appears to have had a direct impact on improving national laws to provide remedies for torture survivors, and to have had a positive impact on the lives of individual survivors of torture.
- There were additional outcomes of the project beyond its immediate impacts, including: the potential deterrent effect of the casework; supporting the organizational development of nationally-based NGOs; increasing NGOs' access to officials and international processes; and contributing to the protection of staff working at an NGO in a volatile country.

V. SUSTAINABILITY

- External stakeholders agreed that seeking reparations for victims of torture will continue to be of great importance, perhaps increasingly so.
- There was also agreement that the particular activities of REDRESS will continue to be of relevance, in particular the roles in monitoring and advising on cases and law reform at the national level, and representing these interests at the international level. A number of civil society groups, particularly those based in the south, would in fact strongly welcome a much higher level of activity by REDRESS.
- There are a number of inherent challenges in raising funds for this kind of project, and changes to funders' grant periods can undermine the sustainability of the project. Many interviewed also described a "disconnect" between the very high degree of respect that REDRESS commands among all those who are familiar with its work, and its ability to attract significant funding for these activities.
- At the same time, REDRESS successfully raised the full budget for this project and expects to be successful in the next phase, and one current project funder expressed a great deal of respect for the organization. Some suggested that more efforts to update and involve funders throughout the project could strengthen the potential for significant funding for its subsequent phases.
- A strategy and project plan is in place for the next phase, with goals that appear to be

entirely consistent with the needs identified through the evaluation process. All project partners consistently expressed their strong interest in continuing to work closely with REDRESS. The evaluation found that the organization has a solid foundation upon which to continue to build its work, with a well respected Director, highly regarded and experienced project staff and good project management systems.

CONCLUSIONS

The evaluation found that REDRESS performed in a highly satisfactory manner in all five areas examined, namely relevance, efficiency, effectiveness, impact and sustainability.

- I. **Relevance:** The design of the project was originally, and still is, sound with regard to targeting the real needs and problems of the right beneficiaries.
- II. **Efficiency:** The same results could not have been achieved at lower costs, and there were not different, more appropriate ways of achieving the same results.
- III. **Effectiveness:** The planned benefits were in fact received, the beneficiaries' behavioral patterns were changed by the project, and there was no neglect of cross-cutting issues that affected the achievement of the project purpose.
- IV. **Impact:** There were wider outcomes of the project for a larger group of persons and the project was highly successful in achieving the overall objectives.
- V. **Sustainability:** The flow of benefits is likely to continue.

RECOMMENDATIONS

The evaluation found an overwhelming view that the REDRESS project funded by the European Commission was extremely valuable to all stakeholders and that funding for the next phase of the project would allow REDRESS to build on the project's outcomes to further advance the effectiveness and impact of the work.

The following recommendations were drawn from the evaluation findings to support REDRESS' work in the next project phase:

1. Conduct a website review, focusing on a few key areas such as whether there are gaps in

the information provided in some sections; whether some recategorization is needed; and whether the most important documents can be found within the first layers of the site.

2. Make further inquiries with counterparts and officials about the usefulness and effectiveness of the newsletter in light of the time and resources involved in production, and whether other approaches could achieve the same results.
3. Increase the use of the listserves to disseminate project outputs.
4. Consider building translation of the website and creation of other language listserves into future project budgets.
5. Increase the exposure of funders to all aspects of the project, in particular through more regular communications throughout the project, with the Director and staff always having an eye to what would assist funders in developing a full understanding of the project and its impact.
6. Incorporate more media outreach into the project, developing and maintaining a good media database, and issuing a target number of press releases for the most newsworthy events.
7. Continue to emphasize the development of “user friendly” materials, emphasizing materials for training and capacity building of lawyers, prosecutors and NGOs at the national level.
8. Build in to the project as much time as possible for follow-up at the national level to support casework and advocacy efforts, working with a few organizations in each region with the greatest capacity to bring cases and conduct national-level advocacy.
9. Conduct an assessment of REDRESS’ global network to determine whether there are organizations already known to REDRESS but which have not been partnered with in the past, and whether there are any gaps in specific areas.
10. Follow through on the idea of an organizational review to further examine and develop internal systems and structures.

BACKGROUND

The REDRESS Trust, or REDRESS, is an internationally focused non-profit human rights and legal organization based in London, UK, founded on Human Rights Day (10 December) in 1992. REDRESS' mission is to rebuild the lives and livelihoods of torture survivors and their families so that they become active and contributing members of society again, and to eradicate the practice of torture worldwide. Thus the organization both assists individual torture survivors in pursuing their rights to a remedy and attempts to reform the inadequacies of existing national and international legal mechanisms.

To achieve these ends, REDRESS' work includes the following inter-related strands: i) casework; ii) advancing international standards; iii) legal and institutional reform; iv) training and capacity building; and v) advocacy and awareness raising.

The project funded by the European Commission which was the focus of this evaluation was entitled "Improving Torture Survivors' Access to Justice and Reparation Worldwide" (ITSAJR), and was undertaken over a three-year period from June 2003 to May 2006. The project involved three inter-related components: the Audit Project; Project International Standards; and Project Access to Justice Resources.

The priority project activities included the following:

Audit Project

- continuing to collect the law and practice on redress for torture and other cruel, inhuman or degrading treatment or punishment for an additional five key states (following from the initial 30 states from the previous phase of the Audit project) and to disseminate this information in print and electronic form
- thematic research in a number of cross-cutting problem areas, including persistent barriers to redress for torture where more focused, targeted research is warranted and specialised strategies to overcome the barriers are necessary

Project International Standards

- continuing to build international consensus on standards relating to the right to reparation by encouraging, where possible, the adoption of international standards
- working on the draft UN principles on reparations and the Optional Protocol to the Convention Against Torture; seeking to improve the approach of regional and international courts, tribunals and treaty mechanisms to the right to reparation; and strengthening the capacity of domestic, regional and international courts, tribunals and

treaty mechanisms to enforce reparations orders

Project Access to Justice Resources

- undertaking actions to ensure that the work product of the above projects is widely disseminated to lawyers, NGOs, survivors of torture and their advocates and others around the world
- providing simple, easily accessible information to target audiences through REDRESS' website and through booklets, the Redress for Torture newsletter, and additional training and advocacy materials

EVALUATION FINDINGS

I. RELEVANCE

Whether the design of the project was originally, and still is, sound with respect to targeting the real needs and problems of the right beneficiaries.

i. Issue: Did the project offer something of value to stakeholders?

Research Questions:

- ❖ Did the project offer something that stakeholders identify as useful in their work?
- ❖ In what specific ways was it useful?

Findings:

- all colleagues, from UN officials to representatives of regional organizations, individual governments, international NGOs and nationally-based civil society groups, indicated that the three inter-related projects that were the subject of this grant, including the Audit Project, the International Standards Project and the Access to Justice Resources Project, were very useful
- in particular, they pointed to: the value of the Audit Project's country and thematic reports in informing their work in this area; the importance of the legal expertise, casework support, advocacy and promotion of collaboration through the International Standards Project; and the usefulness of the electronic and print resources of the Access to Justice Resources Project

Audit Project

- with regard to the thematic reports:
 - one UN official described the reports as the "starting point for everything I do on this issue"
 - a UN representative indicated that the legal analysis of the issue of terrorism having an effect on the erosion of the prohibition of torture has been particularly important
 - several of the UN officials and NGOs interviewed personally had the reports at hand in their offices and indicated that they continually refer to them, for example the reports on terrorism and on 'taking complaints of torture seriously'
 - one NGO partner said, "REDRESS is possibly the only organization focusing on redress and compensation for torture victims; the reports on

- these issues are very useful for [my organization]”
 - civil society organizations that work on related issues also consistently highlighted the usefulness of REDRESS’ reports, including for example the reports on terrorism and torture and on the rights of victims of torture
 - one colleague said “the publications are very rich with full information of human rights law relating to torture...this is very helpful in my work.”
- REDRESS’ country reports were also described as very helpful to all stakeholders, including UN officials, representatives of regional organizations and civil society colleagues
- a former UN Special Rapporteur on Torture added that the information in these reports was helpful in drawing attention to and providing information on specific country situations and persons, to include in his own reports to the United Nations

