



FINAL PROJECT EVALUATION REPORT

*“Training and Capacity Building of Law Enforcement Officials on Human Rights,
the Rule of Law and the Prevention of Terrorism”*

CTCBP 2016-0114

June 2022

Table of Contents

<i>Abbreviations</i>	4
EXECUTIVE SUMMARY	5
SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS	6
I. INTRODUCTION	9
1. Background and context of the evaluation	9
2. Evaluation Methodology	13
3. Limitations to the evaluation	15
II. EVALUATION FINDINGS	16
Relevance	16
Efficiency	19
Coherence	23
Effectiveness	24
Impact	31
Sustainability	32
Human Rights, Gender Equality and leaving no one behind	34
III. CONCLUSIONS	36
1. Relevance	36
2. Coherence	37
3. Efficiency	37
4. Effectiveness	37
5. Cross-cutting issues	38
6. Impact	38
7. Sustainability	39
IV. RECOMMENDATIONS	40
V. LESSONS LEARNED	42
ANNEX I: TERMS OF REFERENCE	45
ANNEX II: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES	46
ANNEX III: DESK REVIEW LIST	48
ANNEX V. LIST OF STAKEHOLDERS CONTACTED DURING THE EVALUATION	50

Table of Figures

Figure 3. Final Evaluation process

Figure 4. Statistical Evaluation

Figure 5. Tunisia's progress with the Rule of Law over time

Figure 6. Jordan's overall RoL Score over time

Figure 7. Statistics on the procured human resources for the Global Project

Figure 8. Table of Global Project's expected Outputs

Figure 9. GP Phases in Tunisia

Figure 10. The sampled satisfaction rate among participants in the Phase II trainings

Figure 11. GP Phases in Jordan

Figure 12. GP Phases in Iraq

Figure 13. The GP's logic of expected outcome-level results

Figure 14. Women's representation at the training sessions in each project phase.

Abbreviations

BAT	Brigade Anti-Terrorisme
CSO	Civil Society Organization
CT	Counter-terrorism
CTED	Counter-Terrorism Committee Executive Directorate
CTITF WG HR RoL	Counter-terrorism Implementation Task Force Working Group on Human Rights and Rule of Law while Countering Terrorism
KSF	Kurdistan Security Forces (KSF)
INTERPOL	International Criminal Police Organization
ISF	Iraqi Security Forces
ISIL	Islamic State
LEAs	Law enforcement agencies
MENA	Middle East and North Africa
MINUSMA	Mission multidimensionnelle intégrée des Nations Unies pour la stabilisation au Mali
OHCHR	Office of the United Nations High Commissioner for Human Rights
PLF	Project Logical Framework
PMF	Popular Mobilization Forces
ToC	Theory of Change
ToT	Training of Trainers
UNAMI	United Nations Assistance Mission to Iraq
UNOCT	United Nations Office of Counter-Terrorism
UNCCT	United Nations Counter-Terrorism Centre
USGN	Unité Spéciale de la Garde Nationale
UNODC	United Nations Office on Drugs and Crime
US INL	United States Bureau of International Narcotics and Law Enforcement Affairs

EXECUTIVE SUMMARY

A project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule of Law, and the Prevention of Terrorism (hereafter known as the “Global Project”) was launched by the UN Counter-Terrorism Implementation Task Force (CTITF) Working Group on Protecting and Promoting Human Rights and the Rule of Law, as a multi-year project to be implemented by the United Nations Office of Counter-Terrorism (UNOCT) and the Office of the United Nations High Commissioner for Human Rights (OHCHR) in 2016. The Global Project aimed to train Member States’ law enforcement agencies to build their capacity to prevent, respond to, and investigate terrorism threats based on international human rights law and the rule of law. It also sought to support them in implementing measures under Pillar IV of the United Nations Global Counter-Terrorism Strategy (A/RES/60/288). The project had a total budget of \$1.3 million and was funded partially by the Government of Canada, the Kingdom of Saudi Arabia, the United States of America, Denmark and the Counter-Terrorism Capacity Building Program (CTCBP). The Global Project has been implemented in six countries across different regions: Mali, Cameroon and Nigeria in West and Central Africa, Iraq, Jordan, and Tunisia in the MENA region. The Global Project aimed to improve the operational effectiveness of law enforcement, security, and justice institutions in the participating countries through training focused on operationalizing international human rights standards and the rule of law in a counter-terrorism context. The Global Project consists of four Phases, Phase I to III, focused on training and Phase IV, centred on monitoring and evaluation. The present report is an outcome of Phase IV of the Global Project.

In February 2022, UNOCT commissioned a summative and independent evaluation of the Global Project to assess the impact or likely impact of training on the recipients and their agencies. Accordingly, the purpose of the evaluation was to shed light on the value and impact of the project interventions, as well as to identify lessons learned and experiences that could support future programming in human rights interventions in UNOCT.

An independent expert undertook the evaluation between February and May 2022 in accordance with OECD/DAC evaluation criteria, UNEG Norms and Standards for Evaluation and the UNOCT Evaluation Policy. Furthermore, ‘outcome harvesting’ and ‘contribution analyses were employed to understand whether the project’s outcomes had influenced the changes in the beneficiaries throughout the project implementation. The evaluator paid particular attention to gender equality to ensure that it was mainstreamed into this report and addressed as a separate section within the conclusions. The evaluation focused on Tunisia, Jordan, Iraq, Cameroon, Nigeria, and Mali.

A total of 45 participants were interviewed during the evaluation, of which 11 were women. Field missions were conducted in Iraq and Cameroon to interview beneficiaries, stakeholders, and implementing partners. These evaluation results are a culmination from in-country consultations conducted over six Focus Group Discussions (FGDs) and 19 Key Informant Interviews (KIIs).

Based on the findings of the evaluation, seven conclusions were drawn, seven recommendations were made, and eight lessons were learned.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Conclusion	Recommendations	Priority
<p>Effectiveness Global Project has produced tangible results in Cameroon and created champions in the form of Expert Groups dedicated to enhancing the trainings' effectiveness and sustainability.</p>	<p><u>Recommendation 1. Build on the successes of the project.</u> Consider extending the project site in Cameroon so that the national Expert Group can extend the training to beneficiaries in the most relevant geographic areas of the country that were left out.</p> <p>Additionally, these professionals from decision-making state agencies and systems are keen on and qualified to advocate for the development of a national counter-terrorism strategy and action plan in Cameroon; therefore, this opportunity could be seized to launch a pilot project to analyse, strengthen and promote the country's development of a people-centred, equal normative environment that effectively addresses counter-terrorism.</p>	<p>High Timeframe : short-term</p>
<p>Effectiveness The Global Project created a critical mass of law enforcement agents that may implement human rights standards while performing their duties. Several of the most important training institutions were involved in the project, which created a network of these institutions within the MENA region for a time. By providing a forum for discussing pressing issues in investigating and prosecuting, the training in some countries improved collaboration among the law enforcement agencies. However, there was no access to national curricula as was envisioned in the Immediate Goals of the Global Project.</p>	<p><u>Recommendation 2. Build sustainable partnerships with training institutions in the beneficiary countries.</u> Conduct short-term consultations with beneficiaries and stakeholders in Jordan, Tunisia, Iraq, and Cameroon to ascertain their views on the possibility of nationalizing the delivered training in line with the Global Project's overall objectives. Use this opportunity to assess the political will and financial and human resources of the police academies in the beneficiary country regarding establishing a counterterrorism centre of excellence. Ensure that the training developed under the Global Project is implemented through a memorandum of understanding, which defines the role of partners in implementing the trainings, plans for sustainability of the programs, and impact evaluations. Build the capacity of the trainers and their respective training institutions in quality assurance and quality control of the training.</p>	<p>High Timeframe : short-term</p>
<p>Efficiency The project's outputs were created efficiently and inexpensively, and beneficiaries expressed appreciation for and satisfaction with the excellent training materials and experts' competence in human rights and counter-terrorism. However, although GP received all funds, completing all phases took longer than expected. The protracted recruitment processes, frequent changes in project management staff, coordination problems across six countries, and the COVID Pandemic contributed to delays in implementation. In addition, the</p>	<p><u>Recommendation 3. Increase the effectiveness of the implementation process of the project.</u> Minimize unnecessary delays associated with the recruitment and deployment of experts by requesting another UN entity to recruit an international or local consultant using UN mutual recognition principles (Mutual Recognition Statement. Business Innovation Group. 2019) as a basis for entering directly into a consultancy agreement without having to perform a separate hiring process or evaluation. The principle of mutual recognition could be considered for accessing the roster of human rights, the rule of law, counterterrorism, experts of UNDP, UNODC, UN Women and other UN agencies.</p>	<p>High Time frame: Periodic and Continuous</p>

Conclusion	Recommendations	Priority
<p>lack of project staff presence in beneficiary countries impacted the monitoring of interventions on the ground.</p>	<p>Establish a UNOCT roster of international experts in counterterrorism, gender, and prevention of violent extremism. Consider adapting other UN agencies' lump sum or "global price" contracts for short-term experts to allow for greater logistics flexibility.</p>	
<p>Cross-cutting issues An adequate implementation of the rights-based approach and gender equality was not achieved. Initial training on sensitive gender-related topics did not address the issue thoroughly in Phase I and II, and the situation did not improve with Phase III. As a result, the Global Project did not substantially contribute to building the capacity of female professionals, nor were gender-equality issues adequately addressed in the training materials. Following Phase III implementation, topics concerning women foreign fighters and other gender-related subjects were introduced in Iraq. Despite this, quality research and study concerning the impact of counterterrorism on gender, gender mainstreaming, and gender equality in counterterrorism was not integrated in the trainings conducted.</p>	<p><u>Recommendation 4. Promote gender equity and gender mainstreaming throughout the design and implementation process</u></p> <p>Ensure that future training modules take gender analysis and gender considerations into account, as well as the gender-based impacts of counterterrorism measures: analyse gender-related issues relevant to counterterrorism, including the many different roles that may be played by women, including as supporters, facilitators or perpetrators of terrorist acts, and the added value of integrating gender into counterterrorism efforts.</p> <p>Ensure that each intervention supports at least one gender study within the scope of its implementation. To this end, integrate gender into a human rights analysis of counterterrorism and human rights into a gender analysis of counterterrorism measures to identify the spectrum and nature of rights violations arising in counterterrorism and national security practices. Ensure that these findings are adapted in the training manuals and inform national strategies, and action plans on counterterrorism and are part of the results-oriented approach.</p>	<p>High Time frame: Periodic and Continuous</p>
	<p><u>Recommendation 5. Consider program design from a needs-based perspective.</u></p> <p>With a view to future programming, a) actively involve national partners in planning and developing an exit strategy that would address the matter of financial and human resources to sustain the training; b) prioritise needs and gaps analysis in the participating institution to establish baseline data, bottlenecks and determinants, and then design a training program covering the particular target areas; c) ensure a comparative analysis of the relevant legislation, regulations, and standards of practice to identify possible gaps that could prevent the effective application of human rights principles in the work of police and national security agencies; d) improve the quality of strategic studies and research by procuring the expertise of a qualified team of national and international experts, where a senior international expert leads the process, thereby building the capacity of local experts in data collection, research technics in CT; e) promote the use of modern technology, such as video lessons and digital libraries, to sustaining the programmes' outputs, and make</p>	<p>Medium Time frame: As necessary during project designs</p>

Conclusion	Recommendations	Priority
	necessary updates to the subjects concerning the legal frameworks (reforms), new topics etc...	
<p>Relevance/Project Design The Global Project was based on a country needs assessment conducted in consultation with relevant Working Group entities and country analysis. It was also relevant to Member States' needs to effectively prevent, respond to, and investigate terrorist threats in accordance with international human rights law and the rule of law, and to assist them in implementing the provisions of Pillar IV of the United Nations Global Counter-Terrorism Strategy. However, the Global Project had a poor design that did not include the standard programmatic elements: governance structures, theory of change, monitoring system, and an adequate framework for measuring results. The project continued to have no appropriate mechanisms or sustained opportunities to integrate international human rights frameworks into the work of law enforcement agents. A number of these shortcomings resulted in the loss of institutional memory both within the project and between its partners. In addition, without a proactive project monitoring process, no risk mitigation plans were developed. Consequently, many materialized program risks could not be mitigated.</p>	<p><u>Recommendation 6. Strengthening the role of project governance mechanisms and monitoring systems</u> During the design and implementation of future projects, set up a Project Steering Committee to ensure that all activities are adequately monitored and overseen by the national partners.</p> <p>Ensure that future projects are supported with an adequate project monitoring process, a coherent theory of change, an adequate logical framework with Specific, Measurable, Achievable, Real and Time-bound (SMART) indicators, and a risk mitigation plan.</p> <p>Ensure that future interventions align with the UN's gender-responsive and human rights-based counter-terrorism approach, including UNOCT Gender and Evaluation Policy. Develop concrete indicators as part of the Results Framework to assess the gendered impact of States' counter-terrorism efforts.</p>	<p>Medium Time frame: As necessary during project designs</p>
<p>Coherence Despite ambitious goals, the design and implementation of the Global Project focused primarily on delivering training, which did not fully align with the intervention's overall objective. GP could have had a multi-player effect if implemented in complementarities and synergies with other UNOCT projects in MENA and Africa.</p>	<p><u>Recommendation 7. Strengthen Coherence. Synergies and Complementarities internally and externally</u> Strengthen coordination with international and national partners in the beneficiary countries, conduct an annual mapping of related projects and participate in donor coordination meetings on the relevant topics. Determine areas where the future project can build synergies or complement the UN agencies (UNODC, OHCHR, UNDP, OSCE).</p>	<p>Medium Time frame: As necessary during project designs</p>
<p>Impact and Sustainability Based on the data collected and the interviews conducted, it was impossible to determine the impact of the Global Project.</p>	<p><u>Recommendation 8. To maximize the project's impact, it is imperative to prioritise the exit strategy.</u></p>	<p>Medium</p>

<p>Furthermore, there was a mismatch between the project’s impact-level goals and the technical and human capacity of the team appointed to carry out the project. As a result, the implementation focused on delivering outputs rather than monitoring and managing towards the anticipated results. Finally, the lack of an exit strategy, weak political will and partner countries’ ownership made it impossible to institutionalise the trainings.</p>	<p>Ensure that beneficiaries and stakeholders understand the UNOCT project’s overarching goal. Because of this, the ToC should be developed in collaboration with the implementation partners so that the roles and responsibilities of beneficiaries and implementing partners are clearly defined and monitored as the project proceeds. In addition, the political will of the partner member states should be monitored beyond the formal agreement and operating budgets to ensure that the human and financial capacities of the project are addressed from the outset.</p>	
---	---	--

I. INTRODUCTION

1. Background and context of the evaluation.

Established in 2011, the United Nations Counter-Terrorism Centre (UNCCT) supports Member States in the implementation of the Global Counter-Terrorism Strategy (A/RES/606/10). Originally part of the Department of Political Affairs, UNCCT was transferred to the newly created United Nations Office for Counter-Terrorism (UNOCT) in 2017 (A/RES/71/291) as part of a reorganization of the United Nations’ counter-terrorism architecture. The UNCCT has commissioned the present final evaluation of the project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule of Law and the Prevention of Terrorism (hereafter referred to as the Global Project, GP). The external evaluator executed Phase IV of the Global Project to assess the project’s performance.

The purpose, objective, and scope of the evaluation

The independent evaluation expert was hired through a competitive process in February 2022. The evaluation was initiated in February and completed in June 2022. The evaluator was mandated to determine the following: Firstly, as a summative evaluation, the impact or likely impact of training on the recipients and their agencies. Secondly, the evaluation was to ascertain the value and impact of the project interventions and identify lessons learned and experiences during implementation to support the future programming of human rights interventions. In addition, UNOCT, partner UN agencies, national partners and donors will benefit from the evaluation outcome.

Specific Objectives

The following Specific Objectives were expected to be achieved as part of the evaluation:

Performance Assessment: Evaluating the project’s performance and achievements against the project’s overall objectives and executing an impact assessment of the project intervention’s beneficiaries. This assessment will include an analysis of the changes in beneficiaries’ capacity in the performance of their counter-terrorism duties while observing human rights.

Accountability: Providing programmatic accountability to beneficiaries involved in capacity-building, donors and Member States by determining whether objectives consistently meet UN Resolutions, national strategies, priorities and needs.

Mainstreaming: Assessing the effectiveness of mainstreaming cross-cutting gender and human rights issues into project activities, including an assessment of the extent to which stakeholders (both women and men) have participated in the various capacity-building activities in an active and meaningful manner.

Partnerships: Identifying the factors contributing to the success of partnerships and providing recommendations for future joint programming. This will also analyse the project's design, processes, and management in delivering the results attained.

Lessons Learned: Developing lessons learned from implementing the project activities and the outcomes achieved to help guide future programming based on the project's evaluation findings and conclusions.

The evaluation was therefore expected to contribute towards *accountability* for results and *institutional learning* and provide recommendations to improve the project's future performance.

Scope of the evaluation

The scope of the evaluation covers the period 2018 to date (2022) and the outputs and outcomes of activities implemented in the four project implementation phases in all countries covered by the project in the Africa region (Nigeria, Cameroon and Mali) and within the MENA region (Tunisia, Jordan and Iraq).

Evaluation management

The UNOCT Project Manager oversaw the evaluation's management with assistance from the Evaluation and Compliance Officer. Members of the Reference Group included subject-matter experts and those responsible for monitoring and evaluation. Reference group members were tasked with assisting the consultant by providing quality assurance and reviewing evaluation products to ensure that they were accurate, of high quality, and submitted in a timely manner, as agreed in the established scope of work and deadlines.

[Introduction of Project on training and capacity building of law enforcement officials on human rights, the rule of law, and the prevention of terrorism. CTCBP/ACCBP 2016-114.](#)

The UN Counter-Terrorism Implementation Task Force (CTITF) Working Group on Protecting, and Promoting Human Rights and the Rule of Law has been implementing a global, multi-year project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule of Law and the Prevention of Terrorism (hereafter known as the "Global Project"). The Global Project was designed to train Member States' law enforcement agencies to build their capacity to prevent, respond to and investigate terrorism threats based on international human rights law and the rule of law and to support them in their efforts to implement measures under Pillar IV of the United Nations Global Counter-Terrorism Strategy (A/RES/60/288). The project had a total budget of \$1.3 million and was funded partially by the Government of Canada and the Counter-Terrorism Capacity Building Program (CTCBP). The Global Project has been implemented in six countries in West and Central Africa: Mali, Cameroon, Nigeria, and the MENA region: Iraq, Jordan, and Tunisia. The Global Project aimed to increase the operational effectiveness of law enforcement, security, and justice institutions in participating countries through training focused on operationalizing international human rights standards and the rule of law in a counter-terrorism context. The Project consisted of four Phases - three focused on training and a fourth on monitoring and evaluation.

Structure of the Global Project and the trainings.

Phases I and II consisted of training for law enforcement officers and security officials engaged in counter-terrorism measures and operations, to strengthen their knowledge of the human rights laws and principles applicable to their practice area. Phase II included a meeting with senior government officials of representative ministries to discuss their human rights need, which informed the training content in Phase III. Phase III

focused on assisting national authorities in their long-term efforts to ensure respect for human rights and the rule of law while countering terrorism. It involved key capacity-building work, which has been delivered through the UN Global Counter-Terrorism Coordination Compact Working Group on Promoting and Protecting Human Rights and the Rule of Law while Countering Terrorism and Supporting the Victims of Terrorism. In addition, Phase III involved Training of Trainers Workshops to support national authorities' efforts to develop training resources that could be mainstreamed into appropriate curricula in police and security training institutions. Specifically, phases I, II and III of the projects have been completed and involved three training rounds in all six countries. In addition, phase III of the project involved the training of trainers whose activities were also conducted for all countries except for Nigeria, where training had to be postponed due to COVID-19¹. Phase IV of the Global Project (present phase) focused on monitoring and evaluation, including **measuring the impact of activities delivered under Phases I, II and III**. Furthermore, this assessment also analyzed the activities that took place in Iraq during the extended phase of the Global Project in April 2022.

Intervention Logic of the Global Project

Theory of Change

The Global Project was not supported by a specific Theory of Change (ToC), moreover, the activities implemented in West and Central Africa were not supported by a logical framework. In order to overcome this shortcoming, the evaluator constructed the ToC that would support evaluation work for all GPs sites. The formulated ToC comprising the Overall and Specific Objectives, activities, target group, and final beneficiaries is described below:

If sustained access is provided to a national counter-terrorism training curricula, outlining relevant international legal human rights obligations in the use of force, interview and investigative practices, and law enforcement officials are continually exposed to HR training, then effective response and investigation of terrorism threats in compliance with international human rights standards can be enhanced, because law enforcement officers in target countries gain a deeper understanding of human rights law and standard compliance in practice.

The change described above would have to occur assuming policymakers and stakeholders institutionalize the curricula through adequate financial, technical, and human resources. The formulated ToC was used to assess the anticipated impact of the Global Project in MENA and West and Central Africa.

The Global Project in MENA was designed with the following intended outcomes:

- Ultimate Outcome (UO): *Effective response and investigation of terrorism threats in compliance with international human rights standards in Tunisia, Jordan, and Iraq.*
- Intermediate Outcome (IO): *Improved human rights compliance by counter-terrorism law enforcement officers in Tunisia, Jordan, and Iraq.*
- *There are two Immediate Outcomes (ImOs) at this level:*
 1. *Access to national counter-terrorism training curricula outlining national and international legal human rights obligations relevant to key counter-terrorism activities carried out by law enforcement officers, such as using force, interviewing and investigative practices, and other practices related to the prosecutorial process.*
 2. *Increased knowledge of human rights laws and standards and how to meet those obligations and standards in practice by law enforcement officers in Tunisia, Jordan, and Iraq.*

¹ Source: project management.

In addition, the Global Project incorporated the following outputs:

- ✓ National training materials for law enforcement officers on Human Rights, the Rule of Law and the Prevention of Terrorism developed by CTITF WG entities and national experts in Tunisia, Jordan, and Iraq, including a gender component in Tunisia.
- ✓ Report on research findings on gender dimensions of counter-terrorism law enforcement practices in Tunisia.
- ✓ Training of Trainers Workshop delivered to national trainers/facilitators in Tunisia, Jordan, and Iraq.
- ✓ The monitoring and evaluation expert reports assessing and analysing Phases I, II and III of the project implementations in Tunisia, Jordan, and Iraq.

Quality of the Global Project's Logical Framework (PLF).

The Global Project used the Logic Model format for the MENA region to identify activities, outputs and immediate and intermediate outcomes based on the Global Affairs Canada (GAC) categories. This model significantly differs from the standard UN template for the PLF, where the results chain is built from the bottom up. In the GAC model, intermediate results are placed at the bottom, followed by the immediate results and ultimate outcomes at the top. The PLF includes outcomes, indicators, baselines, targets, data sources and a frequency of monitoring this information. The LF that the project used was designed with three Immediate Outcomes and four Intermediate Outcomes.

Indicators. There were no indicators at the impact level (Ultimate Outcome). Results monitoring was envisaged only at the level of four Immediate Outcomes in the Performance Measurement Framework. Against these four IOs were 16 indicators, almost all set to measure the output-level results. Specifically, these indicators measure only the activities delivered, for example, "Number of training materials developed", "Report on findings of research into gender dimensions of counter-terrorism activities in Tunisia," and others of a similar nature.

At the level of Intermediate Outcomes, indicators were set to measure the mid-term results of the Global Project, but the indicators are vaguely described. For example, the qualitative indicator "Law enforcement agencies demonstrate positive human rights changes to counter-terrorism operational procedures (in relation to Detention, Use of Force, Interviews or Special Investigation Techniques or Gender considerations) in Iraq, Tunisia, and Jordan subsequent to the training" are formulated as judgment criteria rather than an indicator. The other example: Intermediate Outcome 3. Increased knowledge of law enforcement agencies in Tunisia, Jordan, and Iraq on the need for gender mainstreaming and means for human rights compliance in counter-terrorism operations is measured by three gender-disaggregated indicators to measure the result. However, these indicators measure the "Percentage of training participants that will have increased their knowledge on gender and human rights compliance". The PLF lacked assumptions on all levels, and the monitoring process was never executed despite the provision of a specific column in the PLF to describe the progress toward achieving the output and outcome using actual data compared to the target for each output and outcome. Therefore, the evaluator concludes that this PLF was never used as a monitoring tool. Instead, monitoring responsibility for these result areas was assigned to the senior expert, CTITF and OHCHR.

The desk review of Project activities in Cameroon, Mali, and Nigeria revealed that all activities were based on the Concept Note developed in May 2017.² Concept Note was developed by UNOCT and included a set of outputs, outcomes, and activities intended for each country. However, the evaluation did not locate any concrete project documents or log frames that outlined how these activities were going to be monitored in the actual project locations.

² See: Project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule Of Law and the Prevention Of Terrorism. Concept Note UNCCT-2017-xx

2. Evaluation Methodology

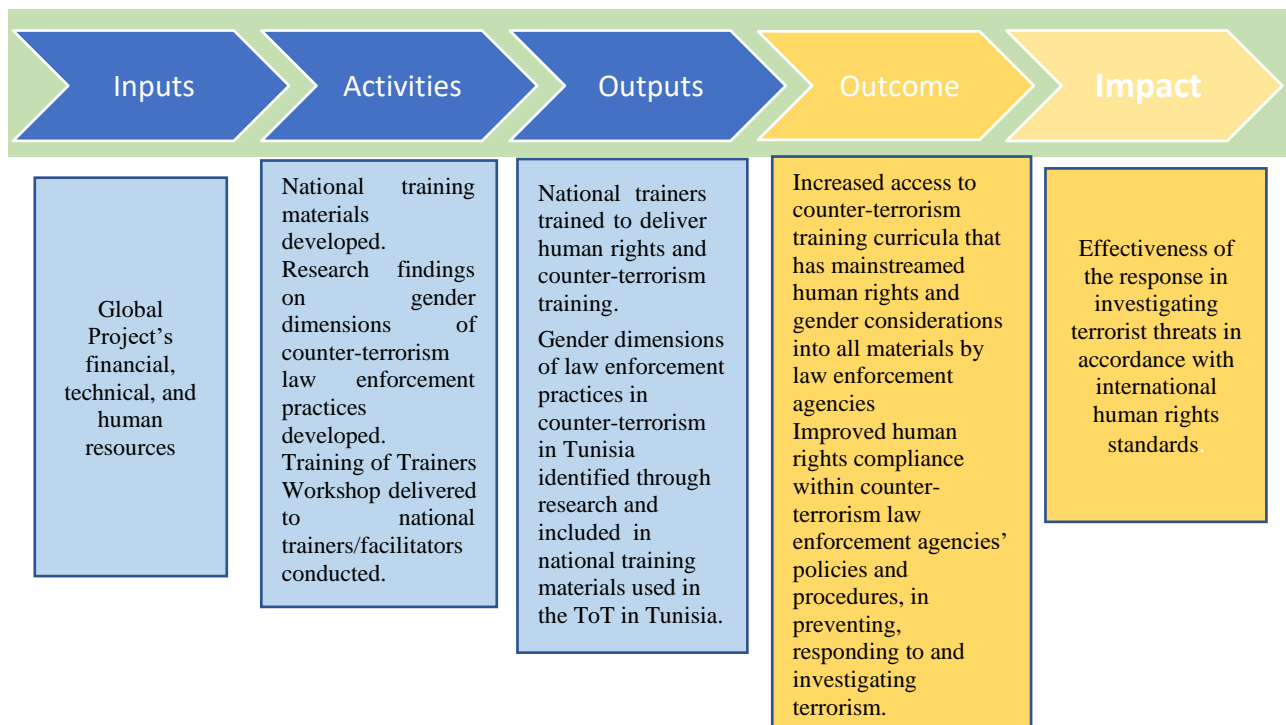
Approach and methodology

The Global Project’s evaluation methodology adhered to OECD/DAC evaluation criteria,³ UNEG Norms and Standards for Evaluation and the UNEG Handbook for Conducting Evaluations of Normative Work in the UN System.⁴ The evaluation also used a combination of ‘outcome harvesting’ and ‘contribution analysis’ as the underlying approach to understanding the changes that occurred at the time of programme implementation and whether these may be attributable to project activities. The evaluation paid particular attention to gender equality to ensure that this was mainstreamed into the report’s overall findings and addressed as a specific section.

Ethical considerations. In every interview or focus group discussion, the evaluator ensured that the participant was aware of the purpose of the exercise, the intended use of the data, and the importance attached to preserving anonymity. An example introduction to interviews and focus groups is included in the annex to this report. Following the UNEG Ethical Guidelines for Evaluation, the evaluation followed all ethical guidelines to ensure that the process was conducted ethically. The evaluator ensured that interpreters translated the conversations conducted in Arabic and French in Iraq and Cameroon respectively.

Data collection and analysis tools included an evaluation matrix, questionnaires for stakeholders, implementing partners and beneficiaries. In addition, the results of the Global Project were analysed according to the structure of the OECD DAC results chain. Using the designed methodological tools, the results of the Global Project were validated at the level of inputs, activities, and outputs. However, it was not possible to determine the outcome or impact of the project in this evaluation through the use of the result chain. The chart below briefly explains the results/judgment criteria validated in the evaluation process. The two clusters to the right of the chart indicating the expected results could not be determined.

Figure 1. Global Project’s progress according to the results chain



³ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> (last visited 10.04.2022)

⁴ UNEG Handbook for Conducting Evaluations of Normative Work in the UN System, November 2013, par. 14.

Evaluation phases

The monitoring and evaluation phase (Phase IV) took place between **February and June 2022**.

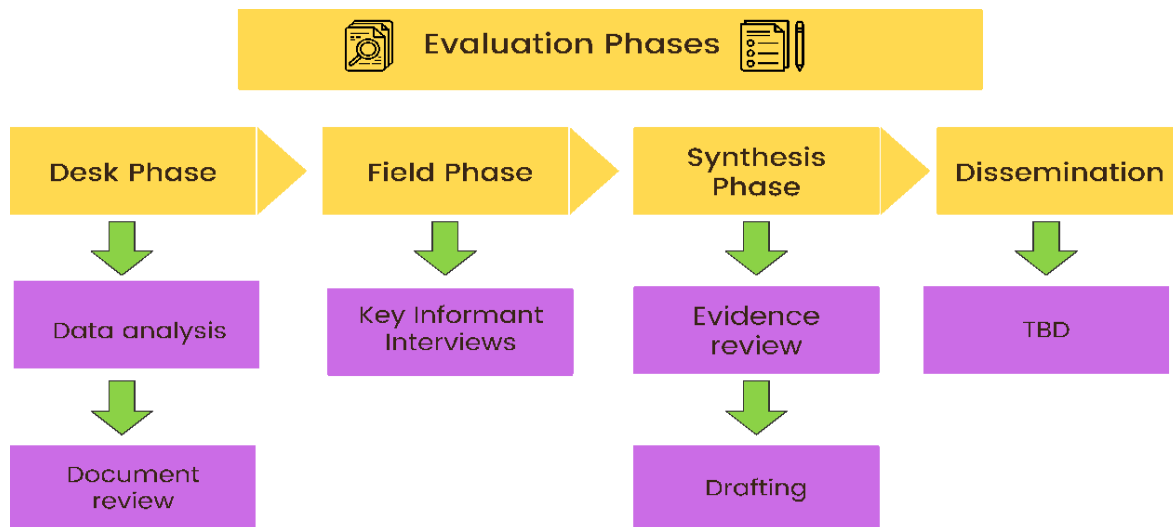
In February, the **desk phase** was completed, and most of the project documents were collected with the assistance of the project team. In addition, a list of informants and the geographical scope of the field phase was established. Iraq, Jordan, and Tunisia in the MENA region and Cameroon in the Africa region were identified as countries to conduct the field visits for the evaluation.

The **Inception Phase** was finalised in **March 2022**. A more detailed description of the background and methodology of this evaluation can be found in the Inception Report, which was provided at the start of data collection and discussed with the Reference Group and the Global Programme Manager. During this period, the Iraqi mission was confirmed, and availability to travel to Jordan and Tunisia. However, due to lack of adequate responses from Tunisian beneficiaries and the unavailability of Jordanian beneficiaries, it was decided that the evaluation of these missions would be conducted remotely.

The Field Phase began in March 2022. During 13-15 March, the evaluator visited the project site in Baghdad, Iraq, and on 2-6 April in Douala, Cameroon. In addition, the evaluator conducted a desk review of the project documents pertaining to the Global Project's intervention in Tunisia, Jordan, Mali and Nigeria between 15 March and June 2022. In this process, country reports were reviewed, and analyses of questionnaires returned by the beneficiaries in Jordan, Cameroon and Nigeria were conducted.

The **Synthesis Phase** for the MENA project took place between **April and May 2022 and for Cameroon, Nigeria, and Mali in June 2022**. As part of this phase, the evaluator conducted two debriefing sessions with both the project team and the reference group. The evaluator developed a first draft of the report, which included answers to the evaluation questions, a chapter on conclusions, recommendations and lessons learned.

