ODS GREATER IMPACT

APT
STRATEGIC EVALUATION 2019

Final Report | Brussels, 25 September 2019

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EXECUTIVE SUMMARY

About the report

The Association for the Prevention of Torture (APT) is an independent non-governmental organisation based in Geneva, working globally to prevent torture and other ill-treatment. The evaluation was commissioned in the framework of the APT's Strategic Partnership with the Ministry of Foreign Affairs of the Swiss Federation. Its aim was to feed into the upcoming strategic planning of APT, and as such, looks at programmatic as well as organisational factors. The evaluation was led by Organisation Development Support between July and September 2019 and conducted by a team of 2 consultants based in Belgium.

Relevance

Overall, APT's mission and strategy are highly relevant.

APT occupies a well-defined specialist place in the context of anti-torture activism. Our interviews and the strategic documents highlight that the organisation is distinguished by:

- A clear expertise in torture prevention
- A flagship focus on UNCAT and OPCAT implementation mechanism, especially NPMs
- An openness to work through capacity building, with governments, and a collaborative rather than oppositional stance towards collaboration with government actors. This is also reflected in access to a wide range of these often hard-to-reach stakeholders.

These key aspects make APT's identity as an organisation relevant to the needs of torture prevention work: as OPCAT ratification and the changes which APT seeks most often take place at the institutional level. APT staff and Board have a clear understanding of the areas that fall outside of the current priorities of the organisation.

Relevance is enabled by:

- The credibility and expertise of APT as an organisation and individual staff members
- A clear focus and identity related to prevention
- A coherent Theory of Change
- Strong Coherence between goals and tools.

Challenges to relevance derive from:

- Global ambition with operations concentrated in Geneva
- Other organisations are increasingly working on detention monitoring or NPM capacity building
- The need for future planning beyond OPCAT implementation and the establishment of NPMs.

Effectiveness

The APT has achieved or is likely to achieve most of the goals and objectives set out in the Strategic Plan 2016-2019, Several successes were highlighted in the fields of:

- Establishment of NPMs and OPCAT ratification;
- Assisting NPMs through the process of setting up
- Publishing influential research which provided evidence on the impact of torture prevention approaches
- The development of guidelines on investigative interviewing
- APT is creating evidence and increasing the visibility of LGBTI detainees.

Effectiveness was enabled by the way in which APT approaches working with institutional stakeholders. This approach is characterised by a long-term strategy, collaboration and a pragmatic approach that avoids "naming and shaming", which enables APT to be an effective facilitator of slow industrial change.

At the same time, some limitations to effectiveness remain. The review found that the APT could increase effectiveness through a more strategic approach to partnering; addressing the challenge of scaling the approach based on one-to-one guidance; and finding ways to monitor the performance of NPMs. The fragmented funding landscape poses further challenges to delivering long-term change and raises the need for stronger exit strategies.

Efficiency and Sustainability

The APT is a relatively small organisation with 16 Geneva based staff. In addition, one external consultant is employed as APT Representative in Brazil. The organisation managed efficiently the relatively modest resources it had at its disposal until now: the review found that, despite having a limited number of staff and no permanent regional presence anymore, the APT used its resources strategically to achieve significant results.

In the restructuring period which overlapped with the period under review, all team members have been willing to take additional responsibilities to guarantee the survival of the organisation, and the review found a high degree of ownership of their work. Nonetheless, this period posed significant challenges to the organisation, and resulted in a new configuration of the organisational structure. The review found the management of projects, and where these exist, partnerships, efficient,

The evaluation also made recommendations on the way in which the APT Board and the collaboration between the organisation and the board is structured; the internal organisation of the work, and the relationship between APT and the CTI initiative hosted by the organisation. The review made suggestions on the fundraising and monitoring & evaluation practices at APT.

INTRODUCTION

About APT

The Association for the Prevention of Torture (APT) is an independent non-governmental organisation based in Geneva, working globally to prevent torture and other ill-treatment.

APT Vision A torture free world where the rights and dignity of all persons deprived of liberty are respected

APT Mission To lead and support endeavours to prevent torture and ill-treatment.