Project International Standards

- one of the key components of this project was the provision of legal expertise at all levels, and those interviewed had this to say about REDRESS’ legal expertise:
 - one representative of a regional organization described using REDRESS as a resource to discuss legal issues, for example in furthering the work on the Optional Protocol to the Convention Against Torture and discussing the next steps regarding the United Nations *Basic principles and guidelines on the right to a remedy and reparations for victims of gross violations of international human rights and serious violations of international humanitarian law* (the “UN principles on reparations”) adopted by the General Assembly in December 2005
 - a regional organization representative commented, “No other organization has the technical expertise to act as such powerful advocates and caseworkers.”
 - a former consultant for Asian NGOs on bringing cases to the UN Human Rights Committee described asking REDRESS for advice on cases, such as on admissibility issues
 - one NGO representative indicated how useful it was to have REDRESS “fill the gap” with knowledge of the international and regional legal systems; for a country like the Sudan for example, this was described as indispensable because the country “was closed for many years”; REDRESS’ contribution was in the form of training and producing a manual for Sudanese lawyers on local, regional and international standards
 - a similar example was the input that REDRESS provided as Zimbabwean lawyers and NGOs sought to understand the range of judicial options available globally in their quest to end the crimes being committed by the

current government; support was provided through individual consultations as well as REDRESS' participation in a justice symposium held in Johannesburg

- REDRESS was also credited by a survivor of torture with helping to shed light on the range of judicial options available globally to pursue his case
 - staff described receiving requests for assistance from governments working to set up domestic reparations programs: "they call us for advice on how to do it...we don't always have the capacity to do as much as they want, but we can provide input on such issues as what kinds of reparations should be covered, the good and bad practices of other countries etc."; specific examples provided included a project in Sierra Leone to help implement recommendations from the truth commission; and a request by the Mexican human rights commission for assistance in developing concrete guidelines on compensation for victims of torture
 - staff also described how nationally-based NGOs appreciate that REDRESS brings the stature and expertise of an international NGO and helps to provide very practical training and advice, but that it will also get involved directly in the substantive national issues through the casework
- with regard to the casework, a survivor of torture expressed that "individuals don't have money to do the cases so we need organizations like REDRESS"
 - a government representative indicated that the advocacy efforts undertaken by REDRESS are "very useful" in supporting governments working to promote human rights, commenting, "If they were not doing what they are doing right now in the United Nations it would be a missing link."
 - a civil society colleague pointed to the role of "facilitating cooperation and exchange of experience..." as very useful and unique in the development of NGO capacity to work on cases and ultimately promote international standards
 - REDRESS' attempts to get NGOs to work together as much as possible was also described as very valuable, for example, during the drafting of the UN principles on reparations and within the Coalition of International NGOs Against Torture (CINAT), where REDRESS is credited with seeking the development of common positions and press releases when many coalition members were reluctant

Project Access to Justice Resources

- one southern-based NGO representative described REDRESS' attempts to promote information sharing between organizations as very useful "for those who deal with torture practice, and the experience in other countries helps us to develop our own activities"; a government representative added that the dissemination of information about the UN principles on reparations helps victims to understand their rights, and a representative of a

regional organization indicated that “the presentation of information and jurisprudence emerging daily is essential to my work.”

- many who were asked specifically about the website indicated that they do not use it, although those who did said they found it useful, and the internal statistics show a strong increase in use over the grant period; additional comments included the following:
 - the site was vastly improved in its comprehensiveness and professionalism over the period of this grant
 - the staff were able to update the site with relevant documents and reports even before they were sent for printing; one did mention that other documents, news items etc. were not posted as frequently as they could have been
 - staff also indicated that there may be a lot of information that people do not use and that it may not be the most user friendly approach to the organization of the material; there were comments that “some things are buried in the Publications section”, that the casework section needs to have the categories reworked, and that some have difficulty in finding what they need
 - the fact that the website is only in English is a barrier to its usefulness globally, although many documents are available on the site in a variety of languages and free of charge
 - having the majority of documents in a pdf format that cannot be saved may be problematic according to one staff member who said that “if they can’t be copied and pasted by groups that want to use them, they will have limited utility;” the counter argument provided is that this allows them to be made available on the REDRESS website without fear of alteration
- staff indicated that the format and content of the newsletter have been evolving over the years and that it is one mechanism to engage counterparts in the issue of reparation for torture by having them contribute articles; it is also described by staff as useful as a handout during global events; no one interviewed could say that they read it, although there were no negative comments
- the listserves were described as useful in keeping colleagues working on related issues informed of developments as they occur

ii. Issue: Were the specific approach and activities the most relevant to stakeholders?

Research Questions:

- ❖ Were the activities REDRESS chose to meet its goals the most relevant to stakeholders?
- ❖ Does REDRESS fulfill a unique role in its field?

Findings:

- a number of stakeholders emphasized that REDRESS has a particular niche in the human rights field, namely the issue of reparations for survivors of torture, which is both unique and useful and which other organizations would have difficulty filling if REDRESS were no longer involved
 - this was described by one representative of a regional organization as a “powerful niche...this is a small part of the market but a very significant one”; another commented, “This is exactly the right approach, a very workable one, picking a specific issue and going into depth, rather than having too wide a breadth...Other NGOs could take the lead from their approach.”
 - one representative of a regional organization emphasized the uniqueness of REDRESS’ role in focusing on the issue of reparations for survivors of torture “in a systematic way across countries...claims come from individuals and lawyers and NGOs are involved in the cases, but no one else is really taking this up globally”; an NGO colleague added that “some others also do the advocacy, but not the litigation...certainly not both.”
 - a UN representative expressed the view that it is unique that REDRESS has limited itself to the issue of torture and is strict in the limits of its mandate, but that “within that they use all of the available tools, cases, training on the ground, international standard setting, criminal courts and tribunals etc., which is unusual... most NGOs opt for one kind of action.”
 - with regard to the emphasis on the issue of reparations in the country surveys, they are described as “demonstrating how often what is done is insufficient and inadequate...you would not have found this in the work of other organizations... REDRESS has done much more work, much more in-depth, than others on this.”
- this focus was also described as having allowed REDRESS to develop very specific expertise that results in a particularly important contribution in this area
 - an NGO colleague said, “They are focusing on this and have built up a great deal of expertise here.”
 - a government representative commented, “They have the experience with the victims and the legal expertise. Both, combined, give them the strong legitimacy that is one of the elements for their effective work in standards setting.”
- the view was expressed that REDRESS’ approach of working at the national, regional and international levels, on both cases and lobbying efforts to set legal standards, strongly contributes to the usefulness of the work
 - it was noted that REDRESS is able to link its efforts on specific cases at the national and regional level, and the research on particular countries, to advocacy efforts at the global level, for example before UN human rights treaty bodies; these efforts were described as having a “circular effect, of feeding the domestic casework

- experience up to the international level, then using the international tools again at the national and regional level to strengthen the casework.”
- one southern-based NGO described the importance of this holistic approach in the following way: “They are an organization that also accompanies individual torture victims through the legal process and this has an impact on the people who work in REDRESS...they are grounded and they actually know what victims need.”
 - a regional organization representative said, “What they do is far superior to what other organizations do because they are looking at it from a practical perspective.”
 - one staff member explained, “We hear from national NGOs that they tend to agree with our view in negotiations...our approach makes us somewhat in between the national and international NGOs and this results in a unique perspective that the nationally based groups seem to find helpful.”
- according to staff, there was also an attempt to “find synergy in all aspects of the work... for example Sudan has been where we have had the most involvement...we have specialized training programs and a joint effort to bring a case before the African Commission to challenge immunity laws...we’re involved in helping to bring domestic challenges and work on domestic law reform as well, all with our counterparts there”; “another example is the submission of some of the country reports [from the Audit Project] to the Committee Against Torture [as part of the International Standards Project] such as the reports on Georgia and Sri Lanka”
 - some NGO colleagues, particularly in the south, indicated that it would be helpful if REDRESS could focus more attention specifically on their country or region, including “by providing opportunities for the exchange of information about approaches to the legal work and how these apply in a particular region, and more information focused on particular countries, translated into relevant languages”; staff indicated that this kind of in-depth support for legal work at the country level would require greater financial resources but is part of the strategy for the next project phase
 - NGO colleagues agreed that in the absence of greater resources, REDRESS’ emphasis on tools that can be used globally, and on facilitating the sharing of experiences, makes sense in terms of providing benefits to the greatest number of people
 - REDRESS was also credited with providing more unconventional support for NGO partners, for example in assisting a southern-based organization to open an office in London by providing grant administration until the organization obtained legal status

Audit Project

- the process of selecting the countries for the Audit Project also indicated a strong commitment to ensuring relevance: counterparts in different countries and regions were consulted, as were international NGO colleagues, to get a sense of the key issues that would emerge from an in-depth study and the relative impact of focusing on a particular

country, to determine “where REDRESS could have a genuine impact”; this was often done through broad “internal and external consultations” on the development of the questionnaire used to frame the research

