

POST PROJECT EVALUATION  
FOR THE  
UNITED NATIONS DEMOCRACY FUND

UNDEF Funded Project / UDF



## TABLE OF CONTENTS

I. OVERALL ASSESSMENT	4
II. PROJECT CONTEXT	6
(i) Development context	6

## I. OVERALL ASSESSMENT

This report contains the evaluation of the UNDEF project entitled "Towards a Rights-based

The project has contributed to transformations at different levels: a) It has strengthened the capacities of the beneficiaries (new knowledge, empowerment, social awareness and sense of agency); b) it has contributed to opening new spaces for positive policy dialogue and to getting issues on to the political agenda (nationally and internationally); and c) it has made tangible contributions that changed the lives of beneficiaries. 118 people in Group A have managed to resolve their files (57 men and 61 women) and 214 people in Group B got their provisional residence permit.

The project also contributed significantly to the strengthening of the civil society platform "Dominicanos por Derecho" (DXD). The Platform continues to have a voice and legitimacy in national and international venues.

Despite these documented contributions to impact, it is important to point out that the situation addressed by the project is rooted in social and cultural discriminatory system firmly embedded in a large sector of the Dominican Republic. Changing (or denting) this is a generational transformation that would require a sustained effort much greater than the investment allowed for this project.

The value for money of the project has been very high, taking into account the impeccable implementation of all planned activities in addition to the changes that they have been contributed to.

The administrative and management systems worked smoothly. The Project had a democratic and horizontal style with strong leadership from the local organization CEDES0 that ensured that all the decisions had the beneficiaries at their heart.

The main risk to the sustainability of the project is the scarcity of international funds available. At the local level the sustainability is guaranteed due to the strong involvement and the accountability that CEDES0 feels towards the community. This places an immense burden on the organisation that might be unsustainable in the long term.

As this is a theme that by its nature relies on international support, UNDEF financial contribution has been particularly welcome and relevant. Additionally, UNDEF has offered

3. For UNDEF – Make sure that the project design phase and the reporting tools capture appropriately the gender perspective.
4. For Oxfam Intermón and CEDES0 – When possible invest in perfecting a functional system to document the support given to the population.
5. For UNDEF – Consider using different types of contracts, beyond the consultancies, better suited to attract and retain talent locally.
6. For Oxfam Intermón and CEDES0 – In future projects strengthen the component on raising awareness as it needs sustained action.
7. For all –It is important to re-double the efforts to mobilise resources if the results of the Project are to be sustained.
8. For UNDEF – Consider further funding a second phase of this project.

## II. PROJECT CONTEXT

### *(i) Development context*

According to recent reports of the Inter-American Commission for Human Rights (IACHR)<sup>1</sup> and Amnesty International<sup>2</sup>, since the early 1990s Dominican-born children of Haitian descent have been the target of several administrative, legislative and judicial decisions and random bureaucratic practices by the Dominican authorities aimed at restricting their access to Dominican identity documents and ultimately to Dominican nationality.

being detained (and even deported) by police forces affects the mobility of people. This same apprehension and fear often translate into disempowerment, apathy, anxiety, depression and other mental conditions.

Dominican civil society and international human rights organisations strongly condemned Judgment 168-13. In response to the wave of national and international disapproval, the Dominican Congress adopted in May 2014 the Law 169-14<sup>6</sup>.

The Law promised to restore citizenship to people who were a) born in the Dominican Republic to foreign parents who were irregular migrants, and b) whose births had been legally registered. This group came to be known as "Group A".

It also offered a path to naturalise citizenship for a second group, known as "Group B," who were also born in the Dominican territory to foreign parents in an irregular situation but who were not registered as Dominican citizens at birth<sup>7</sup>.

The project was designed and implemented by *Fundación Oxfam Intermón*, Santo Domingo, Dominican Republic and its local partner *Centro de Desarrollo Sostenible (CEDES)*, Tamayo, Dominican Republic.

The target population consisted of women and men of Haitian descent in the three identified communities with a special emphasis on young people and particularly on young mothers and their children.

CEDES conducted a census in these districts of possible affected people (see table 1). A key approach of the initiative was to design strategies that empowered a critical mass of these potential beneficiaries to be active agents in the promotion of their own rights. In this spirit, the project was designed around three outcomes:

Outcome 1 - Capacity Development: Capacitating community leaders and affected population on key issues such as Human Rights and creating support mechanisms among potentially affected population.

Outcome 2 - Awareness raising: Raising awareness among community members on the human rights situation of the people potentially affected.

Outcome 3 - Regularization support: Providing direct support in the regularization and registration process to affected people and influencing positive policy changes to improve this regularization process.

Each outcome had connected outputs that are detailed and analysed under the effectiveness chapter.

