



This action is funded by the European Union

ANNEX 5

of the Commission Implementing Decision on the adoption of an Annual Action Programme
2016 for the European Instrument for Democracy and Human Rights (EIDHR)

Action Document for Supporting a global network of universities for human rights and democracy postgraduate education

INFORMATION FOR POTENTIAL GRANT APPLICANTS

WORK PROGRAMME FOR GRANTS

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012), in the following sections concerning grants awarded directly without a call for proposals: 5.3.1, 5.3.2, 5.3.3, and 5.3.4.

1. Title/basic act/ CRIS number	Supporting a global network of universities for human rights and democracy postgraduate education CRIS number: EIDHR/2016/038-672 for EUR 5 600 000 and EIDHR/2017/038-676 for EUR 5 400 000 financed under European Instrument for Democracy and Human Rights
2. Zone benefiting from the action/location	Multi-regional: European Union, South-East Europe, Caucasus, MENA, Africa, Asia-Pacific, Latin America/Caribbean. The action shall be carried out at the following locations: Venice (Italy), Sarajevo (Bosnia and Hercegovina), Yerevan (Armenia), Rabat (Morocco), Pretoria (South Africa), Sidney (Australia), Buenos Aires (Argentina).
3. Programming document	Multiannual Indicative Programme (2014-2017) for the Instrument for Democracy and Human Rights Worldwide - Commission Implementing Decision C(2014) 7529 of 21.10.2014
4. Sector of concentration/ thematic area	Human Rights and Democracy

5. Amounts concerned	<p>Total estimated cost: EUR 15,033,450</p> <p>Total amount of EU budget contribution: EUR 11,000,000</p> <p>The contribution is for an amount of EUR 5,600,000 from the general budget of the European Union for 2016; and</p> <p>for an amount of EUR 5,400,000 from the general budget of the European Union for 2017, subject to the availability of appropriations following the adoption of the relevant budget.</p> <p>This action is co-financed by potential grant beneficiaries for an indicative amount of EUR 3,894,557 following the co-financing percentages established in section 5.3.</p>			
6. Aid modality(ies) and implementation modality(ies)	<p>Project Modality</p> <p>Direct management - grants – direct award</p> <p>Direct management - procurement of services</p>			
7. DAC code(s)	<p>15160 – Human Rights</p> <p>11420 – Higher Education</p>			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagship	N/A			

SUMMARY

This action supports education, training and research in the field of human rights and democracy.

To this end, the action will:

- 1) consolidate the European Inter-University Centre for Human Rights and Democratisation (EIUC) as a European Centre of Excellence in the field of human rights and democracy education, training and research; and
- 2) support the global network for human rights and democracy postgraduate education which connects more than 100 universities in seven Regional Master's Programmes in the European Union, Africa, Asia - Pacific, Eastern Europe, Latin America, the Balkans and the Mediterranean and North Africa.

This two-year programme (the academic years of 2016/2017 and 2017/2018) will result in approximately 400 graduates worldwide and significantly better networked and integrated academic community in the field.

By doing so, the EU aspires not only to reinforce high-quality education in the field of human rights and democracy but also to encourage vibrant intra- and inter-regional exchange and research on the current human rights and democracy debates and build local capacities in the field and strengthen ownership of national human rights and democratisation agendas.

Finally, it intends to support the new EU Action Plan on Human Rights and Democracy "Keeping human rights at the heart of the EU agenda" (adopted by the FAC on 20 July 2015) which aims to reinforce the implementation of the EU human rights and democracy policy with a special emphasis on strengthening ownership by local institutions, mechanisms and civil society actors, and on invigorating support to Human Rights Defenders. It brings a renewed commitment to the mainstreaming of human rights and democracy into all the EU activities and to ensuring coherence between EU internal and external policies, to increasing the impact and effectiveness of our policies and tools, as well as to promoting gender equality and women's empowerment. Specific actions are outlined under 5 subject areas: boosting ownership of local actors, addressing human rights challenges; ensuring comprehensive human rights approach to conflicts and crises; fostering better coherence and consistency; and ensuring a more effective human rights and democracy support policy.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Human rights and democracy education is a key instrument for raising awareness worldwide on human rights and democratic values, strengthening the networks of human rights defenders, encouraging international dialogue and informing the national human rights and democratisation agendas. It is also key to raising awareness of the importance of the promotion of gender equality.

Recognising the importance of education and training in human rights and democracy, the European Union has since 1997 supported the inter-disciplinary European Master's Programme in human rights and democratisation' (E.MA), administered by the European Inter-University Centre for Human Rights and Democratisation (EIUC). In addition to the E.MA programme, the EU (under the EIDHR funding) has over the years supported a number of other regional Master's programmes in human rights and democratisation. In 2012, these two avenues of EU support merged by the signature of a Memorandum of Understanding between E.MA and five regional Master's programmes. In the academic year 2014/2015, they were joined by a seventh regional programme covering the Mediterranean and North Africa.

The integration of these seven regional programmes under the EIUC management created a unique global network of more than 100 universities promoting human rights and democracy education, representing the regions of the European Union (EIUC in Venice), Africa (University of Pretoria), Caucasus (University of Yerevan), Latin America (Universidad Nacional De General San Martin in Buenos Aires), Asia - Pacific (University of Sydney), the Balkans (University of Sarajevo) and the Mediterranean and North Africa (temporarily hosted at EIUC in Venice). This linkage has proven to benefit both students and staff (through increased exchanges), as well as the EU (through the increased visibility on democracy and human rights education).

Since its inception to date, these regional programmes have conferred a Master's degree on more than 2500 students worldwide. Majority of alumni have become leading activists of local CSOs and advocacy groups, human rights defenders, government officials, political leaders and officials of the EU and other international organisations.

1.1.1 Public Policy Assessment and EU Policy Framework

The great importance of promoting human rights and democracy for the EU, inside and outside its borders, is unquestionable. The Lisbon Treaty stipulates that the EU action on the international scene shall be guided by the principles which have inspired its own creation, development and enlargement and which it seeks to advance in the wider world: democracy, the rule of law, the universality and indivisibility of human rights and fundamental freedoms, respect for human dignity, the principles of equality and solidarity and respect for the principles of the United Nations Charter and international law. It also includes equality between women and men as one of its core values and objectives. The Agenda for Change¹ highlights that the EU should concentrate its development cooperation on support of human rights, democracy and good governance, reminding that Gender equality should be mainstreamed in all EU development policies and programmes. The EU's commitment to promote these values in external relations was also spelled out in the recently proposed Joint Communication on the Action Plan on Human Rights and Democracy (2015-2019) 'Keeping human rights at the heart of the EU agenda.'²

The specific importance that the EU gives to human rights and democracy education and training in general and the support to the EIUC activities in particular, was first expressed in

¹ http://www.dev-practitioners.eu/fileadmin/Redaktion/Documents/Post-Busan_03_2012/agenda_for_change_en.pdf?PHPSESSID=e40027878fd33ee30ebfa76cb75e730c

² JOIN(2015) 16 final

the Declaration of the European Union marking the 50th anniversary of the Universal Declaration on Human Rights, Vienna, 10 December 1998,³ which states that ‘the Union should further develop cooperation in the field of human rights, such as education and training activities, in coordination with other relevant organisations, and ensure the continuation of the European Master's Programme in human rights and democratisation’ (E.MA). This commitment was strengthened by the joint decision No 791/2004/EC of the European Parliament and of the Council of 21 April 2004, which included the European Inter-University Centre for Human Rights and Democratisation (EIUC) within an EU ‘action programme to promote bodies active at European level and support specific activities in the field of education and training’ and ensured funding for the period 2004-2006. Regulation (EC) No 1889/2006 of the European Parliament and of the Council on establishing a financing instrument for the promotion of democracy and human rights worldwide, adopted in December 2006, ensured continued financial support for the EIUC under the EU financial perspective 2007-2013. This was further confirmed in the Multiannual Indicative Programme of the Instrument for Democracy and Human Rights Worldwide for the period of 2014-2017,⁴ which further broadened the EU support to include ‘the global network of regional master’s degrees in human rights and democratisation’.

The relevance of promoting the global network for human rights/democracy education, training and research has grown further in recent years as the EU moves away from a ‘one-size-fits-all’ approach. A geographically decentralised academic programme, giving local opportunities to students worldwide, allowing to reflect on the national and local debates and creating a pool of local experts, has the best potential to promote local ownership of the national human rights and democracy agendas.

1.1.2 Stakeholder analysis

At present approximately 225 students, men and women, benefit directly annually from education and training in human rights and democracy through the various regional Master's programmes.

The alumni benefit from continued education and networking opportunities.

The regional Master's programmes within the global network represent now around 100 universities and institutions from around the world active in Human Rights and Democracy education, training and research.

Many stakeholders benefit from training and expertise provided by the worldwide network, such as Public Administrations (all public institutions acting in the field of human rights and democratization), civil society organisations (NGOs, research centres, think-tanks, trade unions, civil movements, professional associations, etc.), international governmental, multi-governmental and non-governmental organizations and a broad academia and research society.

³ http://www.europarl.europa.eu/summits/lux1_en.htm#annex3

⁴ http://www.eeas.europa.eu/human_rights/docs/eidhr-mip-2014-2017_en.pdf

The activities of EIUC and the global network of regional Master's programmes are supported by the EU Member States, various international organisations, including the United Nations Office of the High Commissioner for Human Rights (OHCHR), UNESCO, the Council of Europe, and the Organisation for Security and Cooperation in Europe (OSCE), relevant academic and training institutions, and several leading NGOs.

Gradually, more and more links are also being developed with the private sector, not only as a potential co-funder but also as a beneficiary in the form of training and research activities in the area of corporate social responsibility.

1.1.3 Priority areas for support/problem analysis

Access to high quality academic programmes in the field of human rights and democracy is still limited in many parts of the world. Even more limited are the opportunities for cross-border learning and exchanges. The priority for the upcoming period is therefore to consolidate the international character of the programme and to provide - while being faithful to the EU commitment to the universality and indivisibility of human rights – education and training opportunities taking into account local/regional context, allowing for regional/national debates, and offering exchange opportunities within and across the different world's regions. The participation of women will be promoted through specific measures in order to foster equal opportunities and gender equality. The capacity for intra- and inter-regional exchanges and the transmission of knowledge will be further enhanced by new methodologies (e.g. online learning) and activities which will add to the quality of teaching and research already provided.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Financial dependency of EIUC and the Global Campus universities on EU funding	M	EIUC and its partners are expected to devote necessary attention to further diversify its funding. To this end, the network of universities have agreed to the application of a gradually digressive level of financing from the European Commission, a Foundation has been set up and a fundraising officer has been employed by EIUC. Further diversification of funding sources will be sought.
Communication challenge due to geographic distances and time differences among partner universities of the Global Campus	L	While joint meetings and student/professor exchanges remain an important tool, limited financial resources impose that much of the communication and coordination activities must take

		place online and through videoconferencing tools, which must be properly resourced.
Perceived or real 'Euro-centric' orientations of the programme (due to the EIUC management and the size and history of E.MA as compared to smaller and younger programmes in other regions).	H	Intensive communication efforts and work is required in order to achieve a full and equal integration of all programmes into the global network (as foreseen in the 2012 Memorandum of Understanding) and a strategy for a more balanced management of the programme (e.g. supervisory and advisory meetings rotating among Universities, new joint activities developed regionally, enlarging the pool of non-EU lecturers, etc.)
Missed opportunities for capitalisation on the alumni network	M	The Alumni Association of the entire global network has been created and is being already supported by EIUC. This support will continue and a strategy for working with the alumni to the end of better capitalisation on their experience and networks will be adopted by EIUC.
Assumptions		
<ul style="list-style-type: none"> • Continued commitment of all partner universities to be integrated within their regional programmes and in the global network of universities • Sustained student interest in the programme • Continued cooperation of human rights and democratisation organisations 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The EU has closely followed the recommendations of its 2011 'Evaluation of EIDHR support to the Regional Master's in Human Rights and Democratisation', and has:

- rationalised activities of EIUC and the Regional Master's by establishing a global network with a joint vision (2012, Memorandum of Understanding);
- increased the efforts towards sustainable management structure within EIUC to manage the global network and coordinate more efficiently its activities.

The global network's Memorandum of Understanding foresees to achieve a significant level of integration among the regional programmes by the end of 2015 and substantial development of the network in 2016-2020. Experience to date, however, shows that further consolidation and harmonisation of activities of the network is needed in order to achieve proper integration (in terms of curricula and extra-curricular cooperation, e.g. joint research,

student/staff exchanges, alumni association). At the same time, there is a need to develop a joint vision and strategy for the future development, before any expansion of activities can take place. The process of reflection about the future strategy has already begun and is expected to conclude by the end of the academic year 2015/2016.

One area that will strengthen both the level of integration within the global network and the potential for outreach and development, is an online programme and e-learning platform which has already been initiated (under the leadership of University of Pretoria). In order to be effective, however, this platform needs to be further developed and resourced.

One of the objectives of the programme being to inform national human rights and democracy agendas, it is important to attract the appropriate profile of students. Experience, however, seems to suggest that a disproportionate number of alumni find employment in international organisations rather than with home governments, civil society organisations or media etc. EIUC in cooperation with the partner universities and the alumni association shall therefore, after a proper analysis of its alumni body, draw corresponding conclusions for the advertising and structure of the academic and internship programmes, with the goal of attracting a more varied pool of students.

In order to maintain the standing of a unique human rights and democracy network, EIUC and all its partners will have to strengthen their research and publication activities which have not been a priority in the recent years when the process of integration took much of the resources.

In terms of better coordination and efficiency of the management of the network, bringing all educational activities of EIUC supported by the EU under one grant contract (as opposed to two grant contracts in the past) shall ease management, improve the coherence of the programme and bring significant rationalisation of workload and greater transparency for monitoring and reporting.

3.2 Complementarity, synergy and donor coordination

Internal complementarity is a main feature of this programme. Curricula and programmes in general and resources and opportunities, including exchange of staff and students, joint research, publications and conferences, are already synchronised and shared across the network. As mentioned above, however, this integration needs to be further strengthened in the future, with a view of equalising of the level of integration of the individual programmes.

Apart from the internal complementarity, the programme also accompanies the EU efforts at strengthening its human rights agenda and the comprehensiveness of democracy support in its external relations. The ultimate hope is that graduates from the regional masters' programmes gain greater insight into EU actions in this area and continue to promote the universality of these values and standards and defend them long after their graduation.

The EU is the main donor for this action, contributing approximately 70% of financing. Other donors in recent years have included the region of Veneto, the municipality of Venice; the Danish Human Rights Institute, DAAD, Raoul Wallenberg Institute and Netherlands Embassy (Africa Master's); Government of Australia (Asia-Pacific Master's); Government of Argentina (Latin-America Master's).

3.3 Cross-cutting issues

Being a human rights action, cross-cutting schemes are at the heart of this programme. This action will contribute to build a human rights system that recognises the need for gender equality and diversity to be inherent to approaches for securing human rights for all. It will bear in mind at all stages the objective of gender equality and the need to ensure the gender sensitiveness of all programmes. Activities will place special emphasis on addressing gender balance issues, analysing normative instruments, international policies and strategies on gender equality and women's rights. Gender awareness may also be addressed through dedicated trainings or activities that tackle key issues such as women's rights as human rights, emancipation, the recognition of differences, and awareness of intersections of gender with other factors of identity making (class, race, age, sexuality, etc.).

The rights of children, people with disabilities, indigenous peoples and persons belonging to minorities, rights of persons affected by caste based discrimination and the links between the environment and human rights, will all be taken into account throughout the implementation of the action.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The overall objectives are:

- To increase access to high quality education in the field of human rights and democracy worldwide
- To reinforce the exchange and transmission of knowledge and research on human rights and democracy with a global and regional perspective
- To build local capacities in the field of human rights and democracy and strengthen ownership of national human rights and democratisation agendas worldwide

Specifically, the purpose is:

- To have a global network for graduate level education, training and research in the field of human rights and democracy

The expected results are the following:

Result 1: Consolidation of the global network of universities for human rights and democracy postgraduate education, granting Master's degrees to 400 students worldwide.

Result 2: Consolidation of EIUC as a European Centre of Excellence in the field of human rights and democracy education, training and research

4.2 Intervention logic

In order to achieve the above results, the action will fund:

- Seven Regional Master's Programmes coordinated by EIUC, namely the:
 - **E.MA Programme** (European Master's in Human Rights and Democratisation), represented by EIUC (Venice, Italy)
 - **LAT.MA Programme** (Master's in Human Rights and Democratisation in Latin American and the Caribbean), represented by the University San Martin (Argentina);
 - **LLM Programme** (Master's in Human Rights and Democratisation in Africa), represented by the University of Pretoria (South Africa);
 - **ERMA Programme** (European Regional Master's Programme in Democracy and Human Rights in South East Europe), represented by the University of Bologna (Italy) and University of Sarajevo (Bosnia and Herzegovina);
 - **MHRD Programme** (Master's in Human Rights and Democratisation in the Asia-Pacific region), represented by the University of Sydney (Australia);
 - **CES Programme** (Regional Master's Programme in Human Rights and Democratisation in the Caucasus), represented by the Yerevan State University (Armenia);
 - **DE.MA Programme** (Regional Master's Programme in Democratic Governance-Human Rights and Democracy in the MENA Region), represented temporarily by EIUC (Venice, Italy).
- Complementary academic, training and research activities:
 - EU-UN Fellowship Programme
 - Training seminars and conferences
 - Research cooperation and joint publications
 - Promotion of human rights and democracy in the cultural sphere
 - Formulation of expert opinions
- Functioning of EIUC, covering the coordination of the global network of universities, cooperation with the alumni association, conception and management of the 'integration activities' of the global network, and coordination of complementary academic, training and research activities.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is not foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.1 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of adoption by the Commission of this Action Document.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

5.3 Implementation modalities

5.3.1 *Grant: direct award: A global network for human rights and democracy education 2016/2017 (direct management)*

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

The objectives of this grant are to support the global network of universities for human rights and democracy postgraduate education (delivering on result 1 of this action) and to consolidate EIUC as a European Centre of Excellence in the field of human rights and democracy education, training and research (delivering on result 2 of this action).

In the academic year 2016/2017, this grant will co-finance 1) the global network of universities (including support to the seven Regional Master's Programmes in Human Rights, the 'integration activities' of the global network, research activities of the global network, and activities of the global network's alumni association) and 2) complementary academic, training and research activities of EIUC and its partners (for details see 4.2. above).

Priorities for the period will be greater integration and consolidation within the network in view of the substantial development of the network, as foreseen in the network's Memorandum of Understanding. This includes the consolidation of the international character of the programme and improving the capacity for intra- and inter-regional exchanges and the transmission of knowledge (see 1.1.3 above), responding to the lessons learned so far (see 3.1 above) and mitigating the identified risks (see 2. above).

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to **European Inter-University Centre (EIUC)**.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the beneficiary is identified as beneficiary in the basic act on which this decision is based (Article 6(1)(c)(iii) of the Regulation (EU) No 236/2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action, CIR).

(d) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is: **74%**

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100 %. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to conclude the grant agreement

Second trimester of 2016

5.3.2 Grant: direct award: 'A global network for human rights and democracy education 2017/2018' (direct management)

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

This is foreseen as a recurrent annual contract for an ongoing action as specified in 5.3.1.a. This action grant will cover activities for the academic year 2017/2018.

(b) Justification of a direct grant

Same as 5.3.1.b

(d) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is: **73%**

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100 %. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to conclude the grant agreement

Second trimester of 2017

5.3.3 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Evaluation of the action (mid-term)	Services	1	2 nd trimester 2017

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

5.5 Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution, in currency identified
Direct grant: global network 2016/2017 (direct management)	5,400,000	1,897,297
Direct grant: global network 2017/2018 (direct management)	5,400,000	1,997,260
Evaluation (mid-term)	200,000	N.A.
Total	11,000,000	N.A.

From the total EU contribution of EUR 11,000,000:

- the contribution of EUR 5,600,000 is from the general budget of the European Union for 2016 (for global network 2016/2017 and evaluation), and
- the contribution of EUR 5,400,000 is from the general budget of the European Union for 2017 (for EIUC global network 2017/2018),

subject to the availability of appropriations following the adoption of the relevant budget.

5.6 Organisational set-up and responsibilities

The procurement and management of the grants resulting from this decision will be carried out by the European Commission Headquarters.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this end, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) or the list of result indicators (for budget support). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.8 Evaluation

Having regard to the importance of the action, a mid-term evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. The evaluation shall provide credible evidence with respect to the performance in terms of the results achieved in gender equality and the empowerment of women (gender expertise in the team, context analysis, specific results and indicators).

It will be carried out for learning purposes, in particular with respect to the potential future phases of the action.

The Commission shall inform the implementing partner at least 30 days in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements. The financing of the audit shall be covered by another measure constituting a financing decision.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation. In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The establishment of the Communication and Visibility Plan of the Action and the appropriate contractual obligations shall be in line with the Communication and Visibility Manual for European Union External Action.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY) ⁵

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	OO1. To increase access to high quality education in the field of human rights and democracy worldwide	Number of universities actively participating in the global network	100 universities in 7 regions in the world	105 (5% increase)	EIUC project reports	
	OO2. To reinforce the exchange and transmission of knowledge and research on human rights and democracy with a global and regional perspective	Increased interaction among the partner universities			Mid-term external evaluation	
		Expansion of the resources (teaching methods, research, exchanges) available to the partner universities;			Annual EIUC internal evaluations	
	OO3. To build local capacities in the field of human rights and democracy and strengthen ownership of national human rights and democratisation agendas worldwide	Number of alumni working in the field of human rights and democratisation in their home country	TBD	TBD	Global Campus Alumni surveys	

⁵ Mark indicators aligned with the relevant programming document mark w

ith '*' and indicators aligned to the EU Results Framework with '**'.

Specific objective: Outcome	To have a global network for graduate level education, training and research in the field of human rights and democracy	<p>Number of universities actively participating in the global network</p> <p>Number of alumni working in the field of human rights and democratisation*</p>	<p>100 universities in 7 regions in the world</p> <p>TBD</p>	<p>105 (5% increase)</p> <p>TBD</p>	<p>EIUC project reports</p> <p>Mid-term external evaluation</p> <p>Annual EIUC internal evaluations</p> <p>Global Campus Alumni surveys</p>	<p>Continued commitment of all partner universities to be integrated within their regional programmes and in the global network of universities</p> <p>Sustained student interest in the programme</p> <p>Continued cooperation of human rights and democratisation organisations</p>
Outputs	Result 1: Consolidation of the global network of universities for human rights and democracy postgraduate education	<p>Number of students (disaggregated by sex) enlisting and graduating from the Regional Masters Degrees offered by the EIUC and Global Campus*</p> <p>Implementation of joint activities of the global network: Global Classroom, GC Research, E-Journal and shared online courses.</p> <p>Students/graduates better positioning for human rights advocacy.</p>	<p>160 per year (as per targets 2015/2016)</p> <p>TBD</p> <p>TBD</p>	<p>400 graduates worldwide, out of which approx. 50% women</p> <p>TBD</p> <p>TBD</p>	<p>EIUC project reports</p> <p>Mid-term external evaluation</p> <p>Annual EIUC internal evaluations</p> <p>Alumni survey and tracking on jobs and current positions.</p> <p>Students/graduates surveys</p>	

	Result 2: Consolidation of EIUC as a European Centre of Excellence in the field of human rights and democracy education, training and research	Number of complementary events (e.g. training sessions, conferences) carried out and number of participants (disaggregated by sex)	TBD	TBD		
		Number of research publications released	TBD	TBD		