- with regard to the thematic issues of the Audit Project, there was an attempt to “make sure we were filling a gap in relation to what other organizations are doing...we work in response to requests and in consultation, and we don’t want to duplicate”
- both staff and counterparts noted the usefulness of the more ‘user friendly’ versions of the reports, and suggested that producing more of these would help to increase the target audiences for the materials, assist with capacity building, national level training etc; it was indicated that the more in-depth materials are used primarily by those with a high level of expertise on the issues

Project International Standards

- the evaluation looked at whether cases are chosen with a view to having the greatest impact on the development of international legal standards and found that this is a priority in REDRESS’ approach; a casework policy has been developed “in an attempt to ensure that the casework is focused”, and sets out both broad and strategic criteria; these include, for example, reasonable prospect of success, the involvement of victims or their families, and criteria that reflect specific programmatic goals
 - one example of a case with a strategic focus was a Chilean case brought before the Inter-American Commission to address the fact that national laws provide no remedy or compensation for torture survivors, but only those who were “disappeared”; REDRESS staff indicated that they worked on the case and also submitted a report to the UN Committee Against Torture based on the research conducted in the Audit Project; they reported that Chile has now had a program since 2005 for the administration of reparations for torture survivors
 - another example was a third party intervention in a case against Russia before the European Court of Human Rights, undertaken with partners in Russia, in which REDRESS focused on effective remedies for cases of torture and put forward comparative law and international standards; the Court found Russia responsible for not effectively investigating torture and the judgment was about the inappropriateness of the system and framework for ensuring there is an effective remedy, not just about this single case
 - a UN official also described cases in the European system that were chosen to promote the development of the concept of *jus cogens* for torture
 - at the same time, it was said that “they are lawyers and they also want to take the cases that come...it is hard to deny someone legal assistance by explaining that their torture remedy wouldn’t help to set a standard.”

Project Access to Justice Resources

- an increasing emphasis on translating all major publications into French, Spanish and Arabic, and country reports into one or more local languages, was described as increasing their utility for project partners around the world; the Director noted that this is particularly true given the paucity of information on this subject in Spanish and Arabic
- including funds for translation of the website in a subsequent project phase would further increase its relevance globally

II. EFFICIENCY

Whether the same results could have been achieved at lower costs, or whether there might have been different, more appropriate ways of achieving the same results.

1. Issue: Was the project cost efficient?

Research Questions:

- ❖ Were there more cost efficient activities that could have achieved the same goals?
- ❖ Were there other ways to increase cost efficiency?

Findings:

- staff consistently described a strong culture of cost efficiency within the organization
- a trustee also noted, “We are paring to the bone all the time” because of funding limitations
- examples of how costs are kept low included “finding law firms and other partners to cover much of the costs of a conference so that REDRESS can focus on bringing people to the meetings”; choosing seminar locations closest to a majority of participants; organizing meetings on the heels of other events etc.
- all external stakeholders indicated that they were never aware of any cost inefficiencies related to the project

2. Issue: Was the work conducted efficiently?

Research Questions:

- ❖ Were project staff efficient?
- ❖ Were there clear lines of communication and decision-making related to the project?
- ❖ Was the project administration efficient?

Findings:

- staff appear to be highly efficient and/or to work very hard, such that there were many comments at all levels about the tremendous amount of output from REDRESS with a small staff and limited budget
- the approach of collaborating closely with other stakeholders contributed to the efficiency of the advocacy and casework, with REDRESS described by a number of NGO partners as “the driving force” and the “focal point” behind much of this collaboration; for example, during UN meetings in Geneva to develop the principles on reparations, REDRESS “coordinated the NGOs...keeping groups informed, even those who could not attend the meetings, and was the focal point for joint letters and other action”; this attempt to create a network for collaboration was described as “very efficient and effective”
- the specific collaboration with the other leading international NGO working on the UN principles on reparations, the International Commission of Jurists (ICJ), was described by two ICJ staff as greatly contributing to the efficiency of the approach...“we each had our role and worked extremely well together...it was very clear what we were each doing...”
- the close collaboration with nationally-based counterparts in conducting the research for REDRESS’ country and thematic reports also appears to have greatly assisted with the efficiency of the work
- there appear to have been very clear roles and lines of communication and supervision throughout the project
- staff described how the small size and open space in the office contributed to effective communication
- at the same time, there was agreement within the office that the development of additional organizational systems, such as regular staff meetings, strategic planning processes, more clear delineation of staff roles etc. could increase efficiency; the organization has not been large enough for this to be a pressing issue, and the minimal structure was not described as having a negative impact on this project but could be further developed going forward
- there appear to be good administrative and financial systems within the office, with much attention paid to their further development during this grant period; these supported the effective administration of the project, for example by providing staff with regular, up-to-date information about funds remaining for project activities

III. EFFECTIVENESS

Whether the planned benefits were in fact received, whether the beneficiaries’ behavioral patterns changed, whether neglect of cross-cutting issues affected the achievement of the project purpose.

1. *Issue: Did the project succeed in delivering the outcomes outlined in the project proposal?*

Research Questions:

- ❖ Were good quality country and thematic reports produced?
- ❖ Did the project make an effective contribution to the development of the UN principles on reparations?
- ❖ Did it contribute to the development of international standards on reparations for victims of torture in other ways?
- ❖ Did it strengthen the capacity and provide other forms of support to those working at the national level to assist survivors of torture?
- ❖ Did it serve as a key source of information on reparation for torture?

Findings:

- REDRESS did succeed in delivering the outcomes outlined in the project proposal, including all of those listed above
- one comment that cuts across all project components was from a torture survivor with whom REDRESS has worked on a case, who described that the approach of REDRESS staff when working with survivors of torture is very effective in supporting rehabilitation because they deal appropriately with people and “do not exploit them...there is so much more of this in other organizations”

Audit Project

- the output of the Audit Project, through which country and thematic reports were produced and made available in paper and electronic format, was described consistently as of a very high standard; the output was also “vetted by UN officials, international NGO colleagues and others, particularly if it was a sensitive topic...everything was reviewed by at least five people internally and externally”, to ensure that it was of the highest standard
 - one UN official said, “Without exception, the reports are of great quality.”
 - a representative of a regional organization commented, “They are extremely competent...the quality of work is very high.” Another indicated that the reports are “well researched, accurate, very good in terms of the law, which is not always the case in NGO human rights work.”
 - a trustee noted that “REDRESS is very prestigious, and this is because of the very high quality of the staff, some of which are really leaders in their fields.”
- the high quality of the reports produced through the Audit Project contributed to their effectiveness in supporting the work of civil society organizations and impacting the positions of officials

- one UN official said the thematic reports in particular “are interesting and help to kick off what we do”
- NGO colleagues indicated that they use the country and thematic reports to help inform their work
- a trustee noted that his own organization uses the country reports as the most authoritative source of the state of the law on these issues
- many people interviewed in person, including both NGOs and officials, pulled REDRESS reports off their shelves and said they are kept handy as references in their daily work
- these written materials were also described as being effective in targeting different types of audiences; one NGO colleague noted that “you never know in advance what kind of information you will need for which audience...the written materials are comprehensive enough to be used for different purposes”

Project International Standards

- REDRESS was described as highly effective in promoting international standards on reparations for torture because of the high caliber of the staff and their diligence in their work; for example, a government representative made the general comment that REDRESS’ “activities have had a very positive and distinct impact on various standard setting processes”
- in particular, REDRESS was widely credited with:
 - getting the United Nations refocused on the development of UN principles on reparations (together with the International Commission of Jurists), an issue described by officials as being stalled for many years; an international NGO representative indicated that “the government delegations were not interested enough...REDRESS gathered political will and then fought through the system to get movement on the issue, which is not easy...”; a government representative confirmed, “[REDRESS] helped to get together an alliance of delegations that pressed for the finalization of this process that was initiated in 1999 and then dropped for many years.”
 - making an important contribution to the strength of the UN principles by bringing important issues to the attention of governments and providing legal expertise; the ability to bring in issues that others might ignore was described by an international NGO representative as deserving particular attention, for example “one of the almost side issues was the fact that when torture victims claim compensation, they should not be subject to statutes of limitations...it was REDRESS that insisted that statutes of limitations are always the main obstacle to litigation because of their litigation experience”; a UN official indicated that REDRESS had a “huge impact on the draft