III. EVALUATION APPROACH

The objective of UNDEF post-project evaluations is to undertake an in-depth analysis of UNDEF-funded projects to gain a better understanding of what constitutes a successful project, to identify lessons learned, and to make specific proposals and recommendations, which will in turn help UNDEF devise future project strategies. This evaluation involved the collective examination and assessment of the project by stakeholders and beneficiaries whose feedback was treated anonymously. This means that stakeholders’ input is only released in

Community	Inhabitants	Group A	Group B
<i>Batey 8</i>	3930	2388	



summary form where no individuals can be identified. In addition, this was a gender responsive evaluation, in compliance with the UNEG norms and standards<sup>11</sup>. In answering the evaluation questions, the evaluator drew from the best available evidence coming from the following research tools:

Desk review: UNDEF/Oxfam Intermón provided a large body of documents that were examined together with relevant documentation gathered during the field mission. The consultant also reviewed a number of third-party reports and official documents (see Annex 2 for a complete list).

In-depth informant interviews and focus groups: The evaluator conducted semi-structured interviews and focus groups with key informants during a field mission to Dominican Republic from the 3<sup>rd</sup> to the 8<sup>th</sup>



As figure 2 illustrates, the project was developed as the effects of the new legislation (Judgement 168-13 and Law 169-14) were unfolding. The timelessness of the initiative made it particularly relevant for the targeted beneficiaries.

#### Alignment

The project is aligned with the mandate and the strategic aims of the donor (UNDEF), the grantee (Oxfam Intermón) and the local implementing agency (CEDES0).

According to UNDEF Terms of Reference, the overall purpose of the Fund is " *to support democratization around the w 6179NDEF), the*





The workshops on documentation and regularization mechanisms (output 1.1.) were given as reported reaching 86 people, 57 of them were women.

32 self-help groups<sup>19</sup> were formed (output 1.2.). This is a much greater number than eight self-help groups intended in the original project document. A total of 426 people participated, of which 310 were women.

A total of eight one-day training workshops (output 1.3.) on policy advocacy were held with a total of 160 attendants, 63% of them were women.

Around 146 young community members were trained on human rights (output 1.4.).

It is important to note that there was a significant overlap among the participants of these workshops. This fact had positive repercussions. As we will highlight in the impact chapter, the people who had the opportunity to attend all workshops got a level of knowledge and awareness that allowed them to become a reference for the rest of the community. The community consulted agreed that this type of perceived legitimacy would not have been possible if people would have participated in only one isolated activity.

#### Outputs in outcome 2

A two-days workshop on social media and web tools was conducted for 40 young leaders, five from each Batey targeted by the Project (output 2.1).

There was also a significant overlap between the participants of this workshop and others organised by the project. This meant that the group did not start from scratch. The participants already had a level of knowledge and awareness about the complex issues that were intended to be disseminated in the networks of community reporters.

The establishment of a network of community reporters (output 2.2.) was independently verified by UNHCR. The network included 36 stateless youth (20 female and 16 male) of ages from 16 to 25 from 8 different bateyes<sup>20</sup>. The positive assessment expressed in the UNHCR validation report was shared by network members consulted during the evaluation.

The local campaign (output 2.3.) consisted in the design of t-shirts, public posters, radio jingles, a weekly radio program on the Local *Radio Enriquillo*, posters,

example, appointment assignments with authorities, subsequent interviews and all required and submitted documents.

An exhaustive study of the databases of CEDES0 determined that during the course of the project the organization identified and recorded 960 people susceptible to being helped, 46% of them were women.

Once the project had finished, CEDES0 continued its work of the identification of the people who needed to regularize their situation. Since the end of 2017, the organisation has recorded 394 additional people in their database of whom 329 are women.

#### Output 3.2.: People counselled

A detailed analysis of CEDES0's databases has determined that as of the 26th of September 2018, the organization had counselled a total 758 people of Haitian descent, 45% of whom were women.

These were 173 more people than those reported in the final progress report to UNDEF in December 2017. This corroborates the information obtained during the field mission (through observations and testimonies): it pointed out that CEDES0 has continued working on this output beyond the end of the project. The evaluation report will return to this aspect under the sustainability chapter.

Of the 758 people counselled, 492 belonged to Group A; 215 belonged to Group B and 51 were Haitian migrants. The evaluator analysed the results of these efforts under the impact chapter. The beneficiaries consulted during the evaluation, as well as the local authorities, praised the quality and usefulness of the counselling services provided by CEDES0. However, as already pointed out and quantified, the local counterpart had serviced many more people than the project covered. This meant, in the view of CEDES0, that sometimes the beneficiary groups were too large to be able to offer them as careful attention as the organisation would have liked.

#### Output 3.3.: Thematic reports

As planned, two thematic reports on the human rights situation of the people of Haitian descent were prepared and published.

One was prepared with the Centre for Migratory Observation and Social Development (OBMICA) and it dealt with the diverse casuistry that Law 169/14 did not cover. The other report entitled *Dreams Deferred* was written under the auspices of the Robert F. Kennedy Human Rights Foundation and American Jewish World Service (AJWS). Both reports were praised during the evaluation for their excellent technical quality



Output 3.4.: National Campaign In this output, the target of organizing 18 advocacy meetings was widely surpassed. In fact, it was under this output that a National Campaign was articulated with more than 35 documented meetings and mobilisations with local and national authorities, government officials, media and

other relevant opinion leaders.