The Evaluation

The evaluation was commissioned in the framework of the APT's Strategic Partnership with the Ministry of Foreign Affairs of the Swiss Federation. Its aim was to feed into the upcoming strategic planning of APT, and as such, looks at programmatic as well as organisational factors.

The evaluation was led by Organisation Development Support between July and September 2019 and conducted by a team of 2 consultants based in Belgium. The team included:

- Veronika Horvath, *Project Coordinator*

- Anna Cesari, *Evaluation Consultant*

We collected data through:

- **Document review** Various documents were made available by the APT team. These documents included donor reporting, strategic reviews, and organisational documents.

- **Interviews** 30 interviews were conducted with APT staff and Board members, partners and donor representatives.

Limitations

While we made every effort to minimise risks and limitations during the evaluation, the following limitations came into play:

- Limited engagement of target audience (NPMs/decisionmakers) - despite extensive efforts by APT and the review team, only a few direct beneficiaries of APT activities were available for interview;

As a result, most of the insights are based on interviews with APT staff/Board members, partners and Donors, and documentation provided by APT. In the analysis, the reviewers were aware of these limitations and addressed them through triangulating findings and insights from across the interviewee pool.

Thank you

Throughout the project, the reviewers received full support from APT staff, on organising the data collection and communicating about the evaluation with partners and other stakeholders. We would also like to thank the people we spoke with in an interview who were willing, without exception, to answer our questions and think constructively about the work of APT moving forward.

Evaluation questions

- Assess the achievements and related effects of the activities implemented by APT with a focus on the relevance and effectiveness of its work
  - To what extent have the goals and objectives set out in the Strategic Plan 2016-2019 been achieved?
  - What are the major results achieved by the partner?
  - What factors have influenced the achievement or non-achievement of the objectives?
- Make practical recommendations on the future strategic direction of APT
- Indicate opportunities and ways to improve the financial situation of APT
- Evaluate the working methods related to the APT Strategic Plan 2016-2019
- According to the objectives, were the activities implemented in a cost-efficient way?
  - What internal mechanisms does the partner have in place to ensure a sound and impact-oriented project management?
  - How could the efficiency of APT be increased?

Glossary

APT	Association for the Prevention of Torture
CAT	Convention Against Torture
CTI	Convention against Torture Initiative
EPR	European Platform for Rehabilitation
ICRC	International Committee of the Red Cross
LGBTI	Lesbian, Gay, Bisexual, Transgender / Transsexual and Intersexed
M&E	Monitoring and Evaluation
NPM	National Prevention Mechanism
NHRI	National Human Rights Institution
OPCAT	Optional Protocol - Convention Against Torture
UN	United Nations
SG	Secretary General

I. RELEVANCE

In this section, we review the way in which APT's strategy, and its components responded to the external context as well as to the objectives of APT.

Overall, APT's mission and strategy are highly relevant.

APT occupies a well-defined specialist place in the context of anti-torture activism. Our interviews and the strategic documents highlight that the organisation is distinguished by:

- A clear expertise in torture prevention
- A flagship focus on UNCAT and OPCAT implementation mechanism, especially NPMs
- An openness to work through capacity building, with governments, and a collaborative rather than oppositional stance towards collaboration with government actors. This is also reflected in access to a wide range of these often hard-to-reach stakeholders.

These key aspects make APT's identity as an organisation relevant to the needs of torture prevention work: as OPCAT ratification and the changes which APT seeks most often take place at the institutional level. APT staff and Board have a clear understanding of the areas that fall outside of the current priorities of the organisation.

Factors that strengthen relevance

Well respected organisation The credibility and expertise of APT as an organisation and individual staff members was noted by all external interviewees for this project. In addition, APT is an organisation with a strong Geneva identity. This lends credibility to APT initiatives and helps in guaranteeing access to relevant decision makers and potential partners.

Clear focus on prevention APT has a clear vision and mission statement and is strongly structured around a preventative approach and a collaborative attitude towards government bodies, working towards institutional change. At the same time, torture prevention offers several connection points to other human rights issues, which makes APT a relevant strategic partner for human rights -focused strategies of governments.