- principles”, mentioning in particular their work to ensure the principles included ‘state responsibility’, which would otherwise have been omitted, as well as the issue of providing aid to people while they are bringing the case rather than waiting for compensation many years later
- helping to ensure that the principles were adopted by the UN General Assembly
- there is strong evidence that progress was made, in part through REDRESS’ efforts, to improve the approach of international and regional courts and tribunals, and treaty mechanisms, to the right to reparation:
 - REDRESS was described as very competent in packaging information in a way that was useful and accessible to UN treaty bodies; one UN official said that country information was well presented, with a strategic approach that emphasized the selection of cases with a high chance of success, “rather than a speculative approach which can do more harm than good”
 - with regard to the shadow reports submitted to the former UN Commission on Human Rights, UN officials indicated that they are “well written, solid and are easy for members to use, which means they are cited by the countries more than other groups’ work...in many cases [member states] read word for word from the reports... [REDRESS] know[s] how to engage the treaty body and many NGOs do not know how to do this...the reports have to be digestible, with bullet points and specific recommendations, and REDRESS does this.”
 - REDRESS material was also said to be used by UN treaty bodies when they are developing lists of key issues...“They include REDRESS’ material drawn from the website when they develop the lists.”
 - finally, a UN official described the effectiveness of REDRESS’ advocacy efforts in ensuring that the UN Committee Against Torture followed up after making a finding against the government of the Philippines and issuing specific recommendations
 - at the same time, there was a recommendation by one UN official that “NGOs should not drown the committee, they should get together and submit one report or split the countries up so that they are not tripping over themselves...there is a single issue here so the submissions quickly get duplicative”; the official did indicate that this has been communicated to REDRESS and other groups, and that REDRESS is participating in discussions of how this could be achieved; there was an indication that it is more difficult than it might seem given the different mandates of different organizations, and the resulting challenges presented by any group drafting exercise
 - with respect to the casework aimed at improving the approach of courts and tribunals to the right to reparation, the quality of presentation of written materials and oral arguments

was described as “excellent” and “of very high quality”

- successful case outcomes were described as attributable in part to REDRESS’ work, with the positive result in a Russian case before the European Court of Human Rights noted as an example; the development of international legal standards through casework was described by many as an extremely effective approach
- there was evidence of effectiveness in engaging nationally-based lawyers, judges and NGOs to focus on the issue of reparations for victims of torture and generating interest in pursuing a range of international options; this was mentioned specifically in relation to Russia and Zimbabwe, although there was one note from a regional organization representative that during a national level training in Latin America, there was not sufficient expertise on the part of REDRESS to respond to the needs of senior judges and prosecutors to perform their duties in a new legal system
- the need for more follow-up with nationally-based civil society groups was noted; REDRESS staff agreed that their effectiveness would increase if they could provide ongoing support for the legal work of individual groups, and this is the focus of the next phase of the project
- in terms of the effectiveness of the approach to developing a network of contacts, staff described that there were various approaches that worked well, including through international NGO partners, using CINAT to find new medical and legal international NGOs and their national counterparts, using contacts identified by the Audit Project, and through the development of a listserve on the UN principles for reparations which drew in organizations previously unknown to REDRESS; at the same time, it was expressed by REDRESS staff that it would be worthwhile in subsequent project phases “to do some analysis of who is in the network and who else should be approached, and seeking to develop new contacts through a systematic approach”
- one area impacting on REDRESS’ effectiveness, highlighted by external groups as well as REDRESS staff and trustees themselves, was the lack of priority placed on media outreach; this was qualified by some who feel that REDRESS’ niche with the technical legal work does not lend itself well to media outreach and that a number of organizations with a high public profile focus on public advocacy through the media but cannot also do detailed casework; others expressed that it is not difficult to get a bit more public attention through the media and the occasional public event, that people would relate to the ultimate impact of the work for survivors of torture, and that a strong public profile is necessary to improve an organization’s public stature and ultimately its resources
- there were no indications of any inappropriate approaches to the work; on the contrary, the staff were described consistently as very competent and professional in dealing with both officials and civil society colleagues
- one UN official commented that a report, summarizing the recommendations that emerged from a “very useful” conference held approximately one year ago on the enforcement of

torture judgments had not been issued to date; staff responded that they are attempting to add other research beyond the conference outcomes to make the report even more useful

Project Access to Justice Resources

- this project resulted in the production of several more “user friendly” documents, for example handbooks for public officials, medical and legal professionals, to assist in ensuring that domestic policies and procedures on torture meet international standards and are victim-oriented, and many expressed the desire for more of this kind of material
- the products of the other projects were effectively disseminated to lawyers, officials, NGOs, survivors of torture and their advocates through REDRESS’ database, with the print versions on hand in many offices
- some also described accessing the information through the REDRESS website, including a UN official who said that the UN treaty bodies used the site to assist in the development of key issues to raise with member states, NGO colleagues who said they looked for conference reports and case outcomes, and a torture survivor working on his own case who described using the site in conducting case research; the significant increase in the number of hits to the REDRESS website over the grant period also suggested that information was being effectively disseminated through this medium
- there was evidence that REDRESS’ listserves were used effectively in promoting collaboration among those working on specific issues; a listserv created at the time of the negotiations of the UN principles on reparations was described by NGO colleagues as having allowed access to critical information even among those groups not able to attend the negotiations, and to have enhanced cooperation among those NGOs most directly involved
- it was noted that the listserves could be used a little more to disseminate REDRESS’ materials such as the country and thematic reports and the newsletters
- the newsletter was described by staff as an effective tool to disseminate information about developments on the issue of reparations for torture and about the work of REDRESS, yet it was difficult to assess the effectiveness of the newsletter as no one interviewed indicated that they use it, but had no critiques

2. Issue: Were the project benefits distributed among diverse groups?

Research Questions:

- ❖ Were the benefits shared across project target countries?
- ❖ Was there a gender component?
- ❖ Were benefits distributed among other diverse groups?

Findings:**Audit Project**

- there were strong indications that the benefits of the Audit Project were shared among project target countries, drawn from all regions of the world; this was achieved in part through the translation of all country reports into one or more languages appropriate to the region, and all thematic reports into French, Spanish and Arabic, with their global distribution by mail and at relevant events
- the availability of all major reports on the website, free of charge, greatly enhanced their accessibility globally and was described as a rare practice in this field
- staff described a specific gender component to the Audit Project
 - the research considered whether there were particular obstacles faced by women in seeking justice for torture, for example the stigmatization of rape that creates significant barriers for a woman to seek reparation
 - the issue of rape in custody is “one of the things we always have in mind and that is a cross cutting theme in the reports”
 - rape and HIV/AIDS in “Uganda, Kenya and other countries” was a specific research focus as well
- REDRESS indicated that the need to develop greater gender sensitivity among project counterparts is evident...“often legal NGOs have the least gender awareness”; REDRESS has tried to assist with this where possible, for example by “bringing gender experts in to participate in trainings and other events”
- project staff explained that the Audit Project also focused on other vulnerable groups, for example, in countries in which the recruitment of child soldiers is a practice, this became a specific focus of the country report

Project International Standards

- the International Standards Project supported the work of legal and other professionals in all regions by contributing to the development of tools such as the UN principles on reparations that can be used worldwide
- the targeted efforts to conduct casework that has an impact on international legal standards was also of global benefit as the precedents can be referred to in different jurisdictions
- finally, the support for domestic casework was itself of benefit across diverse countries and regions, not only because REDRESS works globally but also because the precedents can be used in other jurisdictions

Project Access to Justice Resources

- the Access to Justice Resources were made available worldwide through REDRESS’

- website, and distribution to a global database of partners amongst NGOs, governments and regional and international organizations, and at conferences and meetings worldwide
- as noted above, the translations into Spanish, French and Arabic greatly increased their effectiveness
- one limitation in this regard was that the newsletter and basic information on the website were only in English (although most project outputs were available in a number of languages); the majority of postings to the listserves were also in English but people were invited to post information in their language of choice

IV. IMPACT

The wider outcomes for a larger group of persons or for society as a whole, the successes and failures in achieving the overall objectives, and the main reasons why.

1. Issue: What has changed as a result of the project?

Research Questions:

- ❖ Was more effective advocacy made possible by the resources produced and the training provided?
- ❖ Were international standards on reparations for torture strengthened?
- ❖ Were domestic level standards on reparations improved?
- ❖ Were the lives of survivors of torture impacted positively?
- ❖ What were the main reasons for the impacts of the project?