#### Gender in the implementation

From a gender perspective, it is important to highlight two aspects:

The project had systematic methods to co 0 10pl6(e)-9(ct )9(hn)-(f)-3(f)13(r)-6(tmtio)11(n)-4(t di11(hsagg

Evidence suggests that this knowledge was acquired through the workshops organised by the project but also, through the counselling given to the beneficiaries to regularize their situation, regardless of whether they could resolve their cases.

The project also contributed to three key personal aspects; a) empowerment, b) social awareness





### Opening new spaces for policy dialogue

It has been possible to determine two levels (formal and informal) in which Dominican civil society, including CEDESOC, has managed to open or strengthen spaces for dialogue with duty bearers.



2. The budget allocated for accompanying beneficiaries in their administrative procedures was also insufficient, especially in the transport item.

Coordination and management: How the management and administrative arrangements ensured a cost-efficient and accountable implementation of the project?

The grantee and the local implementing partner established a Project Management Unit (PMU) where both administrative and strategic decisions were taken. The PMU was composed of four people, two from Oxfam Intermón and two from CEDESOS.

The PMU had a democratic and horizontal style with strong leadership from the local organization CEDESOS that ensured that all the decisions had the beneficiaries at their heart. Both organizations (Oxfam Intermón and CEDESOS) have commended this type of management system that ensured a clear and efficient distinction of roles and a decision making flow where the main line of accountability was towards the beneficiaries themselves.

Also noteworthy, is the constructive and fluid relationship that both Oxfam Intermón and CEDESOS established with the donors of the Project, both UNDEF and others.

*" They (Oxfam Intermón and CEDESOS) had a lot of patience with us which was very important in terms of creating a constructive and collaborative work among our organizations" . Project donor*

According to all the parties involved, the administrative systems that supported the project (provision of payments, justification of expenses, etc.) worked reasonably well. Only one aspect has emerged that could have been improved.

Types of contracts - The Project supported the total or partial salary of the four people who are part of the PMU. The nature of several of the activities planned by the project required a considerable investment in other human resources, for example facilitators of policy advocacy training, database designers or experts on human rights to deliver planned trainings. All human resources hired outside the PMU used the consultancy modality. In most cases, this modality was the one better suited to the needs of the project and the people hired. However, in a few instances, for example in the case of the legal specialists hired to accompany the affected people, they would have benefited from another form of contracting that would enhance greater fiscal profitability and, above all, greater job stability for the people hired. For example, a part-time or full-

project had a fluid relationship with all these organizations. This frequently resulted in mutual



could confirm, as highlighted under the progress and impact chapters that the organisation has kept on working on different outputs even with no financing. Testimonies also confirm the expectation of the communities is that they continue to do so. However, this pressure is putting an immense burden on the organisation that could be unsustainable in the middle-term.

Oxfam Intermón also shows signs that they will keep working on this issue. In addition to the inclusion of the theme in its strategy for the Dominican Republic, Oxfam Intermón has remained active in trying to mobilize resources, although for the time being without positive



4.









	mutual accountability among all relevant stakeholders.	
Effectiveness	Progress: What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?	Was it possible to do everything that was planned? If they repeated the project, what would you do the same and what would you change?
	Monitoring, evaluating, learning and accountability (MEAL): How appropriately was progress towards results measured and monitored? How did this information feed into the project to promote learning?	Describe us the systems you used to know if you were moving towards the right direction. What follow-up reports were there and how were they used?
Impact	(Outcome 1) Capacity Development: To what extent did the project contribute to enhance the capacity of the targeted beneficiaries and partners?	What changes or transformations has this project contributed to? We are thinking about





## ANNEX 2: DOCUMENTS REVIEWED

### Project specific

Financial Utilization Report.

Narrative Final Report.

Milestone verification Report.

Project extension request form.

Detailed budget of the project.

Project in images (power point presentation).

Dreams Deferred: The struggle of Dominicans of Haitian descent to get their nationality back.

Travel Report Dominican Republic (Nov., 2016).

Report on non-typical unresolved cases of law (OMNICA, CEDES00 .423tBr







## ANNEX 4: EXPENDITURE BY OUTPUTS

What follows is a snapshot of what the project has invested under each of the outcomes

## ANNEX 5: ACRONYMS

AJWS	American Jewish World Service
CBO	Community Based Organisation
CEDESO	Centre for Sustainable Development
DxD	Civil Society Platform Dominicans by Right
IACHR	Inter-American Commission for Human Rights
OBMICA	Centre for Migratory Observation and Social Development
ONE	National Statistic Office of the Dominican Republic
PMU	Project Management Unit
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
UNDAF	United Nations Development Assistance Framework
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees