



## **ANNEX 1**

### Terms of Reference

**Terms of Reference**  
**Evaluation of Matra (in pre-accession countries:**  
**Western Balkans and Turkey), 2012-2014**

**1. General**

These Terms of Reference (ToR) have been drafted by the Europe Department (DEU) and approved by its director. The Policy and Operations Evaluation Department (IOB) was involved in the drafting process, and the IOB guidelines for evaluation<sup>1</sup> have been followed as closely as possible. These ToR will be definitively adopted on the basis of the implementing organisation's comments after that organisation has been selected.

**2. Background and goal**

*2.1 Background and development of Matra*

The general objective of the Matra (Social Transformation) programme when it was launched in November 1993 was essentially to support democratisation in Central and Eastern European countries, following the upheavals that had taken place there at the end of the 1980s.

Since 1993 Matra has evolved from a programme supporting the transition in the former Eastern Bloc countries to a bilateral complement to the European Union's pre-accession policy and Neighbourhood Policy. In 2004-2007, once the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia had acceded to the EU in 2004, Matra was phased out for these eight countries. It was also phased out for Bulgaria and Romania in 2007-2011 after they joined the EU in 2007. Over the years Matra came to focus on current and potential candidate countries, the EU's and NATO's new eastern neighbours, and more recently several of the EU's southern neighbours.

In the light of the scarcity of resources, the conclusion was drawn in 2009 that the Matra programme needed a sharper geographical and thematic focus. From that time the revised programme was limited to its original purpose: support for the multiple transitions in countries with EU accession prospects or countries with a Communist past. As a result the EU's southern neighbours were removed from the Matra country list.

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<sup>1</sup> Evaluation Policy and Guidelines for Evaluation (October 2009), drafted by IOB.

Because cutbacks and considerations of efficiency dictated even clearer choices in external policy, it was decided that as from 2012 Matra would only be used for Southeast European pre-accession countries.<sup>2</sup> At the same time the programme's thematic scope was limited to strengthening the rule of law. The decision was taken to phase Matra out for the Eastern Partnership countries and instead meet the need to strengthen the rule of law in these countries through support from the Human Rights Fund.

The general objective of the Matra programme is currently to contribute to the development of a plural democracy, grounded in the rule of law, with room for dialogue between government and civil society, with a central emphasis on building capacity and strengthening the institutions of civil society and government and on strengthening bilateral relations.<sup>3</sup> The programme focuses on helping countries to meet the Copenhagen criteria and to adopt the *acquis communautaire*.<sup>4</sup>

The Netherlands aims to link Matra projects to the European Commission's Instrument for Pre-Accession Assistance (IPA).<sup>5</sup> In addition to the Matra programme, the Ministry of Foreign Affairs (BZ) also contributes to societal transition through the Human Rights Fund (Turkey is the only Matra country where projects are financed from this fund) and the Stability Fund (which finances projects in Bosnia and Herzegovina, Kosovo and Montenegro). This raises the question of the extent to which Matra complements EU programmes and national programmes.

By contrast with past practice, BZ is solely responsible for Matra management<sup>6</sup> and Matra costs are paid entirely from the BZ budget.

Despite the programme's narrower geographical focus since 2012, Matra funds are nonetheless spent each year in Eastern Partnership countries, at the explicit request of the House of Representatives.<sup>7</sup> These funds are spent in part on civil society projects, via Dutch

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<sup>2</sup> Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia and Turkey. This meant that the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) were removed from the Matra countries list. See the letter to parliament of 14 November 2011 on Social Transformation/reviewing Matra (ref. DEU-275/2011). NB As Croatia became a EU member state on 1 July 2013, Matra is being phased out there as well.

<sup>3</sup> Grants Policy Framework Matra CoPROL (Order of the Minister of Foreign Affairs of 12 July 2013, no. DEU-0575/2013, laying down administrative rules and a ceiling for grants awarded under the Ministry of Foreign Affairs Grant Regulations 2006 (Matra CoPROL 2014-2015)).

<sup>4</sup> Letter to parliament of 14 November 2011 on Social Transformation/reviewing Matra.

<sup>5</sup> For IPA support conditions, see [http://ec.europa.eu/regional\\_policy/thefunds/ipa/works\\_en.cfm](http://ec.europa.eu/regional_policy/thefunds/ipa/works_en.cfm) and [http://ec.europa.eu/enlargement/instruments/overview/index\\_en.htm](http://ec.europa.eu/enlargement/instruments/overview/index_en.htm).

<sup>6</sup> With the exception of the Matra Political Parties Programme (MPPP).

<sup>7</sup> Made in three amendments adopted by the House. In 2015 a part of Matra's budget will once more be reserved for projects in Eastern Partnership countries.

embassies and the Visegrad Fund,<sup>8</sup> and in part via extra contributions to foundations linked to political parties for projects in Eastern Partnership countries.

In response to the Arab Spring, a separate Matra programme (Matra South) was set up for the EU's southern neighbours and has been in operation since 2012.<sup>9</sup> By contrast with the Southeast European countries covered by the regular Matra programme, the countries of the Arab region have no accession prospects. The two programmes nonetheless work largely according to the same system. In the rest of these ToR, however, 'Matra' refers only to the programme for pre-accession countries.

## 2.2 Components of the Matra programme

The current Matra programme has the following components.

### 1. Matra Cooperation with Pre-accession Countries on the Rule of Law (CoPROL): targeted support for central governments

This component finances partnerships between Dutch government bodies and their counterparts in Matra countries. The partnerships must be aimed at adopting the EU acquis in the area of the rule of law and must complement the activities of the European Commission. They must also raise the Netherlands' profile as regards the recipient governments.<sup>10</sup> They have the following objectives:<sup>11</sup>

- A. *Strengthening capacity*: The capacity of one or more governmental or semi-governmental institutions in one of the target countries to adopt and implement the EU acquis must be strengthened by drawing on the capacity of one or more relevant governmental or semi-governmental institutions in the Netherlands.
- B. *Strengthening bilateral relations between the Netherlands and the Matra countries*: Cooperation between Dutch government institutions and their counterparts in the target countries must not only strengthen bilateral ties but also foster greater understanding of Dutch policy in the target countries.

For the period from 1 January 2013 to 31 December 2015, the Minister of Foreign Affairs made €12 million available for this component of Matra. After two rounds of the tender procedure, six projects have been approved. The projects will continue until 2015, in some

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<sup>8</sup> These funds are spent through the Visegrad 4 Eastern Partnership Program (V4EaP); see <http://visegradfund.org/v4eap/>.

<sup>9</sup> See letter to parliament of 24 June 2011 on the current situation in North Africa and the Middle East (ref. 32623), p. 8.

<sup>10</sup> Grants Policy Framework Matra CoPROL, p. 6. In practice this means partnerships aimed at the Matra country's meeting the Copenhagen criteria and adopting EU values and standards.

<sup>11</sup> Idem, p. 8.

cases with an extension through 2016. After the completion of the second round, €1.75 million remained to be awarded for budget year 2014. There seem to be several reasons for this. On the one hand, too few of the projects submitted proved to meet all the requirements set in the assessment framework. On the other hand, there was a lack of enthusiasm among several of the parties concerned to reach agreement with partners in the Matra countries on specific joint projects. This evaluation will provide a good opportunity to examine how this component of Matra is working.

## 2. Training civil servants and young diplomats from Matra countries

Two components of Matra provide for brief courses to train civil servants in pre-accession countries in subjects that are important for their EU accession.

The Matra Pre-Accession Training programme on the Rule of Law (PATROL) provides training for senior officials from the executive branch and judiciary using Dutch best practices. These courses have been outsourced through a tender procedure to the T.M.C. Asser Institute in conjunction with Ecorys and The Hague Academy for Local Governance. This component covers the period 2012-2015 and has a budget of €3,997,764. PATROL's objectives are:

- A. Strengthening the institutional capacity of government bodies in target countries in the field of the rule of law, thus enhancing their capacity to implement necessary reforms and at the same time helping to embed in society the core European values that underlie such reforms.
- B. Strengthening relations between officials in the different target countries.
- C. Strengthening the ties of officials in the target countries with the Netherlands and increasing their understanding of Dutch policy.<sup>12</sup>

Young diplomats from Matra countries also take brief courses in the Netherlands. For the period 2012-2014, these courses have been outsourced to the Netherlands Institute of International Relations 'Clingendael', with a budget of €544,692. Their objectives are:

- A. Strengthening the participants' ability to contribute to their countries' moving closer to the EU.
- B. Strengthening the Netherlands' bilateral relations with the target countries, by fostering closer ties with the Netherlands on the part of participants and increasing their knowledge and understanding of Dutch policy.

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<sup>12</sup> See Activity Appraisal Document on the Matra Pre-Accession Training programme on the Rule of Law (Matra PATROL), activity no. 24679 (in Dutch), p. 1.

- C. Forming a network between participants from the different target countries, thus potentially helping to eventually strengthen relations between them.<sup>13</sup>

### 3. Supporting and strengthening civil society initiatives ('Matra delegated projects')

This component of the Matra programme focuses on strengthening the rule of law as a crucial element of the Copenhagen criteria, with a special emphasis on the justice system. Implementation is delegated to the Dutch embassies in the target countries, which use the funds to support small-scale activities by local or Dutch organisations. The projects may also consist of cooperation between government authorities, including knowledge exchange between line ministries. They should be exclusively focused on one or more of the following themes: legislation and justice, public administration/public order/police, or human rights/minorities. The projects may last for no more than two years. In 2012 €8.3 million was reserved for Matra delegated projects, of which €8.2 million was actually spent; in 2013 these figures were €6.05 million and €6.01 million respectively. For 2014 €5.6 million has been budgeted.

The objectives of this specific Matra programme component are the general Matra objectives mentioned above: building capacity, strengthening the institutions of civil society and government and strengthening bilateral relations.<sup>14</sup>

### 4. Support for political party development

The Matra Political Parties Programme (MPPP) is aimed at strengthening democracy in Matra countries through twinning between Dutch political parties and their sister parties or organisations. The funds are provided through grants to foundations linked to Dutch political parties represented in Parliament.<sup>15</sup>

The objective of this grant programme is strengthening the leadership and networks of the Dutch recipient parties' sister parties or organisations in the target countries. The MPPP was evaluated in 2006 by Warner Strategy & Fundraising.<sup>16</sup>

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<sup>13</sup> See Activity Appraisal Document on Training young diplomats from Southeast European countries with EU accession prospects, activity no. 24153 (in Dutch), pp. 1-2.

<sup>14</sup> The rules for embassies using Matra delegated funds can be found (in Dutch) at <http://portal.rp.rijksweb.nl/irj/portal/?NavigationTarget=HLPFS://cisrijksportaal/cisfacilitair/cishandboek/bedrijfsvoeringbz/cishbbznederlands/cisbeleidsplanninguitvoering/cisoverigefinancieringsprogrammas/cismatrakap>.

<sup>15</sup> The Political Parties (Financing) Act calls these foundations 'institutions for activities abroad' (section 4). Of the parties currently represented in the House of Representatives, the People's Party for Freedom and Democracy (VVD), Labour Party (PvdA), Christian Democratic Alliance (CDA), Democrats '66 (D66), Green Left Alliance, Christian Union (CU), Calvinist Party (SGP) and Animal Rights Party (PvdD) have institutions for activities abroad.

<sup>16</sup> 'Evaluatie Matra Politieke Partijen Programma 2000-2005: Van partij naar partij: Nederlandse ondersteuning van politieke partijen in Europese landen in transitie' [Evaluation of Matra Political

As from 2013, responsibility for implementing this component has been transferred to the Ministry of the Interior and Kingdom Relations (BZK), thus placing the grant programme under the Political Parties (Financing) Act. The transfer was meant to streamline the process of awarding grants to the different political parties' foundations, and avoid the application of different statutory frameworks and thus of different management rules to different grants. By contrast with BZ's Matra grant framework, the Political Parties (Financing) Act does not impose any conditions on the countries where the funds are spent, so as to avoid any control over the party foundations by the Minister of the Interior. In a letter to the parties concerned, the Ministers of the Interior and of Foreign Affairs did however express their expectation that in practice the grants will be spent in the Matra countries.<sup>17</sup> At the same time, the existence of sister parties in the countries concerned and their ability to cooperate on leadership development and network-building also play a role. MPPP implementation thus takes place in a specific political context.

In 2012 BZ awarded €1.2 million in MPPP grants. In the period 2013-2014 the eight parties with an institution for activities abroad were eligible for annual grants totalling €1 million.<sup>18</sup> Amendments to the budget appropriated additional sums of €1 million in 2012, €750,000 in 2013 and €500,000 in 2014.<sup>19</sup>

### *2.3 Background and justification*

This evaluation was announced in the explanatory memorandum on BZ's budget for 2014.<sup>20</sup> The Minister also mentioned the planned evaluation in his response to questions in parliament<sup>21</sup> and to the amendment submitted by MPs Han ten Broeke and Michiel Servaes proposing an additional €2 million for Matra in 2014.<sup>22</sup>

The current Matra programme has been under way since 2012 and is being funded for four years. In 2015 the minister will decide on the content of the programme from 2016. The

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Parties Programme 2000-2005, Dutch support for political parties in European countries in transition] (2006).

<sup>17</sup> See e.g. the letter of 6 April 2012 on MPPP from the VVD (ref. DAM-024/2012), available from DEU.

<sup>18</sup> Under section 8 (3) of the Political Parties (Financing) Act.

<sup>19</sup> In addition, there is an annual contribution of €500,000 for political parties in the Matra South countries. Because the Political Parties (Financing) Act sets no conditions for the place where funds may be spent, this additional sum is in practice difficult to distinguish from the Matra funds.

<sup>20</sup> 'The Matra programme will be evaluated in 2014.' (BZ budget, Annexe 3: grant overview, Matra CoPROL)

<sup>21</sup> 'In 2014 the Matra programme will be evaluated.' (Response to questions 14 and 15 on the 2014 budget)

<sup>22</sup> 'Now with regard to the amendments: the amendment to item 19 submitted by MPs Ten Broeke and Servaes concerns Matra. I agree with the thinking behind the amendment. The additional €2 million they propose would create scope to carry on useful projects in pre-accession and Eastern Partnership countries. I will work with my staff at the Ministry of Foreign Affairs to ensure that part of the additional resources can be spent on the programme for political parties. Next year Matra will be evaluated, so it's a good idea to examine the future use of Matra funds at that time. I therefore see this amendment as an expression of support for current policy.'

timetable of this evaluation is therefore aimed at making the final report available no later than March 2015, so that the results of the evaluation can be taken into account in the minister's decisions.

In the first quarter of 2015 the final report will also be issued of the IOB's evaluation of Dutch policy on the democratic transition in the Arab region. That report will lay the basis for decision-making on the future of Matra South.<sup>23</sup> These synchronised timetables will facilitate better coordination of decision-making on the two different programmes.

#### *2.4 Goal*

The evaluation has a dual goal. On the one hand, it will allow the minister to account to Parliament for the Matra programme as it has been implemented. On the other hand, it should make it possible to draw lessons that can be taken into account in possible future decisions on Matra.

### **3. Evaluation questions**

The evaluation will focus on the following questions:

#### 1. Relevance

- a. Was the Matra programme's focus on the development of democracy and the rule of law justified in view of the challenges that the countries in question are facing as they move closer to the EU?
- b. Is the programme consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?
- c. Do the Matra projects focus on major challenges these countries face with regard to the rule of law?
- d. What was Matra's added value in relation to other Dutch programmes and programmes of other donors, notably EU programmes like the IPA, which are being implemented in the countries in question?

#### 2. Effectiveness:

Has the Matra programme contributed to:

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<sup>23</sup> The part of the IOB evaluation of the Dutch role in the EU Neighbourhood Policy that deals with Matra programmes in Eastern Partnership countries will also be made available at that same time. This will play a role in the decision on structurally extending the Matra programme to the Eastern Partnership countries from 2016.



- a. candidate countries' meeting the Copenhagen criteria and adopting the EU's values and standards in the area of the rule of law;
- b. strengthening the Netherlands' bilateral relations with the target countries;
- c. (with regard to PATROL and the courses for diplomats) the target countries' working more closely with one another?

### 3. Management:

Were the Matra programme components organised in a way that fostered an effective process of selecting and implementing projects (including financial and substantive monitoring)?

These central evaluation questions will be answered making use of the following questions for each programme component.

#### Matra CoPROL

##### *Relevance*

- Have the projects focused on the main issues in the area of the rule of law that are important in the accession processes of the countries where they have been implemented?
- Were the projects consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?
- Did different donors coordinate/harmonise their efforts? To what extent did CoPROL projects complement the projects of other donors? In particular, did the projects play a role as pilot projects for EU projects on a larger scale?

##### *Effectiveness*

- Have the projects increased the capacity of the target countries' partner institutions to meet the Copenhagen criteria and to adopt the EU's values and standards in the area of the rule of law?
- Are the projects expected to strengthen the relationships between the target countries and the Netherlands?
- Are the projects expected to strengthen the relationships between the government institutions involved?

### *Management*

- Were the Dutch government bodies concerned well enough equipped for / geared to cooperation with their partners in the target countries? If they were not, why not?
- Did the selection and assessment procedures lead to a sufficient number of applications and approved projects of the desired quality?

### Matra PATROL and Matra courses for diplomats

#### *Relevance*

- Did the PATROL courses address the aspects of strengthening the rule of law that are most relevant to the target countries' accession?
- Did the courses for diplomats address the aspects of the accession process that are most relevant to the target group?
- Were the training programmes consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?

#### *Effectiveness*

- Have the courses organised so far increased the participants' knowledge and understanding of core European values and standards?
- Have graduates of the PATROL and Clingendael courses helped implement relevant reforms in their countries of origin?
- Do the graduates have more knowledge and understanding after the courses of the Netherlands' 'strict but fair' policy on EU enlargement?
- Have the graduates built networks with one another, and are they using those networks? Are the networks broader than the graduates alone? To what extent are the networks used to help countries adopt core European values and standards?
- Are the graduates still in touch with the Netherlands/the Dutch embassy? To what extent is the Dutch government, in The Hague and in the target countries, using the networks and encouraging their use by others?

### *Management*

- Are these two programme components being properly managed?

## Matra delegated projects

### *Relevance*

- Did the embassies' projects focus on major problems related to the rule of law that affect the accession of the countries where the projects are being implemented?
- Were the projects consistent with the Netherlands' policy priorities in the area of strengthening the rule of law?
- Has there been any overlap or inconsistency between the objectives or results of the embassies' Matra projects and those of projects financed from other Dutch funds?
- Did different donors coordinate/harmonise their efforts? To what extent did Matra projects complement the projects of the European Commission and other donors?

### *Effectiveness*

- Have the projects strengthened the rule of law in the countries where they were implemented?
- Have the projects strengthened bilateral relations between the target countries and the Netherlands?

### *Management*

- Do the embassies have sufficient capacity for the financial and substantive management and monitoring of the projects?

## Matra Political Parties Programme

### *Relevance*

- In what countries were the annual Matra grants spent in 2012? Has this changed since 1 January 2013?
- Did the objectives of this programme component correspond to the problems of the target countries' political parties that are most relevant to accession?

### *Effectiveness*

- Have the parties' foundations' Matra projects helped with leadership development and network-building by sister parties or organisations in Matra countries? Has this changed since 1 January 2013?
- Has it been ensured since MPPP's transfer to BZK that its implementation will continue to be consistent with BZ policy?

## *Management*

- Did BZK have adequate instruments to assess the MPPP projects in advance, to monitor them and to increase where necessary the effectiveness of this programme component?

## **4. Parameters and scope**

### *4.1 Timeframe and geographical scope*

The evaluation will focus on the Matra programme in the form it has taken since its last revision. This means that the evaluation will cover the timeframe from 2012 to 2014 and all seven countries on the current Matra list. In view of the major changes made in Matra's political context and thematic focus in 2012, it makes no sense to address the pre-2012 period in the evaluation. Three points should be made in this connection:

- Country visits will be made only to three countries – Albania, Serbia and Turkey – which give a representative picture of Matra implementation (and in particular of CoPROL and of delegated projects implemented on the ground in pre-accession countries).<sup>24</sup> These three countries have been chosen for a combination of substantive and practical reasons.
  - o Substantively, there is a wide disparity in the progress made towards accession. Turkey has been a candidate country for a long time (since December 1999) and has been negotiating on accession since October 2005. While its process has been under way for a considerable time, however, there is no momentum in the talks. While the country has doubtless made progress in recent years, recent developments have posed threats to fundamental principles of the rule of law and thus give cause for concern. EU membership for Turkey can only be a long-term prospect. Serbia became a candidate country in March 2012 and EU accession talks with the country were formally opened in January 2014. As with Montenegro, the new method will be applied to Serbia in which the negotiations on the chapters on the rule of law are opened early in the process and will be the last to be closed. Serbia is now in the first phase of this process. Albania only obtained the status of candidate country in June 2014. It is in a much earlier stage of the process and is still far from being ready for negotiations.

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<sup>24</sup> Input from other embassies will be taken into account in the evaluation by means of questionnaires and phone interviews.

- o Practically, the implementation of CoPROL can easily be investigated in Albania as the country is involved in all three of the projects from the first round of the tender procedure.<sup>25</sup> Turkey and Serbia have also been chosen for case studies because the Dutch embassies in Ankara and Belgrade receive substantial shares of Matra delegated funds and are taking part in a CoPROL project with Albania.<sup>26</sup> The evaluators can relatively easily combine a visit to Serbia with one to Montenegro, where a CoPROL project and other Matra activities are under way.
- Matra in Eastern Partnership countries falls outside the scope of this evaluation, but is included in the IOB evaluation of the Dutch role in European Neighbourhood Policy. The IOB results will be available in time to be taken into account in decision-making on the future of the Matra programme. As noted above on page 3, Matra funds are delegated each year to embassies in Eastern Partnership countries and to the Visegrad Fund for use in the Visegrad 4 Eastern Partnership Program (V4EaP). Decision-making about Matra's future will address the question of the extent to which Matra funds should continue to be spent in the Eastern Partnership countries, even though these countries have no accession prospects.
- In conducting this evaluation it will be useful to take note of relevant lessons drawn by earlier evaluations, including in any event the MPPP evaluation mentioned earlier.

As a consequence of the brief timeframe covered in the evaluation, it will not be possible to arrive at a definitive conclusion about the results achieved for every programme component. This applies in particular to the CoPROL programme, as initial progress reports have been received for only half of the CoPROL projects. In these cases the evaluation will place a greater emphasis on the relevance of Matra interventions and on the quality of Matra procedures.

#### *4.2 Substance*

The evaluation will examine all the Matra programme components in Turkey and the Western Balkans: CoPROL, PATROL, the courses for diplomats, the delegated projects and MPPP. It will focus more on the components for which more funds have been budgeted (see Annexe 1 for the amounts).

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<sup>25</sup> 'Improvement of Prison Conditions for Reintegration of Juvenile Detainees in Albania, Macedonia and Kosovo', 'Leadership Programme for Security and the Rule of Law', and 'Promoting a Victim-Centred Approach in Trafficking Cases in Albania and Bosnia and Herzegovina'.

<sup>26</sup> 'Leadership Programme for Security and the Rule of Law'.

## 5. Methodology and approach

The evaluation will take the form of a qualitative analysis of the relevance of the activities under the current Matra programme and of the effect of these activities on outcomes. Several aspects of Matra management will also be evaluated. Annexe 1 contains the evaluation matrix.

Data will be gathered for the evaluation by means of desk study, phone and live interviews, questionnaires and country visits. The embassies involved in country visits will be asked to facilitate the conduct of the evaluation on the spot (by finding interview rooms, making appointments, etc.).

The desk study will focus on:

- surveying the Matra countries' accession problems and their progress in strengthening the rule of law, mainly on the basis of the European Commission's annual progress reports and reports by international NGOs;
- policy documents concerning the Matra programme and its components;
- the project dossiers of the selected projects.

Interviews, questionnaires and country visits will make it possible to obtain information from policymakers, implementing organisations, grant recipients, participants in courses and other concerned parties in both the Netherlands and the target countries. Annexe 2 contains an indicative list of stakeholders for each programme component.

The evaluator will determine which research tools will be used for each programme component on the basis of the evaluation questions for that component. The candidates for the task of conducting the evaluation will outline their approach to each component in detail in their proposals. The proposals should focus on the following points:

### Matra CoPROL

The main sources for this component are memorandums and the initial progress reports on the three projects approved in the first round of the tender procedure. The first reports from projects selected in the second round are only expected in early 2015, so the evaluation will not assess these projects' results and effects but only aspects of their relevance (ex-ante). Documentation for projects that were not selected is also relevant to this component.

### Matra PATROL and courses for diplomats

As these programmes go through several cycles each year, their effects can be assessed. The country visits will provide opportunities for contact with people who have taken the courses. Former participants in countries that are not being visited can be approached through phone interviews or questionnaires.

### Matra delegated projects

The large number of projects in this component will require making a selection. In doing so:

- at least two projects should be selected in each Matra country;
- preference should be given to projects that have already been completed (or according to the timetable should have been completed);
- the feasibility of on-the-spot investigation and possible project visits should be a factor;
- the embassies should be asked for advice.

For this component as well, country visits will provide opportunities to gather information through project visits and contacts with those implementing the projects. Interviews and questionnaires will make it possible to extend the investigation to countries that are not being visited, in the interests of obtaining a representative picture.

The transition to electronic archives makes it easier to coordinate with the embassies beforehand which files will be available on the spot and which ones in The Hague.

### MPPP

A complete survey of the projects carried out since 2012 is needed to answer the first question for this component. The questions on effectiveness can be answered using a representative sample of the foundations' projects. The country visits will provide opportunities to interview representatives of parties in these countries that have taken part.

## 6. Organisation

The director of the Europe Department (DEU) will be responsible for the conduct of the evaluation. Bas Limonard of IOB will play an advisory role to ensure its quality.

The evaluation of Matra in the pre-accession countries is not part of IOB's programme of work. To ensure the independence and quality of the evaluation, its conduct will be outsourced to third parties (consultants). DEU will seek three quotations, on the basis of which it will select the implementing organisation.

DEU will form a peer group to provide substantive guidance, to be made up of the following people:

- Johan Verboom (chair) – DEU
- Bas Limonard – IOB
- Jan Rinzema – DEU
- Onny Jalink – DEU
- Reinier Fleurke – BZK
- Else Riep/Ruud Lek – Ministry of Security and Justice
- André Krouwel – VU University, Amsterdam

The peer group will meet twice: once to discuss the draft Terms of Reference and once to discuss the draft report.

## 7. Products

The product of the evaluation will be a report, which the Minister of Foreign Affairs will send to the House of Representatives together with a response.

## 8. Timetable

The timetable of work is as follows:

- |   |                            |
|---|----------------------------|
| - Adoption of ToR                                 | mid-July 2014              |
| - Selection of implementing organisation          | July-September 2014        |
| - Conduct of file study, interviews and fieldwork | September-November 2014    |
| - Drafting of report                              | December 2014-January 2015 |



- Completion of report
- Send report and response to House

First quarter of 2015

April 2015

## Annexe 1 Evaluation matrix

### Evaluation matrix

<b>Programme component</b>	<b>Input</b>	<b>Output</b>	<b>Outcome (indicators)</b>
<b>CoPROL</b>	- Staff deployment by Dutch government bodies - €4 million/year (€12 million total)	- Courses - Visits - Hardware and software (?)	- More knowledge and know-how (capacity) for use in adopting EU values and standards - Closer bilateral ties
<b>PATROL</b>	€1 million/year (€4 million total)	- Courses for senior officials and judiciary	- Greater institutional capacity of government bodies in area of rule of law - Reforms - Societal embedding of core European values - Closer ties between target countries - Closer ties with NL
<b>Courses for diplomats</b>	€0.15 million/year (€0.5 million total)	- Courses for diplomats - Follow-up days	- Increased knowledge of topics relevant to accession - Closer ties between participants' countries - More knowledge and understanding of Dutch 'strict but fair' policy
<b>Matra delegated projects</b>	€20 million	Very diverse (project-specific): - Courses - Hardware and software - Visits to NL - etc.	Very diverse (project-specific)
<b>MPPP</b>	- €1.5 million/year - Efforts of Dutch party foundations - Matra funds	- Courses - ??	- Leadership development - Network-building (by sister parties in Matra countries)

## **Annexe 2 Stakeholders for each programme component**

### CoPROL

- Ministry of Foreign Affairs: Europe Department (DEU), European Integration Department (DIE)
- Dutch embassies in target countries (Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia and Turkey)
- Ministry of Security and Justice
- Government bodies: Council for the Judiciary, Custodial Institutions Agency, Immigration and Naturalisation Service, Public Prosecution Service, Legal Aid Council, National Institute for Public Health and the Environment, Ministry of Defence Security Sector Reform pool, Netherlands Court of Audit, National Academy for Finance and Economics
- Organisations whose project proposals have been approved: Center for International Legal Cooperation, Defence for Children, Netherlands Helsinki Committee, Dutch Institute for Public Administration, Association of Netherlands Municipalities international cooperation agency, The Hague Academy for Local Governance
- Organisations whose project proposals have been rejected: COC Netherlands, T.M.C. Asser Institute, Nicolaas Witsen Foundation, East-West Parliamentary Practice Project, Patient Advisers (PVP) Foundation, Healthy Progress, Save the Children, Leiden University, Center for International Legal Cooperation

### PATROL

- Ministry of Foreign Affairs (DEU, DIE)
- Ministry of Security and Justice
- Dutch embassies in target countries
- T.M.C. Asser Institute
- Ecorys
- The Hague Academy for Local Governance
- Current and past participants in the target countries

### Courses for diplomats

- Ministry of Foreign Affairs (DEU, DIE)
- Clingendael
- Current and past participants in the target countries

### Delegated projects

- Ministry of Foreign Affairs (DEU, DIE)

- Dutch embassies in Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia and Turkey
- Organisations implementing local projects

#### MPPP

- Ministry of Foreign Affairs (DEU, DIE)
- Ministry of the Interior and Kingdom Relations
- Political parties: People's Party for Freedom and Democracy (VVD), Labour Party (PvdA), Christian Democratic Alliance (CDA), Democrats '66 (D66), Green Left Alliance, Christian Union (CU), Calvinist Party (SGP) and Animal Rights Party (PvdD)
- Sister parties and organisations



## **ANNEX 2**

### Evaluation tools

- a. Evaluation Framework
- b. Survey Questionnaire
- c. Interview Guidelines
- d. Judgement Criteria

## A. EVALUATION FRAMEWORK

Theme	Component	Questions	Means of Verification / Indicators	Sources
Overall Evaluation Questions		a. Was the Matra programme's focus on the development of democracy and the rule of law justified in view of the challenges that the countries in question are facing as they move closer to the EU ?	* listing/ ranking of main challenges for accession per country, according to EU reports (Which criteria/chapters show most reason for concern/ highest need for intervention?) * assessment of match between main challenges according to EU and thematic focus Matra (Judiciary & Law enforcement, Good Governance, Human/minority rights) * analysis of changes in top-5 priorities per country between 2011-2014 * coherence of Matra (and its separate programme elements) with main challenges/priorities per country	Matra programme document + Annual pre-accession progress reports + Representatives from Govt., civ. Soc., experts and international organisations/missions.
		b. Is the programme consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?	* Identification of RoL thematic focus areas according to Dutch policy * % of interventions/ share of budget allocated under Matra programme addressing one or more of thematic areas under Rule of Law. * % of interventions /allocated budget addressing other themes Other relevant themes	Relevant policy documents and RoL experts at MFA Desk study (records of interventions, project proposals and progress reports). + RoL expert of the MFA
		c. Do the Matra projects focus on major challenges these countries face with regard to the rule of law?	* ranking of main RoL challenges (i.e. in the fields of Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights) per country in 2011, per country and per stakeholder group (govt., civ. soc., experts, int. orgs) * analysis of similarities and differences between countries and stakeholder groups (consensus?, why (not)?) % of MATRA interventions / budget allocations targeting top-3 RoL challenges in country at stake	Representatives of Govt., Civ.Soc., Experts, International orgs and missions. + Desk study (records of interventions, project proposals).
		d. What was Matra's added value in relation to other Dutch programmes and programmes of other donors, notably EU programmes like the IPA, which are being implemented in the countries in question?	* description of main donor programmes in support of a plural democracy, grounded in rule of law with room for govt. – civ.soc. dialogue per country (thematic focus, budget, location). * assessment of similarities, differences, complementarities and overlap with these programmes * description of coordination mechanism established / practiced to stimulate coherence and avoid overlap (per country) * comprehensiveness of coordination on RoL interventions between MoFA, other donors, local govt. and other local stakeholders (which stakeholders were consulted in the planning and project appraisal phases of Matra interventions?) * assessment of depth of coordination by participants (non-intervention/ exchange of information/ coordination/ cooperation/ synergy)	Desk study (website of main donors active in country) + Interviews local govt. + Desk study (using i.a. overview of goal coverage) + Desk study (programme and project documents of MATRA and other donors) + Appraisal guidelines and records appraisal meetings . + Embassy staff and representatives of implementing organisations. Representatives of other donors.
Relevance	CoPROL	a. Have the projects focused on the main issues in the area of the rule of law that are important in the accession processes of the countries where they have been implemented?	% of CoPROL projects/ budget targeting top-3 RoL challenges per country (main issue coverage)	* interviews with stakeholders * review of coordination evidence (memo's, minutes), if any
		b. Were the projects consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?	% of CoPROL projects/ budget classifiable as Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights (thematic coverage)	
		c. Did different donors coordinate/harmonise their efforts? To what extent did CoPROL projects complement the projects of other donors? In particular, did the projects play a role as pilot projects for EU projects on a larger scale?	* comprehensiveness of coordination effort (amount and type of stakeholders included) * intensity of coordination effort (non-intervention/ exchange of information/ co-ordination/ co-operation/ synergy) * stakeholders' assessment of the potential for copying or upscaling CoPROL ('pilot') projects * evidence of copying or upscaling of CoPROL projects	
PATROL + courses for diplomats		a. Did the PATROL courses address the aspects of strengthening the rule of law that are most relevant to the target countries' accession?	% of PATROL projects/ budget targeting top-3 RoL challenges per country (main issue coverage)	* Review of PATROL project documents & evaluations * Review of Clingendael project documents & evaluations
		b. Did the courses for diplomats address the aspects of the accession process that are most relevant to the target group?	% of Clingendael courses/ budget targeting top-3 RoL challenges per country (main issue coverage)	
		c. Were the training programmes consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?	% of training courses / budget dealing with subjects relevant to the themes: Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights.	
Delegated projects		a. Did the embassies' projects focus on major problems related to the rule of law that affect the accession of the countries where the projects are being implemented?	* % of delegated projects/ budget targeting top-3 RoL challenges per country (main issue coverage, based on quick-scan) * evaluators' assessment of fit between sampled projects and main challenges per country	* quick-scan of project summaries/ titles (all projects) * intensive study of sampled project files * interviews with stakeholders of sampled projects
		b. Were the projects consistent with the Netherlands' policy priorities in the area of strengthening the rule of law?	* % of delegated projects/ budget classifiable as Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights (thematic coverage, based on quick-scan) * evaluators' assessment of fit between sampled projects NL priorities (Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights)	
		c. Has there been any overlap or inconsistency between the objectives or results of the embassies' Matra projects and those of projects financed from other Dutch funds?	* coherence and overlap in themes addressed by Matra and other funds (e.g. Human Rights Fund) * extent to which embassies have secured coherence of own activities with activities of other funds in formal or informal processes	
		d. Did different donors coordinate/harmonise their efforts? To what extent did Matra projects complement the projects of the European Commission and other donors?	* coherence ad overlap in themes addressed by Matra and other donors' activities on RoL (5 most important RoL donors per country) * extent to which embassies have secured coherence of own activities with activities of other donors in formal or informal processes	
MPPP		a. In what countries were the annual Matra grants spent in 2012? Has this changed since 1 January 2013?	* development of spending per country (Matra countries and other) over 2012-2014	* MPPP annual reports * e-mail survey of Dutch political parties
		b. Did the objectives of this programme component correspond to the problems of the target countries' political parties that are most relevant to accession?	<i>To be determined after more insight has been obtained concerning the interventions taking place under this programme component.</i>	

Theme	Component	Questions	Means of Verification / Indicators	Sources
Effectiveness	Overall Evaluation Questions	Has the Matra programme contributed to: a. candidate countries' meeting the Copenhagen criteria and adopting the EU's values and standards in the area of the rule of law;	Progress illustrated in EU Annual country progress reports (particularly in light of political criteria and most relevant chapters of AC)  Reported and perceived contribution of MATRA programme (in particular delegated projects) to progress.	EU country progress reports 2012, 2013 and 2014 (to be published in 4 <sup>th</sup> quarter) + Monitoring Matrix BCDSN + Representatives of Govt, Civ.Soc., Experts and International orgs. & missions EU country progress reports 2012, 2013 and 2014 (to be published in 4 <sup>th</sup> quarter) + Monitoring Matrix BCDSN + Representatives of Govt, Civ.Soc., Experts and International orgs. & missions EU country progress reports 2012, 2013 and 2014 (to be published in 4 <sup>th</sup> quarter) + Monitoring Matrix BCDSN + Representatives of Govt, Civ.Soc., Experts and International orgs. & missions
		b. strengthening the Netherlands' bilateral relations with the target countries;	Nr. of linkages established between Govt. institutions in target country and the Netherlands. Intensity and quality of contacts between institutes. Perceived quality of 'linkages' from both sides. Appreciation of the Netherlands as valuable partner in capacity development and democratisation processes Reported and perceived contribution of MATRA programme	Records MATRA programme management; interviews + Embassy interviews + Representatives of institutes in target country and the Netherlands + Representatives of Govt & Civ. Soc. involved in MATRA interventions. Records MATRA programme management; interviews + Embassy interviews + Representatives of institutes in target country and the Netherlands + Representatives of Govt & Civ. Soc. involved in MATRA interventions.
		c. (with regard to PATROL and the courses for diplomats) the target countries' working more closely with one another?	Nr. of networks / institutionalised contacts established as result of the programme. Nr. of participants able to demonstrate increased network in other MATRA countries. Follow-up initiatives to courses involving two or more MATRA countries. Reported and perceived contribution of MATRA programme	Participants of PATROL and diplomat courses. + Senior officials of executive branch and judiciary institutes targeted by the programme.
	CoPROL	a. Have the projects increased the capacity of the target countries' partner institutions to meet the Copenhagen criteria and to adopt the EU's values and standards in the area of the rule of law?	* stakeholders' assessment of CoPROL projects' potential to increase the necessary capacities * evaluators' assessment of effectiveness (comparison of realised to planned outputs)	* desk review of CoPROL documentation * interviews with CoPROL implementing organisations and partners
		b. Are the projects expected to strengthen the relationships between the target countries and the Netherlands ?	% of CoPROL projects that have explicit objectives / strategies for the creation / strengthening of bilateral relations and are reporting achievements in this area in monitoring reports. * stakeholders' assessment of CoPROL projects' potential to strengthen bilateral relationships * stakeholders' assessment of the quality of relations between their organisation and their CoPROL project partners (current relations as a predictor of future relations) * evaluators' assessment of the intensity of cooperation (within CoPROL projects) between Dutch and local government organisation (current cooperation as a predictor of future cooperation)	
		c. Are the projects expected to strengthen the relationships between the government institutions involved?	* analysis of reported direct effects of the training	* Review of evaluation reports * Alumni survey * interviews with DEU and embassies
	PATROL + courses for diplomats	a. Have the courses organised so far increased the participants' knowledge and understanding of core European values and standards?	* analysis of reported direct effects of the training	
		b. Have graduates of the PATROL and Clingendael courses helped implement relevant reforms in their countries of origin?	% of alumni able to report one or more examples of individual contributions to reforms that they (partly) attribute to course participation.	
		c. Do the graduates have more knowledge and understanding after the courses of the Netherlands' 'strict but fair' policy on EU enlargement?	* analysis of reported direct effects of the training	
		d. Have the graduates built networks with one another, and are they using those networks? Are the networks broader than the graduates alone? To what extent are the networks used to help countries adopt core European values and standards?	* % of alumni able to report one or more examples of cooperation with other alumni * % of alumni able to report extension of network beyond graduates * intensity of reported cooperation within alumni networks (non-intervention/ exchange of information/ coordination/ cooperation/ synergy) * alumni's assessment of the extent to which courses have helped countries to adopt European values and standards	
		e. Are the graduates still in touch with the Netherlands/the Dutch embassy? To what extent is the Dutch government, in The Hague and in the target countries, using the networks and encouraging their use by others?	* % of alumni able to report recent contacts with the Netherlands government/EKN * intensity of reported cooperation between DEU/ EKN with alumni (non-intervention/ exchange of information/ coordination/ cooperation/ synergy)	
	Delegated projects	a. Have the projects strengthened the rule of law in the countries where they were implemented?	* assesment of sampled projects on output and (if possible) outcome level	* intensive study of sampled project files * interviews with stakeholders of sampled projects
		b. Have the projects strengthened bilateral relations between the target countries and the Netherlands?	* stakeholders' assessment of sampled projects' contribution to change in relations	
	MPPP	a. Have the parties' foundations' Matra projects helped with leadership development and network-building by sister parties or organisations in Matra countries? Has this changed since 1 January 2013?	* implementing parties' reports of examples of leadership development * % of MPPP budget spent in Matra countries (2012 - 2014)	* short survey of implementing (political) parties * MPPP evaluations * interviews with BZK and DEU
		b. Has it been ensured since MPPP's transfer to BZK that its implementation will continue to be consistent with BZ policy?	* stakeholders' opinion on safeguarding of Matra goals at BZK * evaluators' assessment of safeguarding of Matra goals in MPPP procedures at BZK	