Findings:

- one impact of all three components of the project identified by a number of stakeholders was the development of the capacity of nationally-based NGOs and lawyers to work effectively on seeking reparations for survivors of torture
 - a Russian lawyer said, “the arguments about the international standards and certain ideas about methods of working, such as mechanisms to prevent torture and approaches used in other countries...the opportunity for exchange of views and information...these have an important impact on our work”
 - the training of lawyers in Sudan was described by an NGO focused on Sudan as having had a very important impact in improving the quality and effectiveness of the work on domestic cases of torture
 - another example provided by a Zimbabwean organization was the collaborative efforts to develop the capacity of nationally-based

Zimbabwean lawyers and human rights activists “to understand and assess the range of options available” in seeking justice for state-sponsored torture; REDRESS was described as a “major resource” in this regard, including in the development of and contribution to a justice symposium held in South Africa to look at issues of transitional justice, universal jurisdiction, and international courts and tribunals

- there was also what was described as an “inspirational quality” to the work, in the sense that lawyers and NGOs became more focused on the issue of reparations for torture; one example provided was the “consultations during seminars, for example on the enforcement of decisions in international bodies...after that my organization, [based in Russia], launched special research on the implementation of the decisions of the European Court for Human Rights in my country.”
- international standards on reparations for torture were improved with the adoption of the UN principles on reparations to which this evaluation found that REDRESS made an important contribution in both process and substance, and through selected cases
- this project also appears to have had a direct impact on improving national laws to provide remedies for torture survivors; according to one nationally-based NGO, “the promotion of the development and implementation of national and international standards helps to provide effective and enforceable civil and criminal remedies for torture” at the national level; an example of a direct impact was REDRESS’ contribution to the development in Mexico of concrete guidelines for a national torture compensation scheme
- a positive impact on the lives of torture survivors was also described:
 - one survivor emphasized the importance of the support in bringing cases and how focusing on getting a remedy assists with psychological healing; an NGO based in the south described a strong connection between “obtaining reparations for victims of torture, and rebuilding the lives and livelihoods of torture survivors and their families so that they can become active and contributing members of society again...”; the enforcement of judgments is widely recognized as extremely challenging, but at least one NGO working on these issues expressed the view that the casework gives the victim some sense of justice even when the outcome is not in his/her favor
 - REDRESS was also described as helping to ensure that the survivors of torture who contact the office are given appropriate referrals to other services; staff described “helping people to access appropriate systems, such as getting benefits they are entitled to...writing referral letters or letters of support, etc.”; a torture survivor with whom REDRESS has worked on a case described asking REDRESS to assist “with a number of bureaucratic

hassles...I had to get various letters from people and apply for a number of things...REDRESS was always willing to step up...they have the contacts to find the people in other organizations to get you hooked up with the various things and are helpful to get that started for you.”

2. *Issue: Were there additional implications of the project beyond its immediate impacts?*

Research Questions:

- ❖ Were there perceived or tangible outcomes of the project beyond its immediate impacts?

Findings:

- one NGO colleague described the potential deterrent effect of the casework as “huge”... “it sends a strong message to these people that they cannot torture in their own country without accountability...they are not free...”
- staff described having an impact on the development and capacity building of nationally-based NGOs themselves; for example, in Peru there is a victims’ association of persons detained by former President Fujimori that has recently become a legal entity and obtained funding to bring a case before the Inter-American Commission as a result of their collaboration with REDRESS; the founders of the organization were described as having previously been heavily stigmatized by the false allegations against them and having had considerable difficulty finding work as a result of their criminal records
- there was evidence that the project helped nationally-based NGOs gain access to officials and international processes; for example, a UN official described that after a seminar organized by REDRESS, some nationally-based groups had been in touch with his office and he had been in communication with them about issues affecting their country
- REDRESS is also credited with contributing to the protection of the staff working at an NGO in Zimbabwe

V. SUSTAINABILITY

Whether the flow of benefits to the beneficiaries, and to society generally, is likely to continue or not, and why.

1. *Issue: Would the project continue to have relevance in a subsequent phase?*

Research Questions:

- ❖ Will this issue remain important?

- ❖ Will REDRESS' role and specific activities remain useful?

Findings:

- external stakeholders agreed that seeking reparations for victims of torture will continue to be of great importance, perhaps increasingly so
 - the questions of whether individuals should be entitled to reparations for torture, and if so, what the appropriate reparations are, were described as important and emerging issues in the human rights field, requiring significant attention and resources
 - according to one former UN official, "There is absolutely a need. The erosion of basic standards on torture in light of developments in countering terrorism makes this an issue identified by many as a matter of continued and even increasing concern and importance."
 - a NGO colleague said, "In the current climate, this will come up more and more."
 - another commented, "Human rights violations will never be over. People will need qualified assistance tomorrow and many years after. REDRESS should continue and develop its activities because the actions of NGOs are one of the most important democracy features and REDRESS is part of a guarantee for rights and freedoms in many countries."
 - a representative of a regional organization noted, "Until now we have not eradicated torture and many national judicial systems have not recognized effective remedies for victims of torture, so the work of organizations like REDRESS is fundamental."
- there was also agreement that the particular activities of REDRESS will continue to be of relevance
 - a number of people interviewed said that REDRESS' role in "monitoring and advising at the national level" will be of particular importance in ensuring that the new UN principles on reparations will be implemented by national jurisdictions
 - one NGO colleague commented, "I see a continued need for REDRESS' role, especially in helping respective organizations and countries to reform laws for the realization of the compensation of victims."
 - another NGO representative described the on-going need of southern-based legal professionals for input on casework, as well as the "need for accompaniment of victims through the system"
 - another commented that the need for a "coordinated and sustained response...to represent the needs [of victims of torture] on an international level and the support and assistance they offer lawyers engaging in this

- work is of increasing importance.”
 - it was emphasized by a number of external colleagues that REDRESS’ focused mandate will continue to be useful, that its specialization will continue to be relevant and that REDRESS’ expertise will result in continued success
- a number of NGOs, particularly those based in the south, would in fact strongly welcome a much higher level of activity by REDRESS in their countries and regions; REDRESS notes that this would require more staff and funding

2. Issue: *Can the necessary level of funding continue to be attained?*

Research Questions:

- ❖ What are the challenges in seeking funding for the next phase of the project?
- ❖ Are these challenges surmountable?
- ❖ Has the foundation been laid to obtain the necessary level of funding to continue the project?

Findings:

- a number of inherent challenges in raising funds for this kind of project were raised: getting non-lawyers to understand how international standard setting processes have an impact on individual torture survivors; the length of time it can take for a case to be completed when funders often want quick results; explaining how an aspect of a judgment can be important from the point of view of advancing the law even if the case is lost; countering the current climate of legitimizing torture to fight terrorism; and explaining that once international standards such as the UN principles on reparations have been adopted, the work on ensuring their implementation at the national level is equally critical
- trustees and staff also noted the enormous challenges that are created as a result of gaps in funding when key funders change their funding periods or allow time to lapse between their calls for proposals; while funding is requested for specific projects, some of the work does not fit neatly into the specific grant period, such as casework and the development of international standards, so a gap in funding can threaten the sustainability of the project and undermine the attainment of important goals
- many of those interviewed described a “disconnect” between the very high degree of respect that REDRESS commands among all those who are familiar with its work, and its ability to attract significant funding for these activities
- at the same time, REDRESS successfully raised the full budget for this project and expects to be successful in the next phase as well; there has been an emphasis during this project on diversifying funding and the Director reported that a number of applications for the next project phase are in the final stages

- current project funders seem to have a great deal of respect for REDRESS, with one noting that REDRESS “is very solid; they do what they said they would do, their work is excellent...We never have to go back to them for additional information as we do with some groups.”
- some suggested that more attention to cultivating relationships with funders, in particular through their greater involvement throughout the project, could strengthen the potential for significant funding for subsequent phases

3. Issue: Are the necessary structures in place to allow the activities to continue?

Research Questions:

- ❖ Is there a strategy for the next phase?
- ❖ Are project partners interested in continuing?
- ❖ Does the organization have the capacity to continue the project?

Findings:

- a strategy and project plan is in place for the next phase of the project and a concept note and project proposal have been written; the plan focuses on continuing to build on the achievements of the phase that has just been completed
- the goals for the next phase of the project are entirely consistent with the needs identified through this evaluation process, including the emphasis on national-level compliance with international standards, the prosecution of alleged perpetrators, and supporting and strengthening the efforts of nationally-based civil society organizations to advocate for and enforce international standards domestically
- all project partners consistently indicated their strong interest in continuing to work closely with REDRESS in subsequent phases of the project
- trustees and staff indicated that the organization has a solid foundation upon which to continue to build its work, with a well respected Director, highly regarded and experienced project staff and good project management systems

CONCLUSIONS

The evaluation found that REDRESS performed in a highly satisfactory manner in all five areas examined, namely relevance, efficiency, effectiveness, impact and sustainability.