Coherent Theory of Change APT's Theory of Change identifies 10 strategies to pursue 5 specific changes related to torture prevention. The Theory of Change is coherent and rooted in analysis of the problem, addressing five aspects of torture prevention (Environments-Moments & circumstances - Practices - Places - Persons) and the APT contributions to the changes sought in these areas. The structure of the Strategic Plan has also evolved in subsequent editions of Plans, with increasingly explicit Theory of Change and an increasingly structured analysis of what APT expects to contribute. This increased attention to structure helps keep the work of the organisation relevant and take decisions on which opportunities to pursue.

The Theory of Change could be further strengthened by an indication of the channels of intervention (the tools that APT uses to promote objectives), and the specific contribution that APT brings, with the specification of the actors whose practices are changed.

Strong coherence between goals and tools APT's position and the ways in which it seeks to effect change are highly relevant to the context. This is especially true for the work with NPMs, where APT was the first, and is still often seen as the most qualified actor to support institutional development. These connections are also strengthened by the APT's strategy for engagement in countries, which aids prioritisation of countries where the organisation can intervene. In the year 2016-2019 APT has started producing toolkits on building NPMs as strong and effective institutions to prevent torture; and are co-developing guidelines for more effective policing, in particular investigative interviewing. These toolkits and guidelines complement well the more individual support given through direct advice and follow-up and the creation of professional connections between NPMs through APT's convening role. The Strategic Plan is a living document, which has the support of most of the team and is used as a compass in planning activities.

Transferable approach APT works globally, and the approach to exploring needs and providing support to NPMs This makes the APT a valuable partner to government donors, as APT activities can be well aligned with the strategies of governments on torture prevention and institutional engagement. An example of this is the engagement of APT with Ombuds institutions, which are not NPMs but can still benefit from capacity building.

Challenges to relevance

The main challenges to maintaining the relevance of APT's role and work in the field are related to evolutions in the broader context of torture prevention, as well as the institutional reality of APT.

Global ambition with operations concentrated in Geneva The APT works globally and in the past has seen several important successes through local connections. There is consensus among our interviewees that torture prevention, along with the broader human rights field, is increasingly moving towards a field-rooted model. However, this is not the case for APT. The organisation has only 1 person in a region (Brazil) and all work is done remotely and through travelling from Geneva, albeit with involvement of local partners and increasing use of online ways of working. This limits the ability of the organisation to reflect and respond to evolutions in the regions and can preclude the APT from accessing funding from donors who focus on field-based work.

Other organisations are increasingly working on detention monitoring or NPM capacity building At the outset, APT was the only organisation with a specific prevention focus. This has however changed as more NGOs are moving into the prevention space, with agendas that often overlap with those of APT. In all the regions where APT works, other NGOs and international organisations (e.g. Dignity, ODIHR, Council of Europe) are also increasingly in contact with the NPM and/or advocating around torture. Going forward, APT has to formulate its unique added value with knowledge of the context in each of the intervention countries.

Future planning Establishing goals beyond OPCAT and NPMs: even as the long-term work with NPMs remains relevant and important. APT is increasingly aware of the need to continue expanding its work beyond OPCAT implementation and support to NPMs. This need is echoed in communications from donors, and will require APT to define its added value, prioritise engagement and develop new tools for framing its work going forward. This is a challenge as future directions for development will all need an adapted way of operating, and therefore will necessitate adapted planning and management.

<u>Emerging trends in torture prevention</u>

Our interviews have indicated a few potential future directions that could be a focus of the future strategies of the APT.

- Monitoring the quality of NPMs;
- Safeguards; access to lawyers, increasing capabilities and quality of investigative interviewing;
- Engaging with emerging global, UN-led policy debates (such as the Un Global Compacts on Refugees and Migrations, or the Sustainable Development Goals);
- Migration and Detention.

The staff seemed to be already aware of these trends, which could nonetheless feed into the discussions about emerging priorities for the upcoming Strategic Plan.

EFFECTIVENESS

In this section, we summarise what has been achieved thus far across implementation of the Strategic Plan, and what factors influenced the ability of APT to achieve its goals.

To what extent have the goals and objectives set out in the Strategic Plan 2016-2019 been achieved?
The APT has achieved or is likely to achieve most of the goals and objectives set out in the Strategic Plan 2016-2019, as captured in the monitoring sheets.