Theme	Component	Questions	Means of Verification / Indicators	Sources
Management	Overall Evaluation Questions	Were the Matra programme components organised in a way that fostered an effective process of selecting and implementing projects (including financial and substantive monitoring)?	<p>To what extent have the appraisal criteria (D, O and P-test) been systematically and consistently applied in the appraisal / selection of projects?</p> <p>To what extent did project plans turn out to be realistic (in time and financial terms)?</p> <p>To what extent did monitoring and remedial action take place according to plan?</p> <p>To what extent are implementing agencies able to provide objective and convincing information concerning progress, success and continued relevance of projects?</p> <p>How do the selection committee, embassy staff and organisations submitting proposals (both accepted and rejected) perceive the</p>	<p>Project proposals and records of project appraisal. + Project progress and monitoring reports. + Embassy staff and project managers. + Representatives selection committee, relevant embassy staff and entities submitting proposals. + Project Managers and embassy staff.</p>
	CoPROL	a. Were the Dutch government bodies concerned well enough equipped for / geared to cooperation with their partners in the target countries (in particular submission and approval procedures)? If they were not, why not?	<p>* subjective assessment by stakeholders (at DEU, EKN, MinJus, MinBZK Raad voor de Rechtspraak, Politie, DJI, IND, OM and implementing/ lead parties) of the capacity of own organisation and other stakeholders to conceive and implement relevant and effective CoPROL projects</p> <p>* ranking of most mentioned barriers to the design or implementation of CoPROL projects</p>	* interviews with listed stakeholders
		b. Did the selection and assessment procedures lead to a sufficient number of applications and approved projects of the desired quality ?	<p>* subjective assessment by those directly involved (at DEU and accepted <b>and rejected</b> implementing parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes</p> <p>* subjective assessment of wider group of stakeholders (including RNEs, local govt. and NGOs) of the quality of approved projects</p> <p>* evaluators' assessment of quality of project setup (clear definition of project goals, clear translation of goals into implementation procedures, adequate monitoring and evaluation processes in place)</p> <p>* evaluators' assessment of the progress made (budget depletion vs. planning, output realisation vs. planning, timeliness of project reporting, response to issues arisen, etc.)</p>	<p>* interviews with listed stakeholders</p> <p>* desk review of formal project cycle documentation</p>
	PATROL + courses for diplomats	Are these two programme components being properly managed?	<p>* subjective assessment by those directly involved (at DEU and accepted implementing parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes</p> <p>* evaluators' assessment of quality of project setup (clear definition of project goals, clear translation of goals into implementation procedures, adequate monitoring and evaluation processes in place).</p> <p>* evaluators' assessment of the progress made (budget depletion vs. planning, output realisation vs. planning - e.g. numbers of trainees, timeliness of project reporting, response to issues arisen, etc.)</p>	* interviews with listed stakeholders
	Delegated projects	Do the embassies have sufficient capacity for the financial and substantive management and monitoring of the projects?	<p>* subjective assessment by those directly involved (at DEU and RNEs and accepted implementing parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes</p> <p>* evaluators' assessment of quality of project setup (clear definition of project goals, clear translation of goals into implementation procedures,</p>	<p>* interviews with listed stakeholders</p> <p>* desk review of formal project cycle documentation</p>
	MPPP	Did BZK have adequate instruments to assess the MPPP projects in advance, to monitor them and to increase where necessary the effectiveness of this programme component?	<p>* subjective assessment by those directly involved (at BZK and implementing political parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes</p> <p>* evaluators' assessment of the instruments available to BZK for the ex ante assessment and for adequate monitoring and evaluation of projects</p>	* interviews with listed stakeholders

## B. SURVEY QUESTIONNAIRE

## Introduction

Dear Alumni,

Thank you for participating in the evaluation of the Netherlands Ministry of Foreign Affairs PATROL training programme. The PATROL (Pre-Accession Training on Rule of Law) programme consists of trainings for civil servants and young diplomats by TMC Asser Institute/Ecorys/HALC and Clingendael Institute. It is part of the Netherlands' Matra social transformation programme.

In this survey you are requested to provide your answers and/or comments on plm. 15-20 questions. This will probably take around 5-10 minutes.

First, the survey briefly covers the success of the programme. Then, it addresses the follow-up activities (e.g. remaining contacts and networks, and involvement with change/reforms) of these training programme.

Your answers will remain anonymous, so please provide honest answers.

Kind regards,

René Vermeulen,  
On behalf of MDF/APE evaluation team.

## Matra Pre-Accession Training on Rule of Law (PATROL) programme

### \*1. In which training programme did you participate?

- Training courses for Civil Servants by TMC Asser/ECORYS/HALC
- Training courses for Young Diplomats by Clingendael Institute

## TMC Asser Institute, Ecorys, HALC - Civil Servants

Please fill out the information for the training(s) you have participated in. If you have followed more than 1 training, please answer the questions for all courses.

**\*2. What was the subject of the training by TMC Asser Institute/Ecorys/HALC you participated in? (more than 1 option possible)**

- Access to Justice
- Administration of Justice
- Alternative Dispute Resolution
- Decentralisation
- Integrity of Civil Servants
- Public Finance Management
- Public Procurement
- Quality, Implementation and Enforcement of Legislation

**\*3. In what year did you participate in the training at TMC Asser Institute/Ecorys/HALC? (more than 1 option possible)**

- 2012
- 2013
- 2014

**\*4. In what year did you participate in the training course by Clingendael?**

- 2012
- 2013
- 2014

## Success of the training course

**\*5. Please give your opinion with regards to the following statements (for the training you have been involved in).**

	Not at all	Somewhat	Reasonably	A lot
The training has increased my knowledge and understanding of the Netherlands' "strict and fair" policy on EU enlargement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training has increased my knowledge and understanding of the core European values and standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training has provided me with better skills to implement relevant reforms in my country (for EU accession).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training addressed the aspects of strengthening the Rule of Law that are most relevant to my country's EU accession.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training addressed the aspects of the accession process that are most relevant to my country's EU accession.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All in all, the training I followed was useful for my country's EU accession process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Alumni (ex- participants) contacts and network function

**\*6. Have you kept contact with any of the participants after the training course has ended?**

Yes

No



## Contacts with ex-participants (alumni)

We understand 'personal contacts' as contacts with ex-participants that you have maintained outside of your work.

We understand 'network and cooperation' as contacts with other ex-participants that you have maintained that are (also) related to your work, so: 'professional'.

### 7. What type of contact have you maintained after the training has ended?

- I have stayed in personal contact with ex-participant(s) (outside of work)
- I have stayed in contact with ex-participant(s) both outside of work and work-related
- I have stayed in professional contact with ex-participants.
- I have joined a (formal) network of ex-participants
- Other (please specify)

## Alumni Network and Cooperation

### 8. Does the network also include people that are not an ex-participant of the training?

- Yes
- No

If 'yes', please explain the background of the other people involved

## Contacts with ex-participants (alumni)

**9. Can you give a recent example of contact you had with other ex-participants of the training?**

**10. Are you actively in touch with other ex-participants of the training course?**

- Yes, once per week
- Yes, once per month
- Yes, once per half year
- Yes, once per year
- No, I am not active

**11. Please indicate the purpose of your contacts with other ex-participants.**

- To keep in touch
- Sharing information
- Asking or offering support
- (Initiative for) cooperation
- Other purposes (please specify)

**Contacts with Government of the Netherlands or the Embassy of the Netherlan...**

**\*12. Have you been in contact with people from the government of the Netherlands or the Dutch Embassy in the past six months?**

- Yes
- No

## Contacts with Netherlands' Government or Dutch Embassy

### 13. Who took the initiative for the contact?

- I approached them
- They approached me

### 14. What was the purpose of the contact with the Netherlands government or the Embassy?

- To keep in touch
- Sharing information
- Asking or offering support
- (Initiative for) cooperation
- Other purposes (please specify)

Involvement in EU accession or reform processes

**\*15. After the training, have you been involved in implementing EU accession or reform processes?**

Yes

No

How many? (in numbers)

Involvement in EU accession or reform processes

16. Can you give example(s) of reforms you have been involved in?

17. How much has the training you followed helped you to participate in this EU accession or other reform process?

Not at all

Somewhat

Reasonably

A lot

Please explain how you perceive this contribution

## Background information of alumni

### \*18. Where are you from?

- Albania
- Bosnia i Hercegovina
- Croatia
- Kosovo
- FYRO Macedonia
- Montenegro
- Serbia
- Turkey

### 19. What is your gender?

- Female
- Male

### 20. At what institute/organisation were you working at the time of the training course?

### 21. What was your function at the time of the training course?



Thank you very much for completing this survey.  
You can still make changes by clicking 'prev'.  
Please click 'done' when you are ready.

## C. INTERVIEW GUIDELINES

## Introduction

### Main challenges for EU Accession

1. What do you believe were the main challenges for accession for your country? [\[Relevance General a\]](#)
  - a. in 2012

1.	
2.	
3.	
4.	
5.	

- b. in the upcoming years

1.	
2.	
3.	
4.	
5.	

2. To what extent was Matra (in design) attuned to these challenges, in terms of... [\[Relevance General c\]](#)
  - a. the 3 main themes chosen?
  - b. Other aspects, such as setup (e.g. time-frame of 2 years, etc.)?

<i>Thematic fit</i>	<i>Other aspects</i>								
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; background-color: #d4edda;">Good</td> <td style="width: 20%; background-color: #fff3cd;">Sufficient</td> <td style="width: 20%; background-color: #fff3cd;">Moderate</td> <td style="width: 20%; background-color: #f8d7da;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; background-color: #d4edda;">Good</td> <td style="width: 20%; background-color: #fff3cd;">Sufficient</td> <td style="width: 20%; background-color: #fff3cd;">Moderate</td> <td style="width: 20%; background-color: #f8d7da;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

**Added value of Matra Coordination and coordination with other donors**

3. Overlap with other programmes [\[Relevance DelProj a; d\]](#)
  - a. What other active programmes do you know of in the field of Rule of Law? And to what extent do they resemble any of the Matra components? (please elaborate on similarities, differences, complementarities and overlap between programmes)
  - b. Did the projects focus on major problems related to the rule of law that affect the accession of the countries where the projects are being implemented?

	<i>Name(s) of alternative programme(s)</i>	<i>Donor/ owner of programme</i>	<i>Similarities</i>	<i>Differences</i>	<i>Added value of Matra (describe)</i>
Delegated Projects					

4. Coordination [\[Relevance DelProj d\]](#)
  - a. To what extent has there been coordination between donors active in RoL?

<i>Parties involved</i>	<i>Topic of coordination (other donor's programme)</i>	<i>Relates to:</i>	<i>Intensity of coordination</i>
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy

### Effectiveness of Matra

5. To what extent have the **delegated projects** contributed to NAME COUNTRY meeting the Copenhagen criteria and adopting the EU’s values and standards in the field of RoL? Please mention concrete examples. [[Effectiveness General a](#), [Effectiveness DelProj a](#)]

<i>Project referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>

6. To what extent has Matra or any of its components contributed to relations or cooperation between COUNTRY and NL? [[Effect. General b](#); [Effectiveness Del. Projects b](#)]

<i>Component referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div>

<input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		Small
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: green; color: white; padding: 2px;">Large</div> <div style="background-color: yellow; color: black; padding: 2px;">Fair</div> <div style="background-color: orange; color: black; padding: 2px;">Moderate</div> <div style="background-color: red; color: white; padding: 2px;">Small</div>
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### Management

7. How would you assess the quality of management of at your own embassy and at DEU? Please consider the process of selecting projects, financial and substantive monitoring, reporting, etc. for each component you know of – especially the **delegated projects** and **CoPROL**. [\[Management General, Del.Proj.\]](#)

Component referred to	Issues mentioned	Quality
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: green; color: white; padding: 2px;">Good</div> <div style="background-color: yellow; color: black; padding: 2px;">Sufficient</div> <div style="background-color: orange; color: black; padding: 2px;">Moderate</div> <div style="background-color: red; color: white; padding: 2px;">Poor</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: green; color: white; padding: 2px;">Good</div> <div style="background-color: yellow; color: black; padding: 2px;">Sufficient</div> <div style="background-color: orange; color: black; padding: 2px;">Moderate</div> <div style="background-color: red; color: white; padding: 2px;">Poor</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: green; color: white; padding: 2px;">Good</div> <div style="background-color: yellow; color: black; padding: 2px;">Sufficient</div> <div style="background-color: orange; color: black; padding: 2px;">Moderate</div> <div style="background-color: red; color: white; padding: 2px;">Poor</div>
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## Introduction

### Main challenges for EU Accession

1. What do you believe were the main challenges for accession for your country? [\[Relevance General a\]](#)
  - a. in 2012

1.	
2.	
3.	
4.	
5.	

- b. in the upcoming years

1.	
2.	
3.	
4.	
5.	

2. To what extent was Matra (in design) attuned to these challenges, in terms of... [\[Relevance General c\]](#)
  - a. the 3 main themes chosen?
  - b. Other aspects, such as setup (e.g. time-frame of 2 years, etc.)?

<i>Thematic fit</i>	<i>Other aspects</i>								
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

### Added value of Matra Coordination and coordination with other donors

3. Overlap with other programmes [\[Relevance DelProj a; d\]](#)
  - a. What other active programmes do you know of in the field of Rule of Law? And to what extent do they resemble any of the Matra components? (please elaborate on similarities, differences, complementarities and overlap between programmes)
  - b. Did the projects focus on major problems related to the rule of law that affect the accession of the countries where the projects are being implemented?

	<i>Name(s) of alternative programme(s)</i>	<i>Donor/ owner of programme</i>	<i>Similarities</i>	<i>Differences</i>	<i>Added value of Matra (describe)</i>
Delegated Projects					

4. Coordination [\[Relevance DelProj d\]](#)
  - a. To what extent has there been coordination between donors active in RoL?

<i>Parties involved</i>	<i>Topic of coordination (other donor's programme)</i>	<i>Relates to:</i>	<i>Intensity of coordination</i>
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy



### Effectiveness of Matra

5. To what extent have the **delegated projects** contributed to NAME COUNTRY meeting the Copenhagen criteria and adopting the EU’s values and standards in the field of RoL? Please mention concrete examples. [[Effectiveness General a](#), [Effectiveness DelProj a](#)]

Project referred to	Evidence of contribution	Size of contribution
		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
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6. To what extent has Matra or any of its components contributed to relations or cooperation between COUNTRY and NL? [[Effect. General b](#); [Effectiveness Del. Projects b](#)]

Component referred to	Evidence of contribution	Size of contribution
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj		<div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div>

<input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		Small
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: green; color: white; padding: 2px;">Large</div> <div style="background-color: yellow; color: black; padding: 2px;">Fair</div> <div style="background-color: orange; color: black; padding: 2px;">Moderate</div> <div style="background-color: red; color: white; padding: 2px;">Small</div>
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### Management

7. How would you assess the quality of management of at your own embassy and at DEU? Please consider the process of selecting projects, financial and substantive monitoring, reporting ,etc. for each component you know of – especially the **delegated projects** and **CoPROL**. [\[Management General, Del.Proj.\]](#)

Component referred to	Issues mentioned	Quality
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: green; color: white; padding: 2px;">Good</div> <div style="background-color: yellow; color: black; padding: 2px;">Sufficient</div> <div style="background-color: orange; color: black; padding: 2px;">Moderate</div> <div style="background-color: red; color: white; padding: 2px;">Poor</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: green; color: white; padding: 2px;">Good</div> <div style="background-color: yellow; color: black; padding: 2px;">Sufficient</div> <div style="background-color: orange; color: black; padding: 2px;">Moderate</div> <div style="background-color: red; color: white; padding: 2px;">Poor</div>
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### Main challenges for EU Accession

1. What do you believe were your country's the main challenges for accession in 2011-2012 (start of evaluation time-frame)? [\[Relevance General a\]](#)

1.	
2.	
3.	
4.	
5.	

2. To what extent was Matra (in design) attuned to these challenges, in terms of... [\[Relevance General c, Relevance CoPROL a\]](#)
  - a. the 3 main themes chosen?
  - b. Other aspects, such as setup (e.g. time-frame of 2 years, etc.)?

<i>Thematic fit</i>	<i>Other aspects</i>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

1. what extent have the **CoPROL and delegated projects** contributed to NAME COUNTRY meeting the Copenhagen criteria and adopting the EU's values and standards in the field of RoL? Please mention concrete examples. [[Effectiveness General a](#), [Effectiveness CoPROL a](#), [Effect Patrol a](#)]

<i>Project referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="text-align: center;"> <div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div> </div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="text-align: center;"> <div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div> </div>
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2. To what extent has Matra or any of its components contributed to relations or cooperation between COUNTRY and NL? [[Effect. General, b, c](#), [Effect CoPROL b](#)]

<i>Component referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="text-align: center;"> <div style="background-color: #90EE90; padding: 2px;">Large</div> <div style="background-color: #FFFF00; padding: 2px;">Fair</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Small</div> </div>
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Large						
Fair						
Moderate						
Small						

3. How would you assess the quality of management of at the embassy? Please consider the process of selecting projects, financial and substantive monitoring, reporting ,etc. for each component you know of – especially the **CoPROL projects**. [\[Management General, CoPROL a\]](#)  
 (PM Embassy does not have management responsibility for CoPROL. Embassy’s involvement is unclear so far).

<i>Component referred to</i>	<i>Issues mentioned</i>	<i>Quality</i>				
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<table border="1"> <tr><td>Good</td></tr> <tr><td>Sufficient</td></tr> <tr><td>Moderate</td></tr> <tr><td>Poor</td></tr> </table>	Good	Sufficient	Moderate	Poor
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<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<table border="1"> <tr><td>Good</td></tr> <tr><td>Sufficient</td></tr> <tr><td>Moderate</td></tr> <tr><td>Poor</td></tr> </table>	Good	Sufficient	Moderate	Poor
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Good						
Sufficient						
Moderate						
Poor						

## Main challenges for EU Accession

1. What do you believe were the main challenges for accession per country? [\[Relevance General a\]](#)

a. In 2012

1.	
2.	
3.	
4.	
5.	

b. In the upcoming years

1.	
2.	
3.	
4.	
5.	

2. To what extent was Matra (in design) attuned to these challenges, in terms of... [\[Relevance General c\]](#)

a. the 3 main themes chosen?

b. Other aspects, such as setup (e.g. time-frame of 2 years, etc.)?

<i>Thematic fit</i>	<i>Other aspects</i>								
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Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

3. Specifically for CoPROL: how do you assess the potential for copying or upscaling CoPROL projects (which are considered ‘pilots’)? [\[Relevance CoPROL c\]](#)

<i>Potential for copying</i>	<i>Potential for upscaling</i>								
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90; text-align: center;">Good</td> <td style="width: 25%; background-color: #FFFF00; text-align: center;">Sufficient</td> <td style="width: 25%; background-color: #FFD700; text-align: center;">Moderate</td> <td style="width: 25%; background-color: #FF0000; text-align: center;">Poor</td> </tr> </table> <p><i>If good/sufficient, who might copy?</i></p>	Good	Sufficient	Moderate	Poor	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90; text-align: center;">Good</td> <td style="width: 25%; background-color: #FFFF00; text-align: center;">Sufficient</td> <td style="width: 25%; background-color: #FFD700; text-align: center;">Moderate</td> <td style="width: 25%; background-color: #FF0000; text-align: center;">Poor</td> </tr> </table> <p><i>If good/sufficient, upscaling where to?</i></p>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

### Added value of Matra Coordination and coordination with other donors

4. Overlap with other programmes [\[Relevance General d; Relevance CoPROL c; Relevance DelProj d\]](#)
- a. What other active programmes do you know of in the field of Rule of Law? And to what extent do they resemble any of the Matra components? (please elaborate on similarities, differences, complementarities and overlap between programmes)
  - b. What is Matra’s added value to each of these programmes?

	<i>Name(s) of alternative programme(s)</i>	<i>Donor/ owner of programme</i>	<i>Similarities</i>	<i>Differences</i>	<i>Added value of Matra (describe)</i>
CopROL					
Delegated Projects					
(PATROL)					
(MPPP)					

5. Coordination [\[Relevance General d; Relevance CoPROL c; Relevance DelProj d\]](#)
- a. To what extent has there been coordination between donors active in RoL?

<i>Parties involved</i>	<i>Topic of coordination (other donor’s programme)</i>	<i>Relates to:</i>	<i>Intensity of coordination</i>
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		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy

**Effectiveness of Matra \***

6. To what extent have the **delegated projects** contributed to NAME COUNTRY meeting the Copenhagen criteria and adopting the EU’s values and standards in the field of RoL? Please mention concrete examples. [\[Effectiveness General a, Effectiveness DelProj a\]](#)

<i>Project referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span>  <span style="background-color: #FFD700; padding: 2px;">Moderate</span>  <span style="background-color: #FF0000; padding: 2px;">Small</span> </div>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span>  <span style="background-color: #FFD700; padding: 2px;">Moderate</span>  <span style="background-color: #FF0000; padding: 2px;">Small</span> </div>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span>  <span style="background-color: #FFD700; padding: 2px;">Moderate</span>  <span style="background-color: #FF0000; padding: 2px;">Small</span> </div>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span>  <span style="background-color: #FFD700; padding: 2px;">Moderate</span>  <span style="background-color: #FF0000; padding: 2px;">Small</span> </div>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span>  <span style="background-color: #FFD700; padding: 2px;">Moderate</span> </div>





# Interview Guideline – international / donor organisations in target countries

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		Small
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\*in countries / thematic areas where contribution analysis is applied

## Interview Guideline – Netherlands Embassy Staff

v0.1

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### Main challenges for EU Accession

1. What do you believe were the main challenges for accession per country? [\[Relevance General a\]](#)

1.
2.
3.
4.
5.

2. To what extent was Matra (in design) attuned to these challenges, in terms of... [\[Relevance General a\]](#)
- the 3 main themes chosen?
  - Other aspects, such as setup (e.g. time-frame of 2 years, etc.)?

<i>Thematic fit</i>	<i>Other aspects</i>								
<table border="1"> <tr> <td>Good</td> <td>Sufficient</td> <td>Moderate</td> <td>Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor	<table border="1"> <tr> <td>Good</td> <td>Sufficient</td> <td>Moderate</td> <td>Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

3. Specifically for CoPROL: how do you assess the potential for copying or upscaling CoPROL projects (which are considered 'pilots')? [\[Relevance CoPROL c\]](#)

<i>Potential for copying</i>	<i>Potential for upscaling</i>								
<table border="1"> <tr> <td>Good</td> <td>Sufficient</td> <td>Moderate</td> <td>Poor</td> </tr> </table> <p><i>If good/sufficient, who might copy?</i></p>	Good	Sufficient	Moderate	Poor	<table border="1"> <tr> <td>Good</td> <td>Sufficient</td> <td>Moderate</td> <td>Poor</td> </tr> </table> <p><i>If good/sufficient, upscaling where to?</i></p>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

### Added value of Matra Coordination and coordination with other donors

4. Overlap with other programmes [\[Relevance General d\]](#); [\[Relevance CoPROL c\]](#); [\[Relevance DelProj d\]](#)
- What other active programmes do you know of in the field of Rule of Law? And to what extent do they resemble any of the Matra components? (please elaborate on similarities, differences, complementarities and overlap between programmes)
  - What is Matra's added value to each of these programmes?

	<i>Name(s) of alternative programme(s)</i>	<i>Donor/ owner of programme</i>	<i>Similarities</i>	<i>Differences</i>	<i>Added value of Matra (describe)</i>
CopROL					
Delegated Projects					
(PATROL)					
(MPPP)					

5. Coordination [[Relevance General d](#); [Relevance CoPROL c](#); [Relevance DelProject d](#)]

a. To what extent has there been coordination between donors active in RoL?

<i>Parties involved</i>	<i>Topic of coordination (other donor's programme)</i>	<i>Relates to:</i>	<i>Intensity of coordination</i>
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy

- a. Specifically for the **delegated projects**: which stakeholders have been consulted in the planning and project appraisal phases? [[Relevance General d](#); [Relevance CoPROL c](#); [Relevance DelProj d](#)]

<i>Planning phase</i>	<i>Appraisal phase</i>	<i>Other phase (e.g. implementation)</i>

6. Coherence delegated projects

- a. To what extent did Matra projects complement the projects of the European Commission and other donors? [[Relevance DelProj c](#)]

- b. Are there any other Dutch funds available for projects such as the Matra delegated projects? (could they have been supported from other funds?) [[Relevance DelProj c](#)]

- c. How have you secured coherence of your embassy's activities with activities of other Dutch actors (formally or informally)? [[Relevance DelProj c](#)]

**Effectiveness of Matra**

7. To what extent have the **delegated projects** contributed to NAME COUNTRY meeting the Copenhagen criteria and adopting the EU's values and standards in the field of RoL? Please mention concrete examples. [[Effectiveness General a](#), [Effectiveness DelProj a](#)]

<i>Project referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span>  <span style="background-color: #FFD700; padding: 2px;">Moderate</span>  <span style="background-color: #FF0000; padding: 2px;">Small</span> </div>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span>  <span style="background-color: #FFD700; padding: 2px;">Moderate</span>  <span style="background-color: #FF0000; padding: 2px;">Small</span> </div>
		<div style="text-align: center;"> <span style="background-color: #90EE90; padding: 2px;">Large</span>  <span style="background-color: #FFFF00; padding: 2px;">Fair</span> </div>

		Moderate
		Small
		Large
		Fair
		Moderate
		Small
		Large
		Fair
		Moderate
		Small

8. To what extent has Matra or any of its components contributed to relations or cooperation between COUNTRY and NL? [Effect. General, b, c]

<i>Component referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		Large Fair Moderate Small
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		Large Fair Moderate Small
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		Large Fair Moderate Small
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		Large Fair Moderate Small
		Large Fair Moderate Small

9. Specifically for PATROL [Effect PATROL e, Effect. Del.Proj. b]

- a. Is your embassy still in touch with former PATROL course participants?

Yes / no

- b. To what extent is your embassy using the networks?

Large
Fair
Moderate
Small

c. To what extent is your embassy encouraging their use by others?

Large
Fair
Moderate
Small

10. Are you aware of any MPPP projects carried out in your country?

a. If so, do you believe its implementation is still be consistent with BZ policy, since the transfer to BZK? [\[Effect MPPP b\]](#)

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## Management

11. How would you assess the quality of management of at your own embassy and at DEU? Please consider the process of selecting projects, financial and substantive monitoring, reporting ,etc. for each component you know of – especially the **delegated projects** and **CoPROL**. [\[Management General, CoPROL a, b &Del.Proj.\]](#)

<i>Component referred to</i>	<i>Issues mentioned</i>	<i>Quality</i>				
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<table border="1"> <tr><td>Good</td></tr> <tr><td>Sufficient</td></tr> <tr><td>Moderate</td></tr> <tr><td>Poor</td></tr> </table>	Good	Sufficient	Moderate	Poor
Good						
Sufficient						
Moderate						
Poor						
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<table border="1"> <tr><td>Good</td></tr> <tr><td>Sufficient</td></tr> <tr><td>Moderate</td></tr> <tr><td>Poor</td></tr> </table>	Good	Sufficient	Moderate	Poor
Good						
Sufficient						
Moderate						
Poor						
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<table border="1"> <tr><td>Good</td></tr> <tr><td>Sufficient</td></tr> <tr><td>Moderate</td></tr> <tr><td>Poor</td></tr> </table>	Good	Sufficient	Moderate	Poor
Good						
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<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<table border="1"> <tr><td>Good</td></tr> <tr><td>Sufficient</td></tr> <tr><td>Moderate</td></tr> <tr><td>Poor</td></tr> </table>	Good	Sufficient	Moderate	Poor
Good						
Sufficient						
Moderate						
Poor						
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj		<table border="1"> <tr><td>Good</td></tr> <tr><td>Sufficient</td></tr> </table>	Good	Sufficient		
Good						
Sufficient						

<input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		Moderate Poor
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Questions left out:

Relevance Del.Proj. a, b, niet van toepassing voor interview, is te bepalen o.b.v. desk research.

Effect PATROL c: impossible to assess by respondent.

## Main challenges for EU Accession

1. What do you believe were the main challenges for accession per country? [\[Relevance General a\]](#)

1.	
2.	
3.	
4.	
5.	

2. To what extent was Matra (in design) attuned to these challenges, in terms of... [\[Relevance General c\]](#)
- the 3 main themes chosen?
  - Other aspects, such as setup (e.g. time-frame of 2 years, etc.)?

<i>Thematic fit</i>	<i>Other aspects</i>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #d9ead3;">Good</td> <td style="width: 25%; background-color: #fcf8e3;">Sufficient</td> <td style="width: 25%; background-color: #f7e1d3;">Moderate</td> <td style="width: 25%; background-color: #f2dede;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #d9ead3;">Good</td> <td style="width: 25%; background-color: #fcf8e3;">Sufficient</td> <td style="width: 25%; background-color: #f7e1d3;">Moderate</td> <td style="width: 25%; background-color: #f2dede;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

3. Specifically for CoPROL: how do you assess the potential for copying or upscaling CoPROL projects (which are considered ‘pilots’)? [\[Relevance CoPROL c\]](#)

<i>Potential for copying</i>	<i>Potential for upscaling</i>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #d9ead3;">Good</td> <td style="width: 25%; background-color: #fcf8e3;">Sufficient</td> <td style="width: 25%; background-color: #f7e1d3;">Moderate</td> <td style="width: 25%; background-color: #f2dede;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #d9ead3;">Good</td> <td style="width: 25%; background-color: #fcf8e3;">Sufficient</td> <td style="width: 25%; background-color: #f7e1d3;">Moderate</td> <td style="width: 25%; background-color: #f2dede;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						
<i>If good/sufficient, who might copy?</i>	<i>If good/sufficient, upscaling where to?</i>								

## Effectiveness of Matra \*

4. To what extent have the **delegated projects** contributed to NAME COUNTRY meeting the Copenhagen criteria and adopting the EU’s values and standards in the field of RoL? Please mention concrete examples. [\[Effectiveness General a, Effectiveness DelProj a\]](#)

<i>Project referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>		
		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; background-color: #d9ead3;">Large</td> <td style="width: 50%; background-color: #fcf8e3;">Fair</td> </tr> </table>	Large	Fair
Large	Fair			



		Moderate
		Small
		Large
		Fair
		Moderate
		Small
		Large
		Fair
		Moderate
		Small
		Large
		Fair
		Moderate
		Small
		Large
		Fair
		Moderate
		Small

5. To what extent have the **delegated projects** strengthened the rule of law in NAME COUNTRY? Please mention concrete examples. [\[Effectiveness DelProj a\]](#)

<i>Project referred to</i>	<i>Evidence of contribution</i>	<i>Size of contribution</i>
		Large
		Fair
		Moderate
		Small
		Large
		Fair
		Moderate
		Small
		Large
		Fair
		Moderate
		Small
		Large



# Interview Guideline – subject matter experts in target countries

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		Fair
		Moderate
		Small

\*in countries / thematic areas where contribution analysis is applied

## Main challenges for EU Accession

1. What do you believe were the main challenges for accession per country? [\[Relevance General a\]](#)

1.	
2.	
3.	
4.	
5.	

2. To what extent was Matra (in design) attuned to these challenges, in terms of... [\[Relevance General b\]](#)
  - a. the 3 main themes chosen?
  - b. Other aspects, such as setup (e.g. time-frame of 2 years, etc.)?

<i>Thematic fit</i>	<i>Other aspects</i>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

3. Specifically for CoPROL: how do you assess the potential for copying or upscaling CoPROL projects (which are considered 'pilots')? [\[Relevance CoPROL c\]](#)

<i>Potential for copying</i>	<i>Potential for upscaling</i>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table> <p><i>If good/sufficient, who might copy?</i></p>	Good	Sufficient	Moderate	Poor	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; background-color: #90EE90;">Good</td> <td style="width: 25%; background-color: #FFFF00;">Sufficient</td> <td style="width: 25%; background-color: #FFD700;">Moderate</td> <td style="width: 25%; background-color: #FF0000;">Poor</td> </tr> </table> <p><i>If good/sufficient, upscaling where to?</i></p>	Good	Sufficient	Moderate	Poor
Good	Sufficient	Moderate	Poor						
Good	Sufficient	Moderate	Poor						

## Added value of Matra Coordination and coordination with other donors

4. Overlap with other programmes [\[Relevance CoPROL c\]](#)
  - a. What other active programmes do you know of in the field of Rule of Law? And to what extent do they resemble any of the Matra components? (please elaborate on similarities, differences, complementarities and overlap between programmes)
  - b. What is Matra's added value to each of these programmes?

	Name(s) of alternative programme(s)	Donor/ owner of programme	Similarities	Differences	Added value of Matra (describe)
CopROL					
Delegated Projects					
(PATROL)					
(MPPP)					

## 5. Coordination [Relevance General d; Relevance CoPROL c; Relevance DelProj d]

a. To what extent has there been coordination between donors active in RoL?

Parties involved	Topic of coordination (other donor's programme)	Relates to:	Intensity of coordination
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy
		<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP	<input type="checkbox"/> non-intervention <input type="checkbox"/> exchange of information <input type="checkbox"/> co-ordination <input type="checkbox"/> co-operation <input checked="" type="checkbox"/> synergy

- a. Specifically for the **delegated projects**: which stakeholders have been consulted in the planning and project appraisal phases? [[Relevance CoPROL c](#)]

Planning phase	Appraisal phase	Other phase (e.g. implementation)

## Effectiveness

6. Do you believe the implementation of MPPP is still consistent with BZ policy goals, since the transfer to BZK? [[Effect MPPP b](#)]

7. Do you believe the Matra goals are well-enough safeguarded in the procedures as handled at BZK, since the transfer? [[Effect MPPP b](#)]

## Management

8. How would you assess the quality of management of the Matra programme at DEU and BZK? Please consider the process of selecting projects, financial and substantive monitoring, reporting ,etc. for each component you know of . [[Management General, CoPROL a, b & Del.Proj.](#)]

- a. *Were the Matra programme components organised in a way that fostered an effective process of selecting and implementing projects (including financial and substantive monitoring)?*
- b. *CoPROL: Were the Dutch government bodies concerned well enough equipped for / geared to cooperation with their partners in the target countries (in particular submission and approval procedures)? If they were not, why not?*
- c. *CoPROL: Did the selection and assessment procedures lead to a sufficient number of applications and approved projects of the desired quality ?*
- d. *Are the PATROL programme components being properly managed?*
- e. *Do the embassies have sufficient capacity for the financial and substantive management and monitoring of the projects?*
- f. *MPPP: Did BZK have adequate instruments to assess the MPPP projects in advance, to monitor them and to increase where necessary the effectiveness of this programme component?*

Component referred to	Issues mentioned	Quality

<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Good</div> <div style="background-color: #FFFF00; padding: 2px;">Sufficient</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Poor</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Good</div> <div style="background-color: #FFFF00; padding: 2px;">Sufficient</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Poor</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Good</div> <div style="background-color: #FFFF00; padding: 2px;">Sufficient</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Poor</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Good</div> <div style="background-color: #FFFF00; padding: 2px;">Sufficient</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Poor</div>
<input type="checkbox"/> MATRA Gen. <input type="checkbox"/> CoPROL <input type="checkbox"/> Del Proj <input type="checkbox"/> PATROI <input type="checkbox"/> MPPP		<div style="background-color: #90EE90; padding: 2px;">Good</div> <div style="background-color: #FFFF00; padding: 2px;">Sufficient</div> <div style="background-color: #FFD700; padding: 2px;">Moderate</div> <div style="background-color: #FF0000; padding: 2px;">Poor</div>

## D. JUDGEMENT CRITERIA

Overall Evaluation Questions on Relevance				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. Was the Matra programme's focus on the development of democracy and the rule of law justified in view of the challenges that the countries in question are facing as they move closer to the EU ?	<ul style="list-style-type: none"> <li>* listing/ ranking of main challenges for accession per country, according to EU reports (Which criteria/chapters show most reason for concern/ highest need for intervention?)</li> <li>* assessment of match between main challenges according to EU and thematic focus Matra (Judiciary &amp; Law enforcement, Good Governance, Human/minority rights)</li> <li>* analysis of changes in top-5 priorities per country between 2011-2014</li> <li>* coherence of Matra (and its separate programme elements) with main challenges/priorities per country</li> </ul>	Matra programme document + Annual pre-accession progress reports + Representatives from Govt., civ. Soc., experts and international organisations/missions.	Good	RoL remains key challenge in EU Accession and thematic focus of Matra programme (as a whole and in its separate programme components) is in line with these challenges
			Sufficient	RoL is one of more challenges in EU Accession and /or Matra programme (as a whole and in its parts) focus is largely on key RoL challenges
			Moderate	RoL is not among key challenges for EU accession and / or Matra's thematic focus partly focus on key RoL challenges.
			Poor	RoL is not one of the key challenges and /or Matra's thematic focus in not on any of the key RoL challenges.
b. Is the programme consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?	<ul style="list-style-type: none"> <li>* Identification of RoL thematic focus areas according to Dutch policy</li> <li>* % of interventions/ share of budget allocated under Matra programme addressing one or more of thematic areas under Rule of Law.</li> <li>* % of interventions /allocated budget addressing other themes</li> <li>* Other relevant themes</li> </ul>	Relevant policy documents and RoL experts at MFA Desk study (records of interventions, project proposals and progress reports). + RoL expert of the MFA	Good	Vast majority of Matra interventions (in budget and nr. >80%) is in line with Dutch RoL policy priorities.
			Sufficient	Majority of Matra interventions (in budget and nr >60%) is in line with Dutch RoL policy priorities.
			Moderate	Only about half of the Matra interventions (in budget between 40 – 60%) is in line with Dutch RoL priorities
			Poor	A minority of Matra interventions (in budget and nr <40%) is in line with Dutch RoL priorities.