Figure 1. Final Evaluation process



Evaluation statistics

The evaluator conducted 16 Key Informant Interviews (KIIs) and six Focus Group Discussions (FGDs). More than fifty documents, including project reports and country-specific studies, were analysed for this evaluation. The chart below provides information on pertinent statistics disaggregated by gender.

Figure 2. Statistical Evaluation

Type of Informant	Total No. of Evaluation Participants	Women	Men	Data Collection Modality
Key beneficiary	28	4	22	FGD
Key UNOCT HQ staff	4	4		KII
Key UNOCT FO	3	1	2	KII
Key UN agency	9	1	8	KII
Donor representative	1	1		KII
Total:	45	11	32	6 FGD/ 16 KII

With women representing only 14.3 % of informants in the evaluation, gender parity was not attained. The request for the participation of women in the evaluation was conveyed to the national partners. However, in the MENA region, law enforcement agencies are predominantly male-dominated, which is the primary reason that neither the past trainings nor the present evaluation were unable to ensure the full participation of women. Among the 28 key beneficiaries interviewed across project sites, 15 were members of law enforcement ministries’ educational departments or training departments, one judge of the military court, two representatives of the national human rights commissions, and one practising lawyer. This demonstrated significant achievement and genuine interest in UNOCT’s mission.

3. Limitations to the evaluation

Availability of direct beneficiaries and other key informants. The evaluation process revealed that a number of key informants, who had presided over this project over the years, were no longer available and could not be contacted for interviews. This was due to their relocation in the case of beneficiary member states or staff turnover at the UNOCT, as well as loss of institutional [or project implementation] memory.

Direct beneficiaries of Phases I, II, and III were only available in Cameroon. Interlocutors in Iraq were limited to beneficiaries participating in the extended cycle of the project implementation. As far as all other countries participating in this project were concerned, there were no possibilities for data to be collected from the primary sources. Despite repeated attempts by the project team and the evaluator to make contacts with training participants in Mali, Tunisia, no emails returned any responses. Therefore, the project team extended the questionnaires used in this evaluation to trainees in Jordan and Nigeria, collected and returned the questionnaires to the evaluator for analysis of the responses.

Additionally, there was a partial loss of project documentation. For example, during the implementation of the project in Mali, no Mission report or evaluation of pre-and post-training surveys was retained. Consequently, data collection from primary sources was adversely affected, and information to respond to some evaluation questions was limited.

To mitigate this limitation, the evaluator used secondary data sources to assess the situation regarding the use of torture in the custody of the state, general compliance with human rights, and implementation of relevant UN Treaty Bodies and Universal Periodic Review’s recommendations. Furthermore, the evaluation expert endeavoured to offset this shortcoming by consulting OHCHR representatives in the respective country offices and collecting the data required from the partner organisation. However, this strategy only proved effective for the OHCHR representatives at the United Missions Assistance Mission to Iraq (UNAMI). For example, in

Jordan, Tunisia, Mali and Nigeria – the OHCHR representatives could not offer assistance in this evaluation. Therefore, concerned countries’ reports to UN Treaty Bodies and country studies were used to address the evaluation’s relevance, impact, and sustainability questions.

Gender parity in training. The gender balance in the evaluation process was not achieved despite many requests from the beneficiaries and the project team. In the early phases of project implementation, participating states failed to ensure gender parity in training, while the project team did not pursue this issue diligently. As a result, the situation could not be resolved during Phase IV because no female professionals participated in Phases I to III in the MENA region.

Impact of the pandemic and partial loss of the Global Project’s institutional memory. Between Phase III, which ended in 2019 and Phase IV, which began in February 2022, there was a time and data gap, which led to some project documentation and deliverables no longer being available. The evaluator attempted to mitigate this issue by interviewing all the project staff who had prior knowledge of the Global Project and by conducting a number of secondary interviews to supplement the lack of information. In addition, in the absence of documentary evidence, findings from the in-depth country and regional studies were considered in the evaluation.

Global Project’s monitoring and evaluation. UNCCT completed a project logical framework in 2016. However, before the transfer of UNCCT to UNOCT in 2017, the organization lacked a dedicated monitoring capacity or system. As a result, programmes and projects were not monitored on an ongoing basis, data were not systematically collected and consolidated against the Programme Results Framework of UNCCT’s Five-Year Programme, and no evaluations were conducted⁵. Therefore, and with regard to the current evaluation, it was a major challenge to match the outputs with the anticipated three levels of outcomes that were not monitored. Furthermore, the absence of an exit strategy and a risk management plan made it difficult to assess the project’s sustainability. Despite the project team’s best efforts, this limitation could not be overcome.

The utilisation of the evaluation’s data collection tools. The evaluator developed several data collection tools during the Inception Phase. However, these tools were unsuitable for the current evaluation process. The main reason for this was that trainees failed to respond, or it was impossible to locate them. As a result, data collection techniques, such as direct observation, online surveys, interviews, and Focus Group Discussions, were not employed in Jordan, Tunisia, Mali, and Nigeria. In the case of Iraq, the evaluator was limited to the participants of the last batch of trainings conducted in February 2022 and training participants in Cameroon. An evaluation questionnaire was sent to the Royal Jordan Academy in relation to Phases I and III of the training to mitigate this shortcoming. The informants returned the nine questionnaires in Arabic. The questionnaires were translated, and an analysis of these responses has been incorporated into the chapter covering the report’s effectiveness criteria.

II. EVALUATION FINDINGS

Relevance

1. To what extent do the problem and needs that gave rise to the project still exist or have changed?

The situation has changed with the establishment of UNCCT's Programme Management Unit in 2019 and the establishment of the Evaluation and Compliance Unit in the OUSG.

The Global Project was based on a country needs assessment conducted in consultation with relevant Working Group entities and country analysis, particularly with OHCHR, UNODC and CTED, which contributed information regarding the counter-terrorism situation and compliance with human rights. The initiative commenced in 2013, with the first mapping and needs assessment workshop in Amman and Ouagadougou in Jordan and Burkina Faso respectively, where the Member States (MS) from the regions were invited to hear from experts on a variety of pre-trial and investigatory issues to determine what areas they would require further skills enhancement. As a result of this mapping workshop, the Working Group was able to develop Phase I, II and III training curricula.

To this end, the training course developed in 2015 by the Global Project considered the training needs of participants, determined through consultation with State Parties, UN agencies deployed within the countries, and as identified by the trainers during the course's delivery. The Global Project, however, did not conduct systematic monitoring, a mid-term review or any studies aimed at determining baselines and measuring progress against established targets. Based on the programme model envisaged, the current evaluation (Phase IV) must provide a meaningful response as to whether the Global Project is relevant to the intended beneficiaries. Unfortunately, the data collected from informants could not be used to answer this question because specific baselines were not set at the outcome level. However, the interviewed stakeholders stated that there are still no appropriate mechanisms or sustained opportunities to integrate international human rights frameworks into the work of law enforcement agents to uphold police integrity, deterring police misconduct and ensure that public confidence in police forces is maintained. These needs are especially vital in the practice of counter-terrorism-related activities. In the view of some interviewees, counterterrorism investigations continue to be disconnected from human rights concerns compared to normal criminal investigations, resulting in significant gaps.

Furthermore, the country-based review of the available articles and reports provided an overview of the existence of ill-treatment of people in the state's custody throughout the MENA region. For example, compliance with human rights has been minimally improved within all forms of law enforcement and has deteriorated in some countries. In 2021, the World Justice Report (WJR) published global data on the rule of law (RoL), covering 139 countries and jurisdictions. According to this source, Tunisia's overall Rule of Law ranking fell from 0.56 in 2015 to 0.53 in 2021. As for Jordan's overall Rule of Law score, it fell from 0.56 in 2015 to 0.55 in 2021. According to the WJR, in a year dominated by the COVID-19 pandemic, 74.2% of the surveyed nations experienced a decline in the rule of law performance, while only 25.8% improved⁶. Iraq remains the country with the highest number of enforced disappearances worldwide.⁷

Middle East and North Africa (MENA) region remained the "world's least peaceful region" in 2021 but recorded the largest improvement in the peacefulness of any region in the past year.⁸ Moreover, the number of deaths attributed to terrorism and internal conflict continues to fall, while the intensity of internal conflict is also abating.⁹ Therefore, interventions like the Global Project continue to be a global and regional imperative, which calls for a broader and more holistic approach. To this end, the Global Project's intermediate outcome (IO) aimed at enhancing human rights compliance by counterterrorism law enforcement officers in countries prone to terrorism should be brought back on UNOCT's agenda.

2. To what extent was the project design logical and coherent and considered the validity and practicality of member state requirements, including institutional arrangements, roles, capacity, and commitment of stakeholders?

⁶ The full list of variables for the Rule of Law index in Tunisia, Jordan and Iraq is provided in Annex 4 of the report.

⁷ MENA Rights Group, Iraq Alternative Report submitted to the UN Committee on Enforced Disappearances (CED) in the context of the review of Iraq's follow-up report, MENA Rights Group, 6 March 2020. Estimates range between 250,000 and one million missing persons. Quoted in the mid-term evaluation of the project Accountability for abduction, torture and enforced disappearance in Iraq. OHCHR 2021.

⁸ See: Global Peace Index 2021: Measuring Peace in a Complex World, Sydney, June 2021. Available from: <http://visionofhumanity.org/reports> (last visited 3.3.2022)

⁹ Ibid.

Relevance towards the needs of the Member States to implement Pillars III and IV of the United Nations Global Counter-Terrorism Strategy (A/RES/60/288)

The Global Project was designed to consider Member States' requirements when training their law enforcement agencies to enhance their knowledge, understanding and implementation of international human rights frameworks and the rule of law in the counter-terrorism arena. The Global Project was also in line with Pillars III and IV of the UN Global Counter-Terrorism Strategy, namely, measures to build states' capacity to prevent and combat terrorism and strengthen the role of the United Nations system; and measures to ensure respect for human rights for all and the rule of law as the fundamental basis for the fight against terrorism. Pursuant to Pillar III, the Global Project initially focused on technical assistance and the sharing of best practices to support States in implementing the Global Strategy's provisions and ensuring compliance with several UN Security Council resolutions. Pillar IV was consistent with Member States' expressed commitments to respect human rights, the rule of law and fundamental freedoms throughout their counter-terrorism efforts. The Global Project is therefore pertinent for Member States' counter-terrorism activities since the national police play an essential role in preventing, detecting, and responding to terrorist threats, thereby fulfilling the State's obligation to protect the rights of those under its jurisdiction to life and physical integrity.

According to the GP's report, some Member States requested experts for guidance, institutional support, and capacity-building regarding the effective application of international human rights law and international humanitarian law to cases concerning terrorism while maintaining the enhanced security associated with such attacks.¹⁰ However, there has been a lack of specific counter-terrorism emphasis in police training programmes. Thus, national police forces have been delinked from human rights considerations in counter-terrorism investigations and responses, most likely due to the perceived urgency and particularity of terrorist threats, distinct from regular criminal justice investigations, thereby creating major gaps. To fulfil these requests, Global Project staff developed and applied tailored training methodologies to Phases I and II of the projects. In addition, specific case studies based on the realistic events pertaining to Iraq and Jordan were produced by OHCHR experts and delivered to the training participants.

Nevertheless, the evaluation found that stakeholders in Jordan, Tunisia, Nigeria, and Mali had not made any significant commitments by the end of the project. In part, this may have resulted from the fact that the Global Project did not have a coherent exit strategy in which stakeholders' institutional arrangements, roles, capacities, and commitments were explained. Throughout project implementation, the level of commitment of beneficiary institutions in member states was not assessed. In other words, no country-based agreements were signed between national institutions and agencies to establish a comprehensive training strategy and plan outlining roles, capacities, and sustainability. Many risks that materialized could have been mitigated, and the prospects for sustainability could have been improved if all stakeholders' institutional arrangements, roles and capacities were assessed systematically at the outset of the Global Project.

Relevance of training methodology

The trainings were organized by the CTITF/UNCCT, including developing the training's substantive content. The training was managed through a consultant and overseen by OHCHR (New York) and in extensive consultation with the Rule of Law Unit, CTITF/UNCCT, CTED, IMO, INTERPOL, OLA, the Special Rapporteur on Human Rights and Counter-Terrorism, UNICRI, UNODC, ICRC, OCHA and UNHCR as members of the Working Group.

Trainees had the opportunity to not only learn about human rights law but also to learn how to act in compliance with that law, to provide recommendations on non-compliant laws and procedures, and to act as informed points of contact with local UN agencies, seeking to develop and encourage more human rights-compliant approaches within States.

¹⁰ Source: Project document.

3. To what extent were the problems and needs (constraints, resources, and access to project services by different beneficiaries) adequately analysed and clearly identified, taking gender issues into concern?

There are no records of training's needs and gaps analyses, therefore, the evaluation cannot provide information with regard to how and whether the problems and needs were appropriately assessed before training. As per the mission's reports, all issues were identified and analysed during or after the trainings. For example, there was a different reaction across the beneficiaries on the length of the training: Jordanians felt that five-day training sessions were excessively long and took away too much time from their work; Iraqis felt that training sessions of only two days were inadequate.

The other constraint of the Global Project was ensuring that relevant beneficiaries attended the trainings. For example, Jordan's General Intelligence Department (GID), which is the main agency to combat terrorism and protect national security, never attended the training.¹¹ The same situation was reported in Tunisia and Iraq, where the elite intelligence forces refused to participate in training. The lack of participation of these agencies was considered a significant constraint of the Global Project since these agencies are responsible for interrogations and overall investigations of suspects. This situation remained unresolved towards the end of Phase III of the Global Project. However, during the project's extension, the situation improved in Iraq, where UNOCT conducted two trainings for intelligence officers from the Ministry of Interior. In addition, participants in the ToT conducted in Iraq in February 2022 proposed that national trainers be involved in developing training manuals and given sufficient time to provide feedback to ensure the ownership of the final product¹². However, according to the evaluation, neither the UNOCT nor the OHCHR considered these aspects to enhance ownership.

A gender-balanced implementation was not achieved since men heavily dominate the beneficiary institutions. For example, during the training sessions, trainers repeatedly reported to the leadership of the beneficiary institution the underrepresentation of female officers but the issue was never resolved and was beyond the trainers' control. In this regard, female professionals have not been able to benefit from the Global Project adequately.

Efficiency

4. Are the outputs being produced/delivered in a cost-efficient manner?

The United Nations Counter-Terrorism Centre (UNCCT) is entirely funded by voluntary contributions. The Global Project was an extra-budgetary intervention that required continuous donor support to continue the development of this much-needed human rights and counter-terrorism capacity-building project for the MENA and Africa regions. The Global Project was initially funded by the CTCBP, including financial support from the Kingdom of Saudi Arabia, the United States of America and Denmark. These funds supported the implementation of the Global Project's Phase I and II between 2013 to 2017. Phase III of the Global Project was funded with financial support from the Government of Canada and initiated in April 2019. The current phase continued until 30 June 2022 based on a no-cost extension of the Global Project to finalise the trainings in Iraq and extend the training in Cameroon.

UNOCT delivered the main outputs, such as trainings in all six countries, however, the Phase III implementation process took longer than initially planned. This is attributed to the frequent turnover of project managers in UNOCT and key trainers, as well as the COVID pandemic, which had a negative impact on project

¹¹ Jordan's post-training report. Global Project.

¹² FGD with the senior trainers of MoI of Iraq.

delivery. In addition, the African Cup of Nations Football tournament held in January 2022 in Cameroon delayed the planning for the project by two weeks. As a result, there were rounds of project extensions in Iraq and Cameroon to finalize the activities.

The outputs were produced cost-effectively since the subject-matter expertise of UN CTITF Human Rights and Rule of Law Working Group members was provided at no cost. Another example of cost-efficient implementation is the direct contribution of in-kind technical expertise provided by the OHCHR. In this regard, the Global Project funds were used only to reimburse OHCHR's travel and accommodation during Phases I and II of the Global Project. In addition, OHCHR in Cameroon provided in-kind contribution that included the work of its field staff, office equipment, and administrative and logistical efforts.

The project's outputs were created efficiently and inexpensively. Beneficiaries in Jordan and Cameroon commended the quality of the training materials and the experts' high level of expertise in human rights and counter-terrorism. According to the mission report, out of the 15 respondents from Nigeria's participants in the training, two believed that the training sessions were too short since they were compressed. The participants in Iraq made a similar observation. Upon evaluation, it was found that reducing the training duration while deploying international experts, procuring logistics and determining the location for training sessions was ineffective.

Further, participants in Nigeria stressed the importance of using videos and projectors to improve the engagement of target audiences during training sessions. With regard to trainings conducted in Cameroon, it appears that modern technologies were also not utilized. Regarding sustainability, beneficiaries in Cameroon provided that the funds allocated for the sustainability of the Global Project were insufficient, especially for follow-up activities implemented on a larger scale and scope. From their respective perspectives, sustainability should be treated as a separate phase with a corresponding funding plan.

The other important factor related to efficiency included delays of diverse payments. For example, the schedule of agreed payments was not always respected by the Project, and the decision to implement the activity or to plan/organise activities was always done close to the deadline. Therefore, the preparation for missions was hindered in terms of mobilizing participants from various locations and securing the required venue promptly. To minimize these disadvantages, OHCHR Cameroon sometimes used its funds, for which the headquarters in Geneva advanced the payments and later reimbursed by the GP. Also, in this discussion, other important issues relating to the efficiency of processing payments were discussed. For example, it was elaborated that funds to the OHCHR to support the GP were channelled through the UNDP with the charge of 7% of the Project budget. This arrangement, however, was ineffective and caused unnecessarily expenditures, long delays in payments to beneficiaries and national experts, causing additional paperwork and wasting of time. In addition, delayed payments negatively affected the professional relationship OHCHR has established with the national stakeholders.

Management of the Global Project

Despite receiving all funds on time, implementing all phases took longer than expected. This was attributed to frequent turnover in the project management, coupled with delays in the recruitment of Programme Managers and specialist consultants. The Global Project was managed by at least five project managers in different implementation phases between 2016 and 2022. This frequent turnover of managers hindered the coordination and tackling of implementation challenges in the countries concerned. This was further exacerbated by poor information and knowledge management and a lack of a proper handover mechanism to facilitate continuity and capitalise on the accumulated knowledge on the project environment. Moreover, the global Covid pandemic of 2020 further delayed the completion of Phase IV (current phase) as planned.

Several senior project managers from CTITF/UNCCT supported the Global Project at P-4 levels, and Human Rights Officers from OHCHR supported the Global Project at P-3 levels. In addition, UNOCT employed two national and four international senior experts to implement the Global Project. A total of six women were employed from the 11 employed specialists during the implementation of the Global Project. However, the turnover of the staff within this project was at the senior level, and such frequent change resulted in the loss of institutional memory and appropriate documentation of the process.

Figure 3. Statistics on the procured human resources for the Global Project

Title /Professional Level	Number/ person	Field of engagement	Gender F/M
Project Manager/P4	5	Managing and implementing the GP	4F/1M
Gender Expert Consultant	1	Gender sensitization element in Tunisia	1F
Senior Consultant	5	Develop a national training curriculum and hold training of trainers' programme	1F/4M

The efficiency of activities implemented.

UNOCT delivered the main outputs, such as trainings in all six countries, however, the Phase III implementation process took longer than initially planned. This is attributed to the frequent turnover of project managers and key trainers, and later on in the project by the ongoing pandemic, which had a negative impact on project delivery. In addition, the hosting of the African Cup of Nations Football tournament in January 2022 in Cameroon delayed the project's planning by two weeks. As a result, there were rounds of project extensions in Iraq and Cameroon to finalize the activities.

The Global Project was designed with five comprehensive training activities to be implemented between April 2017 and February 2019. A total of CAD 750,139.27 was budgeted for the implementation of these initiatives. The available sources provide that majority of the trainings were delivered. The stocktaking of the implemented activities is presented hereunder:

Activity 1: Coordination of the implementation of Phase III, including national training programmes in Tunisia, Jordan, and Iraq (April 2017 to March 2018). Status of implementation: delivered.

UNOCT hired a senior-expert consultant to oversee the project's coordination, development, and implementation in Jordan, Iraq and Tunisia and the integration of training modules into the respective training institutions. This activity was delivered according to schedule and resource allocation.

Activity 2: Nationalization of Global Project training materials by national experts to be used in ToT. Status of implementation: delivered

One international consultant was hired in 2021 for implementation of the Global Project in Iraq to support the development of the training materials for four months prior to each ToT workshop in coordination with the senior international expert and relevant CTITF WG entities, particularly OHCHR as the lead entity on the project's substance and content. Despite this, no progress was made with respect to nationalizing the GP's training materials. The evaluation finds that the identification of gaps between standards in national legislation/law enforcement practice and international human rights law was an essential part of this process and a suitable way to engage with national stakeholders with the intent to close these gaps. However, to the best of the evaluator's knowledge, no specific country study was undertaken towards this objective. No Standard Operating Procedures (SOPs) were revised to align further the rules governing police practices with international standards. The evaluator concluded that conducting such baseline analyses, according to would have improved the quality of training materials further.

Activity 3: Research and gender sensitization of ToT training materials in Tunisia. Status of implementation: delivered.

In this context, one initiative centred around a pilot project in Tunisia, which was a study of the effects of counter-terrorism law enforcement policies and practices on women. The mission report stipulates that an independent female expert researched the gender dimensions of law enforcement practices in counter-terrorism in Tunisia, and the said study informed the training materials developed for the trainees in Tunisia. A second intention was to apply the lessons learned from this process to CTITF gender mainstreaming across its activities in close coordination with the newly established CTTIF gender working group. Unfortunately, the evaluation could not determine how this goal was achieved; no one was available to respond to the evaluation questions, and no specific evidence documents how this process affected training.

Activity 4: Training of Trainers delivered to national trainers from Tunisia, Jordan, and Iraq – Phase III of the Project. Status of implementation: delivered

Two senior-expert consultants led a Training of Trainers workshop (ToT) using the nationalised materials in Iraq, Jordan, and Tunisia. The training incorporated the same themes as Phase I and II, including international legal standards, detention practices; special investigative techniques; investigative interviewing; and use of force. Members of the CTITF WG selected the themes based on priorities identified by the representatives of their countries at the Senior-Level Meeting during Phase II of the Global Project and after consultation with OHCHR and other CTITF WG participants. Many materials and documents were available in English, French and Arabic. Ten to fifteen mid-level and senior-level trainers and managers across Tunisia, Jordan and Iraq participated in a five-day training workshop on human rights and counter-terrorism. Only one female Tunisian professional took part in this event. The ToT included trainers, mid-to-senior managers, and participants from Phases I and II.

Activity 5: Monitoring and Evaluation of Phases I to III in Iraq, Jordan, and Tunisia – Phase IV of the Global Project. Status of implementation: in progress.

Initially, this activity was scheduled for February 2018, at least six months after the ToT workshops had been concluded in each country. After an almost four-year delay, this activity was finally launched in February 2022 and is expected to be completed by this report's submission. The activities include independent monitoring and evaluation of the implementation of national programmes in the MENA region: Tunisia, Jordan, and Iraq and Africa region: Cameroon, Mali and Nigeria to assess the project's impact, suitability and sustainability on the ground through in-country visits, questionnaires and surveys, amongst other tools. As part of this assignment, the evaluator visited Iraq and interviewed participants of the Global Project's extended phase in Baghdad. An in-country evaluation of the Project (Phase III and Phase IV) in Tunisia and Jordan that could ensure comprehensive monitoring and evaluation was not successful due to the turnover of the key national beneficiaries, which resulted in a lack of institutional memory, and lack of support from the participating or current law enforcement agencies (LEAs). Therefore, Jordan, Tunisia, Nigeria and Mali were evaluated solely based on desk research.

5. To what extent did the Project identify and deal with drawbacks and risks, both within the programme and on the side of the beneficiaries/broader political context?

The Global Project was not supported by an adequate risk and mitigation plan. As a result, some of the usual programmatic risks, such as lack of ownership, political will, and the inability to obtain financial and human resources to continue and sustain the training, were not identified with their corresponding mitigation measures at the outset of the Global Project and were, therefore, never addressed when they materialized. The evaluation finds that many of the risks in connection with sustaining the trainings that materialized could have been

mitigated. The prospects for sustainability would be greater if all stakeholders' institutional arrangements, roles and capacities were evaluated systematically as of the launch of the Global Project in 2016 up to 2019. The project also faced some challenges due to the Covid pandemic. Thus, the Phase III of the Global for Nigeria originally scheduled for 2020 was cancelled due to Covid-19-related restrictions. Also, Iraq's activities commenced late and were delivered later than planned in 2022.

In terms of programmatic challenges, the OHCHR identified several obstacles that threatened the implementation, such as the mobilization of participants from various locations and securing the venue promptly. To minimize these disadvantages, OHCHR sometimes used its funds, for which the headquarters in Geneva advanced the payments and was later reimbursed by the GP. In addition, it has been reported by OHCHR that UNOCT has had difficulty keeping up with the agreed work plan. For this reason, Human Rights trainers have been challenged to keep up with their official duties with OHCHR and their commitments to the Global Partnership because new proposed dates sometimes conflicted with the OHCHR's workplan.

Coherence

6. Did the activities designed under the Global Project provide clear linkages and complement each other regarding the project strategies and components?

For this question, the evaluator assessed the design's overall coherence in terms of the modalities and mechanisms envisaged to ensure clear synergies and complementarity between the Global Project's strategy and its components. A discussion of external coherence has also been provided pertaining to complementarities and synergies in the Global Project environment.

On a project level, the coherence of the design might have been enhanced if the activities had been closely linked to the overarching goal of the Global Project. Supporting Member States in their efforts to implement measures under Pillar IV of the Strategy¹³ called for a specific implementation modality (based on baseline research, needs and gaps analyses of the education sector in the LEAs, peer-to-peer exchange, mapping of projects pursuing the same goal and working with the same beneficiaries), including a clear set of terms of collaboration in a tripartite agreement (e.g. a memorandum of understanding) signed by law universities in the three beneficiary countries, as necessary. In addition, all terms pertaining to complementarities could be set out in the document, including the coordination of donors working in this area, such as UNODC and the United States Bureau of International Narcotics and Law Enforcement Affairs (US INL).

Further the evaluation established that there was no evidence of links between the MENA and African project activities. However, the evaluation validated that across all the project's sites, there was an evident and consistent methodology of delivering the training programmes, pre- and post- training evaluations, and reporting of immediate results. As for the Global Project's other activities, such as research and gender sensitization, these were executed only in Tunisia for the first time. Regrettably, such activities were not adequately integrated into the trainings conducted in Iraq and Jordan in Phases I and II. The inclusion of specific gender mainstreaming strategies across all activities would have made the implementation more coherent. Nevertheless, in the last batch of training in February 2022 in Iraq, some gender sensitization aspects were covered by the international expert, who ensured that sensitive topics relating to the interviewing and interrogation of women with links to ISIL as well as children were adequately addressed in the training manual for Iraqi stakeholders.

¹³ A/RES/60/288

In terms of external coherence and in relation to complementarities and synergies, the evaluation did not find any evidence of the GP’s contribution to a regional project of the other implementing partners. This was the first time that CT was examined from a human rights perspective, and the Project was implemented within the MENA region without duplicative efforts. According to interviewed OHCHR partners and Iraqi beneficiaries, no other development partner has conducted similar training programmes in Iraq, Jordan, or Tunisia to date. The review of the UNOCT-coordinated Multi-Year Appeal for 2019-2021 revealed that the Global Project would benefit from synergies and complementarity with many other Pillar I and IV projects. This implies that trainings could complement any part of the work carried out jointly with other UN agencies. For example, the Joint Programme for the Prevention of Violent Extremis in Tunisia and its component III, namely the enhancement of the knowledge and skills of professionals¹⁴, or Support Nigeria in Preventing and Countering Violent extremism and in Reintegration of Violent Extremism/Terrorist Offenders in prison Settings¹⁵, Ensuring Human Rights at the international borders, including in the context of counter-terrorism -Phase II, jointly implemented by OHCHR and UNOCT¹⁶.

Effectiveness

7. Has the project achieved its intended purpose, outputs, and objectives?

While the GP did not fully accomplish its intended purpose, it has delivered all three planned outputs, such as the development of training materials, conducted trainings, and production of research findings on gender dimensions of counter-terrorism law enforcement practices in Tunisia and the Training of Trainers workshop delivered to national trainers/facilitators in Tunisia, Jordan, and Iraq.

Figure 4. Table of Global Project’s expected Outputs

Delivered	Delivered	Delivered	In progress
1. National training materials for law enforcement officers on Human Rights, the Rule of Law and the Prevention of Terrorism developed by CTITF WG entities and national experts in Tunisia, Jordan, and Iraq, including a gender component in Tunisia.	2. Research findings report on gender dimensions of counter-terrorism law enforcement practices in Tunisia.	3. Training of Trainers workshop delivered to national trainers/facilitators in Tunisia, Jordan, and Iraq.	4. Monitoring and evaluation report to assess and analyse Phases I, II and III achievements of the project implementations in Tunisia, Jordan, and Iraq.

In Cameroon, Mali, and Nigeria, the activities were supported by different funds, which were not identified with absolute certainty.¹⁷ Without a project document, workplan and log frame, the effectiveness of the interventions in the Africa region was challenging to establish. Furthermore, no direct interaction was possible with the beneficiaries in Mali or Nigeria. However, during a visit to Cameroon, the evaluator verified most of the desk study information directly with the beneficiaries. Accordingly, the Concept Note for the chapter on Global Project in Africa clarified the following activities that were planned to be completed and delivered in 24 months:

Figure 5. Activities planned to implement In Cameroon, Nigeria, and Mali.

Activity	Status of Implementation
----------	--------------------------

¹⁴ P.12 UNOCT Consolidated Multy-Year Appeal. 2019-2020.

¹⁵ Ibid at p. 19.

¹⁶ Ibid at p.88.

¹⁷ Source: Project File No: 2016 – 114. MENA Project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule Of Law and the Prevention of Terrorism.

1. Hiring of UNCCT/CTITF consultant to oversee and implement the project	1 International expert hired (male)
2. Hiring of (short-term) national experts in Cameroon, Nigeria, and Mali to nationalize Global Project's training curriculum.	1 National expert hired for Cameroon and Nigeria (male) verified.
3. Hiring of (short-term) an independent M&E consultant.	1 National expert (male) for Cameroon verified.
4. Implementation of Phases I and II in Cameroon, including senior-level meeting.	Delivered
5. Nationalization of Global Project training materials by national experts in Cameroon, Nigeria, and Mali, under Phase III.	The process verified for Cameroon and Nigeria.
6. Training of Trainers delivered to national trainers in Cameroon, Nigeria, and Mali, under Phase III	Delivered only for Cameroon and Nigeria.
7. Monitoring and Evaluation of Phases I to III in Cameroon, Nigeria, and Mali (Phase IV).	In progress.

A detailed stocktaking of the delivered outputs (activities) is provided hereunder per beneficiary Member State:

Tunisia

Trainings in Tunisia were initiated in November 2015, upon the completion of the gender study. A five-day ToT workshop for 10-15 (all male) trainers and mid-to senior-rank managers was delivered in 2015 to officers from the Tunisian State Police (Brigade Anti-Terrorisme, Public Security, Special Services, Intervention Unit, Inspector General of Police, and the Counter-Terrorism and Organised Crime Department) and the Garde Nationale (Unité Spéciale). This marked the first time these two organisations had come together for training as a conscious decision of the Tunisian authorities to improve relations between their two counter-terrorism forces. The UN in Tunisia saw this as a breakthrough in the Government's change of mindset towards their approach to counter-terrorism. Several officers who participated in the training commented that they welcomed the opportunity to meet and work together and that relations between the two services improved during the event. The participating officials were drawn from the investigations, intelligence gathering and public order departments of the Tunisian law enforcement and security services. Two trainers from Tunisian counter-terrorism units were amongst the participants.

Figure 6. GP Phases in Tunisia

GP Phase	Date	Participants	Institution/Venue	Beneficiaries
Phase I	10/2015	25	Salembo Police Centre in Tunis	Training Mid- to senior-rank officers from the Unité Spéciale de la Garde Nationale (USGN) and the State Police's Brigade Anti-Terrorisme (BAT)
Phase II training	07/2016	25	Salembo Police Centre in Tunis	Training Mid- to senior-rank officers, police trainers, Unité Spéciale de la Garde Nationale (USGN), State Police, including the Brigade Anti-Terrorisme (BAT)
Senior-Level Meeting	07/2016	12	Salembo Police Centre in Tunis	Training State institutions

62 Officials attended all GP events, of which 50 were law enforcement officers who had received training. No women took part in the training.