- I. **Relevance:** The design of the project was originally, and still is, sound with regard to targeting the real needs and problems of the right beneficiaries.
- II. **Efficiency:** The same results could not have been achieved at lower costs, and there were not different, more appropriate ways of achieving the same results.
- III. **Effectiveness:** The planned benefits were in fact received, the beneficiaries' behavioral patterns were changed by the project, and there was no neglect of cross-cutting issues that affected the achievement of the project purpose.
- IV. **Impact:** There were wider outcomes of the project for a larger group of persons and the project was highly successful in achieving the overall objectives.
- V. **Sustainability:** The flow of benefits is likely to continue.

RECOMMENDATIONS

The evaluation found an overwhelming view that the REDRESS project funded by the European Commission was extremely valuable to all stakeholders and that funding for the next phase of the project would allow REDRESS to build on the project's outcomes to further advance the effectiveness and impact of the work.

The following recommendations were drawn from the evaluation findings to support REDRESS' work in the next project phase:

1. **Conduct a website review.** This could focus in particular on: whether there are gaps in the information provided in some sections; whether some recategorization is needed; whether the most important documents can be found within the first layers of the site; whether the first page could be redesigned, for example to minimize detailed information and focus on what REDRESS does; whether documents could be posted in a pdf format that can be saved by users; and whether lighter colors could be used despite the desire to identify the site with REDRESS' black and yellow.
2. **Make further inquiries with counterparts and officials about the usefulness and effectiveness of the newsletter.** Consideration should be given as to whether the usefulness and effectiveness is matched by the time and resources involved in production, and whether other approaches could achieve the same results. For example, a periodic summary of developments and news items might be sent to relevant listserves, and print brochures might be used instead of the newsletter to distribute at global events. The latter could include not only an organizational brochure about REDRESS, but a few topical brochures to provide basic information about the right to reparations for torture.
3. **Increase the use of the listserves to disseminate project outputs.** For example, the release of new reports could be announced and media releases reproduced, with links to the website.
4. **Consider building translation of the website and creation of other language listserves into future project budgets.** French and Spanish would likely be the priorities for translation of the website, and emphasis could be placed initially on general sections that would not require frequent updating.
5. **Increase the exposure of funders to all aspects of the project.** This would require more on-going communications throughout the project, with the Director and staff always

having an eye to what would assist funders in developing a full understanding of the project and its impact. This could include, for example:

- disseminating this evaluation report to other funders
- inviting current and potential funders to events and receptions
- calling the project funders to inform them of successes and achievements in the project
- including funders on the distribution lists for project materials

6. **Incorporate more media outreach into the project.** An intern can be used to develop and maintain a good media database, and a target number of press releases should be issued for the most newsworthy events such as case developments, the adoption of new international standards and specific REDRESS events. The media could also be invited to do a profile on REDRESS on an important date like June 26 or at an event, and a highly regarded trustee or friend of the organization asked to serve as a spokesperson.
7. **Continue to emphasize the development of “user friendly” materials.** In particular, emphasize materials targeted for training and capacity building of lawyers, prosecutors and NGOs at the national level.
8. **Build in to the project as much time as possible for follow-up at the national level to support casework and advocacy efforts.** This would involve working with a few organizations in each region with the apparent capacity to bring cases and conduct national-level advocacy to improve standards for reparations for torture. These would be identified through REDRESS’ existing networks and/or through national and regional trainings.
9. **Conduct an assessment of REDRESS’ global network.** As one staff member indicated, while the current contacts are good, it might be helpful to take a slightly more systematic approach, looking at whether there are organizations already known to REDRESS but which have not been partnered with in the past, and whether there are any gaps in specific areas, for eg. prosecutors, organizations with psycho-social expertise etc.
10. **Follow through on the idea of an organizational review to further examine and develop internal systems and structures.** This could involve an examination of staff roles and responsibilities, human resources issues, and a more in-depth discussion of whether and how to increase REDRESS’ public profile and funding base. One specific and more short-term recommendation is an increase in the frequency of staff meetings to allow more time to review project results to date and discuss next steps and any potential need for reorientation.

ANNEX A: TERMS OF REFERENCE

European Initiative for Democracy and Human Rights, Targeted Projects B7-70

A. Introduction

Project Title: The project funded by the European Commission which is the focus of this evaluation was entitled “Improving Torture Survivors’ Access to Justice and Reparation Worldwide” (ITSAJR).

Project term: June 2003 to May 2006

Project aim: The aim of this project was to improve torture survivors’ access to justice and their opportunities for obtaining reparation. In order to do so, REDRESS continued and expanded its role as a unique resource for torture survivors and their legal representatives by collecting and making available information concerning international standards and national law and practice, developing the Redress for Torture Network and exploring new ways to support this target group. REDRESS further undertook a second phase of its “audit” on national and international law on redress for torture to build upon an important resource and further develop its future work. The organization also promoted developments in international standards relating to the right to reparation for victims of torture.

This will be an *ex post* evaluation in the form of an overall project review. It will begin in March 2006, with the final report submitted by mid-June 2006.

B. Objectives of the evaluation

1. The main purpose of the evaluation is to assess the five main areas identified by the European Commission for project evaluations, with a view to possible reorientation of phases of the project.
2. The primary target audience includes REDRESS’ Director, trustees and project staff, and project donors.
3. The planned outputs will be a draft and final report, including a presentation of key findings and recommendations from the evaluator.

Background

The REDRESS Trust, or REDRESS, is an internationally focused non-profit human rights and legal organization based in London, UK, founded on Human Rights Day (10 December) in

1992. REDRESS' mission is to rebuild the lives and livelihoods of torture survivors and their families so that they become active and contributing members of society again, and to eradicate the practice of torture worldwide. Thus the organization both assists individual torture survivors in pursuing their rights to a remedy and attempts to reform the inadequacies of existing national and international legal mechanisms.

To achieve these ends, REDRESS collects information about law and practice regarding torture worldwide, and also carries out advocacy aimed at promoting more effective remedies at the international, regional and national levels.

The project funded by the European Commission involved three inter-related components: the Audit Project; Project International Standards; and Project Access to Justice Resources.

The priority project activities included the following:

Audit Project

- continuing to collect the law and practice on redress for torture and other cruel, inhuman or degrading treatment or punishment for an additional five key states (following from the initial 30 states from the previous phase of the Audit project) and to disseminate this information in print and electronic form
- thematic research in a number of cross-cutting problem areas, including persistent barriers to redress for torture where more focused, targeted research is warranted and specialized strategies to overcome the barriers are necessary

Project International Standards

- continuing to build international consensus on standards relating to the right to reparation by encouraging, where possible, the adoption of international standards
- working for example on the draft UN principles on reparations and the Optional Protocol to the Convention Against Torture; seeking to improve the approach of regional and international courts, tribunals and treaty mechanisms to the right to reparation; and strengthening the capacity of domestic, regional and international courts, tribunals and treaty mechanisms to enforce reparations orders

Project Access to Justice Resources

- undertaking actions to ensure that the work product of the above projects is widely disseminated to lawyers, NGOs, survivors of torture and their advocates, and others around the world

- providing simple, easily accessible information to target audiences through REDRESS' website and through booklets, the Redress for Torture newsletter, and additional training and advocacy materials

C. Issues to be Studied

The evaluator will analyze REDRESS' activities, organizational structure and management with the following evaluation criteria in mind:

- I. Relevance – whether the design of the project was originally, and still is, sound with respect to targeting the real needs and problems of the right beneficiaries
- II. Efficiency – whether the same results could have been achieved at lower costs, or whether there might have been different, more appropriate ways of achieving the same results
- III. Effectiveness – whether the planned benefits were in fact received, whether the beneficiaries' behavioral patterns changed, whether neglect of cross-cutting issues affected the achievement of the project purpose
- IV. Impact - the wider outcomes for a larger group of persons or for society as a whole, the successes and failures in achieving the overall objectives, and the main reasons why
- V. Sustainability – whether the flow of benefits to the beneficiaries, and to society generally, is likely to continue or not, and why.