Overall Evaluation Questions on Relevance				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
c. Do the Matra projects focus on major challenges these countries face with regard to the rule of law?	* ranking of main RoL challenges (i.e. in the fields of Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights) per country in 2011, per country and per stakeholder group (govt., civ. soc., experts, int. orgs) * analysis of similarities and differences between countries and stakeholder groups (consensus?, why (not)?)	Representatives of Govt., Civ.Soc., Experts, International orgs and missions. + Desk study (records of interventions, project proposals).	Good	Interventions under all programme component in majority focus on main RoL challenges in the target countries representing at least 75% of Matra budget
	% of MATRA interventions / budget allocations targeting top-3 RoL challenges in country at stake		Sufficient	Interventions in at least 3 programme components in majority focus on major RoL challenges in the target countries, representing at least 60% of the Matra budget
d. What was Matra's added value in relation to other Dutch programmes and programmes of other donors, notably EU programmes like the IPA, which are being implemented in the countries in question?	* description of main donor programmes in support of a plural democracy, grounded in rule of law with room for govt. – civ.soc. dialogue per country (thematic focus, budget, location).	Desk study (website of main donors active in country) + Interviews local govt. + Desk study (using i.a. overview of goal coverage) + Desk study (programme and project documents of MATRA and other donors) + Appraisal guidelines and records appraisal meetings . + Embassy staff and representatives of implementing organisations. Representatives of other donors.	Moderate	Interventions in only 2 programme components in majority focus on major RoL key challenges, representing at least 50 % of Matra budget.
	* assessment of similarities, differences, complementarities and overlap with these programmes		Poor	Interventions in less than 2 programme components focus on major RoL challenges representing less than 50% of the budget.
	* description of coordination mechanism established / practiced to stimulate coherence and avoid overlap (per country)		Good	Matra has a unique added value, deliberately seeking complementarity and coordination with other RoL relevant programmes or funds to avoid overlap and gaps in coverage of key issues.
	* comprehensiveness of coordination on RoL interventions between MoFA, other donors, local govt. and other local stakeholders (which stakeholders were consulted in the planning and project appraisal phases of Matra interventions?)		Sufficient	Matra has a distinct added value from other RoL relevant programmes or funds, despite limited deliberate harmonisation and coordination efforts.
* assessment of depth of coordination by participants (non-intervention/ exchange of information/ coordination/ cooperation/ synergy)			Moderate	Matra interventions partly overlap with other RoL relevant programmes or funds, harmonisation / coordination efforts are limited / ad-hoc, some key-issues in RoL situation are ignored.
			Poor	Matra interventions largely overlap with, or could have been funded by, other RoL relevant programmes or funds. No systematic harmonisation / coordination efforts taking place.

Evaluation Questions on Relevance CoPROL			
Questions	Means of Verification / Indicators	Sources	Judgement Scales
a. Have the projects focused on the main issues in the area of the rule of law that are important in the accession processes of the countries where they have been implemented?	% of CoPROL projects/ budget targeting top-3 RoL challenges per country (main issue coverage)	* interviews with stakeholders * review of coordination evidence (memo's, minutes), if any	<b>Good</b>   More than 80% of COPROL projects focus on a top-3 RoL priority in the respective target countries.
			<b>Sufficient</b>   More than 60% of COPROL projects focus on a top-3 RoL priority in the respective target countries.
			<b>Moderate</b>   More than 40% of COPROL projects focus on a top-3 RoL priority in the respective target countries.
			<b>Poor</b>   Less than 40% of COPROL projects focus on a top-3 RoL priority in the respective target countries.
b. Were the projects consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?	% of CoPROL projects/ budget classifiable as Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights (thematic coverage)		<b>Good</b>   More than 80% classifiable under the thematic priority areas of COPROL
			<b>Sufficient</b>   More than 60% classifiable under the thematic priority areas of COPROL
			<b>Moderate</b>   More than 40% classifiable under the thematic priority areas of COPROL
			<b>Poor</b>   Less than 40% classifiable under the thematic priority areas of COPROL
c. Did different donors coordinate/harmonise their efforts? To what extent did CoPROL projects complement the projects of other donors? In particular, did the projects play a role as pilot projects for EU projects on a larger scale?	* comprehensiveness of coordination effort (amount and type of stakeholders included) * intensity of coordination effort (non-intervention/ exchange of information/ co-ordination/ co-operation/ synergy) * stakeholders' assessment of the potential for copying or upscaling CoPROL ('pilot') projects * evidence of copying or upscaling of CoPROL projects		<b>Good</b>   Project documents and monitoring reports provide evidence that CoPROL projects are designed, appraised and implemented in consultation with other prominent donors in the target countries. Key staff involved is able to confirm the existence of active donor coordination through concrete examples.
			<b>Sufficient</b>   Project documents and monitoring reports provide evidence that CoPROL projects are designed, appraised and implemented explicitly considering efforts of other prominent donors in the target countries.
			<b>Moderate</b>   Key staff can confirm coordination efforts and cite examples of coordination / harmonisation, but this is not documented.
			<b>Poor</b>   No deliberate coordination / harmonisation efforts can be cited, while documental proof of such efforts can't be found either.

Evaluation Questions on Relevance PATROL / Diplomats courses				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. Did the PATROL courses address the aspects of strengthening the rule of law that are most relevant to the target countries' accession?	% of PATROL projects/ budget targeting top-3 RoL challenges per country (main issue coverage)	* Review of PATROL project documents & evaluations * Review of Clingendael project documents & evaluations	Good	More than 80% of PATROL courses deliberately focus on a top-3 RoL priority in the respective target countries.
			Sufficient	More than 60% of PATROL courses deliberately focus on a top-3 RoL priority in the target countries.
			Moderate	More than 40% of PATROL courses deliberately focus on a top-3 RoL priority in the target countries
			Poor	Less than 40% of PATROL courses deliberately focus on a top-3 RoL priority in the target countries.
b. Did the courses for diplomats address the aspects of the accession process that are most relevant to the target group?	% of Clingendael courses/ budget explicitly most relevant aspects of EU accession for the target group? % of participants confirming that their course addressed the most relevant aspects of the accession process		Good	More than 80% of Clingendael courses deliberately assess and address most relevant accession issues, confirmed by at least 80% of survey respondents.
			Sufficient	More than 50% of Clingendael courses deliberately assess and address most relevant accession issues, confirmed by at least 60% of survey respondents.
			Moderate	Less than 50% of Clingendael courses deliberately assess and address most relevant accession issues, though at least 60 % of survey respondents confirm relevance of the course.
			Poor	Less than 50% of Clingendael courses deliberately assess and address most relevant accession issues for participants and this confirmed by less than 60% of survey respondents confirming relevance of course.
c. Were the training programmes consistent with the Netherlands' policy priorities in the field of strengthening the rule of law?	% of training courses / budget dealing with subjects relevant to the themes: Judiciary & Law Enforcement, Good Governance, Human/ Minority Rights.		Good	More than 80% of courses classifiable under the thematic RoL priority areas as defined in Dutch policy
			Sufficient	More than 60% courses classifiable under the thematic RoL priority areas as defined in Dutch policy
			Moderate	More than 40% courses classifiable under the thematic RoL priority areas as defined in Dutch policy.
			Poor	Less than 40% courses classifiable under the thematic RoL priority areas as defined in Dutch policy

Evaluation Questions on Relevance Delegated projects				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. Did the embassies' projects focus on major problems related to the rule of law that affect the accession of the countries where the projects are being implemented?	<ul style="list-style-type: none"> <li>* % of delegated projects/ budget targeting top-3 RoL challenges per country (main issue coverage, based on quick-scan)</li> <li>* evaluators' assessment of fit between sampled projects and main challenges per country</li> </ul>	<ul style="list-style-type: none"> <li>* quick-scan of project summaries/ titles (all projects)</li> <li>* intensive study of sampled project files</li> <li>* interviews with stakeholders of sampled projects</li> </ul>	Good	More than 80% of sampled Delegated projects deliberately focus on a top-3 RoL priority in the respective target countries.
			Sufficient	More than 60% of sampled Delegated projects deliberately focus on a top-3 RoL priority in the target countries.
			Moderate	More than 40% of sampled Delegated projects deliberately focus on a top-3 RoL priority in the target countries
			Poor	Less than 40% of sampled Delegated projects deliberately focus on a top-3 RoL priority in the target countries.
b. Were the projects consistent with the Netherlands' policy priorities in the area of strengthening the rule of law?	<ul style="list-style-type: none"> <li>* % of delegated projects/ budget classifiable as Judiciary &amp; Law Enforcement, Good Governance, Human/ Minority Rights (thematic coverage, based on quick-scan)</li> <li>* evaluators' assessment of fit between sampled projects NL priorities (Judiciary &amp; Law Enforcement, Good Governance, Human/ Minority Rights)</li> </ul>		Good	More than 80% of sampled projects classifiable under the thematic RoL priority areas as defined in Dutch policy
			Sufficient	More than 60% sampled projects classifiable under the thematic RoL priority areas as defined in Dutch policy
			Moderate	More than 40% sampled projects classifiable under the thematic RoL priority areas as defined in Dutch policy.
			Poor	Less than 40% sampled projects classifiable under the thematic RoL priority areas as defined in Dutch policy
c. Has there been any overlap or inconsistency between the objectives or results of the embassies' Matra projects and those of projects financed from other Dutch funds?	<ul style="list-style-type: none"> <li>* coherence and overlap in themes addressed by Matra and other funds (e.g. Human Rights Fund)</li> <li>* extent to which embassies have secured coherence of own activities with activities of other funds in formal or informal processes</li> </ul>		Good	No overlap or inconsistencies between objectives / results of delegated projects and those financed from other Dutch fund. Evidence of deliberate efforts to secure coherence can be found.
			Sufficient	Incidental / minor overlap or inconsistencies between objectives / results of delegated projects and those financed from other Dutch fund. Evidence of efforts to secure coherence can be found.
			Moderate	More than incidental overlap or inconsistencies between objectives / results of delegated projects and those financed from other Dutch fund. No systematic (only ad-hoc) efforts to secure coherence can be found.
			Poor	Significant overlap or inconsistencies between objectives / results of delegated projects and those financed from other Dutch fund. No evidence of efforts towards coherence can be found.

<p>d. Did different donors coordinate/harmonise their efforts? To what extent did Matra projects complement the projects of the European Commission and other donors?</p>	<p>* coherence and overlap in themes addressed by Matra and other donors' activities on RoL (5 most important RoL donors per country) * extent to which embassies have secured coherence of own activities with activities of other donors in formal or informal processes</p>		Good	Project documents and monitoring reports provide evidence that Delegated projects are appraised and implemented in consultation with other prominent donors in the target countries. Key staff involved is able to confirm this through concrete examples referring to active donor coordination mechanisms.
			Sufficient	Project documents and monitoring reports provide evidence that Delegated projects are designed, appraised and implemented explicitly (i.e. on paper) considering efforts of other prominent donors in the target countries even though no systematic donor coordination is reported.
			Moderate	Key staff can confirm coordination efforts and cite examples of coordination / harmonisation, but this is not documented / reflected in project documents.
			Poor	No deliberate coordination / harmonisation efforts can be cited, while documental proof of such efforts can't be found either.

Evaluation Questions on Relevance MPPP				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. In what countries were the annual Matra grants spent in 2012? Has this changed since 1 January 2013?	* development of spending per country (Matra countries and other) over 2012-2014	* MPPP annual reports * e-mail survey of Dutch political parties	Good	Over 80% of budget spent in Matra countries.
			Sufficient	Over 60% of budget spent in Matra countries
			Moderate	Over 40% of budget spent in Matra countries
			Poor	Less than 40% of budget spent in Matra countries, or no information can be found about geographical distribution of spending.
b. Did the objectives of this programme component correspond to the problems of the target countries' political parties that are most relevant to accession?	<i>To be determined after more insight has been obtained concerning the interventions taking place under this programme component.</i>		Good	
			Sufficient	
			Moderate	
			Poor	

Overall Evaluation Questions on Effectiveness;				
Questions Has the Matra programme contributed to ...	Means of Verification / Indicators	Sources	Judgement Scales	
a. candidate countries' meeting the Copenhagen criteria and adopting the EU's values and standards in the area of the rule of law; <sup>1</sup>	Progress illustrated in EU Annual country progress reports (particularly in light of political criteria and most relevant chapters of AC)	EU country progress reports 2012, 2013 and 2014 (to be published in 4 <sup>th</sup> quarter) + Monitoring Matrix BCDSN + Representatives of Govt, Civ.Soc., Experts and International orgs. &	Good	Significant progress reported whereby evidence of a clear contribution from Matra programme can be found. Clear evidence of effectiveness at output level can be found.
			Sufficient	Reasonable progress reported, without evidence of a clear Matra contribution. Clear evidence at output level among the majority of selected interventions can be found.
			Moderate	Moderate progress without evidence of a clear Matra contribution. Evidence of effectiveness at output level for selected projects is moderate (50 / 50)
			Poor	No progress or regress, without evidence of a clear Matra contribution. Little or no evidence of effectiveness at output level can be found.
b. strengthening the Netherlands' bilateral relations with the target countries;	Nr. of linkages established between Govt. institutions in target country and the Netherlands.	Records MATRA programme management; interviews + Embassy interviews + Representatives of institutes in target country and the Netherlands + Representatives of Govt & Civ. Soc. involved in MATRA interventions.	Good	Majority of CoPROL and Delegated projects have resulted in linkages between Govt Institutes or between Recipient NGO and embassy that go and last beyond the limited scope of the project (period)
			Sufficient	About half of the CoPROL and selected Delegated projects have resulted in lasting relations beyond the scope and duration of the project.
			Moderate	Minority of the CoPROL and selected Delegated projects have resulted in lasting relations beyond the scope and duration of the project.
			Poor	No evidence can be found about improved and lasting bilateral relations that go beyond scope and duration of project.

<sup>1</sup> It is understood that this question can only be answered through contribution analysis, which in turn can only be applied sensibly if there is a sufficiently strong and coherent thematic focus of interventions within a specific target country. If not, then effectiveness at output level will have to be regarded instead.

c. (with regard to PATROL and the courses for diplomats) the target countries' working more closely with one another?	Nr. of networks / institutionalised contacts established as result of the programme.	Participants of PATROL and diplomat courses. + Senior officials of executive branch and judiciary institutes targeted by the programme.	Good	Majority of participants of PATROL / Diplomat courses can site concrete examples of increased collaboration as result of the new contacts created through course participation. Increased collaboration is confirmed by documentation or by senior officials of the institutes involved.
			Sufficient	About half of participants can site examples of increased collaboration as result of course participation. No evidence in support of these cases has been found.
			Moderate	Minority of participants can site examples of increased collaboration as result of course participation. No evidence in support of these cases has been found.
			Poor	None of participants can site concrete examples of increased collaboration as result of course participation. No other evidence demonstrating increased collaboration as result of course participation can be found.



Overall Evaluation Questions on Effectiveness COPROL				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. Have the projects increased the capacity of the target countries' partner institutions to meet the Copenhagen criteria and to adopt the EU's values and standards in the area of the rule of law? <sup>2</sup>	<ul style="list-style-type: none"> <li>* stakeholders' assessment of CoPROL projects' potential to increase the necessary capacities</li> <li>* evaluators' assessment of effectiveness (comparison of realised to planned outputs)</li> </ul>	<ul style="list-style-type: none"> <li>* desk review of CoPROL documentation</li> <li>* interviews with CoPROL implementing organisations and partners</li> </ul>	Good	Clear and convincing (objective) evidence can be found that relevant capacity strengthening is taking place.
			Sufficient	Stakeholders claim relevant capacity strengthening is taking place, though evidence remains largely subjective (= opinion based).
			Moderate	Stakeholders indicate that relevant capacity building takes place though not as much as expected. No objective evidence can be found that suggests otherwise.
			Poor	Stakeholders express doubts / disappointment (i.e. no signs at all, or much less than planned for) about progress in relevant capacity building. No other evidence that suggest otherwise.
b. Are the projects expected to strengthen the relationships between the target countries and the Netherlands ?	<ul style="list-style-type: none"> <li>% of CoPROL projects that have explicit objectives / strategies for the creation / strengthening of bilateral relations and are reporting achievements in this area in monitoring reports.</li> <li>* stakeholders' assessment of CoPROL projects' potential to strengthen bilateral relationships</li> <li>* stakeholders' assessment of the quality of relations between their organisation and their CoPROL project partners (current relations as a predictor of future relations)</li> <li>* evaluators' assessment of the intensity of cooperation (within CoPROL projects) between Dutch and local government organisation (current cooperation as a</li> </ul>		Good	Explicit objectives / strategies to improve bilateral relations included in project design and reported upon, demonstrating that majority of CoProl projects result in strengthened bilateral relations (i.e. relations that (have potential) to go beyond scope and duration of the project)
			Sufficient	No explicit objectives / strategies included in project design, but evidence can be found in majority of projects that lasting relations are developing that have the potential to go beyond scope and duration of project
			Moderate	No explicit objectives / strategies included in project design, but evidence can be found in some projects that lasting relations are developing with the potential to go beyond scope and duration of project
			Poor	No explicit objectives / strategies included in

<sup>2</sup> As most CoPROL projects are still on-going, this question will focus on progress towards the delivery of outputs (capacity building).

	predictor of future cooperation)		project design and no evidence can be found that lasting relations are developing with the potential to go beyond scope and duration of project
c. Are the projects expected to strengthen the relationships between the government institutions involved?		Good	Explicit objectives / strategies to improve relations among govt institutes involved are included in project design and reported upon, demonstrating that majority of CoProl projects result strengthened relations.
		Sufficient	No explicit objectives / strategies included in project design, but evidence can be found in majority of projects that relations between govt institutes involved is strengthened.
		Moderate	No explicit objectives / strategies included in project design, but evidence can be found in some projects relations between govt institutes involved is strengthened.
		Poor	No explicit objectives / strategies included in project design and no evidence can be found that relations between govt institutes involved is strengthened.

Overall Evaluation Questions on Effectiveness PATROL and Diplomats courses				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. Have the courses organised so far increased the participants' knowledge and understanding of core European values and standards?	* analysis of reported direct effects of the training	* Review of evaluation reports * Alumni survey * interviews with DEU and embassies	Good	More than 80% of survey respondents confirm significant increase in understanding and knowledge. Confirmed by evaluations reports.
			Sufficient	More than 60% of survey respondents confirm significant increase in understanding and knowledge. Confirmed by evaluations reports.
			Moderate	More than 40% of survey respondents confirm significant increase in understanding and knowledge.
			Poor	Less than 40% of survey respondents confirm significant increase in understanding and knowledge.
b. Have graduates of the PATROL and Clingendael courses helped implement relevant reforms in their countries of origin?	% of alumni able to report one or more examples of individual contributions to reforms that they (partly) attribute to course participation.		Good	More than 60% of survey respondents can site examples of individual contributions to reforms as result of course participation.
			Sufficient	More than 30% of survey respondents can site examples of individual contributions to reforms as result of course participation.
			Moderate	More than 15% of survey respondents can site examples of individual contributions to reforms as result of course participation.
			Poor	Less than 15% of survey respondents can site examples of individual contributions to reforms as result of course participation.
c. Do the graduates have more knowledge and understanding after the courses of the Netherlands' 'strict but fair' policy on EU enlargement?	* analysis of reported direct effects of the training		Good	More than 80% of survey respondents confirm significant increase in understanding. Confirmed by evaluations reports.
			Sufficient	More than 60% of survey respondents confirm significant increase in understanding. Confirmed by evaluations reports.
			Moderate	More than 40% of survey respondents confirm significant increase in understanding.
			Poor	Less than 40% of survey respondents confirm significant increase in understanding.

<p>d. Have the graduates built networks with one another, and are they using those networks? Are the networks broader than the graduates alone? To what extent are the networks used to help countries adopt core European values and standards?</p>	<p>* % of alumni able to report one or more examples of cooperation with other alumni            * % of alumni able to report extension of network beyond graduates            * intensity of reported cooperation within alumni networks (non-intervention/ exchange of information/ coordination/ cooperation/ synergy)            * alumni's assessment of the extent to which courses have helped countries to adopt European values and standards</p>	Good	More than 80% of survey respondents confirm usefulness of course in adopting core European values and standards and majority of them can cite concrete examples of cooperation with other alumni, involving people beyond the alumni themselves.
		Sufficient	More than 60% of survey respondents confirm usefulness of course in adopting core European values and standards and 25 – 50% of them can cite concrete examples of cooperation with other alumni.
		Moderate	More than 40% of survey respondents confirm usefulness of course in adopting core European values and standards and less than 25% of them can cite concrete examples of cooperation with other alumni.
		Poor	Less than 40% of survey respondents confirm usefulness of course in adopting core European values and standards and less than 10% of them can cite concrete examples of cooperation with other alumni.
<p>e. Are the graduates still in touch with the Netherlands/the Dutch embassy? To what extent is the Dutch government, in The Hague and in the target countries, using the networks and encouraging their use by others?</p>	<p>* % of alumni able to report recent contacts with the Netherlands government/EKN            * intensity of reported cooperation between DEU/ EKN with alumni (non-intervention/ exchange of information/ coordination/ cooperation/ synergy)</p>	Good	More than 60% of survey respondents is still in touch with the embassy and / or report being approached by govt officials in the Netherlands for support or cooperation.
		Sufficient	More than 30% of survey respondents is still in touch with the embassy and / or report being approached by govt officials in the Netherlands for support or cooperation.
		Moderate	More than 15% of survey respondents is still in touch with the embassy and / or report being approached by govt officials in the Netherlands for support or cooperation.
		Poor	Less than 15% of survey respondents is still in touch with the embassy and / or report being approached by govt officials in the Netherlands for support or cooperation.

Overall Evaluation Questions on Effectiveness Delegated Projects				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. Have the projects strengthened the rule of law in the countries where they were implemented?	* assesment of sampled projects on output and (if possible) outcome level	* intensive study of sampled project files * interviews with stakeholders of sampled projects	Good	Majority of sampled projects can convincingly (i.e. at least two sources) demonstrate intended outputs have been achieved largely or in full. Within a specific thematic area they can also convincingly argue contribution to intended outcome level.
			Sufficient	Majority of sampled projects demonstrate intended outputs have been at least largely achieved (one source). No clear contribution claim to outcome level can be made.
			Moderate	About half of sampled projects can demonstrate intended outputs have been at least largely achieved. No contribution claim to outcome level can be made.
			Poor	A minority of sampled projects can demonstrate intended outputs have at least been largely achieved.
b. Have the projects strengthened bilateral relations between the target countries and the Netherlands?	* stakeholders' assessment of sampled projects' contribution to change in relations		Good	Majority of sampled projects have resulted in strengthened linkages between CSO community in NL and target country communities and / or the embassy that go beyond the scope and duration of the project
			Sufficient	About half of the sampled projects have resulted in improved and lasting bilateral relations beyond the scope and duration of the project.
			Moderate	Minority of the sampled projects have resulted in improved and lasting bilateral relations beyond the scope and duration of the project.
			Poor	No evidence can be found of improved and lasting bilateral relations that go beyond scope and duration of project.

Overall Evaluation Questions on Effectiveness MPPP				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
a. Have the parties' foundations' Matra projects helped with leadership development and network-building by sister parties or organisations in Matra countries? Has this changed since 1 January 2013?	* implementing parties' reports of examples of leadership development * % of MPPP budget spent in Matra countries (2012 - 2014)	* short survey of implementing (political) parties * MPPP evaluations * interviews with BZK and DEU	Good	More than 75% of projects can convincingly demonstrate (at least two sources) intended and substantial improvement in leadership capacity took place.
			Sufficient	More than 50% of projects can convincingly demonstrate intended and substantial leadership development took place, while in addition other projects provide subjective evidence (= opinions).
			Moderate	More than 25% of projects can convincingly demonstrate intended and substantial leadership development took place, while effectiveness of most other projects relies on subjective evidence (= opinions).
			Poor	Less than 25% of projects can convincingly demonstrate intended and substantial leadership development took place, while in others at most can provide subjective evidence (= opinions) or no evidence at all.
b. Has it been ensured since MPPP's transfer to BZK that its implementation will continue to be consistent with BZ policy?	* stakeholders' opinion on safeguarding of Matra goals at BZK * evaluators' assessment of safeguarding of Matra goals in MPPP procedures at BZK		Good	Stakeholders confirm and can convincingly demonstrate consistency between BZK management and BuZa policy.
			Sufficient	Stakeholders confirm but can't convincingly demonstrate consistency between BZK management and BuZa policy.
			Moderate	Stakeholders express reasoned doubts about consistency between BZK management and BuZa policy, without evidence showing otherwise.
			Poor	Stakeholders confirm reasoned inconsistencies between BZK management and BuZa policies.

Evaluation Questions on Quality of Management				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
Overall: Were the Matra programme components organised in a way that fostered an effective process of selecting and implementing projects (including financial and substantive monitoring)?	To what extent have the appraisal criteria (D, O and P-test) been systematically and consistently applied in the appraisal / selection of projects?	Project proposals and records of project appraisal. + Project progress and monitoring reports. + Embassy staff and project managers. + Representatives selection committee, relevant embassy staff and entities submitting proposals. + Project Managers and embassy staff.	Good	Appraisal criteria have been systematically and consistently applied as part of an effective and efficient selection process. Project implementation and monitoring largely takes place according to plan, while timely and accurate information is available about progress and success.
	To what extent did project plans turn out to be realistic (in time and financial terms)?		Sufficient	Appraisal criteria have been systematically and consistently applied though effectiveness and efficiency selection process is being questioned.. Project implementation and monitoring only partly takes place as planned , while information about progress (activities) is available but less about success (results)
	To what extent did monitoring and remedial action take place according to plan?		Moderate	Appraisal criteria have partially been applied in a selection process that is being questioned. Project implementation and monitoring only partly takes place according to plan while only limited information is available about progress and success.
	To what extent are implementing agencies able to provide objective and convincing information concerning progress, success and continued relevance of projects?		Poor	Appraisal criteria have not been systematically and consistently applied. Selection process perceived as ineffective and / or inefficient selection process. Insufficient info is available to determine whether implementation and monitoring takes place according to plan. No insight in (tentative) signs towards results
	How do the selection committee, embassy staff and organisations submitting proposals (both accepted and rejected) perceive the effectiveness of the selection process?			
COPROL a. Were the Dutch government bodies concerned well enough equipped for / geared to cooperation with their partners in the target countries (in particular submission and approval procedures)? If they were not, why not?	* subjective assessment by stakeholders (at DEU, EKN, MinJus, MinBZK, Raad voor de Rechtspraak, Politie, DJI, IND, OM and implementing/ lead parties) of the capacity of own organisation and other stakeholders to conceive and implement relevant and effective CoPROL projects * ranking of most mentioned barriers to the design or implementation of CoPROL projects	* interviews with listed stakeholders	Good	Relevant stakeholders in majority confirm to be well equipped / geared to successful cooperation.
			Sufficient	Relevant stakeholders in majority confirm to be sufficiently equipped though also reporting some barriers.
			Moderate	About half of the stakeholders confirm to be sufficiently equipped be it with some reported barriers
			Poor	Minority of stakeholders confirm to be sufficiently equipped whilst many report substantial barriers.

Questions	Means of Verification / Indicators	Sources	Judgement Scales	
b. Did the selection and assessment procedures lead to a sufficient number of applications and approved projects of the desired quality ?	<ul style="list-style-type: none"> <li>* subjective assessment by those directly involved (at DEU and accepted <b>and rejected</b> implementing parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes</li> <li>* subjective assessment of wider group of stakeholders (including RNEs, local govt. and NGOs) of the quality of approved projects</li> <li>* evaluators' assessment of quality of project setup (clear definition of project goals, clear translation of goals into implementation procedures, adequate monitoring and evaluation processes in place)</li> <li>* evaluators' assessment of the progress made (budget depletion vs. planning, output realisation vs. planning, timeliness of project reporting, response to issues arisen, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>* interviews with listed stakeholders</li> <li>* desk review of formal project cycle documentation</li> </ul>	Good	Large majority of stakeholders feel that selection process works adequately and that the programme design, including appraisal criteria is appropriate and efficient.
			Sufficient	Small majority of stakeholders feel the selection process works adequately, while small part of stakeholders feels programme design requires improvement.
			Moderate	About half of stakeholders feel the selection process works adequately, while a significant part of stakeholders feels programme requires improvement
			Poor	Minority of stakeholders feel the selection process is adequate and majority stresses the need for improvements in programme design.



Evaluation Questions on Quality of Management PATROL / Diplomat courses			
Questions	Means of Verification / Indicators	Sources	Judgement Scales
PATROL / Diplomats courses: Are these programme components being properly managed?	<ul style="list-style-type: none"> <li>* subjective assessment by those directly involved (at DEU and accepted implementing parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes</li> <li>* evaluators' assessment of quality of project setup (clear definition of project goals, clear translation of goals into implementation procedures, adequate monitoring and evaluation processes in place).</li> <li>* evaluators' assessment of the progress made (budget depletion vs. planning, output realisation vs. planning - e.g. numbers of trainees, timeliness of project reporting, response to issues arisen, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>* interviews with listed stakeholders</li> </ul>	<b>Good</b> Majority of stakeholders perceive training cycle management as adequate: i.e. well-articulated course design with clear and complete learning objectives), based on updated training needs assessments and using previous experiences for improvement. Courses are announced timely and in the right places attracting the right kind of trainees. Courses take place according to plan and budget and are experienced as highly satisfactory and useful by participants.
			<b>Sufficient</b> Majority of stakeholders indicate training cycle management offers small scope for improvement in one or two of the following areas: training needs assessment, course design, course preparation, course implementation or course evaluation.
			<b>Moderate</b> Majority of stakeholders indicate training cycle management offers significant scope for improvement in two or more phases of the training cycle.
			<b>Poor</b> Majority of stakeholders indicate need for fundamental improvements in training cycle management, with need for significant adaptation in most phases of the training cycle.

Evaluation Questions on Quality of Management Delegated Projects				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
Do the embassies have sufficient capacity for the financial and substantive management and monitoring of the projects?	<ul style="list-style-type: none"> <li>* subjective assessment by those directly involved (at DEU and RNEs and accepted implementing parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes</li> <li>* evaluators' assessment of quality of project setup (clear definition of project goals, clear translation of goals into implementation procedures, adequate monitoring and evaluation processes in place).</li> </ul>	<ul style="list-style-type: none"> <li>* interviews with listed stakeholders</li> <li>* desk review of formal project cycle documentation</li> </ul>	Good	Both DEU and embassies in majority feel embassy demonstrate having the necessary capacity to effectively manage and monitor the development and implementation portfolio of delegated projects. This is demonstrated by a coherent and relevant portfolio of projects, designed with a clear intervention logic and feasible cost-conscious management and implementation arrangements.
			Sufficient	DEU and/or embassies in majority express minor reasoned doubts about the capacity at embassy to effectively manage and monitor the development and implementation portfolio of delegated projects. This doubts are substantiated by incidental shortcomings in a largely coherent and relevant portfolio of projects.
			Moderate	DEU and / or embassies in majority express reasoned concerns about the management capacity of embassies, substantiated by structural shortcomings in a largely coherent and relevant portfolio of projects.
			Poor	DEU and / or embassies in majority express serious reasoned concerns about the management capacity of embassy, substantiated by structural shortcomings in a fragmented project portfolio that is of little relevance.

Evaluation Questions on Quality of Management MPPP				
Questions	Means of Verification / Indicators	Sources	Judgement Scales	
MPPP: Did BZK have adequate instruments to assess the MPPP projects in advance, to monitor them and to increase where necessary the effectiveness of this programme component?	* subjective assessment by those directly involved (at BZK and implementing political parties) of the quality of: the design, budgetting, planning, selection of implementing parties, (financial and substantial) monitoring (incl. follow-up in case of issues), and evaluation processes * evaluators' assessment of the instruments available to BZK for the ex ante assessment and for adequate monitoring and evaluation of projects.	* interviews with listed stakeholders	Good	Stakeholders in majority describe BZK as having adequate skills and instruments to manage and monitor the development and implementation of a relevant and legitimate MPPP portfolio.
			Sufficient	Stakeholders in majority are satisfied with MPPP management by BZK, though clearly reporting on scope for improvement. Fitting management tools and skills are available though not used to their full benefit.
			Moderate	Stakeholders are moderately satisfied with MPPP management by BZK and reports significant scope for improvement. There is an apparent lack of fitting tools or skills being applied in MPPP management.
			Poor	Stakeholders in majority are dissatisfied with MPPP management BZK stressing the need for significant and fundamental improvements. There are substantial shortcomings in the available tools and skills for MPPP management.



## **ANNEX 3**

### Data sources

- a. Data collection matrices
- b. List of interviews
- c. List of sampled delegated projects
- d. List of all delegated projects 2012-2014

## A. DATA COLLECTION MATRICES

## A: DATA COLLECTION MATRICES

Primary data sources	Evaluation Question	Data collection method	Tools to be developed
Government representatives target countries (incl. beneficiary institutes CoPROL interventions)	Relevance General a, c Relevance CoPROL a Effect. General a, b, c Effect. CoPROL a, b, c** Effect. PATROL a, c Effect. Del.Proj. a* Management General** Mgm. CoPROL a**	Skype Interviews Face-to-face interviews in countries to be visited.	Interview guidelines.
CSO representatives target countries (incl. implementing partners)	Relevance General a, c Relevance Del.Proj. a, d Effect. General a, b Effect. Del. Proj. a, b Management General** Mgmt. Del.Proj.**	Skype Interviews Face-to-face interviews in countries to be visited. Optional: Survey	Interview guidelines  Survey Questionnaire
Representatives international / donor organisations in target countries	Relevance General a, c, d Relevance CoPROL c Relevance Del.Proj. d Effect. General a* Effect. Del. Proj. a*	Skype interviews Face-to-face interviews in countries to be visited	Interview guidelines
Subject matter experts in target countries	Relevance General a, c Effect. General a* Effect. Del. Proj. a*	Face-to-face interview in countries to be visited	Interview guidelines
Embassy staff in target countries	Relevance General a, c, d Relevance CoPROL c Relevance Del.Proj. a, b, c, d Effect. General a, b, c Effect PATROL c, e Effect. Del.Proj. a, b Effect MPPP b Management General Mgmt CoPROL a, b & Mgmt. Del.Proj.	Desk Study Skype interview Face-to-face interviews in countries to be visited.	List of documents to be collected Interview guidelines

DEU	Relevance CoPROL a, b, c Effect MPPP b Management General Mgmt CoPROL a, b Mgmt PATROL, Del. Proj., MPPP	Desk study Face-to-face interviews	List of documents to be collected Interview guidelines
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<b>CoPROL specific</b>			
Government institutes in Netherlands	Effect. General b Effect. CoPROL b Mgmt CoPROL a	Face to Face interviews	Interview guidelines
Main Implementing partners	Effect. CoPROI a, b, c Management General Mgmt. CoPROL a	Desk Study Face to face interviews	List of documents to be collected Interview guides
Parties with rejected proposals	Mgmt CoPROL	Telephone interviews	Interview guide
<b>PATROL / Delegate Courses Specific</b>			
Clingendael / TCM Asser Institute	Effect. General c. Effect. PATROL a, c, d Management PATROL	Desk Study Face to face interviews	List of documents to be collected Interview guides
Participants PATROL / Diplomat courses	Effect. General c Effect. PATROL a, b, c, d, e	Survey	Survey questionnaire
<b>MPPP specific</b>			
Representative political sister parties in target countries	Relevance MPPP b Effect. MPPP a	Skype interviews Face-to-face interviews in countries to be visited	Interview guidelines
BZK	Relevance MPPP a Effect MPPP b Mgmt. MPPP	Desk Study Face to face interviews	List of documents to be collected Interview guides
Secretariat Political Parties	Relevance MPPP b Effect. MPPP a Mgmt. MPPP	Desk Study Face to face interviews	List of documents to be collected Interview guides

\* in countries / thematic areas where contribution analysis is applied

\*\* only beneficiary organisations / implementing partners.

<b>Key Secondary Data Sources</b>	<b>Evaluation Questions</b>
EU Accession Progress Reports 2012 - 2014	Relevance General a, c, d Effect. General a
Policy records MinBuZa, including subsidy framework, letters to Parliament, appraisal guidelines and instructions, Bemos.	Background All
Project records MinBuZa (Piramide) <ul style="list-style-type: none"> <li>- Overview</li> <li>- Project proposals (summary)</li> <li>- Monitoring reports</li> </ul>	All
Project records embassies (Delegated projects) <ul style="list-style-type: none"> <li>- Project overview / annual plans / reports</li> <li>- Subsidy framework (appraisal criteria)</li> <li>- Project Proposals (summary)</li> <li>- Monitoring reports</li> </ul>	Delegated projects: Relevance, Effectiveness and Management.
Publications / memos relevant coordination mechanisms in target countries	Relevance General d Relevance CoPROL c Relevance Del.Proj. d
Evaluation / annual reports (Clingendael and TCM Asser Institute)	Relevance PATROL Effectiveness PATROL Management PATROL
Evaluation / annual report MPPP implementers (BZK and Political parties)	Relevance, Effectiveness and Management MPPP
BCDSN Monitoring Matrix	Effectiveness General a
TACSO CSO monitoring reports	Effectiveness General a

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## B. LIST OF INTERVIEWS

List of interviews

**Albania**

Category	Person/organisation
Government representatives	1. Ministry of Interior/Elona Gjebrea – Deputy Minister/ General Directorate of Police
	2. Ministry of Local Affairs/ Eridana Cano – Chief of Cabinet
	3. Ministry of Justice / Idlir Peçi - Deputy Minister
	5. School of Magistrates – Ador Koleka (Patrol focal point)
	8. General Directorate of Prisons / Artur Zoto – General Director/Lezha pre-trial juvenial detention centre
	10. Supreme State Audit: Mrs. Albana Gjinopulli - Head of Training Unit; agjinopulli@klsj.org.al
	11. Ministry of European Integration (Mr. Gentian Elezi)
Civil Society Organisations/Beneficiaries	1. Albanian Helsinki Committee – Vjollca Mece/Edlira Papavangjeli
	2. IDM - Gjergji Vurmo/Sotiraq Hroni
	3. Atelier Albania/AKPT-Adelina Greca + Joni Baboci
	4. NCSS – Mirela Muca
	5. EuroPartners – Jolanda Trebicka/Eva Mullaj
	6. AHRG – Elsa Ballauri
International Stakeholders	1. OSCE – Fiorentina Hazizi/Romina Kuko
	2. EU Delegation – Lora Ujkaj/Erol Akdag
	3. SIDA – Rezarta Katuci/Program Officer
	4. ICITAP or OPDAT (?)
Independent Experts:	1. Marjana Semini – expert
	1. Ilir Aliaj – CDDI
	2. Marjana Semini
Embassy	Ambassador - Dewi van de Weeird
	Deputy Head of Mission - Gilles Bauwens
	Political Adviser - Elga Mitre

**Bosnia and Herzegovina**

Category	Project / organisation	Comments if applicable
Delegated projects Civil Society representatives	(24632) Centers for Civic Initiatives (CCI) Project Manager Igor Stojanovic	
	(25948) Foundation of Local Democracy / FLD Jasmina Mujazinovic	
	(26786) INFOHOUSE Dzenana Aladuz infohouse@infohouse.ba	Interview done in Sarajevo
	(24480) Sarajevo Open Center /SOC Sasa Gavirc	
	(24642) BIRN -Mrs. Mirna Buljugic Mediacentar (25802) Maja Hadziosmanovic	
Government representative	CoPROL CILC: Further Strengthening Asylum and Migration Management in Bosnia and Herzegovina	

s	Lejla Hadzic, Expert adviser Sector for International Cooperation and European Integration B&H Ministry of Security		
	Directorate for European Integration Mrs. Nevenka Savic Director Ms Mirela Cosic, Head of Cabinet	Interview done in Sarajevo	
	Mrs Dzenana Zivalj NFO for Matra Patrol Dzenana.zivalj@dei.gov.ba		
	HJPC Mr. Admir Suljagic Director Admir.suljagic@pravosudje.ba		
	BiH Ministry of Finance Edina Topcagic (etopcagic@mft.gov.ba)		
	Representatives of other donors	SIDA Mr. Mario Vignjevic	
		EU Delegation Mr. Dzermal Hodzic (TM for Civil Society)	
		EU Delegation Ms. Una Kelly Task Manager for Justice	Interview done in Sarajevo
		OSCE Mrs Ljiljana Perkusic	
		OSCE Francesco de Sanctis Legal Adviser, Major Crimes and Legal Reform	
Independent experts	Prof Adnan Huskic		
Dutch Embassy in Sarajevo	Leila Fetahagić, Project Policy Officer leila.fetahagic@minbuza.nl	Interview done in Sarajevo	
	Fatima Krivosija, Project Policy Officer fatima.krivosija@minbuza.nl		

### Kosovo

category	Project / organisation	contact
Government representatives	Mr. Florim Canolli, Ministry of European Integration (PATROL contact person)	

Civil society (Sampled delegated projects)	034/12: Mobile Mammographic Facility – 01/12/2012 - 30/06/2013 – Kosovo Civil Society Foundation	Contactpersoon Fidan Hallaqi / Women Caucasus
	004/13: Enabling marginalized RAE women to claim their rights – 01/04/2013 - 01/09/2013 – Medica Gjakova	Contactpersoon Selamet Peni
	008/13: Women Market Center – 01/03/2013 - 28/02/2014 – Gratë në Biznes	Contactpersoon Hamide Latifi
	020/13: Reintegration and Rehabilitation of Prisoners – 01/06/2013 – 31/12/2013 – Association for Peace Kosovo	Contactpersoon Sokol Kursumlija
	015/14: 2014 Parliamentary Election debates – 28/05/2014 – 28/06/2014 - BIRN	Contactpersoon Jeta Xhara
Other donors/int. org RoL	Lavdim Krasniqi, Director, Kosovo Judicial Institute,	
	Mr. Willem Lingmont; Deskundige NL gevangeniswezen en (tot voor kort) begeleider MATRA-gedetineerdenproject	
independent experts/academics	Branko Jurisic, Rule of Law specialist, brankojurisic@yahoo.com	
Embassy	Dhr. Robert Bosch (re.bosch@minbuza.nl; +381 38 516 101).	
	Dhr. Carel Brands (carel.brands@minbuza.nl; 00377 44 393 190)	
	Mw. Lisa Ziekenoppasser (lisa.ziekenoppasser@minbuza.nl; +381 38 515 101).	
	Mw. Patricia van der Kleij (patricia-vander.kleij@minbuza.nl; +420 255 723 410).	
	· Ms. Venera Ramaj: Venera.ramaj@minbuza.nl; 00386 49 22 99 55)	
	Lotte IJben, former intern and conducted evaluation	

#### FYRO Macedonia

Category	Project / organisation	Comments if applicable
Delegated projects	1. Inbox: Scoop (Mr. Xhelal Neziri, xhelalneziri@gmail.com; Zaklina Hadzi-Zafirova, scoop.macedonia@gmail.com);	
	2. Multi-ethnic Regional Media Platform: NovaTV (Ms. Biljana Sekulovska, sekulovska@hotmail.com);	
	3. Preventing Domestic Violence in Macedonia: UNDP (Vesna Bisheva, vesna.bisheva@undp.org) and UN Women (Dominika Stojanovska,	

	dominika.stojanoska@unwomen.org);	
	4. Ombudsman Support: Ombudsman office (Ms. Slavica Dimitrievska, SDimitrievska@ombudsman.mk).	Questions answered via E-mail.
	5. Strengthening parliamentary Oversight in Macedonia – CEES (Mr. Merijn Hartog, merijnhartog@cess.org ).	
	6. ALAC – Transparency International – Macedonia (Ms. Slagjana Taseva, staseva@transparency.mk ).	
	7. Child Justice Friendly System UNICEF (Ms. Biljana Lubarovska, blubarovska@unicef.org ).	
Government representatives	1. Ms. Lidija Gavrilovska, Director of the Directorate for Execution of Sanctions (lgavrilovska@mjustice.gov.mk ). Main beneficiary for the CoProl project: Improvement of Prison Conditions for Reintegration of Juvenile Detainees in Albania, Macedonia and Kosovo	Information received via E-mail from MajaTanuseska and Elizabeta Krstevska
	2. Ms. Orhideja Kaljoshevska, Secretariat for European Affairs (Orhideja.Kaljosevska@sep.gov.mk ). National Focal Point for the MATRA Patrol programme including a number of participants from her institution to the training courses	
	3. Ms. Agneza Rusi, Directorate for Bilateral Relations at the Ministry of Foreign Affairs (Agneza.Rusi@mfa.gov.mk ), having led the directorate for EU she can share the government’s perspective of the most important RoL challenges for the country	
	4. Ms. Aneta Arnaudovska, Director of the Academy for Judges and Public Prosecutors and Macedonia’s representative in GRECO (Aneta.Arnaudovska@jpacademy.gov.mk	Interview conducted with the beneficiary project manager Atanas Georgievski.
Other donors/int. org RoL	1. Ms. Rezarta Schuetz, OSCE (Rezarta.Schuetz@osce.org )	
	2. Mr. Robert Liddell, EU Delegation (Robert.LIDDELL@eeas.europa.eu )	
	3. Mr. Hans-Helge Sander, DHoM German Embassy (v@skop.auswaertiges-amt.de )	
	4. Ms. Christine Winterburn, DHoM UK Embassy (christine.winterburn@fco.gov.uk )	
	5. Mr. Ryan Stoner, Head of Political Department US Embassy (StonerRD@state.gov )	

Independent experts/academics	1. Ms. Biljana Petkovska, Macedonian Institute for Media (bb@mim.org.mk )	
	2. Mr. Aleksandar Krzalovski, MCMS (akr@mcms.mk)	
	3. Ms. Slagjana Taseva, President of Transparency International – Macedonia (staseva@transparency.mk), also main contact person for the delegated ALAC project.	
Dutch Embassy in Skopje	1. Beti Bakovska, Advisor Good Governance and Culture	
	2. Arlinda Idrizi, Advisor Political and Economic Affairs	

### Montenegro

Category	Person/Organisation
Government representatives	Ministry of Foreign Affairs and European Integration, Jelena Buzan (PATROL contact person)
Civil society (Sampled delegated projects)	1. Center for Civic Education – Daliborka Uljarevic
	2. LGBT Forum Progress - Stevan Milivojevic
	3. Share Foundation – Djordje Krivokapic
Other donors/int. org RoL	OSCE - Robert Force
Independent experts/academics	done in Serbia
Embassy	

### Serbia

Institute	Position	Name
Netherlands Embassy	Ambassador	Laurent Stokvis
Netherlands Embassy	Deputy Ambassador	Dominique Kuhling
Netherlands Embassy	Head of the Regional Balkans Rule of Law Unit	Onny Jalink
Netherlands Embassy	Policy Officer for Matra	Aleksandra Kalinic
Netherlands Embassy	Rule of Law expert	Aleksandar Momirov
European Integration Office, Government of Republic of Serbia	Deputy Director	Srdan Majstorovic
European Integration Office, Government of Republic of Serbia	Head of Development Assistance Planning and Coordination Unit	Dejan Gojkovic
European Integration Office, Government of Republic of Serbia	National Focal Point for Matra Patrol	Jelena Dejanovic
Serbian Ministry of Justice	Assistant Minister for EU Integrations and International Cooperation	Cedomir Backovic

Judicial Academy	Director	Nenad Vujic
OSCE	Head of Department, Rule of Law and Human Rights	Romana Schweiger
OSCE	Legal Adviser Judicial Reform Unit, Rule of Law and Human Rights Department	Holger Hembach
EU representative/ contact person for Serbia	Program Coordinator EU Del	Bianca van de Putte
	Head of Operations EU Delegation	Yolanda san Jose
	Head of Political Section, EU Del	Luca Bianconi
UK Embassy	Head of Political Section	James Moor
	Policy Officer	Jasna Hajder
	Policy Officer	Vladan Avramovic
US Embassy	Resident Legal Advisor	Joseph Huynh
Norwegian Embassy	Policy Officer	Ivan Kuzminovic
Council of Europe	Project Manager - Support to the Judiciary in Serbia in the Implementation of the European Convention on Human Rights	Silvija Panovic Djuric
SECONS	Director	Marija Babovic

### Turkey

Institute	Position	Name
Embassy of the Kingdom of the Netherlands	First Secretary Political Affairs, MATRA Co-ordinator	Peter van der Bloemen & Deniz Berzigan
Embassy of the Kingdom of the Netherlands	dagelijkse leiding van de politieke afdeling	Govert Visser
Embassy of the Kingdom of the Netherlands	plaatsvervangend ambassadeur	Daan Huisinga
Consulate of the Kingdom of the Netherlands	Consul-General	Robbert Schuddeboom
Consulate of the Kingdom of the Netherlands	MATRA	Leyla Barlas & Hester Jonkman Recep Tuna
Ministry for EU Affairs	Director for Training and Institution Building- Matra PATROL National Focal point	Orhan Murat Erderen, Ege Erkocak, Çağla Koçtürk, Erol Patan, Serdar Öztürk
Ministry of Justice	Deputy General Director of the EU Affairs	Canan Kaya, İsmet Güvenç Kayaç
Justice Academy of Turkey		Gökhan Karaköse Sibel Korucu, İbrahim Acarlı, Yasemin Budakoğlu
Embassy of Sweden	National Programme Officer	Selin Yasamis Annika Palo

TACSO	Resident Advisor	Ayça Bulut Bican
Union of Municipalities in Turkey	CoPROL project leader	Cemal Baş
Association of Legislation	Deputy Director / Presidency of Acts and Resolutions- Member of YASADER ( <a href="http://www.yasader.org">http://www.yasader.org</a> )	Semra Gokcimen, Habip Kocaman, Bahadır Yeşilirmak, Fahri Bakırcı
International Children's Center	Head of Human/Child Rights Programme	Adem Arkadas-Thibert
International Organization for Migration	National Project Officer	Meltem Ersan
Supreme Court		Esin Ozbilgin, Fevzi Yildirm
SPOD (Social Policy, Gender Identity and Sexual Orientation Studies Association)	vice chairwoman	Sezen Yalçın
Common Purpose Turkey		Aysegul Gurerk
Mor Çatı Women's Shelter Foundation		Nacide Berber Açelya Uçan
Bilgi University		Esra Arsan, Jessica Maas (separate phone interview)



## C. LIST OF SAMPLED DELEGATED PROJECTS

Country	Year of administration	Piramide Nr.	Project Title	Lead Party	Start Date	End Date	Theme	Thematic Category	Value	Size Category
Albania	2013	25609	Building Police Integrity	Institute for Democracy and Mediation	01/07/2013	31/12/2015	Good Governance, Rule of Law	2	€ 72,750.00	large
Albania	2013	25610	Training of Judges on Anti-discrimination law	Albanian Human Rights Group	01/07/2013	01/09/2014	Justice and Human Rights	1 & 3	€ 80,905.00	large
Albania	2013	25668	The right to ask - the right to know	EuroPartners Development	01/09/2013	01/03/2015	Good Governance, Rule of Law	2	€ 105,200.00	large
Albania	2013	26082	Building Police workers capacity to respond effectively of victims of trafficking and domestic violence	National Centre for Social Studies	01/12/2013	01/03/2014	Good Governance, Rule of Law	2	€ 97,040.00	large
Albania	2014	26219	Atelier Albania to guarantee transparency in territorial and development processes	National Territorial Planning Agency	10/01/2014	10/04/2015	Good Governance, Rule of Law	2	€ 128,920.00	large
BiH	2012	24632	SAR Budget	Centers for Civic Initiatives (CCI) BiH	15/09/2012	15/05/2014	Good Governance	2	€ 106,965.45	large
BiH	2012	24642	Reporting about War Crime Trials at the Local Courts in Bosnia and Herzegovina (SAR Reporting War Crime Trials)	Balkan Investigative Reporting Network Bosnia and Herzegovina (BIRN BiH)	01/12/2012	30/11/2014	Legislation and Justice	1	€ 99,959.63	large
BiH	2012	24480	Advocating for LGBT rights in Bosnia and Herzegovina	Sarajevo Open Centre	01/09/2012	31/08/2013			?	
BiH	2013	25802	Public data now- Civil society initiative for open government policies and practices (SAR Public data now)	Media and Civil Society Foundation "Mediacentar" Sarajevo	01/11/2013	28/02/2015	Good Governance	2	€ 99,998.10	large
BiH	2013	25948	SAR Improvements of position of women victims of war in Bosnia and Herzegovina	Foundation of Local Democracy /FLD	01/12/2013	31/05/2015	Legislation and Justice	1	€ 138,416.43	large
BiH	2014	26786	SAR Citizens Response 'Because we care'	NGO INFOHOUSE	01/08/2014	30/11/2014	Good Governance	2	€ 70,044.99	large
Kosovo	2012	KAP/KO	Mobile Mammographic Facility	Kosovo Civil Society Foundation/ Women's Caucus	01/12/2012	30/06/2013	Human rights/minority rights	3	€ 25,000.00	Small
Kosovo	2012	KAP/KO	Establishing and Organization That Offers Support and Practical Help to the LGBT Community in Kosovo	Libertas	01/05/2012	30/09/2012	Good governance	3	€ 26,760.00	Small
Kosovo	2013	MTR/KO	Enabling marginalized RAE women to claim their rights	Medica Gjakova	01/04/2013	01/09/2013	Human rights/minority rights	3	€ 14,994.00	Small
Kosovo	2013	MTR/KO	Women Market Center	Gratë në Biznes (GnB)	01/03/2013	28/02/2014	Human rights/minority rights	3	€15,000.00	Small
Kosovo	2013	MTR/KO	Improving assistance for victims of domestic violence and trafficking on human beings	Kosovo Shelter Coalition	15/03/2013	15/09/2013	Good governance	3	€ 15,000.00	Small
Kosovo	2013	MTR/KO	Reintegration and Rehabilitation of Prisoners	Association for Peace Kosovo	01/06/2013	31/12/2013	Good governance	2	€ 14,614.00	Small
Kosovo	2014	KOS/MT	2014 Parliamentary Election debates	BIRN	28/05/2014	28/06/2014	Human rights/minority rights	2 & 3	€ 12,500.00	Small
Macedonia	2014		Inbox	Association – Centre for Investigative Journalism Scoop.	01/03/2014	01/03/2015	Human rights and minorities/Good Governance	2 & 3	€ 82,945.00	Large
Macedonia	2014		Multi-ethnic Regional Media Platform	Nova TV and Almakos	01/03/2014	01/03/2015	Human rights and minorities/Good Governance	2 & 3	€ 86,464.00	large
Macedonia	2013		Strengthening Parliamentary Oversight in Macedonia	Centre for European Security Studies (CEES), The Netherlands	Dec-13	Dec-15	Good Governance	2	€ 151,710.00	large
Macedonia	2012		Support to Advocacy and Legal Advice Centres	Transparency International –Macedonia	Jul-12	Jul-14	Good Governance	2	€ 150,000.00	large
Macedonia	2012		Towards a Child Friendly Justice System	UNICEF	Jul-12	Jul-14	Legislation and Justice	1	€ 150,000.00	large
Macedonia	2012		Preventing Domestic Violence in Macedonia	UNDP & UN Women	Sep-12	Jul-14	Legislation and Justice	1	€ 100,000.00	large
Macedonia	2011		Ombudsman Support Project	Ombudsman	Nov-11	Dec-13	Human rights and minorities	3	€ 91,783.00	large
Montenegro	2012		Monitoring of corruption cases	Center for Civic Education			justice and home affairs	2	29359	Medium
Montenegro	2012		Law Enforcement Training	LGBT Forum Progres				1 & 3	35385	Medium

Montenegro	2013	25200 -	Internet freedom: Moving forward	Share Foundation	41527	41593	media freedom	3	15490	Small
Serbia	2012		Effective tool to reduce corruption	New Policy Center				2	€ 42,107	large
Serbia	2012		Law above all and court practice	JAZAS & ASTRA			rule of law, human rights	1 & 3	€ 39,280	medium
Serbia	2012		Protection of whistleblowers	Commissioner for Public Information				1	€ 31,992	medium
Serbia	2012		Reporting on the implementation of media strategy	Beta Media Center and EurActiv				3	€ 19,740	small
Serbia	2013	25200 -	Building capacities of CSOs in south Serbia and	Civic Initiatives	01/05/13	01/03/14	rule of law - minority rights	2 & 3	€ 25,000	medium
Serbia	2013	25200 -	Awaiting for the new constitution - Aspects and possible solutions	European Movement in Serbia	01/09/13	30/04/14	rule of law	1 & 2	€ 17,030	small
Serbia	2013	25604	Mind the Gap 2013	CNP	01/06/13	31/12/13	euro-atlantic integrations	2	€ 27,780	medium
Serbia	2014	26382 -	LOAC 2014	ISAC Fund	01/09/14	30/09/14	rule of law - legislation imple	1	€ 6,756	small
Serbia	2013	25906	Strengthening the independence and integrity of prosecutors	Prosecutors Association of Serbia	01/11/13	01/11/14	rule of law	1	€ 45,000	large
Serbia	2014	26382 -	Police training to combat homophobic, transphobic violence and hate crime	LABRIS	20/10/14	31/12/14	rule of law - LGBT rights	3	€ 18,698	small
Turkey	2012		Supporting Turkey's efforts to manage migration in line with the new national legislation on Foreigners and International Protection and the EU acquis	International Organization for Migration (IOM)	01/12/12	01/11/14	Law and Legislation	2	€ 108,296	large
Turkey	2012		Strengthening LGBT Community for Accessing Legal Mechanism	Social Policy, Gender Identity and Sexual Orientation Studies Association (SPOD)	01/04/12	01/04/13	Minorities/ HR	3	€ 24,299	medium
Turkey	2013	n.a.	Law No. 6284 Applications and Widespread positive practices	Mor Cati	01/04/13	01/06/14	Women's Rights	3	€ 24,900	medium
Turkey	2013		Empowerment of ngo's in civil society and encouragement of cooperation among sectors	Common Purpose Turkey	01/04/13	01/11/13	Minorities/ HR	3	€ 10,000	small
Turkey	2013		Status of the Chief Public Prosecutor's Office at the Supreme Court in the Appeal Process	NIHA (The Netherlands-Turkey Higher Education and Vocational Education Foundation)	01/08/13	mar-14		1	€ 74,393	large

D. LIST OF ALL DELEGATED PROJECTS 2012-2014

Country	Year of administration	Piramide Nr.	Project Title	Lead Party	Start Date	End Date	Theme	Thematic Category	Value
Albania	2010	22153	Core Development Dibër	Foundation for Local Autonomy and Governance (FLAG)	01-Nov-10	31-Dec-14	Good Governance, Rule of Law	2	€ 299,998
Albania	2010	22344	Participatory Plastic Clean Up and Waste mgmt in Lezha region	Urban Research Institute	01-Dec-10	31-Jul-12	Other	4	€ 226,477
Albania	2010	22355	Strengthening HRM capacities of Local Govt to define training needs	EuroPartners Development	01-Dec-10	31-Dec-13	Good Governance, Rule of Law	2	€ 292,346
Albania	2011	23484	Establishing a legal clinic at the School of Magistrates	School of Magistrates	15-Nov-11	29-Feb-12	Justice and Human Rights	1	€ 46,619
Albania	2013	25570	Monitoring electoral campaign finances in 2013 general elections	Mjaft movement	23-May-13	31-Dec-14	Good Governance, Rule of Law	2	€ 40,070
Albania	2013	25609	Building Police Integrity	Institute for Democracy and Mediation	01-Jul-13	31-Dec-15	Good Governance, Rule of Law	2	€ 72,750
Albania	2013	25610	Training of Judges on Anti-discrimination law	Albanian Human Rights Group	01-Jul-13	01-Sep-14	Justice and Human Rights	1 & 3	€ 80,905
Albania	2013	25666	Enhancing transparency & accountability of E-procurement at local level	Partners Albania (Centre for Change & Conflict management)	28-Aug-13	01-May-14	Good Governance, Rule of Law	2	€ 55,917
Albania	2013	25667	Awareness and legal advice for registration of property rights in Progadec	Urban Research Institute	01-Nov-13	01-May-15	Good Governance, Rule of Law	2	€ 92,690
Albania	2013	25668	The right to ask - the right to know	EuroPartners Development	01-Sep-13	01-Mar-15	Good Governance, Rule of Law	2	€ 105,200
Albania	2013	26082	Building Police workers capacity to respond effectively ot victims of trafficking and domestic violence	National Centre for Social Studies	01-Dec-13	01-Mar-14	Good Governance, Rule of Law	2	€ 97,040
Albania	2014	26219	Atelier Albania to garantee transparency in territorial and development processes	National Territorial Planning Agency	10-Jan-14	10-Apr-15	Good Governance, Rule of Law	2	€ 128,920
Albania	2014	26563	Project on drafting a bill on Whistleblowers and whistleblowers protection	Willem Pompe Institute for Criminal Law & Criminology (Utrecht)	01-Apr-14	01-Jun-14	Good Governance, Rule of Law	2	€ 99,855
Albania	2014	27133	Strengthening Police capacities on law enforcement and fight of impunity	Police Training Centre	01-Dec-14	01-Dec-15	Good Governance, Rule of Law	2	€ 207,100
BiH	2012	24632	SAR Budget	Centers for Civic Initiatives (CCI) BiH	15/09/2012	15/05/2014	Good Governance	2	€ 106,965.45
BiH	2012	24642	Reporting about War Crime Trials at the Local Courts in Bosnia and Herzegovina (SAR Reporting War Crime Trials)	Balkan Investigative Reporting Network Bosnia and Herzegovina (BIRN BiH)	01/12/2012	30/11/2014	Legislation and Justice	1	€ 99,959.63
BiH	2012	24480	Advocating for LGBT rights in Bosnia and Herzegovina	Sarajevo Open Centre	01/09/2012	31/08/2013	Human Rights and minorities	3	€ 33,972.20
BiH	2013	25802	Public data now- Civil society initiative for open government policies and practices (SAR Public data now)	Media and Civil Society Foundation "Mediacentar" Sarajevo	01/11/2013	28/02/2015	Good Governance	2	€ 99,998.10
BiH	2013	25948	SAR Improvements of position of women victims of war in Bosnia and Herzegovina	Foundation of Local Democracy /FLD	01/12/2013	31/05/2015	Legislation and Justice	1	€ 138,416.43

BiH	2014	26786	SAR Citizens Response 'Because we care'	NGO INFOHOUSE	01/08/2014	30/11/2014	Good Governance	2	€ 70,050.82
BiH	2012	24990	<b>Let's grow together</b>		01/12/2012	31/12/2013		3	€ 37,646.48
BiH	2013	25554	SAR "Monitoring and analysis of the trans	NGO RS Association of Economists SWOT	01/07/2013	31/01/2015	Good Governance	2	€ 49,672.33
BiH		26787	SAR The Public Security House – Comprehensive Approach to Community Safety				Good Governance	2	€ 76,680.71
BiH		26840	Mainstreaming lesbian, gay, bisexual and trans rights in BiH media					3	€ 76,671.21
BiH		26984	SAR Equality					3	€ 76,647.48
BiH		27057	SAR Read, watch, react					1	€ 73,648.25
BiH		27098	From Open Government Partnership to Government Accountability					2	€ 76,376.50
Kosovo	2012	KAP/KOS	Mobilize the earth	Scout Group Kota 797	15/04/2012	23/04/2012	environmental sector	4	€ 1,475.00
Kosovo	2012	KAP/KOS	Keep it clean	Scout Group Kota 797	01/08/2012	03/01/2013	environmental sector	4	€ 9,775.00
Kosovo	2012	KAP/KOS	Women entrepreneurs	Gratë në Biznes (GnB)	01/08/2012	15/11/2012	economic sector	3	€ 2,425.00
Kosovo	2012	KAP/KOS	Expansion organization Gratë në Biznes	Gratë në Biznes (GnB)	15/07/2012	31/12/2012	economic sector	3	€ 9,446.00
Kosovo	2012	KAP/KOS	The voice of minority communities in Pec	NGO Experimental Studio Group	01/02/2012	31/01/2013	Human rights/minority rights/edu	3	€ 13,080.00
Kosovo	2012	KAP/KOS	Campaign against the domestic violence	NGO Women's Rights	01/03/2012	31/08/2012	Human rights/minority rights/edu	3	€ 10,936.50
Kosovo	2012	KAP/KOS	Architects on Tour: Building Peace through	Community Building Mitrovica	22/02/2012	15/05/2012	Human rights/minority rights/edu	3	€ 5,720.00
Kosovo	2012	KAP/KOS	Educational Program, Be Better	NGO Lighthouse Leposavic	05/03/2012	30/04/2012	Human rights/minority rights/edu	3	€ 5,220.00
Kosovo	2012	KAP/KOS	Searching for Women Rights	Kosovo Women Network (KWN)	01/09/2012	31/12/2012	Human rights/minority rights/edu	3	€ 10,260.50
Kosovo	2012	KAP/KOS	Hajde	NGO Proactive	01/05/2012	31/08/2012	Human rights/minority rights/edu	3	€ 6,491.00
Kosovo	2012	KAP/KOS	1st June Children's Day	Blind Women Committee of Kosova	16/12/2012	31/12/2013	Human rights/minority rights/edu	3	€ 5,500.00
Kosovo	2012	KAP/KOS	Sport 4 Youth	Sports sans Frontieres Kosovo (SSF)	01/07/2012	31/12/2013	Human rights/minority rights/edu	3	€ 14,997.17
Kosovo	2012	KAP/KOS	Support to the education of the Roma, Ashk	The Ideas Partnership	11/06/2012	11/10/2012	Human rights/minority rights/edu	3	€ 8,935.00
Kosovo	2012	KAP/KOS	Connecting and empowering youth with di	HandiKOS	01/11/2012	01/05/2013	Human rights/minority rights/edu	3	€ 9,830.00
Kosovo	2012	KAP/KOS	Art in Action 2	GAIA Kosovo	09/07/2012	01/11/2012	Human rights/minority rights/edu	3	€ 4,510.00
Kosovo	2012	KAP/KOS	You Can Do It!	NGO Hareja	01/12/2012	30/05/2013	Human rights/minority rights/edu	3	€ 12,070.00
Kosovo	2012	KAP/KOS	Conference: A History that Doesn't Produ	NGO Mitrovica	26/11/2012	26/12/2012	Human rights/minority rights/edu	3	€ 2,700.00
Kosovo	2012	KAP/KOS	Training of Sport Animator Trainers	Sport Sans Frontieres	01/12/2012	30/04/2013	Human rights/minority rights/edu	3	€ 12,111.00
Kosovo	2012	KAP/KOS	Mobile Mammographic Facility	Kosovo Civil Society Foundation/ Women's Ca	01/12/2012	30/06/2013	Human rights/minority rights/edu	3	€ 25,000.00
Kosovo	2012	KAP/KOS	Hajde+	NGO Proactive	01/12/2012	01/03/2013	Human rights/minority rights/edu	3	€ 4,950.00
Kosovo	2012	KAP/KOS	Rent: CRYM Building	Community Building Mitrovica	01/12/2012	30/06/2013	Human rights/minority rights/edu	3	€ 7,996.80
Kosovo	2012	KAP/KOS	Surprise Day	The Ideas Partnership	01/12/2012	15/01/2013	Human rights/minority rights/edu	3	€ 2,500.00
Kosovo	2012	KAP/KOS	1st National selection Conference of the E	European Youth Parliament Kosova (EYP)	20/01/2012	20/02/2012	Good governance	3	€ 14,598.00
Kosovo	2012	KAP/KOS	Capacity building for grassroots initiatives	Network of Roma, Ashkali and Egyptian Wome	01/03/2012	31/12/2012	Good governance	3	€ 12,582.00
Kosovo	2012	KAP/KOS	Kosovo's Celebration of World Press Free	Association of Professional Journalists of Koso	15/05/2012	14/05/2013	Good governance	3	€ 14,350.00
Kosovo	2012	KAP/KOS	Kosovo 2.0 Magazine issues 'Religion' &	Kosovo 2.0	01/04/2012	31/12/2012	Good governance	3	€ 17,499.72
Kosovo	2012	KAP/KOS	Establishing and Organization That Offers	Libertas	01/05/2012	30/09/2012	Good governance	3	€ 26,760.00
Kosovo	2012	KAP/KOS	Screening and Promoting Kosovo's Visa-l	Group for Legal and Political Studies	15/05/2012	14/05/2013	Good governance	2	€ 14,360.00
Kosovo	2012	KAP/KOS	Audit on Voter List in Kacanik	Democracy for Development (D4D)	24/05/2012	31/07/2012	Good governance	2	€ 26,760.00
Kosovo	2012	KAP/KOS	Promoting and Protecting Community and	Institute for Development Policy (INDEP)	01/08/2012	30/04/2013	Good governance	2 & 3	€ 14,467.50
Kosovo	2012	KAP/KOS	Youth in Mitrovica/ë for a Democratic Soc	Contract party: European Centre for Minority Is	15/09/2012	15/03/2013	Good governance	3	€ 14,996.40
Kosovo	2012	KAP/KOS	Conference: Northern Kosovo & EU Persp	NGO Mitrovica	26/11/2012	26/12/2012	Good governance	2 & 3	€ 4,100.00
Kosovo	2012	KAP/KOS	Building Institutional Support for Transiti	Centre of Research, Documentation, and Publi	01/01/2013	31/03/2013	Good governance	2 & 3	€ 9,500.00
Kosovo	2012	KAP/KOS	Roma Band Project	Voice of Roma, Ashkali and Egyptians	10/02/2012	10/02/2013	Cultural sector	3	€ 5,937.70

Kosovo	2012	KAP/KOS	Bosniak Days	NGO Equality	30/07/2012	30/10/2013	Cultural sector		3	€	6,890.00
Kosovo	2012	KAP/KOS	Horizontet e Shkollim	NGO Multietnik Art	19/11/2012	19/05/2013	Cultural sector		3	€	4,160.00
Kosovo	2013	MTR/KOS	Environmental Protection	NGO Mitrovision	20/02/2013	29/10/2013	environmental sector		4	€	11,480.00
Kosovo	2013	MTR/KOS	Car Free Day	Scout Group Kota 797	21/09/2013	21/10/2013	environmental sector		4	€	1,540.00
Kosovo	2013	MTR/KOS	Roll up your sleeves, Clean the Neighbor	ECOLOGICA	17/10/2013	31/12/2013	environmental sector		4	€	7,500.00
Kosovo	2013	MTR/KOS	Plan Bee Women Empowerment through	Agrovet Development	01/10/2013	31/05/2014	economic sector		3	€	13,510.00
Kosovo	2013	MTR/KOS	School Mediators for Inclusive Education	NGO Balkan Sunflowers	11/01/2013	31/12/2013	Human rights/minority rights/edu		3	€	15,000.00
Kosovo	2013	MTR/KOS	Awareness of family planning and the ben	NGO Dignity	01/03/2013	31/12/2013	Human rights/minority rights/edu		3	€	12,730.00
Kosovo	2013	MTR/KOS	Reactivation of the Multi-ethnic Book bus	Municipal Library 'Latif Berisha'	01/02/2013	31/12/2013	Human rights/minority rights/edu		3	€	6,095.00
Kosovo	2013	MTR/KOS	Enabling marginalized RAE women to cla	Medica Gjakova	01/04/2013	01/09/2013	Human rights/minority rights/edu		3	€	14,994.00
Kosovo	2013	MTR/KOS	Girls and Women's Empowerment	Youth Center Ardhmeria	01/03/2013	01/10/2013	Human rights/minority rights/edu		3	€	15,000.00
Kosovo	2013	MTR/KOS	Women Market Center	Gratë në Biznes (GnB)	01/03/2013	28/02/2014	Human rights/minority rights/edu		3	€	15,000.00
Kosovo	2013	MTR/KOS	Crossing all bridges through Kosovo	V.C. Trepça	14/03/2013	25/11/2013	Human rights/minority rights/edu		3	€	8,835.00
Kosovo	2013	MTR/KOS	Economic Empowerment of Rural women	NGO Zana	01/04/2013	30/09/2013	Human rights/minority rights/edu		3	€	9,970.00
Kosovo	2013	MTR/KOS	Cultivation of Medicinal Herbs and wome	NGO Shqiponjat e Dardanes	25/03/2013	29/09/2013	Human rights/minority rights/edu		3	€	9,300.00
Kosovo	2013	MTR/KOS	Center Fushe Kosovo	The Ideas Partnership	01/06/2013	31/07/2013	Human rights/minority rights/edu		3	€	2,464.00
Kosovo	2013	MTR/KOS	Medical equipment clinic Gorazdevac	NGO Experimental Studio Group	15/05/2013	31/08/2013	Human rights/minority rights/edu		4	€	2,500.00
Kosovo	2013	MTR/KOS	Summer Business Internship	Business Advisory Centre Mitrovica North (BAC	15/06/2013	15/08/2013	Human rights/minority rights/edu		3	€	2,800.00
Kosovo	2013	MTR/KOS	Sport4Integration	Sports Sans Frontieres (SSF)	15/06/2013	31/08/2013	Human rights/minority rights/edu		3	€	6,700.63
Kosovo	2013	MTR/KOS	Women Arts Center Gorazdevac	NGO Briga Gorazdevac	25/06/2013	25/06/2014	Human rights/minority rights/edu		3	€	9,725.00
Kosovo	2013	MTR/KOS	Kriterion Summer Camp 2013	Young Urban Achievers-Kriterion Mitrovica (YU	16/08/2013	18/09/2013	Human rights/minority rights/edu		3	€	5,000.00
Kosovo	2013	MTR/KOS	Together we can do it	KRR Youth Council of Rahovec	25/06/2013	30/09/2013	Human rights/minority rights/edu		3	€	5,000.00
Kosovo	2013	MTR/KOS	Construction of sports fields for school Sh	Center for Civil Society (CCS)	10/07/2013	10/09/2013	Human rights/minority rights/edu		3	€	7,000.00
Kosovo	2013	MTR/KOS	The history of Kosovo in history textbooks	Alter Habitus	22/07/2013	22/10/2014	Human rights/minority rights/edu		3	€	13,500.00
Kosovo	2013	MTR/KOS	Hands of Mercy – website	NGO "Duart Plotë Mëshirë	01/08/2013	01/10/2013	Human rights/minority rights/edu		3	€	350.00
Kosovo	2013	MTR/KOS	Hareja: with music towards joint future	Hareja	01/09/2013	30/06/2014	Human rights/minority rights/edu		3	€	12,540.00
Kosovo	2013	MTR/KOS	Unplugged against Racism	Radio Urban FM	10/10/2013	15/12/2013	Human rights/minority rights/edu		3	€	2,750.00
Kosovo	2013	MTR/KOS	Kosovo Community Outreach	NGO Tupani	01/03/2013	30/06/2013	Good governance	2 & 3		€	15,000.00
Kosovo	2013	MTR/KOS	Improving assistance for victims of domes	Kosovo Shelter Coalition	15/03/2013	15/09/2013	Good governance		3	€	15,000.00
Kosovo	2013	MTR/KOS	Strengthen Good Governance in Kosovo	KIPRED	01/04/2013	31/12/2013	Good governance	2 & 3		€	15,000.00
Kosovo	2013	MTR/KOS	Trendsetting and Reinvigorating Public De	Kosovo Glocal	01/03/2013	31/12/2013	Good governance		3	€	15,000.00
Kosovo	2013	MTR/KOS	Strengthening Knowledge of and experien	Kosovo Community Development	01/03/2013	31/10/2013	Good governance		1	€	4,450.00
Kosovo	2013	MTR/KOS	CRYM rent April, May, June	Center for Resources Youth and Media Coalitio	01/04/2013	30/06/2013	Good governance		3	€	7,230.00
Kosovo	2013	MTR/KOS	Reintegration and Rehabilitation of Prison	Association for Peace Kosovo	01/06/2013	31/12/2013	Good governance		2	€	14,614.00
Kosovo	2013	KOS/MTR	Why should I vote for?	Democracy for Development	03/10/2013	31/12/2013	Good governance	2 & 3		€	10,400.00
Kosovo	2013	MTR/KOS	Ferizaj Arts Festival	Handikos	01/04/2013	31/05/2013	Cultural sector		3	€	1,995.00
Kosovo	2013	MTR/KOS	Archaeological Excavations Brezovica	Kosovo Archaeological Institute	01/07/2013	30/06/2014	Cultural sector		3	€	9,910.00
Kosovo	2013	MTR/KOS	Green Music Festival	7 Arte	21/07/2013	21/09/2014	Cultural sector		3	€	1,500.00
Kosovo	2013	KOS/MTR	Hopebox Pristina	Weather Report Foundation	01/08/2013	30/04/2014	Cultural sector		3	€	9,600.00
Kosovo	2013	MTR/KOS	Aktam Smack! Performing Arts	HandiKOS	08/11/2013	31/12/2013	Cultural sector		3	€	1,800.00
Kosovo	2014	KOS/MTR	Car Free Day 2014 'Let's cycle in Mitrovic	Scout Group Kota 797	16/09/2014	24/09/2014	environmental sector		4	€	2,690.00
Kosovo	2014	KOS/MTR	Strengthening economic development and	IADK	15/05/2014	31/12/2014	economic sector		3	€	12,465.50
Kosovo	2014	KOS/MTR	Promoting women's small business, multi	FORTESA	15/08/2014	15/02/2015	economic sector		3	€	10,855.00
Kosovo	2014	KOS/MTR	Artisans in Janjevo/a: Empowering the wo	The Ideas Partnership	08/10/2014	30/09/2015	economic sector		3	€	12,500.00
Kosovo	2014	KOS/MTR	Increase income for Women Entrepreneur	Women's Business Association (SHE-ERA)	09/10/2014	01/12/2014	economic sector		3	€	12,500.00
Kosovo	2014	KOS/MTR	Multi-ethnic project Afrodite	NGO Ura Kosova	15/03/2014	15/02/2015	Human rights/minority rights/edu		3	€	10,000.00