The training reports revealed that participants stated that there was a lack of compliance of the Tunisian legislation (especially the new counter-terrorism law) with international human rights law, the technical limitations of existing investigative practice in Tunisia, availability, and use of forensic techniques.¹⁸ Participants also cited a lack of technical facilities and capacities for conducting interviews and investigations while ensuring respect for human rights as factors that undermined sustainability.¹⁹

Figure 7. The sampled satisfaction rate among participants in the Phase II trainings

Training Module	The rate of written feedback ²⁰
Session One: International Legal Framework	89% of the participants rated the session as satisfactory or higher.
Session Two: Use of Force	63% of participants rated this training as good or excellent, while 79% rated it as satisfactory or higher.
Session 3: Human Rights-Compliant Detention Practices	85% of participants rated the lecture and exercise as satisfactory or better. ²¹
Session 3: Human Rights-Compliant Detention Practices (continued)/Use of Force	63% of participants rated this training as good or excellent. 79% rated it as satisfactory or higher.
Session 4: Human Rights-Compliant Interview Practices	85% of participants rated the training session and exercise for Human Rights-Compliant Interview Practice satisfactory or better.
Session 5: Special Investigative Techniques	89% of participants rated this training as satisfactory or better.

Overall, the average score for all the training modules and exercises ranged between three (satisfactory) and four (good) for the training conducted within Phase II. In an effort to allow for the departure of some participants on the last day, the four-day course was shortened to three days to enable participants from far areas to travel home within Tunisia. However, many participants mentioned in the course evaluation that the training course was too intense, that there was insufficient time to assimilate all the topics covered properly and that more practical exercises would have assisted their learning.

Jordan

In Jordan, Phase I of the training was launched in December 2015, while Phase II took place in Amman in December 2016. Phase III of the Global Project for Tunisia and Iraq was also delivered in Amman, Jordan. The third phase of the combined training was originally scheduled for 2017; however, it was delivered in 2019 with roughly a two-year delay. A total of 80 law enforcement officials were trained in Jordan, including nine participants from Iraq, 10 from Tunisia, and 14 from Jordan (host nation).

Figure 8. GP Phases in Jordan

¹⁸ Source: Mission Report – Tunisia Phase II Training: 11-15 July 2016, Senior-Level Meeting: 18 July 2016.

¹⁹ See: Evaluation of participants' feedback. Mission Report – Tunisia Phase II Training: 11-15 July 2016.

²⁰ Source: Mission Report – Tunisia Phase II Training: 11-15 July 2016, Senior-Level Meeting: 18 July 2016.

²¹ Source: End-of-course evaluation for Phase II.

GP Phase	Date	Participants	Institution/Venue	Beneficiaries
Phase I	12/2015	21	Royal Police Training Academy	Mid- to senior-rank law enforcement and senior-rank security officers
Phase II	12/2016	25	Royal Police Training Academy	Special Police Force, Gendarmerie mid- to senior-rank officers
Phase III Combined training	11/2019	34	Royal Police Training Academy/Arjaan Rotana, Amman	Mid- to senior-rank law enforcement, senior-rank security officers, officials and members of the judiciary from the three national contingents: Iraq (9), Tunisia (10) and the host nation Jordan (14)
Total: 80 No female professional benefited from these trainings.				

Iraq

The revised version of the mission reports provided that the first trainings in Iraq took place in December 2015. The training materials and a five-day ToT workshop for 10-15 mid-to senior-level ranking participants were delivered in the last week of February 2018. Participants included officers from the Ministry of Defence (Human Rights, Intelligence and Security and Military Intelligence Units); Ministry of Interior (Police Affairs Agency, Intelligence and Federal Investigation, Police Crime Control, Federal Police, Office of Inspector General, Legal Department); National Security Advisory (National Security Clearance Office and Legal Department); National Security Agency; Counter-Terrorism Agency and Iraqi Intelligence Service.

Figure 9. GP Phases in Iraq

Global Project	Date	Participants	Institution/Venue	Beneficiaries
Phase I	12/2015	21	Al-Nahrain Training Centre	Iraq's Police Force, mid- to senior-rank officers
Phase II	12/2018	25	Al-Nahrain Training Centre	Iraq's Police Force, mid- to senior-rank officers
Extended Phase	12/2021 to 02/2022	22	Al-Nahrain Training Centre	Law enforcement agents, Police Academy trainers, National Human Rights Commissioner
Total: 46 trained law enforcement agents and 22 diverse representatives trained in 2022.				
2 female professionals benefited from the trainings conducted during the extended phase.				

Cameroon

The Global Project completed consecutively phases I and II in Cameroon in March and April 2018, respectively.²² A high-level synthesis workshop of Phases I and II was held in Yaoundé at the Ministry of External Relations on 22 June 2018, following which a list of 14 recommendations was adopted by the Government of Cameroon, respectively. One of the recommendations in the report was to hold Phase III of the project in two locations (Kribi and Douala), with each hosting 15 participants. The same report emphasized the need to extend training to administrative authorities (prefects and sub-prefects) who are often at the forefront of combating terrorism. The UNOCT followed up on these recommendations, and the Phase III of

²² Source: Mission Report. Phase Three: Training of Trainers. Cameroon: Douala, 17-21, 2020. Kribi 24-28 February 2020

the Global Project (ToT) was held in 2019 to adapt the training to the national context and focus on sustainability by establishing ToT workshops for law enforcement officers. At the end of this phase, 14 out of 29 participants were selected based on merit as trainers. These 14 trained beneficiaries participated in phase IV of the project in Douala from 12 to 16 October 2020. This phase focused on monitoring, evaluating, and assessing the impact of the activities carried out under phases I, II and III to harmonize the modules and draw up an action plan for training on human rights and counter-terrorism. At the end of Phase IV, the Expert Group on Human Rights and Counter-Terrorism was established, which is one of the unexpected outcomes of this Project in Cameroon.

Global Project's implementation in Cameroon could be considered by far the most successful intervention based on the following factors:

- The outcome of the Global Project was the establishment of the Expert Group of Trainers. This was achieved.
- The Expert Group was able to plan, strategize and implement training at other essential law enforcement institutions such as the National School of Administration and Magistracy (ENAM), the Joint Military School (EMIA), and the National Police College (ENSP).
- There were 291 justice experts and law enforcement agents trained by the Expert Group, of which 44 were women.

Each completed training comprised a three-day human rights training course for law enforcement officers, security and justice officials involved in counter-terrorism work. The courses aimed to strengthen participants' knowledge of human rights laws and standards applicable to key areas of law enforcement and their understanding of how these human rights may be protected in the fight against terrorism. The Expert Group reported the following far-reaching results (data) presented in the table hereunder:

Figure 10. Data on the training conducted by the Expert Group post-Global Project Implementation²³.

Name of the beneficiary school	Venue and Dates	Number of trainees F/M	Target group
ENAM	Yaoundé 19-21.01.2022	68 27 women/ 41 men	Judicial auditors
International Forces and Security College (EIFORCES)	AWAE, 17-18. 2. 2022	81 17 women/ 71 men	17 nationalities, Including LEAs from Cameroon, Chad, Mali, Benin, Senegal, Burkina Faso, Togo, Gabon, Guinea Conakry, Cote D'ivoire, Madagascar, Mauritania, Niger, Congo, Democratic Republic Of Congo
Joint Military School (EMIA),	Yaoundé, 2-3. 03.2022	142 (all male)	Cameroonian military officers of the ranks of captain and lieutenant in the Unit Commanders' Course (UCS).

²³ Source: Rapport D'activites Du Groupe De Travail National Pour Les Droits De L'homme Et La Lutte Contre Le Terrorisme. March 2022

However, there is no dedicated and sustained training on human rights in counterterrorism yet. Therefore, the timing of these workshops is very appropriate, especially in conflict zones (Far North, Northwest, and Southwest regions).

Mali

In Mali, Phases I and II were implemented consecutively in February 2017.²⁴ Each comprised a one-week human rights training course for law enforcement officers, security and justice officials involved in counterterrorism work. The courses aimed to strengthen participants’ knowledge of human rights laws and standards applicable to key areas of law enforcement and their understanding of how these human rights may be operationalized in the fight against terrorism. Phase II concluded with a meeting on 20th February 2017 between relevant senior government officials and UN representatives to discuss the enhancement of national ownership and incorporation of a more sustainable means of support during the project's third phase in Mali. The meeting made a number of recommendations, including adapting the training more closely to the local context and making it more sustainable through the training of trainers. According to the Mission report, the workshop in the week of 10-14 February 2020 should have been delivered closer to Phases I and II of the Project in February 2017 to avoid the loss of momentum. The delay and gap created between the project phases resulted in a loss of continuity which complicated Phase III coordination and planning²⁵.

Nigeria.

The field mission to Nigeria was not possible to organize because the main beneficiaries were not available for the designated period in June 2022. Therefore, all the information in this report is based on the desk study. In Nigeria, early in the development of the training programme under the Global Project, a pilot workshop was held in Abuja in January 2015. The evaluation was unable to retrieve any information concerning the pilot phase. The Nigerian National Security Agency supported the original pilot training workshop. The desk study of the events conducted in Nigeria provided that the support of the Nigerian government and participants was invaluable in the subsequent expansion and refining of the training materials. As a result of the Nigerian authorities' request, the pilot program has been expanded to include members of the Nigerian law enforcement community. Accordingly, Phase I and II training were subsequently delivered in response to that request²⁶. Phase I was conducted between 19 – and 23 September 2016, and Phase II Training was conducted on 26 – 29 September 2016. The Senior-Level Meeting took place on 30 September 2016, where the senior officials discussed the outcomes of the training and planned follow-up activities. According to the Mission report, 21 (38%) of the 56 participants were female.

Figure 11. GP Phases in Nigeria.

Global Project	Date	Participants F/M	Institution/Venue	Beneficiaries
Pilot Workshop	2015	n/a	Abuja	n/a
Phase I and II	19 -23.09. 2016.	21/35	Ladi Kwali Conference Centre of the	Representatives of the police force, prison services, defence corps, National Human Rights Commission, Public prosecution,

²⁴ Source: UNOCT. Mission Report. Phase Three: Training of Trainers Workshop. Bamako, Mali, 10-14 February 2020

²⁵ Ibid.

²⁶ Source: Mission report. *UN CTITF. Nigeria 2016*

			Sheraton Hotel, Abuja.	Senior representatives from State Counsel for the Ministry of Defense, Ministry of Defense Headquarters, Nigerian Police Force (NPF), Prisons, Customs Service, National Immigration Service (NIS), Nigerian Security Agency (NSA), Independent Corrupt Practices Commission, Nigerian Drug Law Enforcement Agency, Ministry of Health, Department of State Services (DSS), Ministry of Youth and Sport, National Commission for Refugees, Migrants and IDPs, Ministry of Justice (MoJ), Federal High Court, National Human Rights Commission.
Senior-Level Meeting	26-29.09.2016		Ladi Kwali Conference Centre of the Sheraton Hotel, Abuja.	
Total:		56		

8. What changes in the behaviour and capacities of people trained, including changes in institutional operations, are available?

Training and capacity-building were delivered to a total of 176 law enforcement agents in the three participating countries through the Global Project. Considering the final set of training was delivered in 2019, the timing was appropriate for assessing behavioural changes in this critical mass in 2022. However, no direct beneficiaries of the Global Project’s Phases I, II or III were available in Iraq, Jordan, Tunisia, Mali and Nigeria for the interviews, which limited the evaluator’s capacity to gauge changes in behaviour.

The evaluator received responses to the evaluation questionnaire from the 17 participants who participated in Phases I-II in Nigeria and ten responses from the participants from Cameroon. According to these responses, the participants elaborated that exposure to a different form of investigation, especially in terrorism cases, changed their view on how existing investigation practices can be impacted by adhering to Human Rights norms while countering terrorism. Moreover, for the first-time, due consideration of gender aspects of the matter such as interviewing and investigating children, youth, women, were explained to the group. An expert group of law and justice experts formed in 2022 in Cameroon as a result of GP’s, advocated for the formal mandate from the Government to be recognized as an Expert Group. In addition to promoting trainings that build their capacity, the Expert Group has set a goal of ensuring that the trainings are sustained nationally. To ensure that national law on CT is consistent with international standards, members of the group have changed their approach and are eager to develop country-based studies and comparative studies of relevant laws.

A secondary-source analysis to evaluate the reduction or elimination of hostile practices during the adjudication of terrorist offences to measure behavioural changes while in the State’s custody was not feasible because the Global Project collected no baseline or monitoring data to measure such change. Accordingly, this evaluation was unable to shed light on the specific changes in the behaviour of the trained beneficiaries following the progression from Phase I to III of the Global Project. Furthermore, despite several attempts to establish contact with participating agencies and individuals, no successful contact was made due to a lack of commitment and interest on the part of national stakeholders and beneficiaries.

Concerning the Global Project’s extended phase, the activities conducted in Iraq were in their initial stages at the time of this evaluation and therefore, did not prove suitable to assess the degree of behavioural change among the training participants. Nevertheless, a good opportunity presented itself to establish baselines and indicators that could be used to appraise the intervention’s impact on human rights compliance in law enforcement. In this regard, the evaluator interviewed participants of the ToT session conducted in Iraq in February 2022 to determine the specific indicators employed by the training institutions to assess the training results in the long term. Unfortunately, according to the interviewed trainers, there was no such mechanism in place that could measure the change in professional conduct and establish standards of quality assurance and

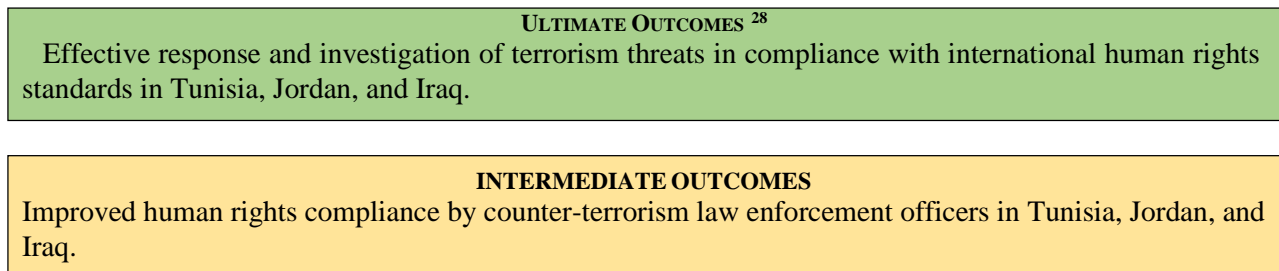
quality assessment in continuing education.²⁷ Upon graduation from the police academy or the completion of training, the training academy has no record of how a police officer is progressing in their position. In this vein, continuing professional training in human rights was not an integral part of the Ministry of Interior’s human resources strategy, nor was it an integral part of any other law enforcement Ministry. Moreover, undergoing human rights training is neither specifically encouraged or rewarded, nor is it made mandatory. This evaluation revealed that the above-discussed issue is a system-wide determining factor that transcends training institutions in law enforcement agencies and was not considered at the time of the Global Project’s conception.

Impact

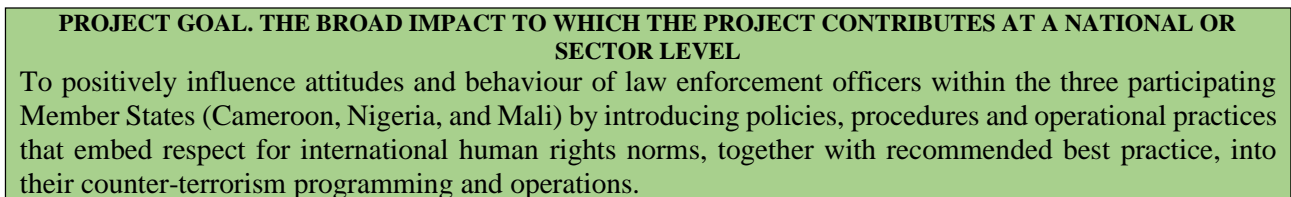
9. To what extent has the project contributed to effective response and investigation of terrorism threats in compliance with international human rights standards?

There are two impact-level objectives in the Global Project, as shown in the chart below, and they were set at a very ambitious level. However, in the absence of concrete indicators to measure these outcomes, it was a proven challenge to assess the degree to which terrorist threats were effectively responded to and investigated in accordance with international human rights standards.

Figure 12. The GP’s logic of expected outcome-level results



In the case of Cameroon, Nigeri and Mali, Global Project envisaged somewhat different intervention logic and results as discussed below²⁹:



²⁷ Source: KII with the Iraqi trainers participated in the extended training in February 2022.

²⁸ Source: CTCBP/ACCBP 2016-114 – Logic Model and Performance Measurement Framework.

²⁹ Source: Project Concept Note Project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule Of Law and the Prevention Of Terrorism UNCCT-2017-xx

OUTCOMES AT THE END OF THE PROJECT

1. Increased access to counter-terrorism training curricula that has mainstreamed human rights into all materials by law enforcement agencies in Cameroon, Nigeria and Mali.
2. Increased knowledge of law enforcement agencies in Cameroon, Nigeria and Mali on the need for human rights compliance in counter-terrorism operations.
3. Improved human rights compliance within counter-terrorism law enforcement policies and procedures in preventing, responding to and investigating terrorism in Cameroon, Nigeria and Mali.
4. Outcomes and effectiveness of activities under the Global Project and national training programmes independently assessed in Cameroon, Nigeria and Mali.

Moreover, none of the participating countries collected data that could be useful to answer this question, nor was such information available at the Global Project's launch. Several factors may have contributed to this situation and should be addressed in this report. Firstly, the GP's ultimate objectives and size were overly ambitious considering the scope, the modalities envisaged, and the human resources made available. Secondly, Member States' degree of commitment towards adopting the trainings was insufficiently assessed in each cycle of the Global Project. A review of the recommendations provided by the Member States at the high-level workshops suggests that participating agencies were more interested in developing their technical and professional skills in the investigation of terrorism than in the application of human rights-based principles in investigating terrorism.³⁰ Finally, the Global Project did not establish a realistic and appropriate baseline for each project site and did not monitor progress towards realistic and relevant targets that could lead to impact-level results.

10. Is there progress towards the desired objectives set by each Member State?

The evaluation was unable to draw any conclusions regarding how each Member State planned to assess its progress towards achieving the project's objectives. The review of the Global Project's country training reports reveals that the Global Project's ultimate goal was not adequately explained to the stakeholders. Essentially, beneficiaries were not informed that "*effective responses and investigations of terrorist threats in compliance with international human rights standards*" would be the assessment criteria upon which the Global Project would be evaluated. This issue was not discussed during the high-level meetings to ensure that the Member States would partner with the GP in assessing the efficacy of the trainings undertaken. Instead, at the high-level meetings, the discussion focused mainly on the beneficiaries' relevant needs and supplies for preventing and investigating terrorist acts.

Sustainability

11. Which activities are likely to continue beyond the current project cycle? Are such activities sufficiently resourced (financial and human resources) to continue beyond the project timeframe?

The Global Project's prospects for sustainability cannot be determined. The findings can be attributed partly to a lack of evidence regarding what outcomes have been achieved that could be sustained. There is no documented information or anecdotal evidence regarding how the Member States had allocated financial and human resources as part of the exit strategy.

Sustainability within the Global Project context: The Global Project was funded under the CTCBP and, therefore, fell under the umbrella of a larger multi-year UNCTITF Human Rights Working Group Global Project on building the capacity of law enforcement and security officials on human rights and counter-

³⁰ See: Combined Phase III report. Amman, Jordan. 2019.

terrorism. Therefore, resource mobilization could be viewed as a factor contributing to the sustainability of the most successful implementation sites, such as the trainings in Iraq and Cameroon.

Sustainability through Phase IV's follow-up recommendations: The ongoing monitoring and evaluation phase will generate recommendations to explore what is possible to sustain the participating Member States to consolidate States' commitment to comply with international human rights whilst countering terrorism. There has been no communication from Tunisian or Jordanian stakeholders regarding the continuation of training beyond 2019.

Sustainability through an effective partnership. Achieving sustainability involves establishing partnerships at the national level. This approach proved effective in Cameroon, where the Expert Group of Trainers was established as an outcome of the Global Project. This empowered group of practitioners are a moving force that plan, strategizes and implements training at other essential law enforcement institutions such as the National School of Administration and Magistracy (ENAM) and the Joint Military School (EMIA), the National Police College (ENSP). As a results of this level of commitment, 291 justice experts and law enforcement agents benefited further from the training by the Expert Group, of which 44 were women.

Lastly, the Expert Group has developed an environment in which modules can be maintained within some of the beneficiary schools and perhaps a regional centre of excellence can be developed. Thus, the activities may continue by empowering the Expert Group with technical and financial resources to develop a strategic plan for sustaining human rights education in the ENAM. EMIA, ENSP, conducting gender studies related to countering terrorism, institutional analyses of the needs and gaps, and comparative analyses of the CT Law adopted in 2014.

12. Was the strategy for sustainability of achievement clearly defined at the project's design stage?

Sustainability through the institutionalization of training modules. As part of the envisaged strategy for ensuring sustainable results, the training manuals were planned to be institutionalized within the training centres and academies in Iraq, Jordan, and Tunisia. The continuation of activities beyond the project cycle would have proven possible had this strategy come to fruition. However, despite several attempts to ascertain whether these trainings were being provided in Tunisia, Iraq, Jordan, Nigeria, and Mali following the completion of Phase III in 2019, this could not be confirmed. Furthermore, beneficiaries of the extended phase of the Global Project in Iraq (2022) have noted that training modules developed and shared in the combined Phase III in 2019 were not utilized.

According to the trainers interviewed in Cameroon and trainers who interacted via questionnaire in Nigeria, training modules are not institutionalized within the respective police academies. Moreover, it takes considerable time to incorporate these trainings into the annual curricula. Another trained beneficiary in Cameroon confirmed the desire and need of the National School of Administration and Magistracy (ENAM) to institutionalize training on human rights and counterterrorism. The Iraqi trainers believe that the training modules should be institutionalized within law enforcement academies, however, such interventions should be better planned in terms of collaboration, strategies, and human resources. In this regard, the UNOCT should consider various sustainable strategies during the design process, such as negotiating an agreement with the academic institution, mechanisms to assess the level of commitment, and finally, a comprehensive exit strategy discussed and established at the very start of the implementation.

In Iraq, the training of trainer's modules and training guides showed a reasonable likelihood of sustainability. It was reported that, following the completion of the last batch of training in February 2022, an agreement was

reached with the Ministry of Interior's Training Directorate to incorporate the finalised manual into the training centre resources for training.³¹The OHCHR reviewed the Training Manual to ensure that the content and methodology aligned with the organisation's standards. Upon completion of quality control, the OHCHR would upload the Manual to the Organisation's website, which would not only facilitate the use of the Global Project's results in the future but also enable it to be used in other UN working languages.³²

Representatives of Iraq's Intelligence Institute of the Ministry of Interior committed to studying terrorism and organised crime and expressed the desire to continue UNOCT trainings in programmatic areas, including but not limited to human rights and victims of terrorism.³³ According to the interviewed international expert, who worked closely with the trainees and delivered training in February 2022, an agreement was in place with the Ministry of Interior (MoI) to teach the manual regularly.³⁴

Human Rights, Gender Equality and leaving no one behind

13. To what extent has gender equality been applied and mainstreamed throughout the project cycle (design, implementation, monitoring)?

During the evaluation of the present project, no evidence was found supporting the use of gender related indicators. At its inception, the Global Project had specific activities aimed at gender mainstreaming within its implementation. An earlier section of this report mentions a study conducted in Tunisia on the effects of counter-terrorism law enforcement policies and practices on women. Gender-related activities were included in the PLF, and there are some relevant indicators to measure the progress of those activities. For example, Project envisaged an Immediate Outcome 2: Gender dimensions of law enforcement practices in counter-terrorism in Tunisia identified through research and included in national training to be used in the ToT in Tunisia. This outcome envisaged three indicators to measure the "Number of key informant interviews and consultations with relevant civil society groups by the national gender expert in Tunisia", "Report of findings of research produced", and "Implications of research findings on counter-terrorism activities are addressed in national training materials. "Although this study was piloted in Tunisia, it was never replicated in the other participating countries.

In 2022, during the last phase of the Global Project in Iraq, an independent expert reviewed the training material developed jointly with the OHCHR for the Global Project to ensure specific issues concerning the gender aspects of countering terrorism, such as female foreign terrorist fighters, were reflected in the training material. Training participants in the project were identified as rights-holders from law enforcement agencies, as well as corresponding duty-bearers who were to work together to meet their obligations. In Cameroon, the participants of the ToT included Cameroon Human Rights Commission and practising lawyers. During the extended phase III of the Global Project in Iraq, the participation of the National Human Rights Commission (NHRC) in the ToT was secured. The institution's participation was valuable because Iraq's NHRC is an institution that works with all stakeholders, including civil society organizations. An official of the NHRC stated that the training was valuable because it focused on marginalized, disadvantaged, and excluded groups in counter-terrorism investigations. These include young girls who join terrorist groups as well as children. The ToT conducted in February 2022 for trainees, and the NHRC was compelling enough to support a similar training session at the institution. The NHRC representative explained that CSOs could also be trained, and the Commission could work towards delivering such training to CSOs. In addition, UNOCT and NHRC could conduct more in-depth discussions to agree on a specific implementation method and level of cooperation.³⁵

³¹ Source: Dr. Nora Salem, international project expert.

³² Source: Informants from OHCHR/UNAMI.

³³ Source: Visit to the Intelligence Institute of the Ministry of Interior of the Republic of Iraq. Discussions on 14.03.2022.

³⁴ Interview with Dr. Nora Salem, Global Project consultant deployed for Iraq between 2021 and 2022.

³⁵ From the interview conducted on 14.03.2022 with the representative of Iraq's NHRC.

14. What is the extent to which the Gender component was integrated into national training materials? How did implementing partners ensure that women and men had equal opportunities to gain from the process?

There was one gender component (activity) designated for Tunisia. To implement this activity, in 2018, one national expert was hired in Tunisia for 60 days to conduct desk and field research on the impact of Tunisia's counter-terrorism efforts on women to produce gender-sensitive training materials. Unfortunately, it was not possible to reach out to the gender expert. Therefore, the report delivered by the gender expert was assessed, including the desk review and field research on the impact of Tunisian counter-terrorism initiatives on women and other findings pertinent to gender mainstreaming.³⁶ However, the study of the document revealed that the report did not provide sufficient information on the topic concerned and fell short of any research standards. For example, the research and local context/state of affairs in Tunisia regarding the impact of Tunisia's counter-terrorism efforts were virtually devoid of statistics and data. Overall, specific exercises that would have pinpointed issues that directly and/or disproportionately impacted women and children were missing across all the training sessions. In addition, the recommendations for gender-mainstreaming training were formulated vaguely and did not seem strategic or meaningful.³⁷ Thus, the evaluation could not verify how this study impacted the training material as intended.

Consequently, most of the gender-related aspects were not addressed in the initial training, and the problem was not adequately addressed at the end of Phase III. Therefore, the extent of gender integration in the training material was insufficient. As of February 2022, the situation was resolved prior to the last batch of training conducted in Iraq: The UNOCT hired an international expert who revised the training materials to include topics regarding the rights of women and children with links to terrorist groups, female foreign terrorist fighters and other gender-related issues. However, the situation regarding lack of context-specific research and study concerning the impact of counter-terrorism on gender, gender mainstreaming and gender equality in counter-terrorism efforts has not been resolved because these aspects were not considered adequately during the design of the GP.

Women's under-representation in the MENA region's security and law enforcement sectors was predicted and beyond the project staff's control. To address this matter, the effort was limited to a simple request to invite female officers to ensure gender parity among participants and the implementing partners. Nevertheless, the number of professional women participating in the trainings was less than satisfactory, as only three women benefited from the training and participated in the Global Project.

The table below shows the number of women at the training sessions in each project phase. In summary, 70 women took part in the training between 2015 and 2022 in MENA, Cameroon and Nigeria compared to 465 men. Furthermore, the evaluation validated the support of four female experts who were instrumental in implementing the Global project. Women's participation would have also been positively affected by adjusting the gender parity among the international and national experts hired to support the project. Out of the six participating countries, the Global Project employed only one national female expert in Tunisia. Both leading, long-term consultants hired by the Global Project were male. The exact gender parity among the professional staff, international consultants, and national consultants could not be determined due to the lack of a system to preserve such information. Following a desk review of the mission reports and with the support of the Project staff, it was determined that the Global Project employed approximately four international women experts to conduct the training between 2015 and 2022.

Figure 13. Women's representation at the training sessions in each project phase.

³⁶ Azaïez, S. Synthèse et recommandations inhérentes à l'intégration du genre dans la lutte contre le terrorisme en Tunisie.

³⁷ Ibid.

Country	Date	Activity	No. of female participants	No. of GP's female trainers/experts
Jordan	12/2015-2019	Phase I to II	0	1
	11/2019	Phase III Combined ToT Workshop	1 (Tunisian)	
Tunisia	07/2016	Phase I Training	0	1
Iraq	12/2015, 2016	Phase I Training	0	0
	02/2022	Extended period of GP	2	1
Cameroon			46	
Nigeria	09. 2016.	Phase I and II	21	1
Total:			70	4
Total no. of female participants in the training and implementation of training: 70				

15. What strategies were put in place to ensure right-based and gender-equal participation?

Overall, there was no specific strategy within the Global Project to mainstream gender across all activities and implementation. The original Global Project intended to conduct a gender study at the beginning of Phase I and ensure that the training materials were gender-sensitive. Unfortunately, this did not fully materialize, and upon reviewing the training materials developed with the assistance of OHCHR and UNOCT's consultant, it became evident that major gender aspects in the CT had not been included. The entire training methodology and content revolved around protecting human rights during arrest and detention, although the participation of other institutions that could also ensure the proper oversight of the security sector in fulfilling these rights were not guaranteed. The evaluation finds that such practice continued throughout all the phases. The Iraqi participants were only exposed to specific materials on the treatment of children associated with terrorist groups and foreign fighters as part of the Global Project's extended phase in February 2022. A similar extended phase in Iraq led to the participation of the National Human Rights Commission, which resulted in a balance in rights-based participation.

III. CONCLUSIONS

1. Relevance

The Global Project was relevant to Member States' needs in preventing, responding to, and investigating terrorist threats in accordance with international human rights law and the rule of law, and to assist them in implementing the provisions of Pillar IV of the United Nations Global Counter-Terrorism Strategy. With this objective in mind, the project aimed to raise the awareness of Member State officials on international human rights and gender considerations applicable to counter-terrorism. However, the intervention did not adequately address the specific needs of training centres and other institutional entities such as police and security academies as well as independent human rights centres. In this respect, significant improvement is still required and can be accomplished by systematically advocating for upholding human rights principles in the work of law enforcement agencies and their respective educational entities in the countries concerned. Furthermore, a review of the available data concludes that the Rule of Law comprises a larger spectrum of factors that must be considered and that the Global Project's stand-alone law enforcement training should be part of the larger security agenda of the States concerned. Hence, the evaluation concludes that the Global Project's relevance could have benefited from further aligning the approach and strategies with national action plans on Human Rights including related

SDGs and enhancing complementarities and synergies in accordance with national criminal justice reforms and national, Women, Peace and Security, and other areas relevant to counter-terrorism efforts.

2. Coherence

The Global Project had an ambitious goal; however, the design and the implementation methods focused primarily on the delivery of training, which was not fully in line with the intervention's overall objective. Moreover, no specific approach was envisaged in the Global Project's architecture that could foster coherent linkages among the training institutes that benefited from the training initiatives. The evaluation findings suggest that, although the momentum may have been interrupted, initiating a pilot project that would nurture the relationship among the training institutions involved to date is imperative. The beneficiaries in Iraq and Cameroon supported the idea of having a pilot project that could lead to establishing a Centre of Excellence for Counter-Terrorism Studies that connect the Middle East, North Africa, and Africa to exchange best practices, complement one another, and provide support. The training materials developed under the Global Training Project could form a cluster of studies in the future Centre of Excellence once all member states identified and endorsed such a pilot project.

3. Efficiency.

Funding for the Global Project was provided by several donors, including the Canadian Government, which supported the implementation of the project for several years. Beneficiaries commended the quality of the training materials and the consultants' expertise in human rights and counter-terrorism. Although all funds were received on time, resource utilisation proved to be slow; hence, the implementation of all the phases took longer than anticipated. This was partially due to a lengthy recruitment process in the UN Secretariat, which resulted in the UNOCT/UNCCT Human Rights Unit often being understaffed. Other contributing factors included the frequent project management turnover coupled with delays in recruiting/contracting Programme Managers or specialist consultants and issues related to coordination with colleagues across large geographical regions in six countries. In addition, frequent changes in project managers presented challenges to coordinate and address implementation challenges within the countries. The global covid pandemic of 2020 delayed the completion of Phase IV (current phase) as planned, exacerbated by the fact that staff members were required to work remotely without access to their usual work environments. This, in turn, resulted in a diminished capacity to monitor interventions on the ground because the project staff were not present in the beneficiary countries.

As a result of delays caused by fund management processes among UNOCT, UNDP and OHCHR, the program's efficiency was also adversely affected. The current procedure of funds management does not foster an efficient transfer of funds to the field operations.

4. Effectiveness

As per the documented activities, the Global Project's Phases I, II and III were delivered with tangible and measurable outputs in Jordan, Iraq, Tunisia, and Cameroon. A total of ten trainings and six high-level meetings were delivered, which were unique in terms of their content, scope, and scale. The project was especially effective in Cameroon, where the OHCHR took full responsibility for supporting the GP's beneficiaries to continue the trainings across the country. In addition, this pilot project endeavoured to introduce the concept of rights-based approaches within law enforcement operations. As a result, a critical mass of law enforcement agents heightened their awareness of human rights issues that can be incorporated into counter-terrorism and other daily law and order operations. The Global Project fulfilled the intended results against the two Immediate goals in Jordan, Iraq, and Tunisia.³⁸ This project provided opportunity and access to counter-terrorism training curricula based on relevant international human rights obligations

³⁸ Immediate Outcome 1. Access to national counter-terrorism training curricula outlining national and international legal human rights obligations relevant to key counter-terrorism activities carried out by law enforcement officers such as the use of force, interviewing and investigative practices, and other practices related to the prosecutorial process.

Immediate Outcome 2. Increased knowledge of human rights laws and standards and how to meet those obligations and standards in practice by law enforcement officers in Tunisia, Jordan and Iraq.

key to counter-terrorist activities and improved law enforcement officers' understanding of complying with these obligations and standards in practice. However, the evaluation could not ascertain whether access to national curricula, as envisaged in the Immediate Goals of the Global Project, was still feasible. It was also impossible to determine whether OHCHR had been promoting the training within their national interventions in Tunisia, Mali, Nigeria, and Jordan. OHCHR in Cameroon provided assistance to the Expert Group of GP beneficiaries for the continuation of trainings at other law enforcement institutions. A total of 291 law and justice experts, including 44 women, were trained as a result.

However, owing to the lack of concrete information on the law enforcement community's use of the training modules, as well as any promotion of the modules by other partner organizations, it may be concluded that the training modules were not in use. Therefore, a re-activation intervention might be necessary to assess law enforcement agencies' level of access to and interest in the training modules developed within the Global Project.

5. Cross-cutting issues

The evaluation concluded that the project implementation did not adhere to rights-based and gender mainstreaming approaches in the project activities. For the most part, gender mainstreaming was limited to endeavours to ensure a degree of female representation in workshops. Moreover, most of the gender-related aspects were not addressed in the initial training, and the issue was not adequately addressed towards the end of Phase III. Therefore, the evaluation concludes that the extent of gender integration in the training material was insufficient between 2016 and 2019. In this context, the Global Project did not significantly contribute to building the capacity of female professionals, nor were gender issues adequately addressed in the training materials. The extended -Phase III implementation in 2022 sought to address these issues by integrating topics regarding the rights of women and children associated with terrorist groups, female foreign terrorist fighters and other gender-related issues in Iraq's training materials. However, the research and study concerning the impact of counter-terrorism measures on women, men, girls, and boys and mainstreaming gender aspects into counter-terrorism efforts was missing.

6. Impact

The Global Project's impact cannot be quantified, and the evaluation cannot validate the improvements in human rights compliance by counter-terrorism law enforcement officers across the countries where the project was implemented. In addition, failure to secure interviews with training participants from Phases I-III made it impossible to determine changes in behaviours that could speak to the impact of the training on the beneficiaries. The evaluation concluded that there were many shortcomings and challenges that prevented the assessment of impact some of which are clustered hereunder:

Weak Project design. An impact assessment on the project intervention's beneficiaries focusing on the changes in their capacities to counter terrorism while observing human rights could not be undertaken because the project design did not include parameters for such assessment (the establishment of a baseline coupled with continuous monitoring and data collection). The ambitiously set impact-level results framework was not aligned with the technical and human capacity of the team assigned to execute the Global Project. Moreover, in the design and implementation modalities, the focus was primarily placed on output delivery, and significant differences were noted between the project logic and the ToC, which outlined how these ambitious Intermediate³⁹ and Ultimate outcomes could be achieved.⁴⁰ The Global Project would have benefited from a more programmatic approach oriented toward mid-term and impact-level results, specifically towards the nationally adapted SDG 16.

³⁹ Improved human rights compliance by counter-terrorism law enforcement officers in Tunisia, Jordan and Iraq.

⁴⁰ Effective response and investigation of terrorism threats in compliance with international human rights standards in Tunisia, Jordan, and Iraq.

Programmatic challenges

The implementation suffered from several systemic challenges and shortcomings, some of which were beyond the control of the project, in addition to the weak design. These factors are outlined below:

- Frequent turnover of the project staff and national focal points in the partner country.
- Lack of monitoring of the outputs towards the impact-level results during the project cycle.
- Lack of national subject-matter expertise.
- Weakened political will and ownership in beneficiaries' countries.
- The non-conducive normative environment surrounding counter-terrorism issues.
- Lack of UNOCT presentation in the beneficiary country (or the entire region).
- An unbalanced understanding of OHCHR's role in the joint implementation and monitoring of the project's results and sustainability.
- Pandemic-related restrictions on travel and the holding of trainings and meetings.

Finally, due to the limited operational scope of the Global Project within the target country, it had the opportunity to complement other development initiatives in the Member State countries on the issues of access to justice and the rule of law to leverage the impact. Specifically for the countries where the UN has an integrated mission like UNAMI and MINUSMA. Identifying the relevant initiatives would have optimized the impact of the trainings as they would have been better positioned to influence criminal justice reform initiatives, such as juvenile justice development, probation, and criminal justice reform.

7. Sustainability

With an exception in Cameroon, where the OHCHR office and the Expert Group are fully committed, the prospects for sustainability of the trainings delivered by the Global Project in Tunisia, Jordan, Iraq, Mali, and Nigeria cannot be verified at this point. No country-based agreements have been signed between national institutions and agencies to establish a comprehensive training strategy and plan outlining roles, capacities, and sustainability. In addition, continuing professional training on Human Rights is not an integral part of the human resources strategy of the relevant ministries that took part in the Global Project. The issue discussed above is a system-wide determining factor that transcends training and other training establishments in law enforcement agencies and was not considered at the time of the Global Project's conception. These factors have made it impossible to sustain the Global Project's immediate results.

IV. RECOMMENDATIONS

Recommendations	Priority
<p><u>Recommendation 1. Build on the successes of the project.</u></p> <p>Consider extending the project site in Cameroon so that the national Expert Group can extend the training to beneficiaries in the most relevant geographic areas of the country that were left out.</p> <p>Additionally, these professionals from decision-making state agencies and systems are keen on and qualified to advocate for the development of a national counter-terrorism strategy and action plan in Cameroon; therefore, this opportunity could be seized to launch a pilot project to analyse, strengthen and promote the country's development of a people-centred, equal normative environment that effectively addresses counter-terrorism.</p>	<p>High</p>
<p><u>Recommendation 2. Build sustainable partnerships with training institutions in the beneficiary countries.</u></p> <p>Conduct short-term consultations with beneficiaries and stakeholders in Jordan, Tunisia, Iraq, and Cameroon to ascertain their views on the possibility of nationalizing the delivered training in line with the Global Project's overall objectives. Use this opportunity to assess the political will and financial and human resources of the police academies in the beneficiary country regarding establishing a counterterrorism centre of excellence. Ensure that the training developed under the Global Project is implemented through a memorandum of understanding, which defines the role of partners in implementing the trainings, plans for sustainability of the programs, and impact evaluations. Build the capacity of the trainers and their respective training institutions in quality assurance and quality control of the training.</p>	<p>High</p>
<p><u>Recommendation 3. Increase the effectiveness of the implementation process of the project.</u></p> <p>Minimize unnecessary delays associated with the recruitment and deployment of experts by requesting another UN entity to recruit an international or local consultant using UN mutual recognition principles (Mutual Recognition Statement. Business Innovation Group. 2019) as a basis for entering directly into a consultancy agreement without having to perform a separate hiring process or evaluation. The principle of mutual recognition could be considered for accessing the roster of human rights, the rule of law, counterterrorism, experts of UNDP, UNODC, UN Women and other UN agencies. Establish a UNOCT roster of international experts in counter-terrorism, gender, and prevention of violent extremism. Consider adapting other UN agencies' lump sum or "global price" contracts for short-term experts to allow for greater logistics flexibility.</p>	<p>High</p>
<p><u>Recommendation 4. Promote gender equity and gender mainstreaming throughout the design and implementation process</u></p> <p>Ensure that future training modules take gender analysis and gender considerations into account, as well as the gender-based impacts of counterterrorism measures: analyse gender-related issues relevant to counterterrorism, including the many different roles that may be played by women, including as supporters, facilitators or perpetrators of terrorist acts, and the added value of integrating gender into counterterrorism efforts.</p>	<p>High</p>

Recommendations	Priority
<p>Ensure that each intervention supports at least one gender study within the scope of its implementation. To this end, integrate gender into a human rights analysis of counterterrorism and human rights into a gender analysis of counterterrorism measures to identify the spectrum and nature of rights violations arising in counterterrorism and national security practices. Ensure that these findings are adapted in the training manuals and inform national strategies, and action plans on counterterrorism and are part of the results-oriented approach.</p>	
<p><u>Recommendation 5. Consider program design from a needs-based perspective.</u> With a view to future programming, a) actively involve national partners in planning and developing an exit strategy that would address the matter of financial and human resources to sustain the training; b) prioritise needs and gaps analysis in the participating institution to establish baseline data, bottlenecks and determinants, and then design a training program covering the particular target areas; c) ensure a comparative analysis of the relevant legislation, regulations, and standards of practice to identify possible gaps that could prevent the effective application of human rights principles in the work of police and national security agencies; d) improve the quality of strategic studies and research by procuring the expertise of a qualified team of national and international experts, where a senior international expert leads the process, thereby building the capacity of local experts in data collection, research technics in CT; e) promote the use of modern technology, such as video lessons and digital libraries, to sustaining the programmes' outputs, and make necessary updates to the subjects concerning the legal frameworks (reforms), new topics.</p>	<p>Medium</p>
<p><u>Recommendation 6. Strengthening the role of project governance mechanisms and monitoring systems</u> During the design and implementation of future projects, set up a Project Steering Committee to ensure that all activities are adequately monitored and overseen by the national partners.</p> <p>Ensure that future projects are supported with an adequate project monitoring process, a coherent theory of change, an adequate logical framework with Specific, Measurable, Achievable, Real and Time-bound (SMART) indicators, and a risk mitigation plan.</p> <p>Ensure that future interventions align with the UN's gender-responsive and human rights-based counter-terrorism approach, including UNOCT Gender and Evaluation Policy. Develop concrete indicators as part of the Results Framework to assess the gendered impact of States' counter-terrorism efforts.</p>	<p>Medium</p>
<p><u>Recommendation 7. Strengthen Coherence, Synergies and Complementarities internally and externally</u> Strengthen coordination with international and national partners in the beneficiary countries, conduct an annual mapping of related projects and participate in donor coordination meetings on the relevant topics. Determine areas where the future project can build synergies or complement the UN agencies (UNODC, OHCHR, UNDP, OSCE).</p>	<p>Medium</p>

Recommendations	Priority
<p><u>Recommendation 8. To maximize the project's impact and prioritise the exit strategy.</u></p> <p>Ensure that beneficiaries and stakeholders understand the UNOCT project's overarching goal. To this end, the ToC should be developed in collaboration with the implementation partners so that the roles and responsibilities of beneficiaries and implementing partners are clearly defined and monitored as the project proceeds. In addition, the political will of the partner member states should be monitored beyond the formal agreement and operating budgets to ensure that the human and financial capacities of the project are addressed from the outset.</p>	<p>Medium</p>

V. LESSONS LEARNED

1. Sustainability

There would be a greater chance for sustainability and the training module's institutionalization if a distinctive memorandum of understanding were negotiated with the participating institutions and if the actual trainers in the beneficiary academic institutions actively participated in the training module's development. Embedding project experts directly within educational institutions in the partnering countries would be beneficial in providing support, continuity, timely response, monitoring, and visibility for the intervention. It is also possible that the inclusion of female instructors may positively impact attracting female trainees and achieving gender parity within the sector. Many risks that materialized concerning ownership and gender parity could have been mitigated, and the prospects for sustainability could have been improved if all stakeholders' institutional arrangements, roles and capacities were assessed systematically and discussed rigorously from the outset of the Global Project in 2016.

2. Coherence

The coherence of any future interventions may be enhanced by ensuring that any proposed trainings or other activities are in line with national policies and criminal justice reforms. To achieve this, national stakeholders need to be involved in developing the results framework. This could also enhance their understanding of the overarching objective of the interventions and the results to be achieved in furtherance of national objectives for integration of human rights principles in the fight against terrorism.

3. Selection of training participants and the length of training

There is no "one size fits all" approach to the training design. For example, when a group of trainees is composed of senior and junior officers, discussion and communication may not prove effective since junior officers may not feel confident to voice their opinions in front of their superiors. Effective training is based on a careful analysis of the group dynamics, appropriate language, targeted needs for male and female participants, venue accessibility, and an appropriate amount of time for lectures and practical exercises.

4. Maintaining a continuous professional human rights programme

The Global Project's goal of ensuring sustained access to training failed due to limited risk analysis and mitigation measures in implementation strategies. In addition, the following bottlenecks and determinants were not taken into consideration: sustaining and institutionalizing the training may require administrative reforms within the ministries to ensure that passing the training is also among the other prerequisite qualifications; sustaining the training in the law enforcement academies may require a sufficient number of lecturers, credit hours, quality assurance and control; finally, ensuring beneficiaries physical access to the training venues. In

other words, undergoing human rights training is neither specifically encouraged nor rewarded, nor is it made mandatory. This evaluation revealed that the above-discussed issue is a system-wide determining factor that transcends training and other institutional establishments in law enforcement agencies and was not considered at the time of the Global Project's conception.

5. Addressing the gaps in the normative environment of the partner country.

Several beneficiary countries such as Iraq, Cameroon, and Jordan have adopted legislation that, among other things, strengthens existing counter-terrorism provisions, expanded the definition of terrorism and terrorist offences, enhanced criminal penalties for terrorist acts, increased criminal liability regarding the threat of foreign terrorist fighters, and promoted regional and international cooperation on investigations and the prosecution of terrorists. However, the terminology used to discuss violent extremism (VE) is complex and remains controversial for various reasons. Most importantly, there is no universally agreed-upon definition for many of the terms used in this field. This unsupportive normative environment poses a challenge to both the implementation agencies and national stakeholders in implementing a rights-based approach in the work of law enforcement agencies.

Stakeholders and participants should be prepared for these shortfalls by contextualizing the training materials and discussing strategies for overcoming these challenges.

6. Gender

At least two major factors challenged the Global Project's attempts to promote and mainstream gender equality principles: firstly, the gender imbalance across the sectors of intervention was not considered; and secondly, gender aspects were not adequately reflected in the design of the project and the implementation strategies. A lack of women's participation in the project was an unfortunate consequence of the first factor. Furthermore, the second factor adversely impacted the content of the training materials, which did not appropriately adapt to the local gender context of each country. It was important to include information regarding the gender-specific impact of terrorist activities, how women, men, boys, and girls are not equally impacted by terrorism, and how they might respond to and recover from terrorism. By neglecting these aspects, the project lost the opportunity to deconstruct stereotypes about women and men's roles in terrorism and counter-terrorism, where men are viewed as perpetrators and women as passive victims. For the Law enforcement agencies (LAEs), it is important to understand that women's patterns of involvement in terrorism differ from men's (in terms of recruitment, motivation, rewards, and roles). The fact that women and men often have different concerns and can bring various perspectives, experiences and solutions to policymaking is also noteworthy. All these important aspects were left out in this implementation.

7. Joint Implementations

As a non-resident agency, the UNOCT is heavily dependent upon the performance of partner resident UN agencies in the target countries due to the lack of field offices and staff. The partnership with the OHCHR was effective at the beginning of the project, particularly during Phases I and II. For example, in Cameroon, the joint implementation was successful, delivering results with the assistance of the OHCHR office, which is interested in supporting the beneficiaries in institutionalizing their training. In addition, UNAMI HRO provided full logistical support, extensive substantive technical inputs, guidance/advice and oversight, translation, hiring of an additional (Iraqi) consultant to support the project and office space. Nevertheless, OHCHR provided less support in the institutionalisation of training in other target countries or preserving the institutional memory of partnership with the Global project. Therefore, joint partnerships might not be as effective as expected if the roles for delivering results, sharing tasks in the realm of monitoring, and sustaining the intervention are not clearly defined and followed.

8. *Efficiency*

Due to the current structure of the Project, there is a lot of delay in processing the essential payments, deploying experts, and managing logistics. Having the UNDP country office as a fund manager did not mitigate the challenge. The UNOCT should consider hiring locally recruited staff at the National Professional level (NOC and equivalent to P-3) for the entire project duration. Staff members may either be based at the UN Resident Coordinator's office or embedded in the institution of the partner country, depending on the circumstances. It would be more appropriate if such a staff member were authorized to initiate payments to avoid a centralised and cascaded approval process.

ANNEX I: TERMS OF REFERENCE

Terms of Reference for Final Evaluation of PROJECT ON TRAINING AND CAPACITY BUILDING OF LAW ENFORCEMENT OFFICIALS ON HUMAN RIGHTS, THE RULE OF LAW AND THE PREVENTION OF TERRORISM with minimum 10 years of experience

1. Context and Purpose

1.1. Context

The UN Counter-Terrorism Implementation Task Force (CTITF) Working Group on Protecting and Promoting Human Rights and the Rule of Law while Countering Terrorism is currently implementing a global, multi-year project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule of Law and the Prevention of Terrorism (hereafter known as the “Global Project”). The Global Project provides training to Member States in order to enhance their knowledge, understanding, and implementation of international human rights frameworks and the rule of law in the counter-terrorism arena. The Global Project is intended to improve Member States’ capacity to prevent, respond to and investigate terrorism threats based on international human rights law and the rule of law and to support them in their efforts to implement measures under Pillar IV of the United Nations Global Counter-Terrorism Strategy (A/RES/60/288).

Pillar IV of the Global Strategy clearly expresses the resolve of Member States to respect human rights, the rule of law and fundamental freedoms in all their counter-terrorism efforts. In Member States’ counter-terrorism efforts, national police forces play a pivotal role in preventing, pursuing and responding to terrorist attacks and thereby discharging the State’s obligation to protect the rights of those under its jurisdiction to life and physical integrity.

Upholding police integrity, deterring police misconduct and ensuring that public confidence in police forces is maintained requires national law enforcement agencies to develop and capitalize on appropriate mechanisms and opportunities to integrate international human rights frameworks into their work, both at the national and local levels, and to include practices in their counter-terrorism related activities that further the implementation of those frameworks. Over the past few years, certain Member States have undertaken some efforts to familiarize their police forces with human rights-related norms and to integrate them into their activities. However, most of such police training programmes have often lacked a specific counter-terrorism focus. In some instances, counter-terrorism investigations and responses carried out by national police forces, due to the perceived urgency and particularity of terrorist threats may have been delinked from human rights considerations in comparison to regular criminal policing situations leading to important gaps.

Pillar III of the Strategy – on measures to build States’ capacity to prevent and combat terrorism and to strengthen the role of the United Nations system in this regard – encourages focused technical assistance projects and the sharing of best practices that assist and support States in achieving the objectives and implementing the provisions of the Global Strategy as well as in complying with a number of Security Council resolutions on this topic.



ANNEX II: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

1. Beneficiary (Training Participants) Focus Group Discussion: Facilitator Form

DIRECTIONS: Complete in English	
Mission:	Date of Data Collection (dd/mm/yyyy):
Contract Number and Title:	
Name of Facilitator:	Name of Note Taker:

Relevance

1. To what extent did the participation in the training address your professional needs?
2. How relevant was the training activity to making positive changes to ensure respect for human rights and the rule of law while countering terrorism?
3. How relevant was the intervention/activity to positively changing gender-related challenges in your work?

Efficiency

4. What is your opinion on the quality of the training received, including printed material and the professional level of the trainers?
5. Do you still possess the training materials? Are they printed or digital sources?
6. Was the duration of the training sufficient?
7. If there was a translation, what was the quality of the

Effectiveness

8. How effective was the training in making positive changes to ensure respect for human rights, addressing gender-related challenges, and the rule of law while countering terrorism in relation to:
Detention? Use of Force? Interviews? Special Investigation Techniques or Gender considerations?
9. What factors were crucial for the achievement or failure to achieve the project objectives so far (indication of strengths and weaknesses)?

Impact

10. How do you measure the impact of this training in the long-term? What change in the organizational culture, investigative technics, and people's perception can change?

Sustainability

11. Which aspect/component of the HR training do you apply in your work?
12. Were the changes integrated into institutional procedures and processes? For example, are there now curricula in place?
13. Do these institutional changes consider addressing gender-related concerns systematically?

2. Key Informant Interview Questions (Academia, Trainings Centres, Line Ministries)

1. What is your opinion on the adequacy of the training content (module) and the overall quality of the distributed printed material?
2. Is the training module institutionalized? If yes, how many people (disaggregated by gender) have been enrolled since the institutionalization?
3. Please, describe how your establishment assesses the changes in capabilities, attitudes, and/or behaviours of the law enforcement agents?

4. Did the Global Project contribute to the capacity building of female professionals? Please describe.
5. What is the contribution of the Global Project to human rights outcomes in institutional processes and behaviours of law enforcement agents involved?

3. Implementing Partner (IP) Interview

DIRECTIONS: Complete in English

Mission:		Date of Data Collection (dd/mm/yyyy):	
Contract Number and Title:			
Circle One:	Implementing Partner	Local Implementing Partner	
IP/Local IP (Name and Title):			Sex:
Other:			

Relevance

1. To what extent does the intervention comply with developing training policy and planning of the Iraqi training establishments?
2. How important were trainings for the target group/ Iraqi government?
3. To what extent does the intervention address the needs and interests of the target group/subgroups/Iraqi government?
4. Please explain how rights-based and gender equality approaches were ensured in implementing the Global Project?
5. Was the training based on the needs and gaps assessment of the designated training establishment?

Effectiveness:

6. What are the (concrete) contributions of the trainings or capacity building for achieving the objectives of the government’s development goal, such as SDG 16?
7. What factors were crucial for the achievement or failure to achieve the project objectives so far (indication of strengths and weaknesses)?

Efficiency:

8. Did you deliver all the planned activities efficiently? What was the impact of the Covid19, and how did you mitigate the challenges, if any?
9. Were resources provided sufficient to complete all planned activities?
10. What was the contribution from the Member States?

Impact

11. What types of shifts occurred in relationships, knowledge, awareness, capabilities, attitudes, and/or behaviours?
12. If changes occurred, what aspect of the project enabled changes to occur?

Sustainability

13. To what extent are the positive changes and effects of the development intervention sustainable?
14. To what extent are the target group(s)/organizations capable and prepared to receive the positive effects of the intervention without support in the long term? (Provide concrete examples)
15. Are the developed curricula adequately institutionalized, and resources are secured?
16. What lesson did you learn from this implementation?
17. Please explain the exit strategy.

18. What specific measures were planned to ensure institutional memory of the project in the participating states and institutions?

ANNEX III: DESK REVIEW LIST

Organizational and project design documentation.

GAC Capacity Building Programs (IGC), Project Proposal and approval document

The International Legal Framework: Protecting Human Rights While Countering Terrorism

Modules:

- Special Investigation Techniques: Human Rights and Counter-Terrorism
- Human Rights Compliant Interview Practices
- Human Rights Compliant Detention Practices: Human Rights and Counter-Terrorism Training
- Legal Limitations on The Use of Force

Training Of Trainers Overview for Phase III Training Course November 23rd – 27th November 2019.

Iraq, Jordan and Tunisia's Logical Model and Performance Framework. CTCBP/ACCBP 2016-114. 3 February 2017. Time Period Covered: December 2016 – September 2018.

Themes From Senior-Level Meetings

Project/Programme Progress Reports And oversight documentation

Iraq

Training Mission Report. Iraq, 14 - 17 December 2015.

Mission Report – Iraq for The Phase II Training: 24 – 28 July 2016 and Senior-Level Meeting: 31 July 2016.

Programme 24 – 28 July 2016, Baghdad, Iraq.

List Of Participants In 2016.

Notes From the Lead Trainers to The Project Manager.

Feedback Day 1 To 4 Form the Participant on The Trainings In 2016.

Hr&Ct Training – Recommended Good Practice (Iraq)

Senior-Level Meeting on Iraq's needs to achieve greater compliance with Human Rights laws and Principles in its Counter-Terrorism efforts. Al-Nahrain Centre, Baghdad, Iraq. Monday 31-July 2016

Mission Report. Combined Training (Jordan/Iraq/Tunisia) Delivered In Amman, Jordan. Phase Three: Training Of Trainers Workshop. 23rd – 27th November 2019.

ToRs for the National Consultants.

A Trainer's Guide on Human Rights Standards in Counter-Terrorism: Law and Practice. Baghdad. 2022 (draft)

Jordan

Phase I. Training Mission Report (Jordan, 7 – 10 December 2015)

Phase II. Mission Report – Jordan. 4 – 8 December 2016 and Senior-Level Meeting. 11-December 2016.

Summary Feedback from The Participants. List of Participants.

Tunisia

PHASE I. Training Mission Report (Tunisia, 27 – 30 October 2015)

Phase II Mission Report. Phase II Training: 11 – 15 July 2016 and Senior-Level Meeting: 18 July 2016

Phase III. Mission Report – Combined Training (Jordan/Iraq/Tunisia) Delivered In Amman, Jordan. Phase Three: Training Of Trainers Workshop. 23rd – 27th November 2019

Azaïez, S. Synthèse et recommandations inhérentes à l'intégration du genre dans la lutte contre le terrorisme en Tunisie.

The Roles of Women in Daesh Discussion Paper.31st Plenary Meeting Strasbourg (France), Committee of Experts on Terrorism (Codexter). 16-17 November 2016

Institute for Economics & Peace. Global Peace Index 2021: Measuring Peace in a Complex World, Sydney, June 2021. Available from: <http://visionofhumanity.org/reports> (accessed 1.3.2022).

Evaluation reports

Fifth Year of The UNCCT 5-Year Programme. January - December 2020.

Mid-term evaluation of the project Accountability for abduction, torture and enforced disappearance in Iraq. November 2021. OHCHR.

ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION

Type	Organization	Name	Designation	Engagement	Email	Type of engagement Comments
UNOCT HQ/FO	UNOCT	1. Denise Lifton	Project Manager	KII	lifton@un.org	Responsible for the project implementation
Key UNOCT HQ staff	UNOCT	2. Veronic Wright	Senior Programme Officer Chief Human Rights and Gender Section	KII	veronic.wright@un.org	Responsible for the project implementation
Key UNOCT HQ staff	UNOCT	3. Megan Elizabeth Carroll	Project Manager	KII	carrollm@un.org	Responsible for the project implementation
Key UNOCT FO staff	UNOCT	4. Dr. Nora Salem	Consultant on Capacity Building of Law Enforcement Officials	KII	salem7@un.org	Training team in MENA Baghdad, Iraq
Key UNOCT FO staff	UNOCT	5. Jason Howard	Field Officer	KII	Jason Howard daniel.howard@un.org	Responsible for the implementation of activities.
Key UNOCT FO staff	UNOCT	6. Krisztina Huszti-Orban	Human Rights Officer		krisztina.huszti-orban@un.org	Responsible for the project implementation
Key UNOCT FO staff	OHCHR	7. Carolin schleker	Human Rights Officer	KII	carolin.schleker@unwomen.org	Training Team in MENA
Key UN agency	UN Country Team	8. Mr. Dhafer Al-Hussini, OHCHR Geneva	Human Rights Officer	KII	dhafer.al-hussini@un.org	Training team in MENA

Key agency	UN	UN Country Team	9. Rupert White OHCHR	Human Rights Officer	KII	whiter@un.org	Baghdad, Iraq
Key agency	UN	UN Country Team	10. Florian Razesberger OHCHR	Human Rights Officer	KII	florian.razesberger@un.org	Baghdad, Iraq
Key agency	UN	UN Country Team	11. Ngane Enow Dimitt	Human Rights Officer	KII	ngane.dimitte@un.org	Douala, Cameroon
Key agency	UN	UN Country Team	12. Christian Fritz N. Tambi	Human Rights Officer	KII	cfntopa@ohchr.org	Douala, Cameroon
Key agency	UN	UNDP	13. Ghimar Deeb	Deputy Resident Representative	KII	ghimar.deeb@undp.org	Baghdad, Iraq
Donor		Embassy of Canada to Iraq	14. Rosalee La Plante	LaPlante, Counsellor and Head of Stabilization	KII	Rosalee.LaPlante@international.gc.ca	
Key agency	UN	UN Country Team	Christian Fritz NTOPA TAMBI	Programme Assistant-Democracy	KII	christian.ntopatambi@un.org	Yaoundé Cameroon
Key agency	UN	UN Country Team	Ngane Enow Dimitte	Programme Manager, Human Rights		ngane.dimitte@un.org	Yaoundé, Cameroon

ANNEX V. LIST OF STAKEHOLDERS CONTACTED DURING THE EVALUATION

Type	Organization	Name/Designation	Location	Contact	Type of engagement
Stakeholders and beneficiaries in Iraq (TBI)					
Key beneficiary	Intelligence Institute	15. Brigadier General Rajab Sayhoud Abdullah	Baghdad	+9647715172120	FGD
Key beneficiary	Intelligence Institute	16. Colonel Hatem Muhsin Sharif	Baghdad	+9647703970188	FGD
Key beneficiary	Police College, Baghdad Police Command	17. First Lieutenant Hussein Hadi Abbas	Baghdad	+9647728287178	FGD
Key beneficiary	Police College, Baghdad Police Command	18. Lieutenant Muhammad Abdullah Al-Razzed Nassir	Baghdad	+9647702924791	FGD
Key beneficiary	Legal Department, Emergency Police	19. Lieutenant Ahmad Ali Dawood	Baghdad	+9647738312960	FGD
Key beneficiary	Directorate of Training and Rehabilitation, Police Training Centre	20. Major Ayman Mohammad Kasim	Baghdad	+9647708204003	FGD
Key beneficiary	Directorate of Training and Rehabilitation, Police Training Centre	21. Major Fatima Naseer Kasim	Baghdad	+9647710819579	FGD
Key beneficiary	Directorate of Training and Rehabilitation, Police Training Centre	22. Captain Ahmad Faleeh Hasan	Baghdad	+9647702704529	FGD
Key beneficiary	Civil Defence Directorate	23. Colonel Bassam Khaleed Khaseem	Baghdad	+9647704221486	FGD
Key beneficiary	Alkark Minors Police Station	24. Lieutenant Abbas Alaa Khadim	Baghdad	+9647702750201	FGD

Type	Organization	Name/Designation	Location	Contact	Type of engagement
Key beneficiary	Rehabilitation and Training Centre	25. Ali Hassan Safi	Baghdad	+9647713250633	FGD
Key beneficiary	Mansur Office, Baghdad Directorate of Combatting Crime	26. Lieutenant Ali Abdullah Al-Hadi	Baghdad	+9647709655566	FGD
Key beneficiary	Kuit Border Training Centre	27. Commissioner Abbas Auda	Baghdad	+964773208581	FGD
Key beneficiary	Shak Amir Police Station	28. Lieutenant Raad Abdullah Al-Ammer	Baghdad	+9647700692300	FGD
Key beneficiary	Energy Police Training Centre	29. Commissioner Khaleed Ahmed	Baghdad	+9647727799574	FGD
Key beneficiary	Investigations Institution, Ministry of Interior	30. Lieutenant Khasan Abdullah Al-Rida	Baghdad	+9647818305437	FGD
Key beneficiary	Baghdad Criminal Centre	31. Lieutenant Kusai Satar Jabar	Baghdad	+9647700291286	FGD
Key beneficiary	Human Rights Value Development Centre, Training and Rehabilitation Directorate	32. Ali Hassan Safi	Baghdad	+9647713250633	FGD
Key beneficiary	Iraqi High Commission for Human Rights	33. Mohammed Al Nawad	Baghdad	+9647704500060	KII
Key beneficiary	Correctional administrator, Head of the main prison of Akonolinga	34. Mr. Ebolekem Paul Bonnamour	Cameroon		KII
Key beneficiary	Senior Police Commissioner, Head of official ceremonies and travels, National Delegation for National Security	35. Essomba Eric Nicolas	Cameroon		KII
Key beneficiary	International lawyer	36. Eteme Simon Pierre	Cameroon		KII
Key beneficiary	Vise Presidente of Military Tribunal	37. Yvone Leopoldine Akoa	Cameroon		KII
Key beneficiary	MoFA	38. Mounyelle Nkake	Cameroon		KII
Key beneficiary	Lawyer	39. Essompba Pierre	Cameroon		KII
Key beneficiary	Magistrate, First Instance Court	40. Fandir Kaigama Nafisa	Cameroon		KII
Key beneficiary	Police Commissioner	41. Ndizi Amos Tarla	Cameroon		KII
Key beneficiary	Prison Authority, Yaounde	42. Iponi Max Stephane Mbody	Cameroon		KII