	Strategies	Progress 2016-2019(Q2)	Comments
1.	Strengthened legal and procedural safeguards during the first hours of police custody **Target: 5 processes strengthening safeguards**	2016: 1 process 2017: 1 process 2018: n/a 2019: 1 process **Total: 3 processes**	APT's work is two-pronged in the area of safeguard: compiling new guidelines and providing training and support to their application. There is also momentum around strengthening safeguards (e.g. an EU directive). The target has not been reached at the moment of the evaluation.
2.	Increased agreement on the necessity of torture prevention **Target: 8 speeches/initiatives**	2016: 2 speeches/initiatives on the added value torture prevention 2017:3 initiatives 2018: 1 initiative (?-question mark in monitoring framework) 2019: 1 initiative **Total: 7 initiatives**	the APT research on torture prevention was highly visible in 2016-2017, which is reflected in the higher number of speeches. This indicator does not fully capture the public outreach work of APT, but rather tracks speeches by visible champions of torture prevention. As such, it may not be a good approximation of the work done by APT.
3.	Increased UNCAT ratification and implementation in law **Target: 5 new countries ratify UNCAT** **Target: 5 anti-torture laws are updated to reflect UNCAT compliance**	2016: 1 new State 2017: 2 new States, 2 new anti-torture laws 2018: 3 new States 2019: 2 new States **Total: 8 new States, 2 new laws**	The target on ratification has been met, while that on legislation has not been met.
4.	Increased OPCAT ratification, in particular in regions with less ratifications **Target: 7 new countries ratify OPCAT - preferably 1 MENA, 3 Asia Pacific, 2 Africa, all EU**	2016: 3 Africa 2017: 1 Africa 2 Asia 1 MENA 2018: 1 Asia 2019:1 Europe 1 Africa **Total: 10 countries**	Target exceeded. In several countries where the APT works intensively (Indonesia, Malaysia), intermediate steps were achieved, but no ratification.
5.	Reformed police practices, especially on elimination of forced	2016: 2 2017: 1	Results under this heading include a variety of initiatives including

	confessions **Target: 5 new initiatives on the elimination of forced confessions**	2018: 3 2019: 3 **Total: 9 new initiatives**	MoUs and national or regional programmes.
6.	Increased protection of detained persons in situations of vulnerability, in particular women, LGBTI, persons with disabilities, migrants **Target: no target specified in the strategy**	2016: 2017: 2018: 2019:	Several outcomes in terms of: awareness raising among NPMs, downloads on the LGBTI guide, awareness raising and increased visibility of migration detention monitoring. Balancing the attention to the four groups mentioned in the outcome is a challenge for the organisation.
7.	Increased regulation of risky detention practices, such as solitary confinement **Target: 3 new processes addressing risky detention practices**	2016: 5 2017: 1 2018: 1 2019: 1 **Total: 8 new practices**	This outcome appears to be challenging to report on - the EPR revision is the only process that is reported for 2018 and 2019. The results reported for 2016-2019 are very diverse. The goal would benefit from a clear typology or definition of the types of actors involved in the change and the kind of change sought, as well as APT's contribution to this change.
8.	Increased OPCAT compliance in the legal mandates and structure of NPMs **Target 1: 6 new designated NPMs** **Target 2: 6 new NPM legislations** **Target 3: 10 new NPMs established**	Target 1: 2016: 0 2017: 1 2018: 6[1] 2019: 1 **Total: 8 NPMs designated** Target 2: 2016: 2 2017: 5[2] 2018: 3 2019: 1 **Total: 9 new NPM legislations** Target 3: 2016: 4 2017: 1 2018: 4 2019: 1 **Total: 10 new NPMs established**	All targets have been met or exceeded. This work stream is the one where APT's experience and impact are most visible and recognised by our interviews.
9.	Increased NPM effectiveness in the reduction of the risk of torture and ill-treatment **Target 1: Operational NPMs, 10 additional NPMs** **Target 2: NPMs that have developed strategies to be more**	Target 1: 2016: 3 2017: 2 2018: 3 2019: 1 **Total: 9 NPMs have started to function**	Targets are likely to be achieved by the end of the programming period. APT also works on bringing together NPM as a connector, which is not covered under this outcome, but is a significant added value for the organisation.

