



External Final Evaluation of the Project: "Increasing the effectiveness of the work of the Inter-American Commission on Human Rights during 2018-2023"

Evaluation process

Project period: 07/2018 - 09/2023 Budget: \$ 14,26m U.S. Department of State and \$ 0,446m OAS in-kind contributions and 0,042m other funding

138
stakeholders consulted

32% response rate

22 out of 35 countries responding

Evaluation period: December 2022 to March 2023



Virtual briefing meetings, telephone interviews with stakeholders and field visits to Argentina, Colombia and Ecuador

Intended evaluation users

OAS, IACHR, the U.S. Permanent Mission to the OAS, national duty bearers and rights holders and the U.S. taxpayers



Evaluation purpose



Relevance, efficiency, effectiveness, coherence and sustainability of IACHR project

Evaluation results



Relevance

- The design of the IACHR project was comprehensive
- Project assumptions are only partially valid, reflecting the Commission's increasingly adverse operating environment
- IACHR's relevance for its State and Non-State stakeholders showed positive results during the field visits to Argentina, Colombia and Ecuador



Efficiency

- Overall, the quality of IACHR project indicators is good.
- The monitoring mechanisms are very strict and serve as a rigorous accountability mechanism for the donor but perceived as overwhelming by the project team
- The mid-term evaluation issued seven recommendations, six were fully implemented and one partially implemented.



Effectiveness

- IACHR had achieved all outcome level targets for its outcome indicators or with an achievement rate above 90% and 25 out of 25 outputs indicators by March 30, 2023
- Exclusion: perception of strongest results for Freedom of Expression, 68% (median 63%).
- Internal monitoring data shows a clear contribution of the IACHR to project results



Coherence

- Coordination between IACHR and OHCHR seemed less institutionalized and lacking a strategy
- This caveat is meant to be addressed at the institutional level in the IACHR-OHCHR's Joint Action Framework, launched in March 2023.
- Bilateral donors like USAID complement the Commission's work in Colombia.

Opportunities

Internal processes

- further enhance internal processes
- develop communications strategies

Technical assistance

- increase technical assistance (awareness raising, capacity building, legal support)

Coordination and outreach

- enhance coordination with OAS on projects on rights and justice
- Caribbean: increase strategic outreach



Sustainability

- Stakeholder perceptions concerning the Commission's institutional sustainability decreased for five out of the seven criteria
- Perceptions about States' roles and actions and political buy-in have slightly improved
- Overall IACHR budget increased from US\$ 14,204,195 in 2018 to US\$19,985,372 in 2023 (+40.1%).

Factors influencing results

Internal

✓ Strategic plan 2017-22 for institutional strengthening



✗ Prioritization requirements, risk of scope creep

External

- ✓ - Strong mobilization of civil society
- ✓ - Easier access to the Commission by digital means



- ✗ - Increasing polarization in Latin America
- ✗ - States' non-cooperation in implementing recommendations

Unintended results: IACHR's mitigation of the COVID-19 pandemic and ability for real-time work

Recommendations

1

Donor: continue unearmarked, longer-term funding (5-year cycles) to enable the Commission to implement its Strategic Plan 2023-2027.

2

Donor: Keep the practice of mid-term evaluations for any new multi-year project under USOAS funding as a good practice for reflection and adaptation of project management and implementation at mid-term.

3

Project team and Commissioners: Continue the work of the IACHR impact observatory and add elements of quantification of beneficiaries in impact reports. This could provide elements for future analysis of benefits and costs.

4

Project team and Commissioners: Focus the opportunities as part of implementing the Strategic Plan 2023-2027: internal processes, communication strategies, technical assistance, better engaging stakeholders in the Caribbean, and OAS coordination concerning human rights and justice.

5

Project team and Commissioners: Monitor the implementation of the IACHR-OHCHR's Joint Action Framework and take corrective action, as required based on monitoring data.

Lessons learned:

- Systematization of work streams: assigning matters with similar themes to specific attorneys in the team has resulted in more efficient drafting of reports.
- Virtual and hybrid modalities: IACHR successfully used webinars and other virtual means to engage with civil society and authorities during the pandemic. Hybrid approach can bring good results in human rights monitoring, including for audiences, with fewer resources and more quickly.
- Compliance with recommendations: Obstacles can include different nature of recommendations, the legal status of international standards within the States, and the federal distribution of competencies in countries.