Kosovo	2014	KOS/MTR	GREEN Music Festival 4	7 arte	01/04/2014	30/09/2014	Human rights/minority rights/edu	3	€ 3,300.00
Kosovo	2014	KOS/MTR	Multi-ethnic Spring Camp of education and	Strong start	01/04/2014	15/05/2014	Human rights/minority rights/edu	3	€ 4,275.00
Kosovo	2014	KOS/MTR	Football4Peace	Sport Sans Frontieres	18/04/2014	30/06/2014	Human rights/minority rights/edu	3	€ 6,701.00
Kosovo	2014	KOS/MTR	Empowering and raising awareness about	Cel	18/04/2014	15/03/2014	Human rights/minority rights/edu	3	€ 7,958.00
Kosovo	2014	KOS/MTR	Vizion	Beyond the Rainbow	20/04/2014	30/06/2014	Human rights/minority rights/edu	3	€ 3,310.00
Kosovo	2014	KOS/MTR	Sport for Peace	Youth Council Rahovec	05/05/2014	05/08/2014	Human rights/minority rights/edu	3	€ 6,130.00
Kosovo	2014	KOS/MTR	Kosovo 2.0 Connecting Voices – Web	Youth Council Rahovec	12/05/2014	31/12/2014	Human rights/minority rights/edu	3	€ 7,000.00
Kosovo	2014	KOS/MTR	Bridging Communities	VC Trepca	28/05/2014	28/06/2014	Human rights/minority rights/edu	3	€ 4,198.00
Kosovo	2014	KOS/MTR	2014 Parliamentary Election debates	BIRN	28/05/2014	28/06/2014	Human rights/minority rights/edu	2 & 3	€ 12,500.00
Kosovo	2014	KOS/MTR	Cooperation between municipalities	NGO Mitrovica	10/06/2014	25/06/2014	Human rights/minority rights/edu	2 & 3	€ 4,300.00
Kosovo	2014	KOS/MTR	Lets prevent the doubled darkness	Intermunicipal Association for Blind People	03/06/2014	03/12/2014	Human rights/minority rights/edu	3	€ 4,320.00
Kosovo	2014	KOS/MTR	Institutions and Decentralization, friend of	ProMedia	03/06/2014	28/12/2014	Human rights/minority rights/edu	2 & 3	€ 5,350.00
Kosovo	2014	KOS/MTR	Youth training opportunity on painting art	Multietnik art	18/07/2014	18/01/2015	Human rights/minority rights/edu	3	€ 3,860.00
Kosovo	2014	KOS/MTR	Promoting historical awareness among K	Balkan Sunflowers	23/07/2014	30/09/2014	Human rights/minority rights/edu	3	€ 8,478.00
Kosovo	2014	KOS/MTR	Rights of Minorities	Hands of Mercy	05/08/2014	04/08/2015	Human rights/minority rights/edu	3	€ 11,800.00
Kosovo	2014	KOS/MTR	Romaroad Summer School	Romaroad	20/08/2014	20/11/2014	Human rights/minority rights/edu	3	€ 4,075.00
Kosovo	2014	KOS/MTR	Hareja Hope for Children	Hareja	09/01/2014	01/06/2015	Human rights/minority rights/edu	3	€ 12,450.00
Kosovo	2014	KOS/MTR	KHF Counselling services LGBT commu	Kosova Health Foundation (KHF	16/09/2014	01/03/2015	Human rights/minority rights/edu	3	€ 11,970.00
Kosovo	2014	KOS/MTR	Reintegration and Rehabilitation of Prison	Association for Peace Kosovo	10/03/2014	09/03/2015	Good governance	1 & 2	€ 24,988.78
Kosovo	2014	KOS/MTR	And we exist	Multi-Ethnic Culture Kosovo	01/04/2014	30/04/2014	Good governance	3	€ 1,690.00
Kosovo	2014	KOS/MTR	Capacity building in NGO sector and local	NGO ESG	23/04/2014	23/10/2014	Good governance	3	€ 4,170.00
Kosovo	2014	KOS/MTR	Analysis of Election Trends in Kosovo	Democracy for Development (D4D)	01/08/2014	28/02/2015	Good governance	2 & 3	€ 11,000.00
Kosovo	2014	KOS/MTR	Property Rights of the RAE community in	Social Housing and Property Rights in Kosovo	04/09/2014	01/09/2015	Good governance	3	€ 12,380.00
Kosovo	2014	KOS/MTR	Civil Society is watching you	Community Building Mitrovica (CBM)	20/10/2014	30/06/2015	Good governance	3	€ 9,576.00
Kosovo	2014	KOS/MTR	Rolling Film Festival	Balkan Sunflowers and Romawood	01/09/2014	01/11/2014	Cultural sector	3	€ 3,500.00
Kosovo	2014	KOS/MTR	Youth Education on Cultural Heritage	ETNOKOS	01/09/2014	01/12/2014	Cultural sector	3	€ 5,226.00
Kosovo	2014	KOS/MTR	TEDxPristhina	FLOSSK	01/10/2014	11/10/2014	Cultural sector	3	€ 2,100.00
Macedonia	2014		Inbox	Association – Centre for Investigative Journalis	01/03/2014	01/03/2015	Human rights and minorities/Good Governance	2 & 3	€ 82,945.00
Macedonia	2014		Multi-ethnic Regional Media Platform	Nova TV and Almakos	01/03/2014	01/03/2015	Human rights and minorities/Good Governance	2 & 3	€ 86,464.00
Macedonia	2013		Strengthening Parliamentary Oversight in	Centre for European Security Studies (CEES),	Dec-13	Dec-15	Good Governance	2	€ 151,710.00
Macedonia	2012		Support to Advocacy and Legal Advice Ce	Transparency International –Macedonia	Jul-12	Jul-14	Good Governance	2	€ 150,000.00
Macedonia	2012		Towards a Child Friendly Justice System	UNICEF	Jul-12	Jul-14	Legislation and Justice	1	€ 150,000.00
Macedonia	2012		Preventing Domestic Violence in Macedon	UNDP & UN Women	Sep-12	Jul-14	Legislation and Justice	1	€ 100,000.00
Macedonia	2011		Ombudsman Support Project	Ombudsman	Nov-11	Dec-13	Human rights and minorities	3	€ 91,783.00
Macedonia	2014		Protecting of the reporting persons and role of the media and civil society		15/11/2014	15/11/2016	Justice and Law	1	102,920.00
Macedonia	2014		Institutional strengthening of the Council of Media Ethics of Macedonia (CMEM)		01/12/2014	01/12/2016	Good Governance	2	128,612.00
Macedonia	2014		Judicial Co-operation		Dec-14	Feb-17	Justice and Law	1	150,000.00
Macedonia	2014		Domestic Monitoring of the Presidential and Parliamentary Elections 2014		15/03/2014	15/05/2014	Good Governance	2	40,000.00
Macedonia	2014		Strengthened Rule of Law to Protect LGBT		01/11/2014	01/12/2015	Human Rights and Minorities	3	100,653.00
Macedonia	2014		Right to Know 2		15/08/2014	15/12/2015	Good Governance	2	61,802.00



Macedonia	2014		Ping News Agency		01/06/2014	30/06/2016	Good Governance		2	150,004.00
Macedonia	2013		Respect of Rule of Law Awareness Campaign for Children		01/10/2013	01/10/2014	Good Governance		2	68,626.00
Macedonia	2013		Macedonia stalled accession – scenarios and threats		Aug-13	Jan-14	Good Governance		2	30,780.00
Macedonia	2012		Support to media dialogue		Feb-12	Dec-14	Good Governance		2	21,500.00
Macedonia	2012		Right to Know		Aug-12	Feb-13	Good Governance		2	24,962.00
Macedonia	2013		Support to LGBT community 2		Apr-13	31/12/2013	Human Rights and Minorities		3	47,000.00
Macedonia	2013		Monitoring party-political and inter-ethnic issues in the media during the pre-electoral period		Feb-13	May-13	Good Governance		2	30,267.00
Macedonia	2013		Domestic Monitoring of Local Elections 2013		Feb-13	Jun-13	Good Governance		2	30,415.00
Macedonia	2012		Support to LGBTI community		Oct-12	Dec-13	Human Rights and Minorities		3	60,000.00
Macedonia	2014		We Discover, We Build, We Are Together!		15/08/2014	15/08/2015	Culture/Good Governance		2	29,917.00
Macedonia	2014		Makedox Creative Documentary Film Festival		01/03/2014	01/10/2014	Good Governance/Human Rights and Minorities	2 & 3		11,957.00
Macedonia	2013		Patterns		Mar-13	Dec-13	Culture		4	40,000.00
Macedonia	2013		The Photography – A Witness or a Victim		Apr-13	Mar-14	Culture		4	30,000.00
Macedonia	2012		World Press Photo		2012	2012	Culture		4	10,000.00
Macedonia	2012		Manaki Script Corner		2012	2012	Culture		4	50,000.00
Macedonia	2012		Skopje Dance Academy		2012	2012	Culture		4	190,000.00
Montenegro	2012		Monitoring of corruption cases	Center for Civic Education			justice and home affairs		2	€ 29,359.00
Montenegro	2012		Euphoria	CDT					2	€ 14,620.00
Montenegro	2012		Capacity building and networking of parliamentarians	Civic Alliance					2	€ 17,955.00
Montenegro	2012		Law Enforcement Training	LGBT Forum Progress				1 & 3		€ 35,385.00
Montenegro	2013	25200 - 10	Undercover unit project	Police Directorate & KLPD			rule of law - police		2	€ 11,000.00
Montenegro	2013	25200 - 11	Strengthening safeguards of judicial independence	Human Rights Action	41395	41760	rule of law - judiciary		1	€ 25,000.00
Montenegro	2013	25537	Improving Parliament's Anti-corruption Work	MANS	41395	41760	rule of law - anti-corruption		2	€ 28,530.00
Montenegro	2013	25200 - 12	Journalistic investigation and debate	Monitor	41465	41649	eu integrations - rule of law-media	1 & 2 & 3		€ 20,000.00
Montenegro	2013	25200 - 21	Pride Rally Podgorica 2013	Queer Montenegro			rule of law - lgbt rights		3	€ 7,700.00
Montenegro	2013	25200 - 22	Internet freedom: Moving forward	Share Foundation	41527	41593	media freedom		3	€ 15,490.00
Montenegro	2013		Combating LGBT discrimination in health	YUVENTAS			LGBT		3	€ 22,950.00
Montenegro	2014	26382 - 06	LGBTIQ Social Center Podgorica	LGBT Forum Progress	41852	42156	rule of law - LGBT rights		3	€ 24,770.00
Montenegro	2014	26382 - 07	Podgorica Pride Parade 2014	Queeria Montenegro	41883	41913	rule of law - LGBT rights		3	€ 6,850.00
Montenegro	2014	26780	Building capacities for strengthening asylum seekers	CEDEM	41913	42278	rule of law - asylum	1 & 2		€ 41,755.00
Montenegro	2014	26839	Prosecutorial and police practice in cases of LGBTI persecution	LGBT Forum Progress			rule of law - judiciary, police, LG	1 & 3		€ 31,475.00
Montenegro	2014	26382 - 19	Journalism endangered: (Re)act	Civic Alliance			rule of law - media		3	€ 17,620.00
Montenegro	2014	26994	Judicial Reform Monitoring	HRA	01-11-20174	42231	rule of law - judiciary		1	€ 29,306.00
Montenegro	2014	26382 - 20	Improving cooperation between judiciary and media	Judges Association of MNE			rule of law - judiciary, media	1 & 3		€ 25,000.00
Montenegro	2014	26382 - 21	Civil society and citizens against corruption	Institute Alternativa			rule of law - anti-corruption		2	€ 20,000.00
Serbia	2012	23677-1	Translation and presentation of study on anti-corruption	Prof Van Duyne			justice and home affairs		2	€ 3,000.00
Serbia	2012	23677-2	Ustanicka Street	Filmkombajn			justice and home affairs		1	€ 10,000.00

Serbia	2012	23677-3	Printing and promotion of the EU Guide for local authorities	ISAC Fund			justice and home affairs	1 & 2	€ 18,823.00
Serbia	2012	24145	Professionalization of local self-government in youth service management	Center for Youth Work, Novi Sad			justice and home affairs	2	€ 35,543.00
Serbia	2012	24179	Journalists can do it - media reporting on Kosovo-Serbia dialogue	YIHR			home affairs; media	3	€ 26,842.00
Serbia	2012	24060	OSCE Sandzak	OSCE			home affairs	3	€ 40,000.00
Serbia	2012		Law above all and court practice	JAZAS & ASTRA			rule of law, human rights	1 & 3	€ 39,280.00
Serbia	2012		LOAC	ISAC Fund				1	€ 14,950.00
Serbia	2012		World press photo	PCZ				3	€ 29,000.00
Serbia	2012		World press photo	PCZ				3	€ 29,000.00
Serbia	2012		Specifying the format of database on crime	Center for Liberal Studies				1	€ 12,050.00
Serbia	2012		Effective tool to reduce corruption	New Policy Center				2	€ 42,107.00
Serbia	2012		Media watchdogs for human rights	Beta Media Center, BCHR and EurActiv				3	€ 40,000.00
Serbia	2012		Strengthening NPM and advocating for rights of institutionalized persons	Helsinki Committee for HR				3	€ 38,940.00
Serbia	2012		Internship for minorities from South Serbia and Sandzak	Ministry for Minority and Human Rights				3	€ 30,706.18
Serbia	2012		Reporting on the implementation of media strategy	Beta Media Center and EurActiv				3	€ 19,740.00
Serbia	2012		Anti-discrimination strategy	Directorate for HR				3	€ 30,000.00
Serbia	2012		BKV Human Right Award 2012	BKV Fund				3	€ 3,000.00
Serbia	2012		Anti-discrimination Roma project	Commissioner for Equality				3	€ 20,600.00
Serbia	2012		Annual seminar on EU Integrations 2012	BFPE				2	€ 20,000.00
Serbia	2012		Support to media program of Pescanik	Pescanik				3	€ 28,930.00
Serbia	2012		Changing Perceptions	DEFAT				2	€ 15,000.00
Serbia	2012		Naming it war	CZKD				2	€ 15,000.00
Serbia	2012		Diversity as an Asset: Sandzak	DamaD				3	€ 15,000.00
Serbia	2012		Independant Agency's Reporting	Transparency Serbia				2	€ 23,501.00
Serbia	2012		Improving public communication of police and prosecutors	OSCE and Mol				1	€ 38,190.00
Serbia	2012		Gay magazine Optimist and GayEcho website	Regional Info Center, Smederevo				3	€ 8,200.00
Serbia	2012		Legal media monitoring	ANEM				1 & 3	€ 35,000.00
Serbia	2012		Young, Educated, Alive! - Support to youth in South Serbia	Civic Initiatives				3	€ 18,000.00
Serbia	2012		Human Rights House	CI, BCHR, YUCOM, Helsinki Committee...				1	€ 18,000.00
Serbia	2012		Disability Employment Union Platform					3	€ 14,000
Serbia	2012		Calendar of human rights	LABRIS				3	€ 3,261
Serbia	2012		Calendar of human rights	GSA				3	€ 6,300
Serbia	2012		Belgrade Pride 2012	Belgrade Pride				3	€ 14,900
Serbia	2013	25200 - 01	Research about Western Balkans criminal groups	KLPD	01/01/13	31/05/13	rule of law - organised crime	1	€ 10,500
Serbia	2013	25200 - 02	LURIS Follow-up		01/01/13	31/12/13	rule of law - judiciary	1	

Serbia	2013	25200 - 03	Study visit to Luxemburg	OSCE	01/04/13	01/05/13	rule of law - judiciary (capacity building)	1	€ 7,000
Serbia	2013	25200 - 04	Human Rights Report 2013	BCHR	01/04/13	01/06/13	rule of law - human rights	3	€ 4,200
Serbia	2013	25200 - 05	Human Rights Report 2013	Helsinki Committee for HR	01/04/13	01/06/13	rule of law - human rights	3	€ 5,000
Serbia	2013	25200 - 06	Building capacities of CSOs in south Serbia and Sandzak to influence the decision making process	Civic Initiatives	01/05/13	01/03/14	rule of law - minority rights	2 & 3	€ 25,000
Serbia	2013	25200 - 07	Training police and high school staff to improve position of LGBT	LABRIS	01/05/13	01/05/14	rule of law - LGBT rights	3	€ 22,915
Serbia	2013	25200 - 08	Biljana Kovacevic Vuco Human Rights Award 2013	BKV Fund	01/05/13	01/08/13	rule of law - human rights	3	€ 5,000
Serbia	2013	25200 - 09	No place for hate	KOM018, Nis	01/06/13	01/02/14	rule of law - anti-discrimination	3	€ 14,000
Serbia	2013	25200 - 10	LOAC Course 2013	DEFAT	15/10/13	31/12/13	rule of law - loac	1	€ 5,714
Serbia	2013	25000 - 11	Changing perceptions Ser phase II and Montenegro	DEFAT	01/12/13	01/12/14	<a href="#">euro-atlantic integrations</a>	2	€ 40,000
Serbia	2013	25604	Mind the Gap 2013	CNP	01/06/13	31/12/13	<a href="#">euro-atlantic integrations</a>	2	€ 27,780
Serbia	2013	25200 - 13	Exposing Corruption and establishing control over budget expenditure in Sumadija district	Sumadijapress	01/08/13	01-18-2014	rule of law - anti-corruption	2 & 3	€ 20,000
Serbia	2013	25200 - 14	Making mechanisms to prevent and fight corruption at the local level in South Serbia	CDA Lebane			rule of law - anti-corruption	2	€ 16,250
Serbia	2013	25200 - 15	Awaiting for the new constitution - Aspects and possible solutions	European Movement in Serbia	01/09/13	30/04/14	rule of law	1 & 2	€ 17,030
Serbia	2013	25200 - 16	Belgrade Pride 2013	Belgrade Pride Parade	01/08/13	31-11-13	rule of law - LGBT rights	3	€ 15,000
Serbia	2013	25200 - 17	Minority policy in Serbia - Fostering integration	Forum for Ethnic Relations	01/09/13	01/05/14	rule of law - ethnic minorities legislation	3	€ 25,000
Serbia	2013	25200 - 18	Magazine of the Albanina minority in Serbia	Nacionali	01/08/13	31/07/13	rule of law - ethnic minorities; media	3	€ 13,709
Serbia	2013	25200 - 19	Internship for ethnic minority youth from SS and Sandzak	Office for HMR	01/09/13	01/06/14	rule of law - ethnic minorities	3	€ 15,000
Serbia	2013	25679	Professional Development of Law students and Judicial Trainees	Alterfact and JA	01/10/13	01/10/14	rule of law	1	€ 38,000
Serbia	2013	25906	Strengthening the independence and integrity of prosecutors	Prosecutors Association of Serbia	01/11/13	01/11/14	rule of law	1	€ 45,000
Serbia	2013	25932	Creating legal framework for trans-gender people and educating health care and social care professionals on related matters	Gayten LGBT	01/11/13	01/11/15	LGBT	3	€ 49,852
Serbia	2013		Strengthening the LGBT community through support to LGBT media outlets	Gay Lesbian Info Center	01/12/13	01/12/14	LGBT	3	€ 12,500
Serbia	2013		Human Rights School 2013	Belgrade Center for Human Rights			Human rights	3	€ 9,030
Serbia	2013	25912	Establishing an online platform for reporting on and better understanding of reforms related to EU integration	FoNET			<a href="#">EU integrations</a>	2 & 3	€ 46,552

Serbia	2013	26011	Enhancing media independence through development of sustainable and competitive financing model	BIRN	01/12/13	31/10/13	Independent media	3	€	31,373
Serbia	2013	25962	Strengthening the position of civil supervisor in public procurements	Transparency Serbia			Anti-corruption	2	€	45,800
Serbia	2014	26382 - 01	Alternative sanctions in misdemeanor proceedings: Community service	Magistrates Association of Serbia	01/04/14	31/12/14	rule of law - alternative sanctions	1	€	24,980
Serbia	2014	26382 - 02	Towards adequate social protection of LGBT people and their parents	Rainbow, Sabac	01/05/14	30/04/15	rule of law - LGBT rights	3	€	24,678
Serbia	2014	26382 - 03	Effects of the Law on Public Enterprises - Politicization or professionalization	Transparency Serbia	05/05/14	04/11/14	rule of law	2	€	24,900
Serbia	2014	26382 - 04	LGBT Path to Institutions - Bridging the Gap	Forum for Ethnic Relations	01/05/14	01/05/15	rule of law - LGBT rights	3	€	24,995
Serbia	2014	26552	Developing a mechanism for compensating victims of human trafficking	ASTRA	01/05/14	31/01/15	rule of law - human trafficking	1 & 3	€	39,381
Serbia	2014	26382 - 05	Belgrade Pride 2014	Belgrade Pride Parade			rule of law - LGBT rights	3	€	14,250
Serbia	2014	26382 - 08	From excluded to included	Pescanik	01/08/14	31/07/15	rule of law - people with disabilities	3	€	20,900
Serbia	2014	26728	The Fall of the Hague fugitives	Brendon doo	01/08/14	01/03/15	rule of law - war crimes	1	€	29,884
Serbia	2014	26382 - 09	No place for hate - phase II	KOM 018	01/08/14	31-03-205	rule of law - anti-discrimination	3	€	15,000
Serbia	2014	26382 - 10	LOAC 2014	ISAC Fund	01/09/14	30/09/14	rule of law - legislation implementation	1	€	6,756
Serbia	2014	26382 - 11	Localizing UN Resolution on Women, Peace and Security in Leskovac	Women of the South			rule of law - human rights/ women's rights	3	€	24,983
Serbia	2014	26382 - 12	Peacefull communities - Local Ombudsman and Mediation	Partners fir Democratic Change			rule of law - mediation	1	€	24,865
Serbia	2014	26815	Equal rights for equal education	YUCOM			rule of law - anti-discrimination	3	€	34,840
Serbia	2014	26885	Education for improving social position of LGBT	LABRIS			rule of law - LGBT rights	3	€	33,000
Serbia	2014	26382 - 13	Advocacy for quality media laws and raising capacities for their implementation	ANEM	15/10/14	15/06/15	rule of law - media	3	€	24,905
Serbia	2014	26382 - 14	Enhanced protection of asylum seekers' rights	Asylum Protection Center			rule of law - asylum	1	€	23,760
Serbia	2014	26382-15	Distribution of free DVD copies of the Parada	Delirium Films	25/09/14	28/09/14	rule of law - human rights	3	€	4,250
Serbia	2014	26382 - 16	Freedom of expression on internet - Protecting online media	SHARE Foundation	15/10/14	15/09/15	rule of law - media - human rights	3	€	24,970
Serbia	2014	26382 - 17	Media monitoring het Rule of Law	BETA Media Center	25/10/14	25/10/15	rule of law - media	3	€	20,040
Serbia	2014	26382 - 18	Police training to combat homophobic, transphobic violence and hate crime	LABRIS	20/10/14	31/12/14	rule of law - LGBT rights	3	€	18,698
Serbia	2014	26985	Prison reform and forensic psychiatry	Helsinki Committee for Human Rights	01/11/14	01/11/15	rule of law - prison reform	1 & 2	€	40,330
Serbia	2014	26995	Serbia between transit and destination country	BCHR	01/11/14	30/04/16	rule of law - asylum	1 & 2	€	49,120

Serbia	2014		Enhancing regional cooperation in prosecuting war crimes - Conference and liaison officers	War Crimes Prosecutor Serbia	01/11/14	31/07/16	rule of law - transitional justice	1	€ 59,700
Serbia	2014	27005	Overcoming inequality: Combating discrimination and hate crimes against Roma	Regional Minority Center	01/11/14	31/10/15	rule of law - hate crime; Roma rights	3	€ 49,917
Turkey	2014	?	Watch Your Shadow: Women's Shadow City Councils	Flying Broom Women Communication and Research	Sep-14	Oct-15	Women's Rights	2 & 3	€ 92,044
Turkey	2012		Empowerment of Grassroots Women Groups through Participation to AWID Forum	Foundation for the Support of Women's Work	mar-12	Jun-12	Women's Rights	3	€ 15,010
Turkey	2012		Helsinki Citizens' Assembly Turkey	Helsinki Citizens' Assembly Turkey	15/06/2012	15/06/2015	Justice and Home affairs and Human Rights and Minorities	2	€ 120,930
Turkey	2013	25509	Campaign against Sexual Abuse and Exploitation of Children in Turkey	International Children's Center (ICC)	01-Jun-13	01-Nov-14	Children's Rights/ Education	1	€ 69,816
Turkey	2012		Increasing the Awareness of Heads of Press and Public Relations on EU Subjects within Governorships and Provincial Trade Chambers	International Organization for Migration (IOM)	Dec-12	Nov-14	Law and Legislation	2	€ 108,296
Turkey	2014	?	Supporting Turkey in establishment of human rights based framework for implementation of the EU-Turkey Readmission Agreement	International Organization for Migration (IOM)	01-Jul-14	01-Sep-15	Law and Legislation	2	€ 135,000
Turkey	2014	?	Freedom of Information Day	Istanbul Bilgi University	November, 2014	April, 2015	Freedom of Information	3	€ 53,000
Turkey	2012		Leading Ladies: Turning Backlash Into Progress	KAGIDER	Aug-12	oct-12	Women's Rights	3	€ 19,878
Turkey	2013	n.a.	Peacemakers' Initiative: Turkish People and the Armenian Community	Koc University	Feb, '13	Nov, '14	Minorities/ HR	3	€ 17,925
Turkey	2013	n.a.	Empowering the Turkish Electorate with More Information: Strengthening local democracy with Voter Advise Applications in the Turkish local elections of 2014	Koc University	Sep, '13	Jun, '14	Governance, public order, police and elections	2	€ 24,942
Turkey	2012		My Child	Kumbara Art Workshop and Solidarity Association	mar-12	Mar-12	Minorities/ HR	3	€ 24,995
Turkey	2012		20th Istanbul LGBT Pride Week	LAMBDA Istanbul LGBTTT Solidarity	Jun-12	Sep-12	Minorities/ HR	3	€ 23,350
Turkey	2014	?	Fieldwork Project with Perpetrators Who Have Committed Crimes against LGBT People	LAMBDA Istanbul LGBTTT Solidarity	November, 2014	November, 2015	Minorities/ HR	1 & 3	€ 75,967
Turkey	2013		Health Rights are Human Rights	Mavi Kalem Social Assistance and Charity Association	Jul-13	Dec-13	Women's Rights	3	€ 23,543
Turkey	2013	25497	FERROSH – Facilitating Effective and Reliable Resources for Occupational Safety and Health in the Turkish metal sector	MESS, Public Health Institution of Turkey (PHIT) and TNO	01-Jun-13	01-Aug-14	Law and Legislation	3	€ 83,851
Turkey	2013	n.a.	Law No. 6284 Applications and Widespread positive practices	Mor Cati	Apr-13	Jun-14	Women's Rights	3	€ 24,900

Turkey	2013	26140	I Learn My Identity And I Protect Myself	Nefes Family & Child Training And Counselling Organization	01-Dec-13	01-Nov-14	Children's Rights/ Education	1	€	40,475
Turkey	2012		Increasing the Awareness of Heads of Press and Public Relations on EU Subjects within Governorships and Provincial Trade Chambers	NIHA (The Netherlands-Turkey Higher Education and Vocational Education Foundation)	Jun-12	Apr-13	Education & Media and information	3	€	99,387
Turkey	2013		Status of the Chief Public Prosecutor's Office at the Supreme Court in the Appeal Process	NIHA (The Netherlands-Turkey Higher Education and Vocational Education Foundation)	Aug-13	mar-14		1	€	74,393
Turkey	2012		Cotton Candy Project	Red Pepper Association	Apr-12	Dec-12	Children's Rights/ Education	3	€	24,600
Turkey	2014	?	Working for Transparency in Campaign & Political Party Financing	Sabancı University - Istanbul Policy Center (İstanbul Politikalar Merkez) as secretariat to the Checks and Balances Network (Denge ve Denetleme Ağı)	01-Aug-14	31 September 2015	Law and Legislation	2	€	77,978
Turkey	2013		On the Path to Democratize the schools in Sarıyer	Sarıyer Municipality	Apr-13	Feb-14	Children's Rights/ Education	3	€	24,900
Turkey	2013	n.a.	The Peace and Reconciliation Process / From the Alevites, Non-Muslim Minorities, Caucasians and Laz Perspective	Social Confrontation Association	Nov, '13	Jul, '14	Minorities/ HR	3	€	23,750
Turkey	2012		Strengthening LGBT Community for Accessing Legal Mechanism	Social Policy, Gender Identity and Sexual Orientation Studies Association (SPOD)	Apr-12	Apr-13	Minorities/ HR	3	€	24,299
Turkey	2013		Gender and Violence Training Project	Social Sensitivity and Anti Violence Association	Sep-13	Jun-14	Women's Rights	3	€	27,964
Turkey	2012		Beyond (y)our World	Stichting Free Press unlimited	oct-12	Feb-14	Education & Media and information	3	€	34,170
Turkey	2012		A Model for Regional Governments in Turkey	TESEV (Turkish Economic and Social Studies Foundation)	Dec-12	oct-13	Governance, public order, police and elections	2	€	23,974
Turkey	2012		Diversity at Work	TIE-Netherlands	oct-2012	Jan-14	Minorities/ HR	3	€	79,875
Turkey	2012		Parent Training Program in Autism: To Know To Understand	Tohum Autism Foundation	Jun-12	Jun-13	Children's Rights/ Education	3	€	24,984
Turkey	2013		Fostering Debate & Enabling Advocacy on women & LGBT rights in Turkey	TPQ	Jun-13	oct-13	Women's Rights	3	€	15,480
Turkey	2013	n.a.	Ethics Children	Transparency International	Jul-13	Jul-14	Children's Rights/ Education	3	€	20,000
Turkey	2014	26626	Multi-stakeholder Approach for 'Transparency' in Corporate Environment	Transparency International Turkey	15-Jun-14	15-Jun-15	Governance, public order, police and elections	2	€	33,806
Turkey	2012		Empowerment of Girls and Boys in Sanliurfa	Turkish Family Health and Planning Foundation	Sep-12	Feb-14	Children's Rights/ Education	3	€	20,000
Turkey	2014		Sexual/Reproductive Rights Awareness and Advocacy	Turkish Family Health and Planning Foundation	Dec-14	Dec-15	Women's Rights	3	€	60,998
Turkey	2012		Protection of Women from Domestic Violence	Turkish Justice Academy	Jun-12	Apr-14	Women's Rights	1 & 3	€	69,872
Turkey	2014		Safe Space: Creating Local Mechanisms for Girl Child to Prevent Early and Forced Marriages	Turkish Women Union	Dec-14	may-15	Women's Rights	3	€	81,272
Turkey	2013		2013 Civil Society Monitoring Project	TÜSEV	Aug-13	may-14	Minorities/ HR	2 & 3	€	24,000

Turkey	2012		Sexual and Reproductive Health and Rights of Migrant Agricultural Workers and their Families	UNFPA	oct-12	Nov-13	Minorities/ HR	3	€ 63,525
Turkey	2013	?	We have rights! Mafen Me Heye!	Women for Women's Human Rights – New Ways Association (WWHR Turkey)	Apr-13	Apr-14	Women's Rights	3	€ 26,695
Turkey	2012		Explanatory Laz-English Lexicon	Yayla (Gola) Culture & Arts & Ecology	Aug-12	Aug-13	Minorities/ HR	3	€ 21,020
Turkey	2014	?	Seksek Game on Human Rights Carpet	Young Voluntary Association	Sep-14	mar-15	Children's Rights/ Education	3	€ 50,071
Turkey	2012		Best Practice for Sexually Abused Child Victims	Youth Re-autonomy Foundation of Turkey	Apr-12	Dec-12	Law and Legislation	1	€ 24,900



## **ANNEX 4**

### Findings

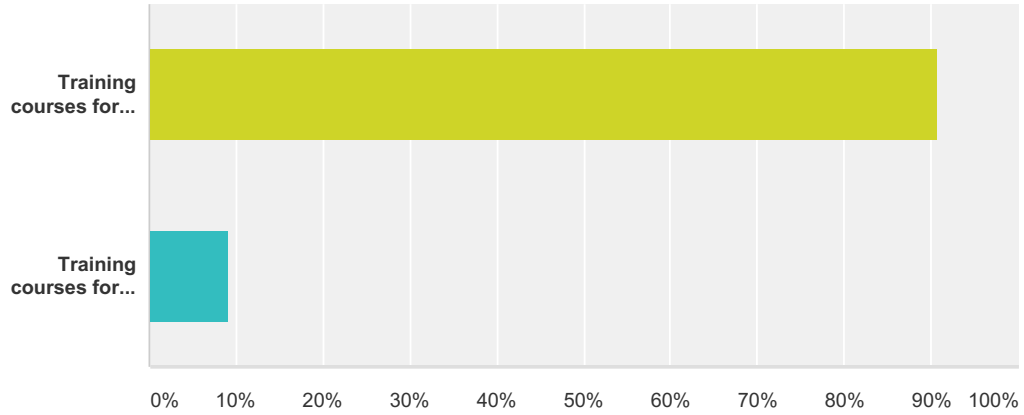
- a. Survey results
- b. MPPP focus countries and activities
- c. Data assessment per country



## A. SURVEY RESULTS

### Q1 In which training programme did you participate?

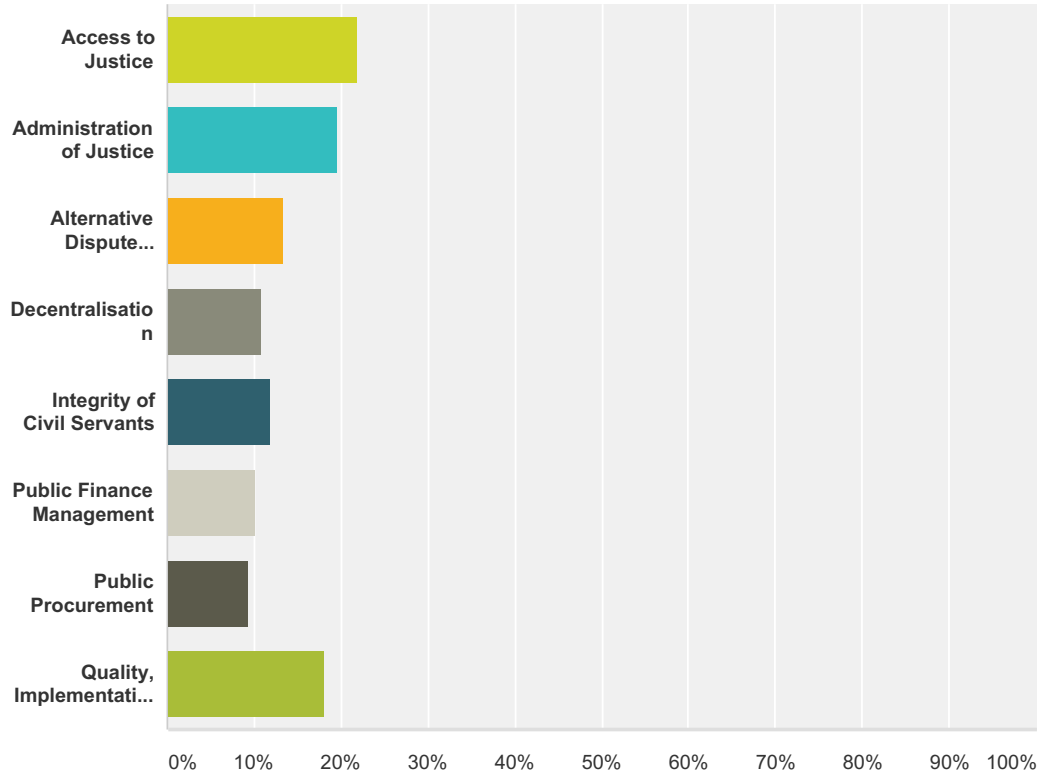
Answered: 304 Skipped: 0



Answer Choices	Responses	
Training courses for Civil Servants by TMC Asser/Ecorys/HALC	90.79%	276
Training courses for Young Diplomats by Clingendael Institute	9.21%	28
<b>Total</b>		<b>304</b>

**Q2 What was the subject of the training by TMC Asser Institute/Ecorys/HALC you participated in? (more than 1 option possible)**

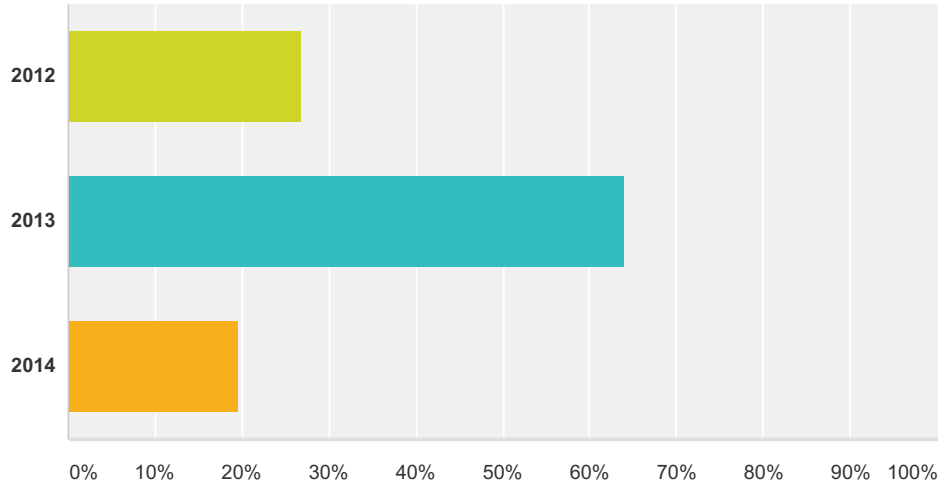
Answered: 275 Skipped: 29



Answer Choices	Responses
Access to Justice	21.82% 60
Administration of Justice	19.64% 54
Alternative Dispute Resolution	13.45% 37
Decentralisation	10.91% 30
Integrity of Civil Servants	12.00% 33
Public Finance Management	10.18% 28
Public Procurement	9.45% 26
Quality, Implementation and Enforcement of Legislation	18.18% 50
<b>Total Respondents: 275</b>	

**Q3 In what year did you participate in the training at TMC Asser Institute/Ecorys/HALC? (more than 1 option possible)**

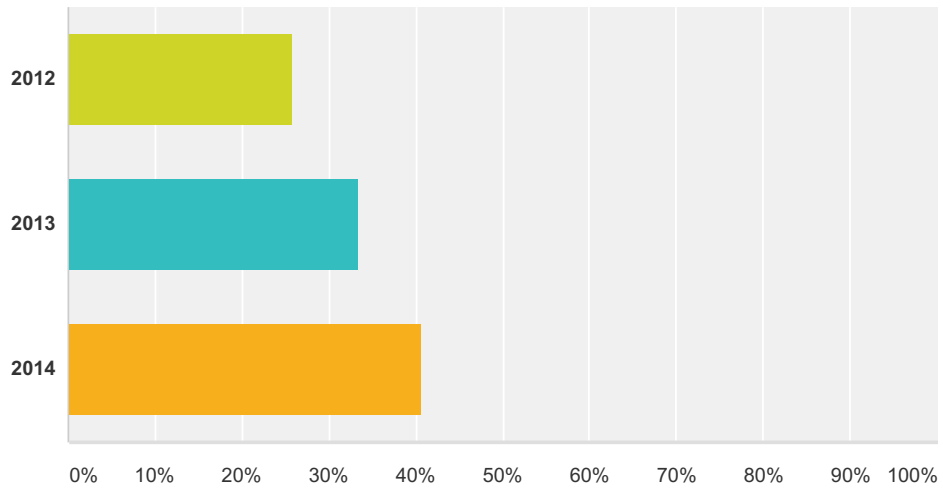
Answered: 275 Skipped: 29



Answer Choices	Responses
2012	26.91% 74
2013	64.00% 176
2014	19.64% 54
<b>Total Respondents: 275</b>	

**Q4 In what year did you participate in the training course by Clingendael?**

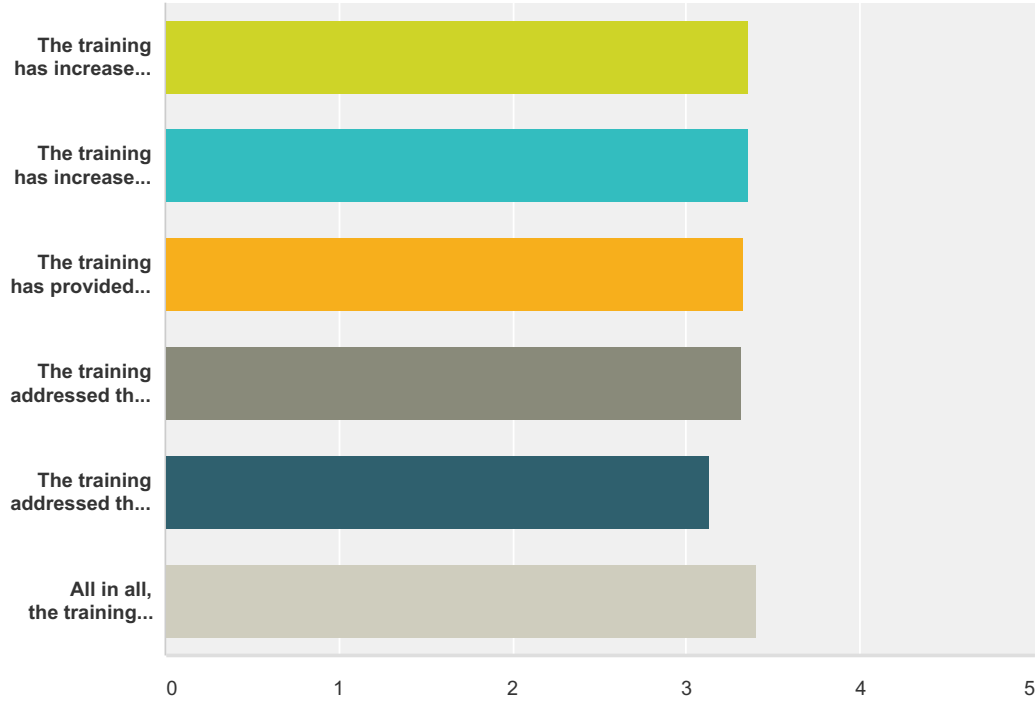
Answered: 27 Skipped: 277



Answer Choices	Responses
2012	25.93% 7
2013	33.33% 9
2014	40.74% 11
<b>Total</b>	<b>27</b>

**Q5 Please give your opinion with regards to the following statements (for the training you have been involved in).**

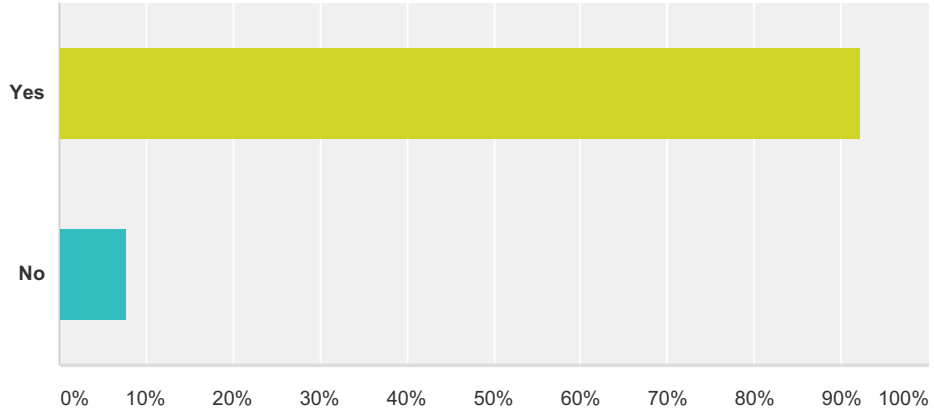
Answered: 300 Skipped: 4



	Not at all	Somewhat	Reasonably	A lot	Total	Weighted Average
The training has increased my knowledge and understanding of the Netherlands' "strict and fair" policy on EU enlargement.	1.72% 5	7.24% 21	44.48% 129	46.55% 135	290	3.36
The training has increased my knowledge and understanding of the core European values and standards.	1.36% 4	6.46% 19	47.28% 139	44.90% 132	294	3.36
The training has provided me with better skills to implement relevant reforms in my country (for EU accession).	0.34% 1	13.61% 40	39.12% 115	46.94% 138	294	3.33
The training addressed the aspects of strengthening the Rule of Law that are most relevant to my country's EU accession.	0.69% 2	9.72% 28	46.53% 134	43.06% 124	288	3.32
The training addressed the aspects of the accession process that are most relevant to my country's EU accession.	2.74% 8	14.38% 42	50.34% 147	32.53% 95	292	3.13
All in all, the training I followed was useful for my country's EU accession process.	1.02% 3	7.51% 22	41.64% 122	49.83% 146	293	3.40

### Q6 Have you kept contact with any of the participants after the training course has ended?

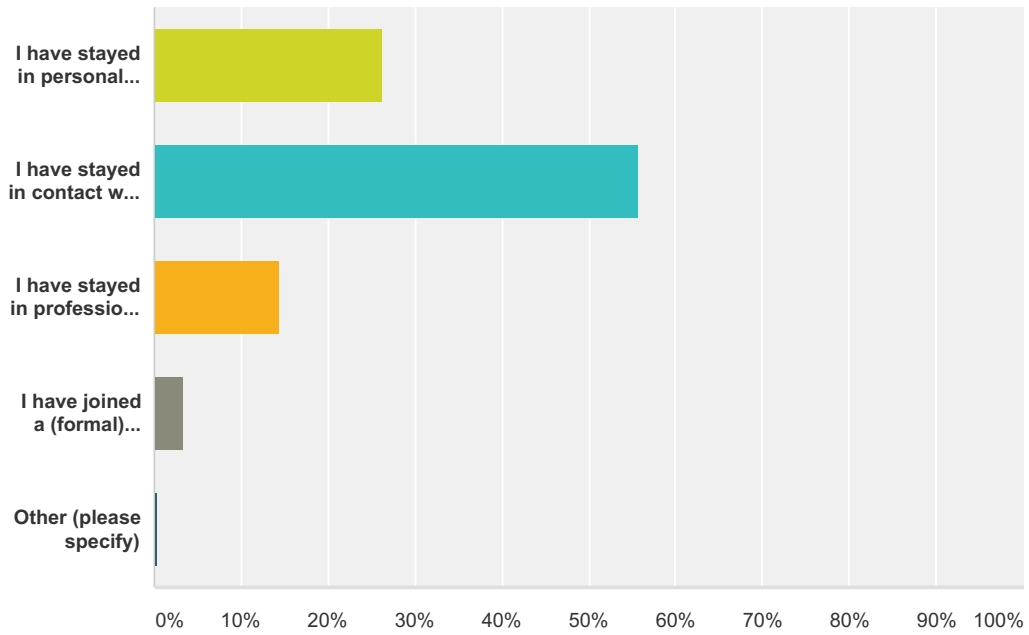
Answered: 300 Skipped: 4



Answer Choices	Responses
Yes	92.33% 277
No	7.67% 23
<b>Total</b>	<b>300</b>

### Q7 What type of contact have you maintained after the training has ended?

Answered: 278 Skipped: 26



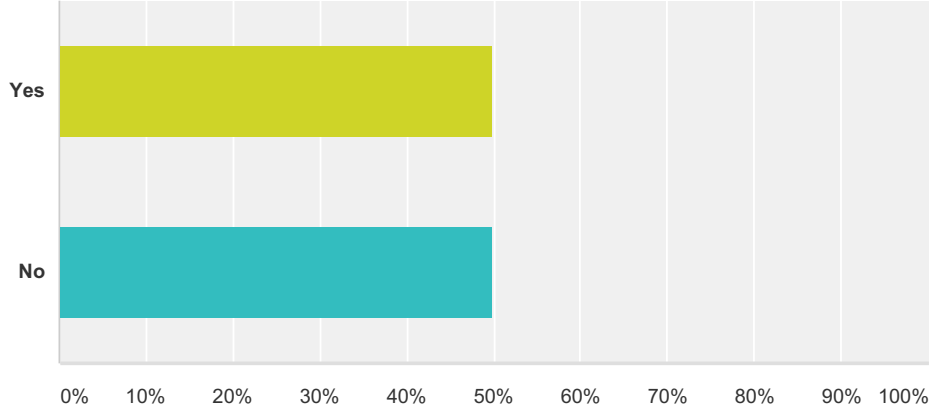
Answer Choices	Responses
I have stayed in personal contact with ex-participant(s) (outside of work)	26.26% 73
I have stayed in contact with ex-participant(s) both outside of work and work-related	55.76% 155
I have stayed in professional contact with ex-participants.	14.39% 40
I have joined a (formal) network of ex-participants	3.24% 9
Other (please specify)	0.36% 1
<b>Total</b>	<b>278</b>

#	Other (please specify)	Date
1	social networking	12/3/2014 6:37 PM



**Q8 Does the network also include people that are not an ex-participant of the training?**

Answered: 8 Skipped: 296



Answer Choices	Responses
Yes	50.00% 4
No	50.00% 4
<b>Total</b>	<b>8</b>

#	If 'yes', please explain the background of the other people involved	Date
1	Juridical, government bodies, senior level, NGO, advocates etc	12/16/2014 4:04 PM
2	coordinators	12/15/2014 4:11 PM

## Matra PATROL Alumni

### Q9 Can you give a recent example of contact you had with other ex-participants of the training?

Answered: 179 Skipped: 125

#	Responses	Date
1	I have received an invitation to the conference organized by ex-participant's institution.	12/31/2014 8:43 AM
2	Alumni gathering in Sarajevo - Hotel Europe	12/24/2014 1:09 PM
3	I have asked my friends how to solve some situations which could be were similar to their countries. Very useful.	12/19/2014 10:52 AM
4	linked in network and mobile phone	12/17/2014 12:52 PM
5	Greetings and message in everyday , as this period is a festive one.	12/16/2014 4:06 PM
6	messaging.	12/16/2014 9:05 AM
7	Altina Besimi, Nikolina Mekiska, Edona Berisha	12/16/2014 8:06 AM
8	facebook	12/15/2014 4:12 PM
9	With some of the others alumins i have kept in touch discussing problems of work,implementing and sharing information,and with the tow of them i have been also personal touch and i have met when they have been in my contry	12/15/2014 4:05 PM
10	I met with two participants in my programme, while attending a conference in their city; I referred (in an e-mail exchange) a participant from another country to some laws applicable in my country	12/15/2014 11:13 AM
11	being active in the facebook group; contacting them if i need something related with their country or their department; with some of them even talk abot private issues ...etc	12/15/2014 10:32 AM
12	Birthday greetings (11.12.2014)	12/15/2014 10:13 AM
13	I asked to a colleague in Kosovo, ex-participant of the training related to a concrete issue in the public administration field.	12/15/2014 9:34 AM
14	We had lunch together.	12/15/2014 9:23 AM
15	I'm in contact with a lot of participants that were part of Training also we had another training in Tirana. This training helped me a lot especially with participants from Republic of Serbia, because as u know we were in war with that country and im very glad that i had a lot of coumunication with the participants for problems that we have in our countries, especially in our way to EU. We countinue to communicate also throw Facebook now with lot of participants, and i think the training helped us a lot to share our ideas and our knowlege.	12/15/2014 9:17 AM
16	-	12/15/2014 9:05 AM
17	Facebook interaction	12/15/2014 8:31 AM
18	Staying in touch for further exchange on the daily routine.	12/15/2014 8:23 AM
19	I have informal contacts even with participants from 2012, not mentioning those of 2014 training course!	12/15/2014 8:15 AM
20	My colleague and I cooperate on the project ongoing between our countries.	12/15/2014 7:53 AM
21	Akın Ak	12/15/2014 7:49 AM
22	- attending a conference	12/15/2014 7:24 AM
23	It is just regular exchange of emails and messages.	12/13/2014 10:05 AM
24	With Albanian participants we sometimes exchange our ideas.	12/13/2014 1:38 AM
25	Asking and offering support	12/12/2014 5:48 PM
26	via facebook	12/12/2014 3:46 PM

## Matra PATROL Alumni

27	Sharing impressions after training.	12/12/2014 9:39 AM
28	Facebook, informal meetings, contacting for work purposes	12/11/2014 10:25 AM
29	A colleague from another MFA visited me in my country; another colleague I will meet very soon at the Alumni event; the training positively affected the collaboration with diplomats from my own country who attended the course at the same time as me; etc.	12/10/2014 5:44 PM
30	Matra Patrol Training in Turkey and Albania	12/10/2014 11:19 AM
31	I have had contacts with the ex - participants from Albania and Macedonia.	12/10/2014 9:37 AM
32	I made one kind of cooperation with representative of Croatia, but also with another representative of Serbia in the the process of making new Law on mediation.	12/10/2014 8:59 AM
33	Implementation of the rules of related areas Also country perspectives	12/9/2014 4:10 PM
34	I contacted a colleague from Croatia in case he might have useful tips for another representative of my institution during his visit to the Hague.	12/9/2014 4:06 PM
35	04.12.2014. at Croatian arbitration days in Zagreb	12/9/2014 11:50 AM
36	exchange of ideas and materials.	12/9/2014 11:39 AM
37	Matra alumni reunion	12/9/2014 10:21 AM
38	Arieta Rudha,Zhaneto Sokoli	12/9/2014 9:52 AM
39	almost every day with the participant from my country.	12/9/2014 9:28 AM
40	I have regular contacts with ex-participants coming form my country. Also, I have contacts with ex-participants coming form other countries with whom I share same field of work.	12/9/2014 9:09 AM
41	We Invited each other to participate to Conferences on ADR	12/9/2014 9:09 AM
42	FB friend	12/9/2014 8:51 AM
43	mail conversation	12/9/2014 8:30 AM
44	Consultations about the proper implementation of the public procurement rules in Macedonia.	12/9/2014 8:29 AM
45	Mine Kaya	12/8/2014 10:19 PM
46	We saw again on Roundtable in Macedonia and talk about work and outside of work.	12/8/2014 9:31 PM
47	The last one was Alumni network held in Skopje, Republic of Macedonia. In very often contact with two participant from my country, with one of them,we held a common ToT and becaome a trainers for same training model. With other two outside from my country i am in professional contact for Eu issue and Eu funds and plus we make and non formal communication.	12/8/2014 8:49 PM
48	I have had contact with participants of Albania.	12/8/2014 3:42 PM
49	The roundtable in Ankara where we meet not only persons of our training but also turkish colleges that has participated in matra program.	12/8/2014 2:27 PM
50	facebook friend	12/8/2014 1:03 PM
51	Invitation for International Conference from ex-participant (2013, 2014). Invitation accepted for 2013 Conference.	12/8/2014 12:22 PM
52	sharing knowledge about the programme	12/8/2014 10:44 AM
53	I attended "a networking reception" which took place Friday November 2014 in Ankara. Beside this event every year one or two times we have met all together up to now.	12/8/2014 10:18 AM
54	sharing knowlwdge	12/8/2014 10:09 AM
55	We have worked together in preparing the issues of the round table.	12/8/2014 10:08 AM
56	facebook contacts	12/8/2014 9:27 AM
57	implementation of core integrity values in different ministries	12/8/2014 9:02 AM

## Matra PATROL Alumni

58	I have had contact with representatives of Albania, where we talked about their experiences in practical cases dealing with Mediation.	12/8/2014 8:55 AM
59	we have write e-mail each other	12/8/2014 8:44 AM
60	Manjolla Kelolli	12/8/2014 8:36 AM
61	I met with ex-participant at 4th december. She came in my town on the occasion of their work.	12/8/2014 7:22 AM
62	Matra reception in Ankara Turkey	12/7/2014 11:25 PM
63	Professional contact regarding scientific research.	12/7/2014 10:12 PM
64	Information exchange.	12/7/2014 9:48 PM
65	social media	12/7/2014 9:45 PM
66	We exchanged constitutional courts practeces and decisions.	12/7/2014 9:17 PM
67	Most of our group members , and others more had a meeting in Skopje on November 28th, before that we have meeting in Ankara, Turkey, me, personally keeping contacts with at least 10 ex participants	12/7/2014 8:44 PM
68	I was asked to provide information on how we asses the performance of judges	12/7/2014 8:39 PM
69	No	12/7/2014 5:01 PM
70	Conversation on Facebook regarding the job development.	12/7/2014 4:30 PM
71	All 4 participants from my country have stayed in contact, although we work in different organizations. We maintain quarterly or half year "follow up" meetings, dicussing all kind of issues, not only work related.	12/7/2014 4:16 PM
72	Cooperation, keeping in touch.	12/7/2014 3:35 PM
73	I have shared information concerning the status of aides of MP's in Turkish Parliaments with Maccedonian counterparts.	12/7/2014 2:04 PM
74	Seminar	12/7/2014 1:51 PM
75	we organise some further meetings together	12/7/2014 1:51 PM
76	I asked them for a particular question work-related and how that was done in their country.	12/7/2014 1:41 PM
77	I have stayed in the contact with Florijan kalaja, Elona Lipivani, Aleksandra Vukovich, Flaka Xhelilii, Jasmina Pjanic, Krenare Bektashi, Engert Pellumbi.	12/7/2014 12:40 PM
78	Excange experience about public procurement.	12/7/2014 12:12 PM
79	thanks to the facebook page I have contacts with the other's countries participants	12/7/2014 11:57 AM
80	Besides participating in the Round-table, there were a few contacts with ex-participants from Montenegro, B&H and Macedonia regarding my daily work activities.	12/7/2014 11:53 AM
81	I was asked of information and advice on some new policies that my institution is implementing and I was happy to assist	12/7/2014 11:30 AM
82	I have communicated with ex-participants especially on facebook	12/7/2014 11:07 AM
83	sending email	12/7/2014 10:33 AM
84	I recently shared information with a colleague from Veles for the proposed amendments to the Law on Civil Procedure. Also with a colleague from the Ministry of Justice, I spoke at the round table held in the Alexander Palace Hotel about the implications of the proposed changes to the law of courts for the position of judges in Macedonia	12/7/2014 10:08 AM
85	I visit two of the ex-paricipants at their work place	12/7/2014 8:33 AM
86	Ivica jovsechki, merima causevic	12/7/2014 8:04 AM
87	Meet and have a supper	12/7/2014 7:18 AM
88	E-mail communication with an ex-participant colleague	12/7/2014 7:08 AM
89	We met for coffee and chat.	12/6/2014 8:57 PM

## Matra PATROL Alumni

90	Sharing the information about the Law on Civil Servants in Serbia, Monte Negro, Albania, Turkey, Bosnia because in my country the procedure for adopting the new Law on Civil Servants has began.	12/5/2014 4:22 PM
91	Welcome back to the region reception took place in Skopje 28.11.2014	12/5/2014 4:10 PM
92	I was recently discussed with Bosnian, Serbian and Turkish alumni about the budget preparing for 2015 ...	12/5/2014 2:46 PM
93	i-meil, facebook,	12/5/2014 9:31 AM
94	Contacts i have had with ex-participants from Macedonia.	12/4/2014 11:06 PM
95	I have had contacts with ex-participants from my country regularly and from Albania as well.	12/4/2014 10:42 PM
96	sharing information	12/4/2014 8:35 PM
97	I have met a disciplinary prosecutor (from HJPC of BiH) to discuss the options related to the disciplinary procedure and HR guarantees in a current case of a civil servant involved in the breach of the work rules of my institution (Ministry of Justice of BiH). Let me underline that my colleague is responsible for disciplinary cases against judges and prosecutors, not civil servants, and the discussion was kind of consultancy and development of the best practices for mutual benefit.	12/4/2014 12:52 PM
98	I needed help in solving one matter in my country so I contacted ex-participant in other country to see how they deal with such issues	12/4/2014 12:34 PM
99	Before one month contact with ex-participant related to work about legal issue	12/4/2014 9:15 AM
100	I've been in contact with Aida Krasni from Bosnia regarding September Conference in Sarajevo regarding ADR	12/4/2014 8:42 AM
101	meeting and phone	12/3/2014 8:07 PM
102	contacts related to reception organised by the TMC Asser in Skopje on 28 th of November	12/3/2014 7:27 PM
103	by email	12/3/2014 6:38 PM
104	I've contacted my colleague in Serbia and Kosovo for some information related to my work on the border	12/3/2014 6:09 PM
105	Reception for Matra PATROL Alumni in Skopje on 28. November 2014.	12/3/2014 3:41 PM
106	Through preliminary feedback on BHAP and through social networks	12/3/2014 11:09 AM
107	I stayed in contact with all my colleagues from Serbia, Albania and BiH, we are more than friends now> Sanja Kostic, Ana Stamenic, Marko Milicevic, Olivera Pejak Prokes, Tatjana Sunjka, Sanida Ramic, Anida Saracevic, Florian Kalaja, Mine Kaya..	12/3/2014 11:00 AM
108	we have met several times after the course, we discussed about the topics we learned during the training, how to implement some of practices from the training, we also discussed about our daily work tasks.	12/3/2014 10:00 AM
109	I've contacted a colleague from the training regarding a cooperation between two countries. I've also contacted a few participants about non-work related subjects.	12/3/2014 7:34 AM
110	The roundtable in Tirana and Skopje	12/3/2014 12:33 AM
111	Yes.Round table for "Judicial cooperation in the region: criminal law and civil law" that took place last week Friday in Tirana, Albania.	12/2/2014 7:29 PM
112	I have contact with ex-participants of my country and other countries. We always have communication about work problems and personal communication. Before the invitation of the roundtable, held in Tirana, we discussed with each other if we were invited, and other things like that.	12/2/2014 5:39 PM
113	We usually share information.	12/2/2014 5:19 PM
114	We met to discuss about work.	12/2/2014 4:58 PM
115	except for personal aspects of communication, one of the ex-participants sent me the bulletin of the court in which she works	12/2/2014 4:14 PM
116	I spoke with ex-participant of Albania about subjects discussed during roundtable in Tirana.	12/2/2014 3:59 PM
117	we shared information on follow-up project	12/2/2014 3:53 PM
118	through e-mail, LinkedIn, Facebook	12/2/2014 3:33 PM
119	Matra PATROL region network reception - 28th November in Skopje R.Macedonia	12/2/2014 3:19 PM

## Matra PATROL Alumni

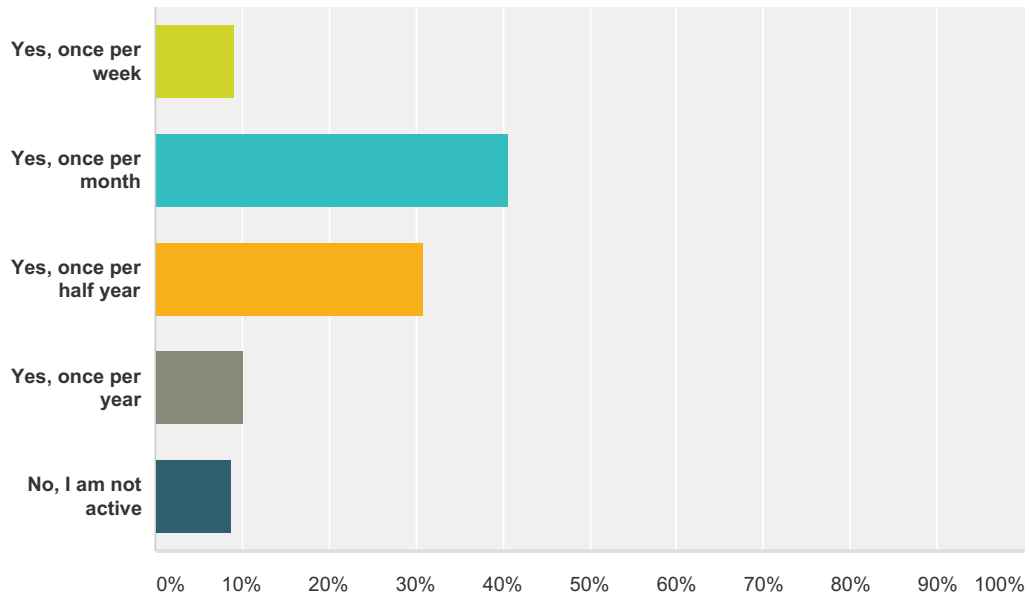
120	I have been in personal and professional contact with an ex participant from Kosovo.We have discus about legislation in our countries	12/2/2014 3:15 PM
121	I sent an article that one of my colleagues from Bosnia Herzegovina had requested during the meeting in Skopje.	12/2/2014 3:14 PM
122	Recently we exchange practice in public procurement with our colleges in Bosnia and Herzegovina	12/2/2014 3:14 PM
123	I have contacted participants from Albania and Macedonia for professional and personal reasons.	12/2/2014 2:36 PM
124	To visit them in their offices	12/2/2014 12:54 PM
125	creating informal network supporting IDAHO	12/2/2014 12:38 PM
126	I was interested in the practice of the other state regarding the evaluation of the work of judges.	12/2/2014 12:37 PM
127	Sharing knowledge and information	12/2/2014 12:29 PM
128	Round table	12/2/2014 12:02 PM
129	preparing the seminar between two institutions (and countries)	12/2/2014 11:49 AM
130	Matra PATROL networking reception	12/2/2014 11:29 AM
131	sharing of information regarding the daily work practice	12/2/2014 11:13 AM
132	Klodi Kolloshi, Albert Avdiu, Merima Bakovic, Blerim Kelmendi	12/2/2014 11:06 AM
133	I have been In contact with Croatian ex participants form my training at integrity of civil servant in 2012	12/2/2014 11:03 AM
134	I have been in contact with several ex-participants via facebook. I alsoo took part in a round table meeting in Tirana in November 21st.	12/2/2014 10:45 AM
135	Some of them were in Albania	12/2/2014 10:30 AM
136	with serbian participant we talk about situatin as a procedure for hearing when lawyers strike	12/2/2014 10:26 AM
137	I have recently attended a round-table in Ankara organised by TMC Asser Institute	12/2/2014 10:26 AM
138	Via social media	12/2/2014 10:14 AM
139	Muhammed Çaprak Fjorda Vllasolli Evin Thana	12/2/2014 10:12 AM
140	As I am traveling to Tirana for the purpose of work, I made contacts with my colleague from Ministry of Foreign Affairs of Albania.	12/2/2014 10:10 AM
141	Elida Lako and Bashkim Xhombaliq	12/2/2014 10:09 AM
142	we e-mail each other about the resent developments in the each others working area and also we are organizing a private trip to see each other because during the training we became very good friends	12/2/2014 10:08 AM
143	personal contact with Floreta Kertusha	12/2/2014 10:05 AM
144	During the Roundtable organized in Albania, etc.	12/2/2014 10:03 AM
145	sharing information regarding incoming event	12/2/2014 10:00 AM
146	Communication with Ministry of economy of Republic of Montenegro regarding Law on primary health care, and communication was with ex participant who were in Matra Patrol programme Decentralization during 2014.	12/2/2014 9:58 AM
147	we shared some work experiences	12/2/2014 9:55 AM
148	facebook	12/2/2014 9:54 AM
149	Contact with fellows during official visit to anticorruption bodies of Montenegro	12/2/2014 9:47 AM
150	The meeting at 21 November at Tirana International ,Albania	12/2/2014 9:45 AM
151	I collaborate professionally with the participants of the border police in the field of migration and implementation of the new Code of Criminal Procedure, which became operational on 12.01.2013 in my country. Before briefly I attended a round table held about the fight against corruption, which was extremely useful, and also I'm in contact with a good number of participants from neighboring countries who also recently started using the same or similar systems and brought the same or similar laws on criminal procedure, and exchange opinions and experiences when faced with different problems.	12/2/2014 9:40 AM

## Matra PATROL Alumni

152	Interfaced with facebook with BiH, Serbian and Macedonian participants.	12/2/2014 9:40 AM
153	exchange of knowledge and different practice	12/2/2014 9:38 AM
154	I am constantly in contact with them through the social media.	12/2/2014 9:35 AM
155	We contacted for preparing a document for new participant to MATRA Project.	12/2/2014 9:12 AM
156	Regarding my Macedonian colleagues, since we are working in the area of rule of law we are in touch between our-self very, very often sometime even on daily bases (especially with the representatives from the Ministry of Justice and the courts). Because this time of the year, the last three months, there are a lot of conferences, trainings and round tables all over the region, on the same very often relevant experts from the region are attending. Every time I attend that kind of an event I give my best to have at least a coffee with former MATRA Allumni from that country. I was very happy to find out that from April 2015, I will be co-fellow on the EFB Young government officials fellowship with a MATRA allumni that was in my group in the Haag :-)	12/2/2014 9:09 AM
157	The roundtable discussion, back to the region. Also, personal contact through social networks	12/2/2014 9:07 AM
158	contact everyday during work time and also hanging out after work not work related	12/2/2014 9:07 AM
159	I needed some regulation and information for the work of certain institution in my profesional contact's country and I contacted him on mail and I get all I need and we exchanged information.	12/2/2014 8:46 AM
160	Talking on skype, for the current reforms in public finance. Joining at matra network on facebook etc. and using social media to be in touch.	12/2/2014 8:45 AM
161	no	12/2/2014 8:45 AM
162	Oh there are many contacts I have maintained. I am still in contacts with Judges and Prosecutors from Turkey. I am in contact with many colleagues from Serbia. I continuously exchange emails with our counterpart in FYROM and Montenegro. Indeed, Albanian colleagues too.	12/2/2014 8:36 AM
163	Kristina Radevska Jadranka Leskarovski Igor Stefanovski Ana Bilic Boris Majlat Tanja.N	12/2/2014 8:30 AM
164	A few months ago was a meeting, where we advance the idea for the collaboration that occurred while we participated in the program. with some people I cooperate to advance programs that will be implemented in December and throughout 2015.	12/2/2014 8:28 AM
165	I suggested that they should be invited as experts in several regional events organized by our institution	12/2/2014 8:27 AM
166	A most recent contact was with a colleague working with a project development unit of another authority and I have had exchange of ideas and information on project opportunities.	12/2/2014 8:19 AM
167	i had contact with the participant from montenegro and also from kosovo and albania in the past year	12/2/2014 8:19 AM
168	Throught the Emails	12/2/2014 8:12 AM
169	we stayed in touch with some participants through facebook	12/2/2014 8:11 AM
170	I asked for advice on a certain issue I came across in my line of work as an ethics commissioner	12/2/2014 8:10 AM
171	Contact with colleagues regarding the application of law in the Republic of Serbia to the application of Article 5 of the European Convention	12/2/2014 8:08 AM
172	I've visited the albanian participants, at they work and we had a discussion about kow we have implement the knowledge of training, what was useful what not etc.	12/2/2014 7:57 AM
173	Together we organized a party	12/2/2014 7:56 AM
174	Reception for the all Mantra PATROL Alumni on 28.11.2014 in Skopje	12/2/2014 7:54 AM
175	Phone call	12/2/2014 7:38 AM
176	e-mail,facebook contact	12/2/2014 7:25 AM
177	During the round table in Tirana and after, we were trying to find some interesting and important topics for our further cooperation ( the independence of judiciary, ADR, etc)	11/27/2014 6:50 PM
178	We have a facebook group and we greet all the group from time to time	11/27/2014 12:58 PM
179	Knowing about applicable law in a concrete case; knowing about jurisprudence of national courts in similar cases that I have had; collaborating in concrete cases of notifications of parties ect.	11/27/2014 11:00 AM

### Q10 Are you actively in touch with other ex-participants of the training course?

Answered: 272 Skipped: 32

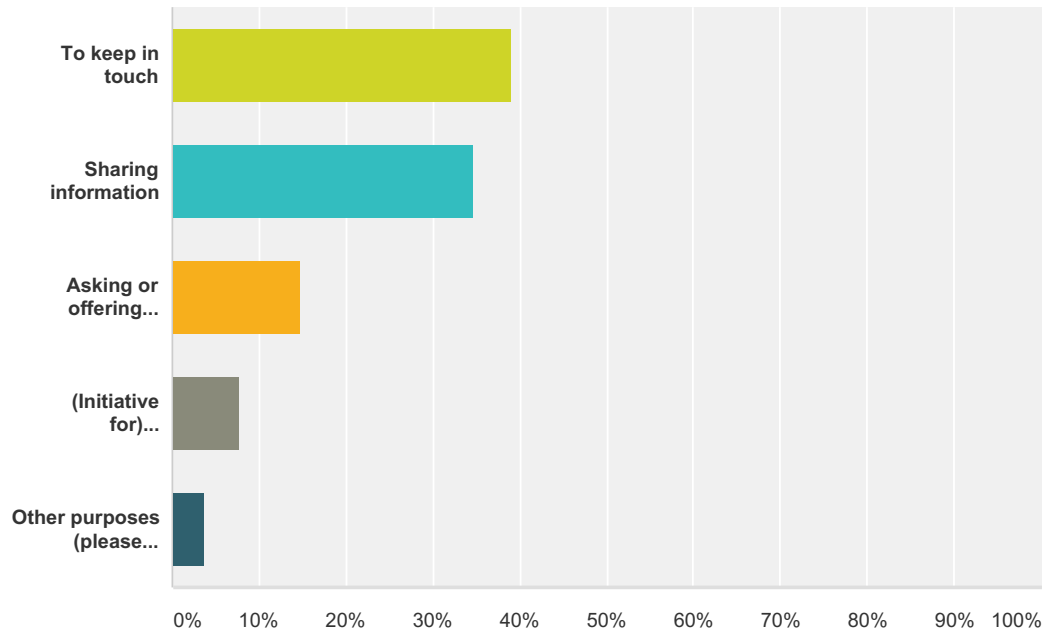


Answer Choices	Responses	
Yes, once per week	9.19%	25
Yes, once per month	40.81%	111
Yes, once per half year	30.88%	84
Yes, once per year	10.29%	28
No, I am not active	8.82%	24
<b>Total</b>		<b>272</b>



**Q11 Please indicate the purpose of your contacts with other ex-participants.**

Answered: 271 Skipped: 33

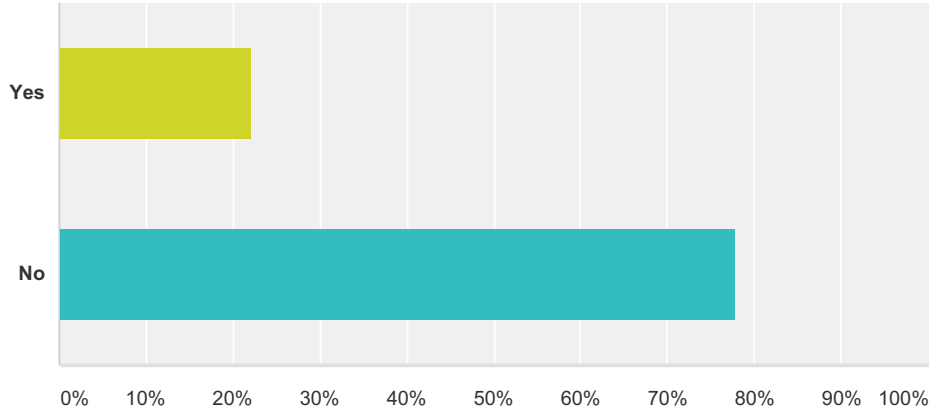


Answer Choices	Responses	
To keep in touch	39.11%	106
Sharing information	34.69%	94
Asking or offering support	14.76%	40
(Initiative for) cooperation	7.75%	21
Other purposes (please specify)	3.69%	10
<b>Total</b>		<b>271</b>

#	Other purposes (please specify)	Date
1	All of indicated	12/15/2014 10:13 AM
2	Friendship.	12/15/2014 9:23 AM
3	all of the purposes mentioned above	12/9/2014 9:09 AM
4	to keep in touch, cooperation, sharing information	12/8/2014 8:49 PM
5	not only keep in touch but also in profesional relations like asking questions about profesional issues.	12/8/2014 2:27 PM
6	To keep in touch, and sharing information	12/7/2014 8:44 PM
7	sharing information and keep in touch	12/5/2014 4:22 PM
8	sharing information and cooperation opporunities	12/2/2014 2:05 PM
9	All of the above	12/2/2014 11:29 AM
10	Both to keep in touch and to share information.	12/2/2014 10:45 AM

**Q12 Have you been in contact with people from the government of the Netherlands or the Dutch Embassy in the past six months?**

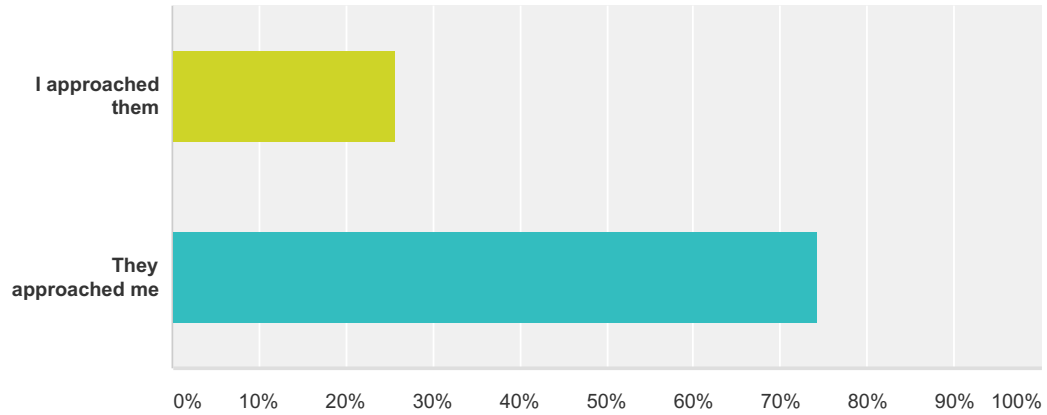
Answered: 299 Skipped: 5



Answer Choices	Responses	
Yes	22.07%	66
No	77.93%	233
<b>Total</b>		<b>299</b>

### Q13 Who took the initiative for the contact?

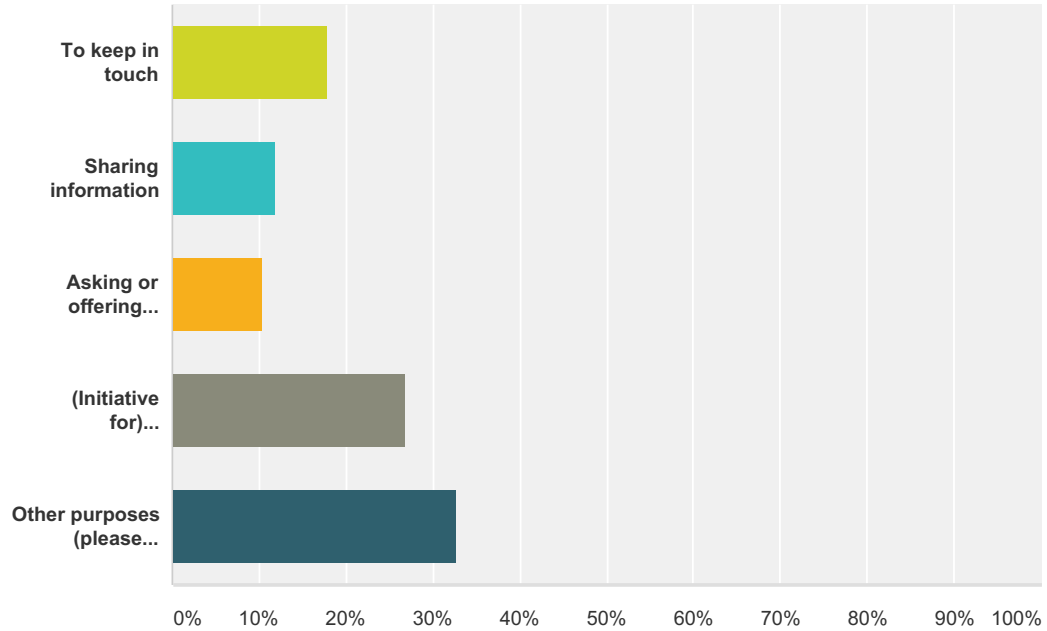
Answered: 66 Skipped: 238



Answer Choices	Responses	
I approached them	25.76%	17
They approached me	74.24%	49
<b>Total</b>		<b>66</b>

### Q14 What was the purpose of the contact with the Netherlands government or the Embassy?

Answered: 67 Skipped: 237



Answer Choices	Responses
To keep in touch	17.91% 12
Sharing information	11.94% 8
Asking or offering support	10.45% 7
(Initiative for) cooperation	26.87% 18
Other purposes (please specify)	32.84% 22
<b>Total</b>	<b>67</b>

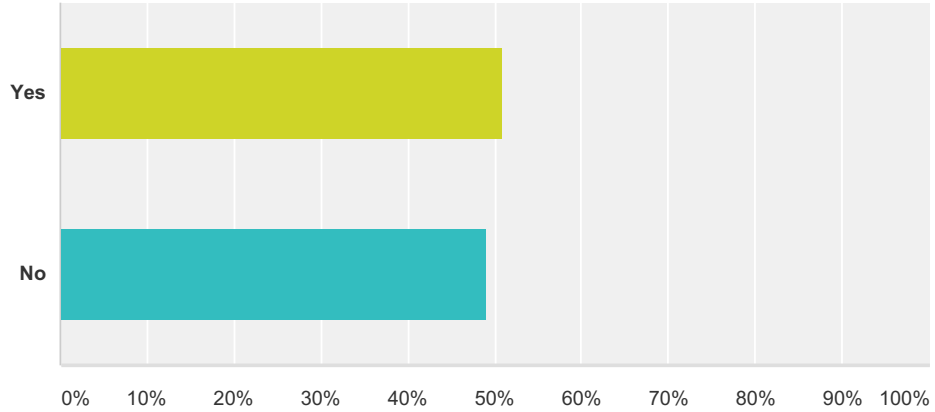
#	Other purposes (please specify)	Date
1	I met them in round table in ankara	12/28/2014 9:34 PM
2	invitation for independent day at the Dutch embassy	12/26/2014 3:55 PM
3	Round table of alumni	12/15/2014 9:06 PM
4	to participate round table discussion in Ankara and Tiran	12/15/2014 11:13 AM
5	The representative of the Dutch Embassy in my country visited the institution I am working in.	12/9/2014 4:07 PM
6	sharing information, possibility for future cooperation ,	12/8/2014 8:51 PM
7	part of my work, I'm desk officer for the countries of Benelux at our MFA	12/8/2014 12:00 PM
8	We met at the Round table organized by Matra Patrol and Asser Institut	12/8/2014 11:35 AM
9	invitation for a program	12/8/2014 10:10 AM

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10	to improve our contacts, thanks to H.E. Ron Keller, the Nettherland ambassador in Ankara	12/7/2014 8:47 PM
11	Attending rountable	12/7/2014 3:09 PM
12	I found chance to talk in a small conference held in Ankara/Turkey last month.	12/7/2014 8:06 AM
13	Training (integrity workshop) in Republic of Macedonia	12/5/2014 4:22 PM
14	King Day	12/5/2014 2:47 PM
15	To attend in the round table organised by Matra in Sarajevo, which will take place on 5 December 2014	12/4/2014 11:09 PM
16	Invitations for attending the roundtable discussion on "Judicial cooperation in the region: criminal law and civil law"	12/2/2014 7:34 PM
17	Getting information about my previous participation in Matra Patrol Programmes regarding application for training course Decentralization in 2014.	12/2/2014 10:02 AM
18	we contacted in marta activity	12/2/2014 9:57 AM
19	Training in Ankara	12/2/2014 9:45 AM
20	Alumni of students which completed their studies in the Netherlands	12/2/2014 9:15 AM
21	Implementing a MATRA Project	12/2/2014 9:13 AM
22	During the reception in the Hague and Tirana it was just formal contact	11/27/2014 6:52 PM

### Q15 After the training, have you been involved in implementing EU accession or reform processes?

Answered: 299 Skipped: 5



Answer Choices	Responses
Yes	50.84% 152
No	49.16% 147
<b>Total</b>	<b>299</b>

#	How many? (in numbers)	Date
1	1	12/28/2014 9:34 PM
2	2	12/26/2014 3:55 PM
3	5	12/19/2014 10:53 AM
4	1	12/17/2014 1:12 PM
5	2	12/16/2014 4:07 PM
6	1	12/16/2014 9:41 AM
7	2	12/16/2014 8:07 AM
8	1	12/15/2014 5:27 PM
9	2	12/15/2014 12:30 PM
10	3	12/15/2014 12:04 PM
11	1	12/15/2014 11:14 AM
12	2	12/15/2014 9:18 AM
13	1	12/15/2014 8:32 AM
14	1	12/15/2014 7:51 AM
15	3	12/14/2014 7:39 PM
16	4	12/13/2014 1:40 AM
17	1	12/12/2014 5:52 PM

## Matra PATROL Alumni

18	2	12/12/2014 11:29 AM
19	2	12/12/2014 10:24 AM
20	10	12/10/2014 9:38 AM
21	1	12/9/2014 9:52 AM
22	5	12/8/2014 10:20 PM
23	+9	12/8/2014 8:54 PM
24	5	12/8/2014 3:44 PM
25	1	12/8/2014 10:21 AM
26	2	12/8/2014 8:37 AM
27	10	12/8/2014 7:38 AM
28	1	12/7/2014 9:49 PM
29	1	12/7/2014 9:46 PM
30	2	12/7/2014 3:36 PM
31	3	12/7/2014 1:42 PM
32	0	12/7/2014 12:13 PM
33	1	12/7/2014 7:20 AM
34	3	12/5/2014 4:22 PM
35	2	12/4/2014 11:10 PM
36	8	12/4/2014 10:43 PM
37	3	12/4/2014 9:16 AM
38	10	12/4/2014 8:43 AM
39	1	12/3/2014 10:24 PM
40	3	12/3/2014 6:10 PM
41	1	12/3/2014 11:10 AM
42	2	12/3/2014 10:01 AM
43	5	12/2/2014 3:19 PM
44	2	12/2/2014 3:16 PM
45	1	12/2/2014 2:38 PM
46	4	12/2/2014 2:06 PM
47	3	12/2/2014 12:04 PM
48	3	12/2/2014 11:08 AM
49	1	12/2/2014 11:03 AM
50	3	12/2/2014 10:28 AM
51	1	12/2/2014 10:26 AM
52	3	12/2/2014 10:19 AM
53	2	12/2/2014 10:05 AM
54	4	12/2/2014 10:03 AM
55	1	12/2/2014 9:55 AM

## Matra PATROL Alumni

56	2	12/2/2014 9:47 AM
57	1	12/2/2014 9:45 AM
58	4	12/2/2014 9:41 AM
59	1	12/2/2014 9:31 AM
60	10	12/2/2014 9:12 AM
61	3	12/2/2014 9:08 AM
62	2	12/2/2014 9:02 AM
63	1	12/2/2014 8:46 AM
64	3	12/2/2014 8:45 AM
65	2	12/2/2014 8:28 AM
66	3	12/2/2014 8:20 AM
67	1	12/2/2014 8:08 AM



## Q16 Can you give example(s) of reforms you have been involved in?

Answered: 114 Skipped: 190

#	Responses	Date
1	access to eu carpet 23 i 24	12/28/2014 9:36 PM
2	1)4'th International Human Security Conferance: UNDP and Int.Min.of Turkey 2)Improvement of Civillian Oversight of Internal Security Sector Project: EU,UNDP and Int. Min.of Turkey	12/26/2014 4:03 PM
3	Justice reform in the Prosecutor's office	12/24/2014 1:10 PM
4	I am appointed as IPA Programme specialist at IPA Unit of Supreme Audit Institution	12/19/2014 11:07 AM
5	Seminars for civil servants in B&H on EU issues.	12/18/2014 4:23 PM
6	I took care for the National Programme for the Adoption of the Acquis – NPAA base for my organisation.	12/17/2014 1:12 PM
7	in the juridical systems and also implemtng the law, and the reform on administrative territory	12/16/2014 4:10 PM
8	public administration reform	12/16/2014 9:41 AM
9	Justice	12/16/2014 8:10 AM
10	Anti trafficking in persons policies	12/15/2014 9:07 PM
11	the overall process of public procurement have to adapt to the EU rules, so I as a head of sector I was involved in this process of drafting of legislation and efforts to harmonise the national legislation ad practice with EU acquis.	12/15/2014 12:38 PM
12	I prepare reports on draft legislation on whether they are compatible with the EU legislation. I coordinate the works on peer assessment mission reports on criminal justice prepared by the independent expert aappointed by the EU Commission, etc.	12/15/2014 11:17 AM
13	Gender equality	12/15/2014 11:14 AM
14	legislative reforms	12/15/2014 10:36 AM
15	The alignment process with respect to consumer protection acquis...	12/15/2014 10:28 AM
16	Through implementation of European Common Aviation Area Agreement (ECAA).	12/15/2014 10:26 AM
17	I have been part of Group that we discus for International Child Abduction,also for International Legal Cooperation in Criminal and Civil Cases with several states as you may know that Republic of Kosovo isn't part of the Hague Convention, because our state isn't part of United Nations.	12/15/2014 9:22 AM
18	Legislative ones	12/15/2014 8:47 AM
19	I was involved in a project to for fiscal decentralisation and facilitated central/local government relations and provide expert insight into the local situation	12/15/2014 8:37 AM
20	I am a member of Working group for preparing negotiations in the Chapter 24.	12/15/2014 7:58 AM
21	How to raise the awareness of local administrators on corruption	12/15/2014 7:53 AM
22	I have been from Ministry to assist supporting Twinning Project to Approximation the legislation of the Ministry of Justice with European Union Legislation	12/14/2014 7:43 PM
23	Drafting law	12/13/2014 1:46 AM
24	Emigration	12/12/2014 5:53 PM
25	Reforms regarding e-procurement and amandament of procurement law	12/12/2014 11:31 AM
26	Working groups for changing of legislation	12/11/2014 10:27 AM
27	Negotiations	12/10/2014 9:31 PM

## Matra PATROL Alumni

28	I cannot say that I have been directly involved in implementing reforms, but through my daily work as well as through my own actions that are, like the Dutch policy to EU Enlargement "strict and fair", I am fond to believe that I brought a positive change to our administration.	12/10/2014 5:45 PM
29	SAA negotiation	12/10/2014 2:01 PM
30	Costification of the legislation in the Ministry of Justice, respectively Financial Impact Assessment.	12/10/2014 9:41 AM
31	I was involved in proecess of creating THE NATIONAL ANTI-CORRUPTION STRATEGY IN THE REPUBLIC OF SERBIA FOR THE PERIOD 2013-2018 and ACTION PLAN. Today I am member of Group for coordination of implementing those documents. Furthermore, I was member of working group for Law on mediation, where I used knowelwdge and information from course.	12/10/2014 9:13 AM
32	Public procurement rules public finance management Evaluation of the processes Audit	12/9/2014 4:12 PM
33	new civil service law	12/9/2014 11:59 AM
34	As a official member at the working group at the Ministry of Justice for chapter 23 Judiciary and fundamental rights I participate in diferent area of judicial reform.	12/9/2014 10:59 AM
35	many research papers and information regarding reform process. E-waste was the last research information I worked on.	12/9/2014 9:31 AM
36	I am state adviser for harmonization of our legislation in the field of public procurement with that of EU. Therefore, I have been studying the new EU regulations in the field of public procurement.	12/9/2014 8:30 AM
37	Freedom of speech and media And Relationship between judiciary and the media	12/8/2014 10:23 PM
38	strategy for reform in public administration training for strengthening the public administration on central level training for strengthening the public administration on local level NPAA chapters for role of law, regional development etc.	12/8/2014 8:58 PM
39	I have incorporated the provisions of primary legislation regarding the minority rights where this Ministry is mostly responsible for drafting proposal and processes.	12/8/2014 3:48 PM
40	Environmental chapter, screening Environmental chapter, peer review missions ADR field, 1 training	12/8/2014 12:24 PM
41	I was a member of working group for drafting a new act for harmonisatin of legislation of Brcko District of B&H with EU law; I was actively involved in realisation of project named "Support to the Brcko District of B&H in the process of European integration", approved by EU Delegation in B&H, etc.	12/8/2014 12:23 PM
42	I am involved in negotiations with EU regarding Chapter 23, reporting to the Government and European Commission on implementation of measures prescribed by the Action plan for the Chapter 23	12/8/2014 11:38 AM
43	donor coordination	12/8/2014 10:30 AM
44	Asset recovery system police complaint mechanism integrity of civil servants	12/8/2014 10:11 AM
45	Attendance at meetings of working groups on amendment of the laws of the relevant provisions trapozimin.	12/8/2014 8:58 AM
46	Legal approximation (the alignment of the national legislation with the EU legislation)	12/8/2014 8:53 AM
47	Changing the Law, writing part of the new systematization act	12/8/2014 7:38 AM
48	contribution to improve structural capacity of development agencies	12/7/2014 11:29 PM
49	Judicial reform.	12/7/2014 9:53 PM
50	publishing court decision .	12/7/2014 9:49 PM
51	Strenghtening of the prosecutorial and criminal sector through IPA program	12/7/2014 9:21 PM
52	Policy of assessment of performance of judges and prosecutors, increasing transparency of judicial data.	12/7/2014 8:47 PM
53	No	12/7/2014 5:01 PM
54	Centralised procurement	12/7/2014 4:19 PM
55	Justice reform	12/7/2014 1:44 PM
56	through IPA projects	12/7/2014 10:33 AM
57	ADR	12/7/2014 7:22 AM

## Matra PATROL Alumni

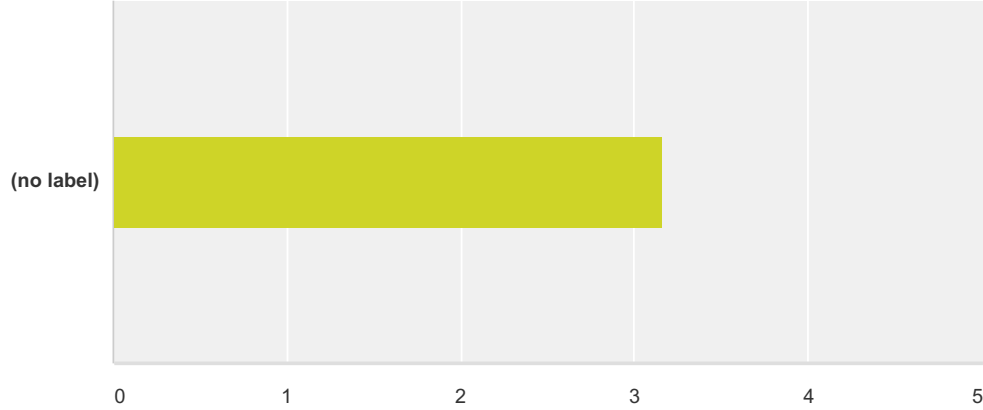
58	Law on Construction Law on Construction land Law on Property taxes Other laws connected wit local self government	12/5/2014 4:23 PM
59	Public Administration Reform	12/5/2014 3:06 PM
60	Increasing efficiency of the judiciary.	12/4/2014 11:17 PM
61	Findings of the Progress Reports of European Commission addressed and adapted to the national programs priorities	12/4/2014 10:47 PM
62	New ethical code	12/4/2014 1:22 PM
63	Lobbying for adoption of the Law on Legal Aid of BiH. Assesment of the local judiciary potentials to deal with the large number of war crime cases which are likely to be transfered to the cantonal/district judicial bodies.	12/4/2014 1:01 PM
64	Because I work on drafting legislation and transposition EU acquis into national legislation most time of the work is related to preparation of national legislation (primary and secondary) in accordance with EU acquis for environment and related to process of EU integration (preparation and monitoring od National program for adoption of acquis)	12/4/2014 9:17 AM
65	Area of ADR, Acces to justice, Free legal aid etc	12/4/2014 8:49 AM
66	I acquired excellent knowledge and experience from the seminar administracion of justice end through professional meetings I shared it with my colleagues and superiors people further to a higher level they will transfer to the appropriate institutions responsible for the implementation of reforms to accession of EU	12/3/2014 8:08 PM
67	I became a member of working group of the Ministry of Justice of Serbia - Drafting Law on Mediation	12/3/2014 6:51 PM
68	Reforms in the Legislation Law	12/3/2014 6:12 PM
69	Member of work group at the Ministry of justice related to reforms in insolvence law and contract enforcement	12/3/2014 11:57 AM
70	In process of implementation of some legal acts.	12/3/2014 11:30 AM
71	I'm involved in working group created by Ministry of Justice for education of Court Assistants and staff.	12/3/2014 11:07 AM
72	I have been involved in some drafting of legislation within my institution to meet the European Standards of operation.	12/3/2014 10:06 AM
73	I am involved in updating the national plan for European Integration 2014 - 2020 (NPEI) (Chapter of the judiciary)	12/2/2014 7:46 PM
74	Reforming the laws in the area of justice	12/2/2014 4:59 PM
75	involved in modernization and adaption of the new legislation in my country.	12/2/2014 3:30 PM
76	New low about public information and New low about process of decentralization	12/2/2014 3:21 PM
77	During the drafting of the Sector Planning Document as a Ministry for European Integration we have ensured that important projects such as those referring to legal education and ADR are included in it.	12/2/2014 2:44 PM
78	liberalization of visa regime	12/2/2014 2:18 PM
79	institution building activities legislator streghtenning hr strategies development law amendments	12/2/2014 2:10 PM
80	LGBT and the rule of law	12/2/2014 12:40 PM
81	Judiciary reform in Croatia to start from 1. April 2015.	12/2/2014 12:30 PM
82	My court was the pilot for judicial time menagement in twinning Project with The European Council, I gave presentations in 2 different international symposium on the subject of pre-service and in-service training of judges and judicial ethics.I have participated in a Project which was funded by The EU about expert witness , I was also invited a program of the relationship between media and judiciary that judges from Nederlands participated as well.	12/2/2014 12:13 PM
83	Revision of the Action Plan for Chapter 23	12/2/2014 12:04 PM
84	aligning national legislation in the field of state aid with EU rules	12/2/2014 11:50 AM
85	I am involved in the overall process of coordination of national legislation with EU acquis. As a Head of Division for EU Legal Affairs I am involved in the process where we check the compliance of Kosovo legislation with EU acquis. Moreover, I am involved in the process of the Dialogue of Stabilisation and Association Process between Kosovo-EU.	12/2/2014 11:10 AM

## Matra PATROL Alumni

86	I have ben involved in some working groups in Kosovo where we have discussed about reform in public procurement in Kosovo	12/2/2014 11:09 AM
87	reform of tax administration at all with wisiting seminars for new way of tax controls and investigations, identifications of economic crimes	12/2/2014 11:08 AM
88	I have been involved on the reforms that EC give to you country as a public administration reform	12/2/2014 11:04 AM
89	I work in the EU Department so my every day work in preparing materials for EU accession for chapter 23 and also I prepare the IPA project Component 1 for the judiciary institutions	12/2/2014 11:01 AM
90	Seminars and proffesional discussions.	12/2/2014 10:53 AM
91	Drafting laws with a purpose to harmonize with the EU legislation	12/2/2014 10:32 AM
92	Admnistration, justice etc	12/2/2014 10:26 AM
93	-Drafting Integrity plan for local-selfgovernment; -Drafting local act on fight against bribe and corruption; -Work with local council commission for public safety; -Work in focus group for increasing public safety through change of adequate laws ( specifically greater involvement of local self-government in area of public safety with local police and public prosecutor office )	12/2/2014 10:25 AM
94	Alternative dispute resolution reform process	12/2/2014 10:13 AM
95	Changes in law no.8577, dated 10.02.2000 "On the organization and functioning of the Constitutional Court of Albania".	12/2/2014 10:07 AM
96	judicial reforms	12/2/2014 10:01 AM
97	New Republic of Srpska Anticorruption Strategy (2013-2017) New BiH Anticorruption Strategy (2015-2019)	12/2/2014 9:47 AM
98	Harmonization od legislation and working on new law	12/2/2014 9:46 AM
99	Review of the new procurement directives and alignment with the national legislation	12/2/2014 9:45 AM
100	Public Adminstration Reform, Justice Sector, Civil Society, Corruption	12/2/2014 9:42 AM
101	IN THE MANAGEMENT OF PUBLIC FINANCE AND CONTROL	12/2/2014 9:32 AM
102	Since I work in the Secretariat for European affairs, I deal with the ongoing reform processes on daily bases	12/2/2014 9:13 AM
103	working groups for amending laws, building strategies etc	12/2/2014 9:08 AM
104	The process of approximation of national legislation with the EU Acquis	12/2/2014 9:07 AM
105	Preparing of Program budget	12/2/2014 9:04 AM
106	sector approach in programming of EU funds	12/2/2014 9:01 AM
107	All the time I'm involve in the reform process for EU accession of my country concerning that I'm working in the institution that has coordinative role concerning the EU integration process of my country	12/2/2014 8:47 AM
108	Development of new IT study for my institution, Public Revenue Office, supported by the Duch governement. Improvment of services for taxpayers.	12/2/2014 8:47 AM
109	no	12/2/2014 8:46 AM
110	I have been in charge of amending two laws in Kosovo. Therefore, the Quality, Management and Implementation of Legislation training has helped me a lot in terms of preparing the concept document, policy paper and indeed defend the amendments I proposed.	12/2/2014 8:40 AM
111	Drafting Law on Public Procurement in the field of defence and security	12/2/2014 8:38 AM
112	Reform of judiciary and reform of legislation	12/2/2014 8:30 AM
113	Negotiating chapters 4, 24, 31	12/2/2014 8:25 AM
114	Drafting the Action Plan for SAA	12/2/2014 7:57 AM

### Q17 How much has the training you followed helped you to participate in this EU accession or other reform process?

Answered: 147 Skipped: 157



	Not at all	Somewhat	Reasonably	A lot	Total	Weighted Average
(no label)	0.68% 1	15.65% 23	50.34% 74	33.33% 49	147	3.16

#	Please explain how you perceive this contribution	Date
1	I improve my knowledghe about eu legislation i legislation the other countru (bosna and hercegovina, turkey etc)	12/28/2014 9:36 PM
2	It was a great experience for me, and building and sharing knowledge with the other countries , other cultures, really a great time, that brought me benefit to my experience and learning much more, taking knowledge	12/16/2014 4:10 PM
3	development of training programs	12/16/2014 9:41 AM
4	It was a great experience for me.	12/16/2014 8:10 AM
5	As a Project Manager for Implementation of ECAA using the knowledge get through training. Directly involved in application, quality and implementation of legislation.	12/15/2014 10:26 AM
6	By sharing my knowlege that i learned in your traning, and by sharing informations with the states around the Ballkan States.	12/15/2014 9:22 AM
7	I was actively involved in projects from my ministry	12/15/2014 8:37 AM
8	Esp about EU Law	12/15/2014 7:53 AM
9	By learning from the Nertherland Government how to achieve our objectives to be part of EU	12/13/2014 1:46 AM
10	/	12/12/2014 5:53 PM
11	It was helpful training and helped me grasp the procurement process of EU countries in particular netherland as well as examples from participating countries.	12/12/2014 11:31 AM
12	Raised awareness of the EU accession processes and increased knowledge of the subject	12/11/2014 10:27 AM
13	It has given good results, the experiences from the training i have applied in my instittution.	12/10/2014 9:41 AM
14	I had the avalibility of looking from differenrent perspectives Logic of the implementations	12/9/2014 4:12 PM
15	with sugestions for law amamdment from what we have learn	12/9/2014 10:59 AM
16	I have a chance the best example how the relation should be between the media and judiciary	12/8/2014 10:23 PM

## Matra PATROL Alumni

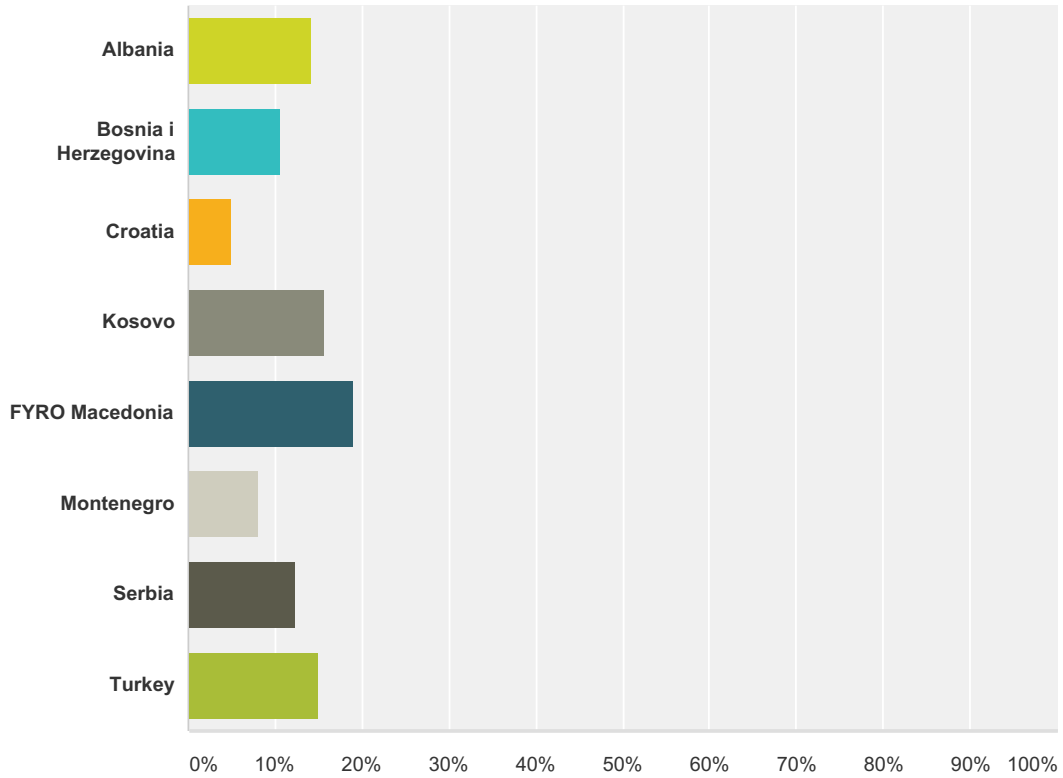
17	The knowledge and experience i gain help me in better planing , analyzing and improving some activities and closing some gaps ...	12/8/2014 8:58 PM
18	Very useful.	12/8/2014 3:48 PM
19	I got acquainted with standards of the EU in the field of Access to Justice and it helped me to develop presentation and debating skills	12/8/2014 11:38 AM
20	general awarenness of the problematic	12/8/2014 10:30 AM
21	very much.	12/8/2014 8:58 AM
22	It helped me understand more in depth the european policies and the importance of reforms that have to be done in my home country in order to comply with EU.	12/8/2014 8:53 AM
23	I learned a lot on EU's approach to decentralisation and I benefited this info when I took part in drafting related legislation and other regulations.	12/7/2014 11:29 PM
24	The traning has enabled me to better prepare regulations on judicial efficiency.	12/7/2014 9:53 PM
25	It's fruitfull not only the main points about rule of law but also our language and presentation skills	12/7/2014 9:49 PM
26	We understood that eu accession process is nothing to be afraid from, but in fact it is something that is very similar to our justice system but we all need better insight in eu concept of rule of law.	12/7/2014 9:21 PM
27	A better knowledge about the Dutch and the EU practices have shaped my opinions and enabled be to be be more persuasive is arguing for them	12/7/2014 8:47 PM
28	Code of ethics for civil servants involved in centralised procurement	12/7/2014 4:19 PM
29	I think it helped.	12/7/2014 1:44 PM
30	Applied to be part of ADR institution that sounde recently.	12/7/2014 7:22 AM
31	It had good results in the achieving better performance in job.	12/4/2014 11:17 PM
32	Quiet significant.	12/4/2014 10:47 PM
33	Gave me more understanding of the matter	12/4/2014 1:22 PM
34	I have leared about good practices and models that can be implemented in BiH (eg.mediation). I;ve made contacts and established professional network with professionals with similar interests ready to share and exchange their knowledge.	12/4/2014 1:01 PM
35	Resonably - From the training receive a lot of information for preparation, implementation and enforcment of legislation which is relevant for my work	12/4/2014 9:17 AM
36	The knowledge and information that I 'had gained in Hague during the training has broaden my perspectives and horizons and helped me a lot to build the EU standards into Macedonian relevant legislation	12/4/2014 8:49 AM
37	Comparative approach to Dutch experiences	12/3/2014 11:57 AM
38	We were in almost in the end of EU accession process so I contributed a little after training, but I alos contributed more before this training.	12/3/2014 11:30 AM
39	The training helped me to get more informations about neighbour countries and their Judicial reforms were the example for reform in my country	12/3/2014 11:07 AM
40	Very good.	12/2/2014 7:46 PM
41	- To have a knowledge of best practices from the Dutch judicial system. - To use the experience of the Dutch judicial system in order to improve the judicial system in the Republic of Macedonia ahead of EU accession. - To be able to use the acquired knowledge and best practices as a source of inspirdation for dealing with challenges related to the improving of the access to justice in the Republic of Macedonia.	12/2/2014 3:30 PM
42	In discussion I could quote positive example I learned in the Netherland	12/2/2014 3:21 PM
43	Having in depth knowledge of how a functioning judiciary (such as the one in the Netherlands) looks like, has enabled me to propose projects that would help Kosovo's efforts towards having such a functioning judiciary system.	12/2/2014 2:44 PM
44	Production of documents that supports the quality of legislation	12/2/2014 2:10 PM

## Matra PATROL Alumni

45	My contribution would be that it would have passed on the knowledge I have about the experiences in the EU on each open discussion and a better understanding of the news in laws that need to be implemented. Also through my professional engagements I can contribute to the fight against financial crime, corruption and money laundering	12/2/2014 11:08 AM
46	Having in mind the fact that Macedonia is a candidate country for EU membership, the European integration is a very important issue for my county as well as for all of the citizens. The training deepened the understanding of my job assignments in the area of pre- accession and also helped me to increase the quality of my work.	12/2/2014 11:01 AM
47	Before the training program I wasn't such informed on ADR and I considered ADR methods as waste of time and unnecessary. In other words I was so skeptic. After the training I completely changed my opinion.	12/2/2014 10:53 AM
48	Dutch expert shared knowledge	12/2/2014 10:32 AM
49	I believe that has been the most important commitment	12/2/2014 10:26 AM
50	The problems we are facing in our country are measles, as people say, which was successfully cured by EU countries especially by Netherlands many decades ago. Experience of Netherlands in area of Integrity of civil servants and public safety, rule of law and decentralization was very useful to overcome the difficulties in detecting the problems in this areas and giving the right solutions to those problems. I have to point out in particular the experience in area of public safety because The Kingdom of Netherlands has huge results in this area which is applicable in my country. And still you are improving that method day by day which is remarkable. Very useful knowledge and good practice in public safety I gained in Netherlands regarding that topic.	12/2/2014 10:25 AM
51	Helpful.	12/2/2014 10:07 AM
52	50%	12/2/2014 9:55 AM
53	Some good practices are used as benchmarks.	12/2/2014 9:47 AM
54	Provided with some tools and useful contacts for sharing information.	12/2/2014 9:42 AM
55	Public procurement connected with PRAG	12/2/2014 9:04 AM
56	Additionally, I have been part of the Kosovo's delegation in the negotiations with EU on the Stabilization and Association Agreement.	12/2/2014 8:40 AM
57	Some ideas and practical proposals of reforms and new models of several institutes were used in order to implement reforms in my country or as pilot activities	12/2/2014 8:30 AM
58	Even though problems seem to be shared by the civil service of vast majority of countries, the manner to address these problems and success vary to a great extent. The training contributed to forming a mindset for successful tackling of problems and also offered practical means and instruments for tackling them.	12/2/2014 8:25 AM

### Q18 Where are you from?

Answered: 294 Skipped: 10

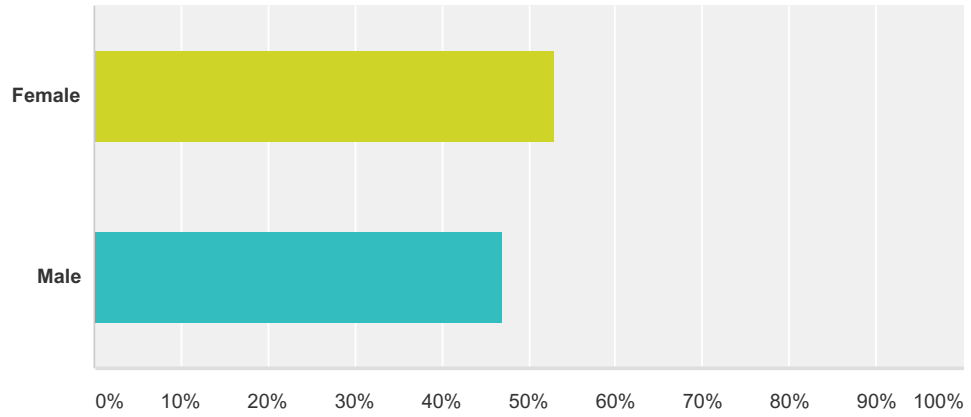


Answer Choices	Responses	
Albania	14.29%	42
Bosnia i Hercegovina	10.54%	31
Croatia	5.10%	15
Kosovo	15.65%	46
FYRO Macedonia	19.05%	56
Montenegro	8.16%	24
Serbia	12.24%	36
Turkey	14.97%	44
<b>Total</b>		<b>294</b>



### Q19 What is your gender?

Answered: 294 Skipped: 10



Answer Choices	Responses	
Female	53.06%	156
Male	46.94%	138
<b>Total</b>		<b>294</b>

## Q20 At what institute/organisation were you working at the time of the training course?

Answered: 280 Skipped: 24

#	Responses	Date
1	High prosecution office in Bitola	1/20/2015 10:13 AM
2	MFA of Albania	1/9/2015 4:14 PM
3	Ministry of Labour and Pension System	12/31/2014 8:45 AM
4	Hihg Judicial Counclin	12/28/2014 9:36 PM
5	Interior Ministry of Turkey	12/26/2014 4:03 PM
6	BiH Prosecutor's Office	12/24/2014 1:10 PM
7	Secretariat for European Affairs	12/19/2014 3:41 PM
8	Supreme Audit Institution of Albania	12/19/2014 11:07 AM
9	Directorate for European integration B&H	12/18/2014 4:25 PM
10	ministry of interior	12/17/2014 1:13 PM
11	Institution of Prefect Region Shkodra	12/16/2014 4:11 PM
12	School for Public Administration	12/16/2014 9:41 AM
13	High Council of Justice	12/16/2014 9:06 AM
14	local government-municipality	12/16/2014 8:24 AM
15	Supreme Court of Turkey.	12/16/2014 8:10 AM
16	Ministry of European Integration	12/15/2014 9:09 PM
17	Home office	12/15/2014 6:43 PM
18	Republic of Turkey Ministry for EU Affairs	12/15/2014 6:21 PM
19	Ministry of Interior	12/15/2014 5:28 PM
20	MFA	12/15/2014 4:19 PM
21	At the General State Advocacy	12/15/2014 4:08 PM
22	High Council of Justice	12/15/2014 1:27 PM
23	the Ministry of Justice	12/15/2014 12:54 PM
24	Government of the R. of Macedonia, Secretariat for implementation of Ohrid framework agreement agreement	12/15/2014 12:42 PM
25	Kosovo Customs	12/15/2014 12:06 PM
26	court	12/15/2014 11:14 AM
27	Secretariat for European Affairs	12/15/2014 11:02 AM
28	Secretariat for legislation	12/15/2014 10:37 AM
29	institute for Geostrategic Research and Foreign Policy	12/15/2014 10:34 AM
30	Ministry for EU Affairs	12/15/2014 10:29 AM
31	Directorate of Civil Aviation	12/15/2014 10:27 AM
32	Ministry of European Integration	12/15/2014 9:47 AM

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33	Training Institution of Public Administration	12/15/2014 9:36 AM
34	Ministry of Finance	12/15/2014 9:24 AM
35	Ministry of Justice, Department for International Legal Cooperation.	12/15/2014 9:23 AM
36	Ministry of Justice	12/15/2014 8:48 AM
37	Ministry of economic development	12/15/2014 8:38 AM
38	MFA Kosovo	12/15/2014 8:24 AM
39	Mitrovica North Administrative Office	12/15/2014 8:17 AM
40	Ministry of the Interior	12/15/2014 7:59 AM
41	Ministry of Interior	12/15/2014 7:55 AM
42	Ministry of Foreign Affairs	12/15/2014 7:26 AM
43	Ministry of Justice, Legal Department	12/14/2014 7:44 PM
44	Prosecutors office on the basic level	12/13/2014 10:06 AM
45	Ministry of European Integration	12/13/2014 1:48 AM
46	Ministri of foreign affairs	12/12/2014 5:54 PM
47	Judicial Academy of the Republic of Serbia	12/12/2014 3:49 PM
48	Ministry of European Integration	12/12/2014 11:31 AM
49	Public Institution, Commune Of Bushat, Shkoder, Albania.	12/12/2014 10:25 AM
50	Ministry of Justice	12/12/2014 9:41 AM
51	Supreme court of the Republic of Macedonia	12/11/2014 10:28 AM
52	Ministry of foreign affairs	12/10/2014 9:32 PM
53	Ministry of Foreign Affairs and European Integration of Montenegro	12/10/2014 5:47 PM
54	High Judicial and Prosecutorial Council of BiH	12/10/2014 3:51 PM
55	MFA	12/10/2014 2:01 PM
56	The Constitutional Court	12/10/2014 1:17 PM
57	Constitutional Court of Albania	12/10/2014 11:21 AM
58	MoJ	12/10/2014 9:42 AM
59	Ministry of Justice	12/10/2014 9:15 AM
60	Albanian Association of Municipalities	12/9/2014 4:31 PM
61	Directorate for European Integration of the Council of Ministers of BiH	12/9/2014 4:24 PM
62	Finance Management	12/9/2014 4:13 PM
63	Turkish Court Of Accounts	12/9/2014 2:13 PM
64	Ministry of Finance	12/9/2014 11:59 AM
65	Croatian Chamber of Economy	12/9/2014 11:51 AM
66	Supreme Court of the Republic of Macedonia	12/9/2014 11:00 AM
67	Ministry of Justice	12/9/2014 10:22 AM
68	Municipality of Vau-Dejes	12/9/2014 9:54 AM
69	National Assembly of the Republic of Macedonia- Parliamentary Institute	12/9/2014 9:34 AM
70	1. Administration of justice 2. Access to justice	12/9/2014 9:12 AM

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71	Ministry of Finance	12/9/2014 9:12 AM
72	Association of Mediators in Bosnia i Hercegovina	12/9/2014 9:10 AM
73	Association of Municipalities	12/9/2014 9:02 AM
74	Prime Ministry	12/9/2014 9:00 AM
75	Ministry of Interior	12/9/2014 8:32 AM
76	Public Procurement Bureau	12/9/2014 8:31 AM
77	Constituion court of Serbia	12/9/2014 5:58 AM
78	Turkish Grand National Assembly	12/9/2014 2:26 AM
79	Turkish Consulate in Erbil, IRAQ	12/8/2014 10:48 PM
80	High Council of Judges and Prosecutor of Turkey	12/8/2014 10:24 PM
81	Basic court in Novi Sad	12/8/2014 9:33 PM
82	Secretariat for European Affairs of the Republic of Macedonia	12/8/2014 8:59 PM
83	Ministry of Community and Returns.	12/8/2014 3:49 PM
84	Parliament	12/8/2014 2:39 PM
85	The Department of Public Administration	12/8/2014 2:30 PM
86	Serbian European Integration Office	12/8/2014 1:04 PM
87	Government of Brcko District of Bosnia and Hercegovina	12/8/2014 12:25 PM
88	Chamber of Commerce and Industry	12/8/2014 12:25 PM
89	MFA	12/8/2014 12:00 PM
90	Ministry of the Justice	12/8/2014 11:38 AM
91	prime ministry office	12/8/2014 10:45 AM
92	I have been working for 18 years at Prime Ministry of Republic of Turkey.	12/8/2014 10:30 AM
93	Ministry of Interior	12/8/2014 10:11 AM
94	High Council Of Justice	12/8/2014 10:09 AM
95	Court of BiH, Sarajevo	12/8/2014 9:28 AM
96	ministry of interior	12/8/2014 9:07 AM
97	Energy Regulatory Office	12/8/2014 8:59 AM
98	Ministry of Justice	12/8/2014 8:54 AM
99	High Judicial and Prosecutorial Council of Bosnia and Hercegovina	12/8/2014 8:31 AM
100	Ministry of the INterior	12/8/2014 7:39 AM
101	Ministry of regional development and local selfgovernment, sector for decentralisation.	12/8/2014 7:28 AM
102	Ministry of Development, Republic of Turkey	12/7/2014 11:30 PM
103	State Attorney's Office	12/7/2014 10:13 PM
104	High judicial council.	12/7/2014 9:56 PM
105	Court of Cassation	12/7/2014 9:50 PM
106	Albanian State Police	12/7/2014 9:42 PM
107	Court of Bosnia and Hercegovina	12/7/2014 9:22 PM
108	Primary court Strumica, Macedonia	12/7/2014 8:48 PM

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109	The High Judicial and Prosecutorial Council of Bosnia and Herzegovina	12/7/2014 8:48 PM
110	Privatisation Agency of Kosovo	12/7/2014 5:20 PM
111	Local government	12/7/2014 4:32 PM
112	CPO	12/7/2014 4:20 PM
113	Supreme State Prosecutor's Office	12/7/2014 4:02 PM
114	Public Revenue Office	12/7/2014 3:37 PM
115	Basic Court	12/7/2014 3:10 PM
116	The Basic Public Prosecutor Office in Novi Sad	12/7/2014 2:19 PM
117	Grand National Assembly of Turkey	12/7/2014 2:05 PM
118	Municipality of Kikinda	12/7/2014 1:52 PM
119	MFA	12/7/2014 1:51 PM
120	Ministry of Justice	12/7/2014 1:44 PM
121	Direkcija za izgradnju i razvoj grada Bijeljina - City Directorate for construction and development	12/7/2014 12:16 PM
122	City of Nis, Department for Planning and construction	12/7/2014 11:58 AM
123	The Basic Public Prosecutor's Office	12/7/2014 11:55 AM
124	Ministry of Interior	12/7/2014 11:32 AM
125	Turkish Court of Accounts	12/7/2014 11:08 AM
126	Anti Corruption Agency	12/7/2014 10:42 AM
127	ministry for human rights and refugees BiH	12/7/2014 10:35 AM
128	Primary Court Skopje 2, Republic of Macedonia	12/7/2014 10:09 AM
129	The Judicial Academy in Belgrade	12/7/2014 8:52 AM
130	Primary Public Prosecution	12/7/2014 8:35 AM
131	Turkish Court of Accounts	12/7/2014 8:07 AM
132	Home Office	12/7/2014 7:23 AM
133	Ministry of Foreign Affairs-Human Resources Department	12/7/2014 7:11 AM
134	High Judicial and Prosecutorial Council of B&H	12/6/2014 8:58 PM
135	The City of Skopje - Legal Advisory Department	12/5/2014 4:25 PM
136	Ministry of Interior	12/5/2014 4:21 PM
137	Human Resources Management Authority Ministry of Interior	12/5/2014 3:07 PM
138	Public Revenue Office	12/5/2014 2:48 PM
139	Public Revenue office	12/5/2014 9:39 AM
140	Court of Appellate, Kosovo Judicial Council	12/4/2014 11:18 PM
141	Ministry of Justice	12/4/2014 10:48 PM
142	High court in Novi Sad	12/4/2014 8:37 PM
143	Turkish Court of Accounts	12/4/2014 8:20 PM
144	mfa	12/4/2014 2:36 PM
145	Customs administration	12/4/2014 1:23 PM
146	Ministry of Justice	12/4/2014 1:01 PM

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147	Ministry of environment and physical planning	12/4/2014 9:17 AM
148	Ministry of justice	12/4/2014 8:51 AM
149	Center for Development of Pelagonija planning region	12/4/2014 8:43 AM
150	Ministry of Economic Development	12/3/2014 10:25 PM
151	Public Revenue office -Regional directorate Skopje	12/3/2014 8:08 PM
152	Ministry Economic Development	12/3/2014 7:31 PM
153	MOI	12/3/2014 7:28 PM
154	Basic Court	12/3/2014 6:51 PM
155	Ministry of interior	12/3/2014 6:42 PM
156	Ministry of Interior-Border Police-Regional Centre for Border Issues-East	12/3/2014 6:13 PM
157	Municipality of Karposh - Skopje	12/3/2014 3:42 PM
158	Council of State of Country	12/3/2014 2:05 PM
159	Court	12/3/2014 11:57 AM
160	Office of the Croatian Ombudsman	12/3/2014 11:30 AM
161	Basic Court of Novi Sad, Serbia	12/3/2014 11:07 AM
162	Assembly	12/3/2014 10:06 AM
163	MFA Diplomatic academy	12/3/2014 9:56 AM
164	MFA Republic of Serbia	12/3/2014 9:15 AM
165	the council of state of Turkey	12/3/2014 8:21 AM
166	Ministry for EU Affairs	12/3/2014 7:34 AM
167	Court of Appeal	12/3/2014 12:37 AM
168	Court	12/2/2014 11:03 PM
169	Civil municipal court	12/2/2014 9:37 PM
170	Inspector at the Directorate of Inspection and Organization of the Judiciary at the Ministry of Justice.	12/2/2014 7:54 PM
171	Bailiff Service	12/2/2014 5:41 PM
172	Ministry of Finance Tax Administration	12/2/2014 5:20 PM
173	Kosovo Judicial Council	12/2/2014 5:11 PM
174	Ministry of Trade and Ministry of Justice	12/2/2014 4:59 PM
175	At the Constitutional Court	12/2/2014 4:15 PM
176	Basic court	12/2/2014 3:59 PM
177	Basic Court in Novi Sad	12/2/2014 3:58 PM
178	office of the prime minister	12/2/2014 3:54 PM
179	State Attorney' Office of the Republic of Macedonia.	12/2/2014 3:34 PM
180	Municipal State Attorney's office in Pula	12/2/2014 3:34 PM
181	Local self government/ City Assembly of Belgrade	12/2/2014 3:23 PM
182	Ministry of Justice/The High Judicial Council.	12/2/2014 3:16 PM
183	First District Court	12/2/2014 3:16 PM
184	Ministry of European Integration	12/2/2014 2:44 PM

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185	MFA of RM	12/2/2014 2:19 PM
186	Secretariat for EU Affairs Parliamentary institute	12/2/2014 2:11 PM
187	Ministry of interior	12/2/2014 1:48 PM
188	East Marmara Development Agency	12/2/2014 12:55 PM
189	Turkish Court of Accounts	12/2/2014 12:52 PM
190	Fier District Court	12/2/2014 12:49 PM
191	Prime Minister Office	12/2/2014 12:40 PM
192	At the Municipal Civil Court	12/2/2014 12:38 PM
193	Directorate for personal data protection	12/2/2014 12:35 PM
194	Zagreb Municipal Civil Court	12/2/2014 12:31 PM
195	National Authority Food	12/2/2014 12:22 PM
196	Ministry of Transport and Infrastructure	12/2/2014 12:15 PM
197	Ankara Administrative Court	12/2/2014 12:14 PM
198	Ministry of Justice	12/2/2014 12:05 PM
199	Ministry of Finance	12/2/2014 11:50 AM
200	Ministry of Education and Science	12/2/2014 11:31 AM
201	Secretariat for European Affairs Government of The Republic of Macedonia	12/2/2014 11:31 AM
202	Court	12/2/2014 11:30 AM
203	Tirana district court judge	12/2/2014 11:29 AM
204	Center For Mediation of Montenegro	12/2/2014 11:27 AM
205	Ministry of Internal Affairs	12/2/2014 11:25 AM
206	Ministry of European Integration	12/2/2014 11:14 AM
207	Independent Commission for Mines and Minerals(ICMM)	12/2/2014 11:11 AM
208	Ministry of European Integration	12/2/2014 11:10 AM
209	Public Revenue office of The Republic of Macedonia	12/2/2014 11:08 AM
210	Office of the Prime Minister	12/2/2014 11:05 AM
211	Ministry of justice	12/2/2014 11:02 AM
212	PRIME MINISTRY	12/2/2014 10:55 AM
213	District Court of Durrës	12/2/2014 10:54 AM
214	Supreme State Prosecutor's Office	12/2/2014 10:51 AM
215	Ministry of Finance and Treasury	12/2/2014 10:48 AM
216	First instanve court of Tirana ( now )	12/2/2014 10:47 AM
217	The Republic secretariat for legislation	12/2/2014 10:32 AM
218	Tirana Apeal Court	12/2/2014 10:32 AM
219	KOSOVO ANTI CORRUPTION AGENCY	12/2/2014 10:28 AM
220	City Council of Novi Pazar, Republic of Serbia.	12/2/2014 10:27 AM
221	Directorate for European Integration	12/2/2014 10:20 AM
222	Arbitration Court at the Kosovo Chamber of Commerce	12/2/2014 10:14 AM

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223	MFA	12/2/2014 10:14 AM
224	Ministry of Local Self Government	12/2/2014 10:10 AM
225	Constitutional Court of Albania	12/2/2014 10:08 AM
226	Municipality of Tirana	12/2/2014 10:08 AM
227	Ministry of Justice	12/2/2014 10:01 AM
228	ministry of justice	12/2/2014 10:00 AM
229	Ministry of European Integration	12/2/2014 10:00 AM
230	Ministry of environment	12/2/2014 9:58 AM
231	Municipality of Suburbs,Shkoder	12/2/2014 9:56 AM
232	Republic of Srpska Ministry of Interior	12/2/2014 9:49 AM
233	Ministry of Finance	12/2/2014 9:47 AM
234	Ministry of Finance	12/2/2014 9:46 AM
235	High Judicial and Prosecutorial Council of B&H	12/2/2014 9:45 AM
236	Basic Public Prosecution Office	12/2/2014 9:44 AM
237	Government Institution	12/2/2014 9:42 AM
238	Ministry	12/2/2014 9:42 AM
239	Ministry of Foreign Affairs	12/2/2014 9:36 AM
240	MUNICIPALITY	12/2/2014 9:33 AM
241	Prime Ministry Office	12/2/2014 9:31 AM
242	Ministry of Foreign Affairs and European Integration of Montenegro	12/2/2014 9:30 AM
243	Directorate for European Integration of the Council of Ministers of Bosnia and Herzegovina	12/2/2014 9:27 AM
244	Court Council of Republic of Macedonia	12/2/2014 9:27 AM
245	Assembly of Republic of Kosovo	12/2/2014 9:17 AM
246	Kosovo Permanent Tribunal of Arbitration	12/2/2014 9:17 AM
247	Secretariat for European affairs, Government of the Republic of Macedonia	12/2/2014 9:14 AM
248	Grand National Assembly of Turkey.	12/2/2014 9:14 AM
249	Ministry of Sustainable Development and Tourism	12/2/2014 9:14 AM
250	Ministry of Justice of BiH	12/2/2014 9:10 AM
251	court	12/2/2014 9:09 AM
252	Ministry of Justice	12/2/2014 9:09 AM
253	Ministry of agriculture forestry and water economy macedonia.	12/2/2014 9:09 AM
254	Ministry of Justice	12/2/2014 9:07 AM
255	Ministry of justice	12/2/2014 9:05 AM
256	Ministry of Sustainable Development and Tourism	12/2/2014 9:01 AM
257	Secretariat for European Affairs, Government of the Republic of Macedonia	12/2/2014 8:48 AM
258	Ministry of Finance, Public Revenue Office, Bitola	12/2/2014 8:48 AM
259	Government	12/2/2014 8:46 AM
260	National Human Rights Institution of Turkey	12/2/2014 8:45 AM



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261	Ministry of Trade and Industry	12/2/2014 8:40 AM
262	Public Procurement Bureau	12/2/2014 8:38 AM
263	Ministry of Interior	12/2/2014 8:32 AM
264	Hisg Judicial and Prosecutorial Council og B&H	12/2/2014 8:31 AM
265	Ministry of Finance - Administration for the Prevention of Money Laundering	12/2/2014 8:29 AM
266	Judicial academy	12/2/2014 8:29 AM
267	Ministry of Environment	12/2/2014 8:21 AM
268	PE BH POST LLC SARAJEVO	12/2/2014 8:14 AM
269	Ministry of Justice, Department for International Legal Co-operation	12/2/2014 8:12 AM
270	Parliament	12/2/2014 8:11 AM
271	Court of Bosnia and Herzegovina	12/2/2014 8:08 AM
272	Ministry of European integration	12/2/2014 7:58 AM
273	Ministry of European Integration	12/2/2014 7:58 AM
274	Municipality of Karpos - Skopje	12/2/2014 7:57 AM
275	Basic Public Prosecutor's Office/ The Judicial Academy	12/2/2014 7:39 AM
276	City of Belgrade – City Administration of the City of Belgrade, Service for City Assembly Affairs and Regulations	12/2/2014 7:29 AM
277	Ministry of Interior	12/2/2014 7:07 AM
278	At the High court	11/27/2014 6:53 PM
279	Ministry of Foreign Affairs	11/27/2014 12:59 PM
280	District Court of Vlora, Albania	11/27/2014 11:01 AM

## Q21 What was your function at the time of the training course?

Answered: 278 Skipped: 26

#	Responses	Date
1	Public prosecutor in Basic public prosecution office in Prilep	1/20/2015 10:13 AM
2	Desk officer/General Department of Bilateral Relations	1/9/2015 4:14 PM
3	Head of Independent Service for Social Partnership	12/31/2014 8:45 AM
4	head of department of legal issue and eu integrations	12/28/2014 9:36 PM
5	District Governor	12/26/2014 4:03 PM
6	Expert Adviser Analyst	12/24/2014 1:10 PM
7	Officer for organizing of trainings	12/19/2014 3:41 PM
8	Head of Training Unit at SAI of Albania	12/19/2014 11:07 AM
9	junior associate	12/18/2014 4:25 PM
10	legal advisor	12/17/2014 1:13 PM
11	Audit for the Communes and Municipality	12/16/2014 4:11 PM
12	middle management position	12/16/2014 9:41 AM
13	Legal expert	12/16/2014 9:06 AM
14	employee at finance department	12/16/2014 8:24 AM
15	Judge	12/16/2014 8:10 AM
16	Senior Officer for Coordination of Development and European Affairs	12/15/2014 9:09 PM
17	Inspection	12/15/2014 6:43 PM
18	Expert for EU Affairs	12/15/2014 6:21 PM
19	District governor	12/15/2014 5:28 PM
20	third secretary	12/15/2014 4:19 PM
21	State Advocacy at the Minister of Finance	12/15/2014 4:08 PM
22	Director of Plenary Session Organization and Public Relations	12/15/2014 1:27 PM
23	Rapporteur Judge	12/15/2014 12:54 PM
24	Head of Sector for financial issues	12/15/2014 12:42 PM
25	Head of Sector for EU Integration	12/15/2014 12:06 PM
26	judge	12/15/2014 11:14 AM
27	Officer for organization of trainings	12/15/2014 11:02 AM
28	legal advisor	12/15/2014 10:37 AM
29	desk officer	12/15/2014 10:34 AM
30	EU Affairs Expert	12/15/2014 10:29 AM
31	Assistant Director General for International relations, Harmonization and Legal Affairs	12/15/2014 10:27 AM
32	Senior Officer	12/15/2014 9:47 AM

## Matra PATROL Alumni

33	Training Specialist	12/15/2014 9:36 AM
34	Finance Expert	12/15/2014 9:24 AM
35	Legal Officer	12/15/2014 9:23 AM
36	Senior Legal Officer	12/15/2014 8:48 AM
37	Head of the Division for National Economic Development Strategies.	12/15/2014 8:38 AM
38	Consul	12/15/2014 8:24 AM
39	Senior Officer for Legal Affairs, EU Integration and Donors Coordination	12/15/2014 8:17 AM
40	Adviser	12/15/2014 7:59 AM
41	Senior inspector and lecturer	12/15/2014 7:55 AM
42	Counselor - civil servant First secretary - diplomat	12/15/2014 7:26 AM
43	Senior Legal Officer	12/14/2014 7:44 PM
44	Deputy prosecutor	12/13/2014 10:06 AM
45	Chief of Sekretary Genaral Office	12/13/2014 1:48 AM
46	Desk officer	12/12/2014 5:54 PM
47	Head of commercial law department	12/12/2014 3:49 PM
48	Senior officer for Internal Market, including public procurement	12/12/2014 11:31 AM
49	Responsible of the International relation office, and Layer	12/12/2014 10:25 AM
50	Senior Adviser	12/12/2014 9:41 AM
51	Senior court adviser	12/11/2014 10:28 AM
52	Second secretary	12/10/2014 9:32 PM
53	Disciplinary counsel	12/10/2014 3:51 PM
54	Senior Official	12/10/2014 2:01 PM
55	Head of the Office for constitutional complaints	12/10/2014 1:17 PM
56	Law Clerk	12/10/2014 11:21 AM
57	Head of Division for Budget and Finance	12/10/2014 9:42 AM
58	advisor	12/10/2014 9:15 AM
59	Project Manager	12/9/2014 4:31 PM
60	Head of Office of the Director	12/9/2014 4:24 PM
61	Head of Department	12/9/2014 4:13 PM
62	Auditor	12/9/2014 2:13 PM
63	Expert	12/9/2014 11:59 AM
64	Business secretary of Mediation Centre	12/9/2014 11:51 AM
65	Senior Adviser to the President of the Court	12/9/2014 11:00 AM
66	Senior Legal Officer	12/9/2014 10:22 AM
67	Developing office	12/9/2014 9:54 AM
68	Adviser for contemporary economic systems	12/9/2014 9:34 AM
69	1. Court adviser 2. Public prosecutor	12/9/2014 9:12 AM
70	Chief of Local Borrower, State Guarantee and On lending Sector (Public Debt Department)	12/9/2014 9:12 AM

## Matra PATROL Alumni

71	Programme Manager	12/9/2014 9:10 AM
72	advisor	12/9/2014 9:02 AM
73	Expert	12/9/2014 9:00 AM
74	I didn't have function	12/9/2014 8:32 AM
75	State Adviser for harmonization of national procurement regulation with EU	12/9/2014 8:31 AM
76	Senior legal adviser	12/9/2014 5:58 AM
77	Legislative Expert	12/9/2014 2:26 AM
78	Political Officer / Deputy Consul General	12/8/2014 10:48 PM
79	Project expert	12/8/2014 10:24 PM
80	Judge	12/8/2014 9:33 PM
81	Associate (Senior)	12/8/2014 8:59 PM
82	Director of the Legal Department.	12/8/2014 3:49 PM
83	Specialist, Foreign Affairs Dept.	12/8/2014 2:39 PM
84	Law Coordinator	12/8/2014 2:30 PM
85	advisor	12/8/2014 1:04 PM
86	Senior associate for harmonisation of legislation	12/8/2014 12:25 PM
87	Senior Advisor	12/8/2014 12:25 PM
88	desk officer for the countries of Benelux	12/8/2014 12:00 PM
89	Senior Adviser	12/8/2014 11:38 AM
90	head of group of consolidation and publication of official gazette	12/8/2014 10:45 AM
91	I was Prime Ministry Expert. I have been drafting official documents.	12/8/2014 10:30 AM
92	inspector generale	12/8/2014 10:11 AM
93	Responsabile of the Human Resources Sector	12/8/2014 10:09 AM
94	Legal Advisor	12/8/2014 9:28 AM
95	internal investigation officer	12/8/2014 9:07 AM
96	Legal Expert	12/8/2014 8:59 AM
97	Senior Legal Officer	12/8/2014 8:54 AM
98	Analyst for Judicial administration	12/8/2014 8:31 AM
99	mid level desicion maker	12/8/2014 7:39 AM
100	I was advisor for professional administrative support to the National Council for decentralisation.	12/8/2014 7:28 AM
101	Senior Legal Adviser	12/7/2014 11:30 PM
102	Legal Advisor	12/7/2014 10:13 PM
103	Head of judicial administration department.	12/7/2014 9:56 PM
104	Reporter judge	12/7/2014 9:50 PM
105	Specialist of juridical acts	12/7/2014 9:42 PM
106	Legal advisor	12/7/2014 9:22 PM
107	Judge	12/7/2014 8:48 PM
108	Deputy Head of Judicial Administration Department	12/7/2014 8:48 PM

## Matra PATROL Alumni

109	Internal Auditor	12/7/2014 5:20 PM
110	Director of Taxes Department	12/7/2014 4:32 PM
111	Head of sector	12/7/2014 4:20 PM
112	Levan Adviser	12/7/2014 4:02 PM
113	Tax Inspector	12/7/2014 3:37 PM
114	Judge	12/7/2014 3:10 PM
115	Assistant of Basic Public Prosecutor	12/7/2014 2:19 PM
116	Legislative Expert	12/7/2014 2:05 PM
117	Independent advisor	12/7/2014 1:52 PM
118	Adviser	12/7/2014 1:51 PM
119	Senior Legal Officer	12/7/2014 1:44 PM
120	Expert for supervision in the field of construction - Civil Engineering; procurement expert (FIDIC)	12/7/2014 12:16 PM
121	civil servant	12/7/2014 11:58 AM
122	Prosecutor`s assistant	12/7/2014 11:55 AM
123	Project coordinator	12/7/2014 11:32 AM
124	Auditor	12/7/2014 11:08 AM
125	Head of Department	12/7/2014 10:42 AM
126	civil servant	12/7/2014 10:35 AM
127	Judge	12/7/2014 10:09 AM
128	Attendant	12/7/2014 8:52 AM
129	Associated professional	12/7/2014 8:35 AM
130	Senior Auditor	12/7/2014 8:07 AM
131	Presenter	12/7/2014 7:23 AM
132	Third Secretary in charge of legal Affairs in the Department	12/7/2014 7:11 AM
133	Disciplinary counsel	12/6/2014 8:58 PM
134	Assistant to the Head of Legal Advisory Department	12/5/2014 4:25 PM
135	Inspector for border control	12/5/2014 4:21 PM
136	Senior Adviser	12/5/2014 3:07 PM
137	Tax adviser	12/5/2014 2:48 PM
138	assistant for assessment and collection of taxes	12/5/2014 9:39 AM
139	Professional Collaborator.	12/4/2014 11:18 PM
140	Head of Division for European Integration	12/4/2014 10:48 PM
141	Senior judge assistant in the Criminal Department	12/4/2014 8:37 PM
142	Auditor	12/4/2014 8:20 PM
143	Ill secretary in General directorate for bilateral affairs	12/4/2014 2:36 PM
144	Head of department Ethical commissioner	12/4/2014 1:23 PM
145	Head of Section	12/4/2014 1:01 PM
146	Head of unit	12/4/2014 9:17 AM

## Matra PATROL Alumni

147	State advisor	12/4/2014 8:51 AM
148	Project coordinator	12/4/2014 8:43 AM
149	Legal officer for EU Legislation	12/3/2014 10:25 PM
150	senior tax inspector	12/3/2014 8:08 PM
151	Head of Division	12/3/2014 7:31 PM
152	Legal and HR adviser	12/3/2014 7:28 PM
153	Judge	12/3/2014 6:51 PM
154	Chief duty officer, now I work as Chief inspector for public order and peace	12/3/2014 6:42 PM
155	Senior Training Inspector	12/3/2014 6:13 PM
156	Deputy Head of Sector for public procurement	12/3/2014 3:42 PM
157	I was rapportoure judge at presidency of the Court	12/3/2014 2:05 PM
158	Judge	12/3/2014 11:57 AM
159	Legal Adviser to the Ombudsman	12/3/2014 11:30 AM
160	Judge	12/3/2014 11:07 AM
161	Senior Legal Officer	12/3/2014 10:06 AM
162	Attaché	12/3/2014 9:56 AM
163	Second Secretary	12/3/2014 9:15 AM
164	Senior reporter judge	12/3/2014 8:21 AM
165	Expert	12/3/2014 7:34 AM
166	Chief Judge	12/3/2014 12:37 AM
167	Judge	12/2/2014 11:03 PM
168	judge	12/2/2014 9:37 PM
169	Inspector at the Directorate of Inspection and Organization of the Judiciary at the Ministry of Justice.	12/2/2014 7:54 PM
170	Bailliff, Tirana District	12/2/2014 5:41 PM
171	Tax Inspector	12/2/2014 5:20 PM
172	Procurement officer	12/2/2014 5:11 PM
173	Senior Officer	12/2/2014 4:59 PM
174	senior legal advisor	12/2/2014 4:15 PM
175	Judge	12/2/2014 3:59 PM
176	Senior Juducial assistant	12/2/2014 3:58 PM
177	legal advisor	12/2/2014 3:54 PM
178	State Attorney of the Republic of Macedonia for the district of Skopje	12/2/2014 3:34 PM
179	Deputy of Municipa State Attorney in Pula	12/2/2014 3:34 PM
180	Deputy Director of the Cabinet of the president of the City Assembly	12/2/2014 3:23 PM
181	I was a criminal court judge.	12/2/2014 3:16 PM
182	Judge	12/2/2014 3:16 PM
183	Senior Officer for European Integration	12/2/2014 2:44 PM
184	Third secretary - desk officer	12/2/2014 2:19 PM

## Matra PATROL Alumni

185	Advisor on regional policy and coordination of structural instruments Head of Parliamentary institute	12/2/2014 2:11 PM
186	Inspector	12/2/2014 1:48 PM
187	Expert	12/2/2014 12:55 PM
188	Principal Auditor	12/2/2014 12:52 PM
189	Judge	12/2/2014 12:49 PM
190	Adviser to the Prime Minister	12/2/2014 12:40 PM
191	Judge	12/2/2014 12:38 PM
192	Authorized person for public procurement	12/2/2014 12:35 PM
193	Coordinator for ICMS and internal communication	12/2/2014 12:31 PM
194	Chief of Legal Sector	12/2/2014 12:22 PM
195	expert on IPA projects	12/2/2014 12:15 PM
196	The head of 10. chamber of the court	12/2/2014 12:14 PM
197	Legal Adviser	12/2/2014 12:05 PM
198	Head of State aid Unit	12/2/2014 11:50 AM
199	Head of Unit for Monitoring and Evaluation of IPA Components I and IV	12/2/2014 11:31 AM
200	Advisor for specialised training	12/2/2014 11:31 AM
201	Judge	12/2/2014 11:30 AM
202	Kavaja district court judge	12/2/2014 11:29 AM
203	Director	12/2/2014 11:27 AM
204	Senior Legal Officer	12/2/2014 11:25 AM
205	Senior officer for european affairs/ judiciary, and human rights	12/2/2014 11:14 AM
206	Head of Procurement Department	12/2/2014 11:11 AM
207	Senior Legal Officer for EU Legislation	12/2/2014 11:10 AM
208	tax inspector	12/2/2014 11:08 AM
209	Coordinator for European Integration	12/2/2014 11:05 AM
210	associate in the EU department	12/2/2014 11:02 AM
211	INSPECTION SERVICES	12/2/2014 10:55 AM
212	Judge	12/2/2014 10:54 AM
213	Assistant	12/2/2014 10:51 AM
214	Specialist for finance and accounting	12/2/2014 10:48 AM
215	head of department	12/2/2014 10:32 AM
216	Judge	12/2/2014 10:32 AM
217	Director of the Department for Preventing of Corruption	12/2/2014 10:28 AM
218	Secretary of City Council of Novi Pazar.	12/2/2014 10:27 AM
219	senior associate	12/2/2014 10:20 AM
220	President of Arbitration	12/2/2014 10:14 AM
221	Desk officer	12/2/2014 10:14 AM
222	Junior associate	12/2/2014 10:10 AM

## Matra PATROL Alumni

223	Head of the Judicial and Documentation Department	12/2/2014 10:08 AM
224	Director of Economic Development	12/2/2014 10:08 AM
225	Counselor in criminal matters	12/2/2014 10:01 AM
226	head of unit for eu affairs	12/2/2014 10:00 AM
227	Senior Officer for Home Affairs	12/2/2014 10:00 AM
228	Adviser	12/2/2014 9:58 AM
229	Director of Finance Directory	12/2/2014 9:56 AM
230	Chief Inspector, Unit for Strategic Planning and Analytics	12/2/2014 9:49 AM
231	Senior Adviser	12/2/2014 9:47 AM
232	European Union Expert	12/2/2014 9:46 AM
233	Disciplinary council	12/2/2014 9:45 AM
234	Public prosecutor	12/2/2014 9:44 AM
235	Senior Advisor	12/2/2014 9:42 AM
236	Expert Advisor	12/2/2014 9:42 AM
237	Desk officer	12/2/2014 9:36 AM
238	FINANCIAL ADVISOR	12/2/2014 9:33 AM
239	Legal Expert	12/2/2014 9:31 AM
240	Attache	12/2/2014 9:30 AM
241	Advisor	12/2/2014 9:27 AM
242	state advisor for court budget	12/2/2014 9:27 AM
243	Director, Directory of Standardization, Aproximation and Legal Harmonization	12/2/2014 9:17 AM
244	Secretary General	12/2/2014 9:17 AM
245	Coordinator of the level of harmonization of the national legislation with the European acquis communautaire in the area of human rights and protection of minorities	12/2/2014 9:14 AM
246	Deputy director	12/2/2014 9:14 AM
247	Expert Advisor	12/2/2014 9:10 AM
248	law clerk	12/2/2014 9:09 AM
249	Office of the Governemnt agent for execution of the ECHR judgments	12/2/2014 9:09 AM
250	Head of sector for HR.	12/2/2014 9:09 AM
251	Legal Officer	12/2/2014 9:07 AM
252	Adviser	12/2/2014 9:05 AM
253	Programing manager	12/2/2014 9:01 AM
254	junior associate for judiciary	12/2/2014 8:48 AM
255	Tax Assistant	12/2/2014 8:48 AM
256	Head of unit	12/2/2014 8:47 AM
257	senior officer	12/2/2014 8:46 AM
258	Expert	12/2/2014 8:45 AM
259	Senior Officer	12/2/2014 8:40 AM



## Matra PATROL Alumni

260	junior associate	12/2/2014 8:38 AM
261	Inspector illegal migration foreigners and Readmission	12/2/2014 8:32 AM
262	Coordinator-Legal Advisor	12/2/2014 8:31 AM
263	civil servant - (rank) independent adviser	12/2/2014 8:29 AM
264	head of office for education, monitoring and evaluation	12/2/2014 8:29 AM
265	Advisor in the department for EU	12/2/2014 8:21 AM
266	Associate dealing with economic affairs, with emphasis on a public procurement.	12/2/2014 8:14 AM
267	Legal officer	12/2/2014 8:12 AM
268	Advisor in the Legal Affairs and Human Resources Department, Ethics commissioner	12/2/2014 8:11 AM
269	Legal adviser	12/2/2014 8:08 AM
270	Senior Finance officer	12/2/2014 7:58 AM
271	Senior officer for judiciary and anti corruption policies	12/2/2014 7:58 AM
272	Deputy had of Sector for public procurement	12/2/2014 7:57 AM
273	Asssistant/Attendant	12/2/2014 7:39 AM
274	Deputy Director	12/2/2014 7:29 AM
275	Procurement officer	12/2/2014 7:07 AM
276	The judge	11/27/2014 6:53 PM
277	Desk Officer	11/27/2014 12:59 PM
278	Jugde in Civil Chamber	11/27/2014 11:01 AM

## B. MPPP FOCUS COUNTRIES AND ACTIVITIES

Dutch Political parties and their foundations, focal countries, sister parties and type of activity

Political Party	Foundation	Focal countries								Other
		Alb	Bos	Cro	Kos	Mac	Mon	Ser	Tur	
CDA	Eduardo Frei Stichting		Party of Democratic Action, Croatian Democratic Union of Bosnia and Herzegovina, Croatian Democratic Union 1990, Party of Democratic Progress		Democratic League of Kosovo (LDK)	VMRO-DPMNE		G17PLUS en politieke partijen uit de Balkan gelieerd aan de Europese Volkspartij	AK Party	General political trainings
	Cooperation partner		Konrad Adenauer Stiftung		Konrad Adenauer Stiftung	Konrad Adenauer Stiftung		Konrad Adenauer Stiftung	International Republican Institute	Robert Schuman Institute
Christen Unie	Foundation for International Christian Democratic Development (FICDD)			H-Rast			Christian Political Movement			
	Cooperation Partner			Undetermined			Undetermined			
D'66	International Democratic Initiative (IDI)		Young Liberals Policy Development School.			Online campaigning strategy Interkultura (Macedonia) –regional event in Serbia	Online campaigning strategy Jedro (Montenegro) –regional event in Serbia	Online campaigning strategy Libero (Serbia)	The daily routine of a Turkish Liberal - Short Film + Supporting liberalism in Turkey	
	Cooperation Partner		NDI					Undetermined	3H Movement +	

Political Party	Foundation	Focal countries								Other
		Alb	Bos	Cro	Kos	Mac	Mon	Ser	Tur	
									Friedrich Naumann Stiftung	
Groen Links	Bureau De Helling		Fact finding to start new activities with new partners	Zelena Nista		Fact finding to start new activities with new partners	Fact finding to start new activities with new partners	Fact finding to start new activities with new partners	"green party"	Regional and other networking activities
	Cooperation Partners		Undetermined	Undetermined		Undetermined	Undetermined	Undetermined	Undetermined	Green European Foundation (GEF), European Green Party (EGP), Heinrich Böll Stiftung en het European Network of Political Foundations
Partij van de Arbeid	Foundation Max van der Stoel (FMS)	Socialist Party - Qemal Stafa Foundation	Independent Youth Foundation (Social Democratic Party of BiH)			Progress Institute for Social Democracy	Kalander Foundation	Democratische Partij, Sociaaldemocratische Liga van Vojvodina & Sociaal Democratische Unie		
	Cooperation Partners	Undetermined	Undetermined			Undetermined		Undetermined		
SGP	Stichting Vormingsactiviteiten Oost-Europa SGP (SVO)	Initiative group for Christian Democratic values (summerscho					People's Party/Christian Initiative for Montenegro + Roma	VMSz, Unie van Hongaren in regio Voivodina (organisatie conferentie)		

Political Party	Foundation	Focal countries								Other
		Alb	Bos	Cro	Kos	Mac	Mon	Ser	Tur	
		ol)					leaders Podgorica (deelname aan 2 conferenties)			
	Cooperation Partners	Undetermined					Undetermined	Undetermined		
VVD	VVD International / Haya van Someren Foundation (HvS)		Nasa Stranka	HNS + Mladi HNS (youth)	New Kosovo Alliance (AKR Liberal)	Liberal Democratic Party		Liberal Democratic Party (Youth)	3H	ISEEL, LIBSEEN + Fact Finding MON/ALB/KOS
	Cooperation Partners		Undetermined	Undetermined	Undetermined	Undetermined		Undetermined	European Liberal Forum	Undetermined
Partij voor de Dieren	Animal Politics Foundations (APF)			Workshops, fact finding, training, conference			Workshops, fact finding, training, conference		Workshops, fact finding, training, conference	Workshops, fact finding, training, conference
	Cooperation Partners			Undetermined			Undetermined		Undetermined	Undetermined

## C. DATA ASSESSMENT PER COUNTRY