D. Methodological Aspects

(i) The main reference documents to be used will include the project proposal (including the Logical Framework and project budget), project contracts, previous project reports, internal strategy and management documents, and compilations of quotes and media articles relevant to the project.

(ii) The research questions will include the following:

I. Relevance:

- ❖ Did the project offer something that stakeholders identify as useful in their work?
- ❖ In what specific ways was it useful?
- ❖ Were the activities REDRESS chose to meet its goals the most relevant to stakeholders?
- ❖ Does REDRESS fulfill a unique role in its field?

II. Efficiency:

- ❖ Were there more cost efficient activities that could have achieved the same goals?
- ❖ Were there other ways to increase cost efficiency?
- ❖ Were project staff efficient?
- ❖ Were there clear lines of communication and decision-making related to the project?
- ❖ Was the project administration efficient?

III. Effectiveness:

- ❖ Were good quality country and thematic reports produced?
- ❖ Did the project make an effective contribution to the development of the UN principles on reparations?
- ❖ Did it contribute to the development of international standards on reparations for victims of torture in other ways?
- ❖ Did it strengthen the capacity and provide other forms of support to those working at the national level to assist survivors of torture?
- ❖ Did it serve as a key source of information on reparation for torture?
- ❖ Were the benefits shared across project target countries?
- ❖ Was there a gender component?
- ❖ Were benefits distributed among other diverse groups?

IV. Impact:

- ❖ Was more effective advocacy made possible by the resources produced and the training provided?
- ❖ Were international standards on reparations for torture strengthened?
- ❖ Were domestic level standards on reparations improved?
- ❖ Were the lives of survivors of torture impacted positively?
- ❖ What were the main reasons for the impacts of the project?
- ❖ Were there perceived or tangible outcomes of the project beyond its immediate impacts?

V. Sustainability:

- ❖ Would the project continue to have relevance in a subsequent phase?
- ❖ Will REDRESS' role and specific activities remain useful?
- ❖ Can the necessary level of funding continue to be attained?
- ❖ Are the necessary structures in place to allow the activities to continue?

(iii) Evaluation techniques and research methods:

- document review
- collection of relevant objective data (eg. changes in hits to website)
- personal interviews tailored to each stakeholder group, including external observers (UN

officials, regional organization representatives and officials of individual governments), civil society colleagues (both international and nationally-based), REDRESS trustees, Director, Finance Manager and project staff

E. Reporting and feedback

The evaluation consultant will refer to these Terms of Reference and the workplan as a guide for the evaluation process. The consultant will submit a draft report and a final report, using formats and procedures suggested in the European Commission's "*Guide to the Evaluation Procedures and Structures currently operational in the Commission's External Co-operation Programmes*". A meeting will be held between the consultant and REDRESS' Director after the draft report has been issued to review the draft findings, conclusions and recommendations, and these may be refined on the basis of feedback. Implementation of the recommendations will be the responsibility of REDRESS' Director and project staff.

F. Expertise required

REDRESS has selected Jayne Stoyles, an independent consultant, to conduct the evaluation. Ms. Stoyles has worked in this field and therefore is familiar with the methods of work and international system in which the project was undertaken. She also has significant organizational and project development and evaluation experience, and a background in management. Finally, she has conducted another evaluation within the European Commission's framework and is therefore familiar with the requirements.

G. Work Plan and Time Schedule

This *ex post* evaluation is to take place from March through May 2006 (a three month duration), with the draft report produced in early June and the final report by June 15. The workplan developed by the consultant and agreed to by REDRESS is attached in Annex C.

ANNEX B: EVALUATOR

JAYNE STOYLES
33 Belgrave Road
Ottawa, ON Canada K1S 0L9
+1 (613) 237-1884 stoylesjt@yahoo.com

SELECTED PROFESSIONAL EXPERIENCE

International law

- Carleton University, Lecturer, “The Law of International Organizations”, third year course (January 2005 – present)
- Canadian Centre for International Justice, Member of the Board of Directors (March 2003 – present)
- World Federalist Movement – Institute for Global Policy, Program Director, international justice projects (Sept. 1999 – Nov 2002)
- Centro de Derechos de Mujeres, Trainer, Gender Issues (May-Sept 1995)

Global Issues

- Canadian Peacebuilding Coordinating Committee, Conflict Prevention Task Force Member (January 2003 – present)
- World Federalist Movement – Institute for Global Policy, Senior Adviser (Nov. 2002 – present)
- Canadian Red Cross Society, Coordinator, International Programs (Dec.1997 – Aug.1999)
- Canadian Crossroads International, Program Coordinator (Jan. – Aug. 1993)
- Canadian Crossroads International, Overseas Cooperant (Dec.1991 – March 1992)

PROGRAM MANAGEMENT EXPERIENCE

- Considerable program evaluation and planning experience in several management and Board of Directors positions
- World Federalist Movement-Institute for Global Policy: Internal evaluation focused on human resources and administrative needs (2002)
- Evaluation of the NGO Coalition for the International Criminal Court, for submission to the European Commission (Sept. – Dec. 2005)

EDUCATION & LANGUAGE SKILLS

- Post-graduate degree in Law (LL.B), Queen's University (1993-96)
- Bachelor of Arts (Honours) - Political Studies, Queen's University (1987-91)
- International Humanitarian Law Course (1998), International Committee of the Red Cross
- Languages: English (mother tongue); French (fluent); Spanish (moderate proficiency)

ANNEX C: PROJECT WORKPLAN

ANNEX D: METHODOLOGY

The consultant conducted a total of 23 personal interviews and received 7 written responses to the interview questions. Evaluation participants included:

- officials of the United Nations
- representatives of regional organizations
- representatives of individual governments
- international NGO project partners
- nationally-based lawyers and other civil society groups
- REDRESS trustees, management and staff

The consultant also read project proposals, interim reports and internal policies. All intended project outputs were reviewed, as were regular REDRESS resources such as the newsletter and website. Finally, the consultant looked at the statistics for usage of electronic resources.

The following is a sample of the interview questions used for external stakeholders:

1. What do you do? What connection is there between your work and that of REDRESS? How long have you collaborated in some manner with Redress?
2. What activities of REDRESS are you aware of? (for eg. assistance to victims of torture, research, coordinating the development of strategies, casework, organizing seminars, etc.)
3. Is Redress' work useful to you? If so, how useful? In what ways? Are there activities they could undertake that would be *more* useful?
4. How would you describe the *quality* of REDRESS' work? (for eg. the quality of reports, information on the website, conferences etc.)
5. What specific *impact* of REDRESS' work are you aware of? (for eg. changes in the practices or procedures of courts and tribunals? More coordinated civil society efforts? Greater capacity of certain groups to do their own work?)
6. Would you say that REDRESS plays a unique role? If they were *not* doing this work, what, if anything, would be different?
7. Do you have any concerns about REDRESS' work? (for eg. inefficiencies, mismanagement, inappropriate approaches)

8. Can you think of two things you would suggest to REDRESS that would improve its work?
9. Do you see a continued need for REDRESS' role? Please explain.
10. Will you/your organization continue to work with REDRESS in the future?

ANNEX E: LOGICAL FRAMEWORK MATRICES

	Intervention Logic	Objectively Verifiable Indicators	Sources of verification	Assumptions
Mission	1. To help rebuild the lives and livelihoods of torture survivors and their families so that they become contributing members of society again.	1.1 Analysis of needs, wants and perceptions of torture survivors on effects of reparation and process 1.2 Adoption of international standards relating to reparation	1.1 Direct feed-back from torture survivors and their families 1.2 Research reports 1.3 Reports from UN and NGOs including relevant documents on international and national law	1.1 Accurate and authentic information can be obtained 1.2 Political constraints can be overcome
	2. To reduce the incidence of torture in these States	2.1 Reduction of the incidence of torture by states over 5 years 2.2 Changes in international and national law against torture	2.1 UN and NGO reports 2.2 International and national law documents	2. International pressure will influence policy makers and legislators to implement reform
Overall Objectives	1. To obtain reparation for victims of torture and, when appropriate, their families within the States	1.1 Number of cases brought to national courts/tribunals and/or regional/international fora 1.2 Number of complaints processed via UN Bodies 1.3 Number of cases settled out-of-court 1.4 Number of national reparation schemes or truth commissions.	1.1 Judgments on monetary and non-monetary claims 1.2 Testimonies of torture survivors and UN reports 1.3 Testimonies of torture survivors 1.4 Outcomes of national reparation schemes or truth commissions	1.1 Judgments are enforced so that torture survivors obtain satisfaction 1.2 Decisions are enforced to ensure satisfaction of torture survivors 1.3 Torture survivors actually receive monetary and non-monetary remedies.
	2. To make accountable those who perpetrate, aid and abet acts of torture	2.1 Number of investigations and convictions 2.2 Length of convictions	2.1 Court judgments 2.2 Court judgments	2. Judgments are enforced

	Intervention Logic	Objectively Verifiable Indicators	Sources of verification	Assumptions
Project Purpose	1.To establish partnerships with 3 local NGOs who assist torture survivors to obtain justice and reparation.	1.1 Agreements 1.2 Number of cases brought 1.3 Number of torture survivors who receive reparation 1.4 Number of perpetrators of torture prosecuted	1.1 Signed agreements 3-year strategic plans. 1.2 Judgments 1.3 Testimonies of torture survivors 1.4 Reports	1. Many NGOs and individuals in the region are seeking REDRESS on behalf of torture survivors, and face obstacles in their work
	2. To increase partners' capacity to assist torture survivors 3. To strengthen civil and criminal remedies for torture 4. To set up mechanisms to prevent torture	2.1 Number of laws and judgments and other materials collected 2.2 Expertise gained by staff of partners 3. Amendments or Bills of new laws promoted 4. Draft procedures	2.1 Web sites and publications 2.2 Annual assessments 3.1. New laws enacted 3.2 Reports 4. UN Reports	2. Partners will continue to expand and develop their activities 3. Political constraints to be overcome 4. Political will of States to eradicate torture

ANNEX F: LIST OF INTERVIEWS

OFFICIALS OF THE UNITED NATIONS

	Intervention Logic	Objectively Verifiable Indicators	Sources of verification	Assumptions
Expected Results	1. Establishment of 3 local partnerships 2. Collection of law and practice of redress for torture completed in each State 3. NGOs better able to serve their clients 4. NGOs receive more requests for assistance and are able to assist more situations and provide better quality assistance 5. Enforcement of civil and criminal remedies for torture survivors 6. REDRESS builds joint projects with 3 local partners	1. Signed Agreements 2. Final checking of information by editorial teams 3. Number of torture survivors who receive appropriate reparation 4. Number of approaches for assistance to NGOs 5.1 Number of survivors who receive reparation 6. Number of joint projects in subsequent years	1. Implementation of 3-year strategic plans 2. Reports published 3.1 Feedback from NGOs 3.2 Case reports, UN reports 4.1 Annual reports 4.2 Annual assessments 5. Judgments and reports 6.1 Annual Reports 6.2 Annual assessments	1.-4. Project is completed successfully 5. Judgments are enforced 6. Local partners wish to work with REDRESS

Professor Theo van Boven, former UN Special Rapporteur on Torture; former UN Special Rapporteur on Reparation; Professor of International Law at the University of Maastricht (The Hague)

Mercedes Morales, Human Rights Officer, Office of the UN High Commissioner for Human Rights; Secretary, UN Committee Against Torture; representative of the UN Voluntary Fund for Victims of Torture (Geneva)

Markus Schmidt, Team Leader, Petitions Unit, Office of the UN High Commissioner for Human Rights (Geneva)

Lucie Viersma, Human Rights Officer, Rule of Law and Democracy Unit, Office of the High Commissioner for Human Rights (Geneva)

REGIONAL ORGANIZATION REPRESENTATIVES

Frank Ledwidge, Rule of Law Adviser, Democratization Department, OSCE-ODHIR (Poland)

Christina Cerna, Principal Human Rights Specialist, Inter-American Commission on Human Rights (Washington)

Ariel Dulitzky, Deputy Executive Secretary, Inter-American Commission on Human Rights (Washington)

GOVERNMENT REPRESENTATIVES

Baroness Frances D'Souza, Member of Parliament, UK House of Lords; former trustee and Director of REDRESS (London)

Alejandro Silva Reina, Secretario Ejecutivo Adjunto, Coordinadora Nacional de Derechos Humanos (Peru)

Patricio Utreras, First Secretary, Mission of Chile to the United Nations (Geneva)

NGO REPRESENTATIVES

Federico Andreu-Guzman, Deputy Secretary-General (Legal), International Commission of Jurists (Geneva)

Akram Chowdhury, Executive Director and Founder, Bangladesh Rehabilitation Centre for Trauma Victims (Bangladesh)

Cordula Droege, Legal Adviser, International Committee of the Red Cross/Red Crescent (Geneva)

Christopher Hall, Senior Legal Adviser, International Justice Project, Amnesty International (London)

Osman Hummida, Director, Sudan Organisation Against Torture (London)

Rob Monro, trustee and International Liaison Officer, Amani Trust (London and Zimbabwe)

Tor-Hugne Olsen, Coordinator, International Liaison Office, The Zimbabwe Human Rights NGO Forum (London)

Isabel Ricupero, former Programme Manager, The World Organisation Against Torture; currently at UN Office of the High Commissioner for Human Rights (Geneva)

Olga Sadovskaya, Deputy Chair, Nizhny Novgorod Committee Against Torture (Russia)

Dr. William Sampson, survivor of torture (London)

Olga Shepeleva, Legal Expert, Demos Research Center for Civic Society (Russia)

Antonio Villasor, Executive Director, Philippines Human Rights Information Center (Philippines)

REDRESS TRUSTEES

Dr. William Bowring, Barrister and Professor in Human Rights and International Law at the University of North London

Leah Levin, founding member of REDRESS; former trustee of International Alert; former Director of Justice, the British Section of the International Commission of Jurists

REDRESS STAFF (all in London)

Carla Ferstman, Director

Gabriela Echeverria, International Legal Advisor

Lorna MacGregor, former State Immunity Project Coordinator, currently with the International Bar Association

Lutz Oette, Programme Advisor, National Implementation and Capacity Building

Kevin Laue, Project Consultant

Michelle Willis, Finance Manager

ANNEX G: LITERATURE AND DOCUMENTATION CONSULTED

- Grant Application, European Commission, European Initiative for Democracy and Human Rights, Budget Lines B7-7010 and B5-813, project “Improving Torture Survivors’ Access to Justice and Reparation Worldwide”.
- Interim Report to the European Commission, European Initiative for Democracy and Human Rights, Project Reference No: B5-813/2002/TORT 074.
- European Commission, “Guide to the Evaluation Procedures and Structures Currently Operational in the Commission’s External Co-operation Programmes.”
- REDRESS reports:
 - Legal Remedies for Victims of International Crimes”: Fostering an EU Approach To Extraterritorial Jurisdiction, March 2004
 - Torture in Bangladesh, 1971-2004: Making International Commitments a Reality and Providing Justice and Reparations to Victims, August 2004
 - Reparation for Torture in Iraq in the Context of Transitional Justice: Ensuring Justice for Victims and Preventing Future Violations, February 2004
 - Taking Complaints of Torture Seriously: Rights of Victims and Responsibilities of Authorities, September 2004

- Terrorism, Counter-terrorism and Torture: International Law in the Fight Against Terrorism, July 2004
 - Joint Written Intervention Concerning the Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law, February 2005
 - National and International Remedies for Torture: A Handbook for Sudanese Lawyers, March 2005
 - Georgia at the Crossroads: Time to Ensure Accountability and Justice for Torture, August 2005
 - Comments to Sri Lanka's Second Periodic Report to the Committee Against Torture, October 2005
 - Bringing the International Prohibition of Torture Home: National Implementation Guide for the UN Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, January 2006
 - Implementing Victims' Rights: A Handbook on the Basic Principles and Guidelines on the Right to a Remedy and Reparation, March 2006
 - Ending Torture: A Handbook for Public Officials, March 2006
 - Enforcement of Awards for Victims of Torture and Other International Crimes May 2006
 - Comité Contra La Tortura Observaciones al Cuarto Informe Periódico del Perú, April 2006
- Case materials:
 - *Amicus curiae* brief to the Sierra Leone Special Court on the Legality of Amnesties under International Law; Further Written Submissions
 - Shadow report to the Committee against Torture (Chile), April 2004
 - Third party intervention to the European Court of Human Rights in *Mikheyev v. The Russian Federation*
 - The REDRESS newsletter, *The Reparation Report: The Bi-annual Journal of the REDRESS Trust*, Issues 2 (November 2003); 3 (April 2004); 4 (November 2004); 5 (May 2005) and 6 (December 2005).
 - Project listserves:
 - UN_Reparations-subscribe@yahoogroups.com

- o Righttoreparation-subscribe@yahoogroups.com
- The REDRESS website: www.REDRESS.org