[1] The monitoring sheet lists 4 NPMs (Cabo Verde, Lebanon, Madagascar, Morocco)
[2] The monitoring sheet lists 4 countries (Armenia, Lebanon, Mexico, Panama)

	effective (including following up on recommendations), 10 NPMs	Target 2: 2016: n/a 2017: 3 2018: 3 2019: 3[3] **Total: 8 NPMs have developed strategies to be more effective**	
10	Increased transparency of detention through coherency of all oversight bodies **Target: 6 interactions between oversight bodies (at all levels)**	2016: 1 2017: 1 2018: 2 2019: n/a **Total: 4 interactions**	It is challenging to evaluate progress against this goal. This goal would be clearer if the target groups and the type of intervention/change were explicitly detailed (e.g. the MoU between APT and IOI is counted as 1 result) The connections between results and the APT activities are not easy to discern (emerging results are sometimes in different countries/institutions from the ones where APT activities are listed) Several of the internal interviews felt that this objective is the one where the organisation achieved less than expected.

 What are the major results achieved by the partner?

Overall, our interviews highlighted the high quality of APT's work. A few specific examples were frequently cited as outstanding successes in the four years of the current Strategic Plan. These included:

- Establishment of NPMs and OPCAT ratification. APT is widely recognised as a key partner to States ratifying and implementing the OPCAT. An example of this is the Panama office (see case study), which successfully supported the OPCAT ratification across South America. In other countries (Sub-Saharan Africa, NPM creation has lagged behind expectations).

- Assisting NPMs through the process of setting up (e.g. Mauritania or the 14 Latin-American NPMs facilitated by the Panama office). In these processes, APT has occupied a role that was described as several interviewees from donors and partners as unique. The organisation used it expertise, network and convening power to support NPMs through the facilitation of the broader political consensus, advocacy for an NPM, creation of coalitions, but also through hands-on assistance in solving practical problems e.g. recruitment of NPM directors, or the preparation of visits from UN bodies in the case of Panama..

- Torture prevention mechanisms research: this research, published in 2016, is a resource that is leveraged on the long term by APT and other organisations engaging on torture. Some of our

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[3] Mauritania is listed under both 2018 and 2019 for this category.

interviewees highlighted that the research has helped strengthening and shaping the torture prevention strategies of donor governments.

- The development of guidelines on investigative interviewing (Expected Outcome 1) has been highlighted by several of our interviewees as a promising new field where APT's expertise and network could add value.
- In at least 1 country (Brazil), progress in the way in which custody hearings are conducted is already visible and in line with APT guidelines and guidance given to 42 judges in 2 regions. Brazil is also a strong example of the way in which long-term efforts can lead to visible changes in practice.
- LGBT: APT is creating evidence and increasing the visibility of LGBTI detainees, e.g. in Brazil, where the work on safeguards had specific positive outcomes in protecting LGBT detainees, but also wider benefits for judicial practice In a promising partnership with the ICRC, the ICRC is organising internal training sessions for its own staff on LGBTI detainees. The organisation has built further on the expertise acquired through this work, for instance in a new partnership with the ICRC on training ICRC staff.

What factors have influenced the achievement or non-achievement of the objectives?

Enablers of effectiveness

Long-term approach APT is able to see that the change sought in torture prevention is incremental and likely takes place at a slow pace. The approach of the organisation therefore is adapted to the level of sophistication of the partners and is structured in a way that APT offers ongoing support and content over time.

Thematic and regional expertise APT has decades of experience in working in all major global regions, as well as in developing thematic work on new areas. This has enabled the organisation to evolve in focus and is likely to remain an asset in searching for new focus areas beyond OPCAT.

Focus on systemic change rather than naming and shaming In several of APT's successes, individual, tailored support to NPMs is a key vehicle towards strengthening the practices of these actors. This goes beyond just the provision of training, and includes the facilitation of connections with other NPMs, specific advice on NPM practices and individual follow up over time. APT staff are no blind to institutional conflict, but their expertise allows them to accompany NPMs in finding pragmatic ways forward. An example of successful approach is the training given to NPM in Kyrgyzstan on monitoring psychiatric institutions in 2018. As a result of this partnership, the NPM revised their monitoring practice, in line with APT advice. Similar changes were enacted in Georgia in 2017, where the NPM implemented a series of changes based on three seminars and ongoing dialogue with APT. In these cases, the approach of APT, which centers on working alongside the NPMs rather than advocating against them for change seems to be a key element of success.

Convening and connecting role of APT The organisation brings together actors from within each jurisdiction and across States in a region at trainings and meetings. These opportunities are key in fostering

emerging professional communities and exchanging practices (for example with NPMs). The current project on connecting Brazil, Madagascar, Mexico and Thailand practitioners will also likely offer an example of this role, once insights are distilled and shared at key milestones. Donors also appreciated the connections of APT and the field, and the ability of APT to bring relevant professionals to Geneva for exchanges and training.

Strong understanding of regional and national contexts APT has a reputation for staff with high levels of expertise and understanding of the regional and national context of the countries where it engages. This is further strengthened by a thoughtful approach to working with local NGOs in each country. APT works with more than one local partner NGO and is mindful of its role as a Switzerland-based organisation, ultimately thinking in terms of local ownership.

Challenges

Limited partnerships with other international and national NGOs APT rarely partners with international NGOs active in the torture prevention space. The organisation does not have a strategy for building and leveraging connections with other NGOs for in-country projects or large-scale funding proposals. However, in cases where it has collaborated with other organisations (e.g. with the ICRC or the OMCT), the collaboration was successful in leveraging the specific expertise of APT in the broader context of anti-torture and monitoring work of the partners. APT could benefit from stronger collaboration with other international NGOs, especially for accessing funding, increasing the visibility and positioning of the organisation beyond the torture prevention speciality.

Partnership with national NGOs varies from country to country. It has been identified as an area for strengthening in some of the countries where the APT works, while in others the organisation has built strong collaborations and can count on local ownership of the institutional engagement.

Scaling APT often reaches significant successes in strengthening NPM practices through sustained close collaboration and follow up with these actors. This is however a time-intensive approach. and likely non sustainable for the future as more and more countries set up NPMs. In addition, funders sometimes request the APT to engage with additional countries, often with a relatively short response timeline. Given the limited resources that APT can invest in the network, scaling programmes and planning collaborative processes and follow-up according to clear priorities is an important challenge for the upcoming strategic plan.

Capturing contribution and attribution APT has a challenge in capturing the connection between APT activities and the observed outcomes and understanding the extent to which APT's support contributed to the outcome. This is especially the case in activities such as conferences. Differently from hands-on training, the goals and outcomes of conferences are challenging to define and monitor. The same is true for connections between APT activities and outcomes in terms of establishment of NPMs (Outcome 8).

Monitoring and evaluating the work of NPMs Some of our interviews highlighted the challenges in evaluating the operations of NPMs, for which most organisations lack an established reference framework

and lack relevant skills. Strengthening these frameworks would also make it easier for APT to track the effects of the organisation's work. the organisation does not have a consistent practice for following up on the interactions with NPMs and channelling those insights into internal practice.

Fragmented funding In some cases, such as the collaboration with the Asia-Pacific Forum, the discontinuation of funding has led to APT scaling back a promising collaboration that could have been built further. This case illustrates the vulnerability of the long-term approach that enables APT to successfully accompany NPMs: if the funding is discontinued, activities might be stopped before they produce lasting change. This approach is put at risk by the funding calendar and reliance on project funding for core support-type work.

Refocusing advocacy activities APT's basis in Geneva places it close to the UN institutions, but the organisation also engages in targeted advocacy with other decision makers, such as the EU. In the latter sphere, APT has reached a significant advocacy success during the current strategic period. APT's advocacy contributed to making torture prevention a main axis of EU action in the 2019 revision of the EU anti-torture guidelines.[4] The organisation has however re-focused its UN outreach and monitoring to address the shortage of resources in 2018. This decision is understandable in the framework of limited resources. However, it means that the goal of raising the visibility of torture prevention should be reconsidered as a key strategic priority, or pursued through partnerships with other NGOs. APT could further leverage its extensive network, strong professional reputation and connections in Geneva and the UN system. The challenges in raising the importance of prevention work with various national and international stakeholders is also reflected in the slower than expected progress towards outcome 2 of the results framework, also highlighted in our interviews.

Lack of exit strategies for areas of work Given the reduction in resources, APT will have to discontinue some fields of engagement. There is at present no clear process with respective roles (programme officers, leadership, Board) for taking these decisions, and no process for taking care of the resources and networks created in projects or programmes that are discontinued. On the regional strategy level, the exit strategies should also address the possibility, highlighted by one interviewee, that NPMs do not get their mandates renewed in a country where APT has invested resources in supporting them for several years.

Recommendations - Relevance & Effectiveness

	Action	Rationale
1.	Reflect on assumptions and what they mean for the ToC and work planning	The APT Strategic Plan contains a list of assumptions that underpin each objective. This is a very relevant detail, and the new strategic planning should include reflection on

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[4] Council of the Europea Union (2019) Guidelines on EU Policy Towards Third Countries on Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment – 2019 Revision of the Guidelines, 10842/19, available at: https://www.consilium.europa.eu/media/40644/guidelines-st12107-en19.pdf

		whether these assumptions have held true in all the contexts where the organisation is active.
2.	(Re)prioritisation of countries, projects and thematic areas	We recommend that the APT team maps out all current countries and thematic areas and performs a collective prioritisation exercise to adapt the engagement to the available resources and the strategic goals of APT. This may also include a new framework for needs assessments to be applied in the decision making about engagement with new countries. Regional strategies and decision-making process on country involvement should be clarified with the entire team, allowing spaces for discussing individual decisions. This would offer more space for exchanges and learning on the substance of the work.
3.	Partnership strategies for international NGOs in Geneva and national NGOs in each country where APT is active: who should APT partner with, for which purposes, what are the respective responsibilities of partners and APT.	Our review has found that APT could benefit from strengthening partnerships with NGOs and INGOs. This finding was also echoed in our interviews with donors. These partnerships should be planned and managed through a specific strategy, which would map out the current actors, the scope for collaboration and then discuss collaboration on larger-scale projects. The APT could then also identify (further) organisations to partner with along main new areas of interest (E.g. investigative interviewing). Where APT works with national CSO partners, there would also be scope for coordinating collaboration with other INGOs who also work with the same national CSOs. Finally, the partnership strategy could also include plans for increasing the visibility and power of local partners in APT projects towards international donors and decision makers. The strategy should include a schedule for regular catch ups with partners and for following up with participants to activities.
4.	Develop a more specific strategy for pursuing Outcome 6	The strategy for Outcome 6 would benefit from clear priorities and lines of activities. This would need to make explicit the relative importance of the different target groups mentioned in the Outcome. APT can use structured reflection on the achievements and

		challenges of the programme on vulnerable populations. This can include a mapping of other actors working on the issues that APT is planning to focus on, and strategies for specific collaboration and fundraising.
5.	Clarify APT's Gender strategy	APT would benefit from clear objectives and guidelines for mainstreaming gender in all programmes. They are currently part of the Strategic Plan but could benefit from additional visibility.
6.	Scaling the APT approach (Scaling up and Scaling down)	Trainings have added value to the work of NPMs through in-person contact and the creation of networks among participants. However, the travel and training load is very heavy, and is likely to become even more so as some regional portfolios are merged and demand for support increases from NPMs. In addition, most trainings are done by one member of staff, or two out of whom one is less expert on the region, creating additional preparation needs for the lead. Scaling the APT approach to training will therefore mean that the organisation will need to use a mix of distance and in-person approaches. APT should pilot a few different approaches to this mix, and evaluate the best option. This change is already in the work plan of APT staff. As the portfolios grow and the staff decreases, efficiencies in content work need to be explored. This may mean focusing on a few specific countries or fields of expertise where APT has unparalleled expertise. Using APT's network of ex NPM experts would be one way of creating more manpower to do the in-person engagement.
7.	Define and re-prioritise new areas of work	Our review found a consensus that this is the right time for the APT to broaden its focus further. This strategy should however be pursued through a careful mapping of actors in the fields which APT would like to move into, and a strategy that allows the organisation to bring clearly defined added value.

8.	Exit decision making and exit strategies for discontinued work streams	An organic consequence of new focus areas is the need to de-prioritise or discontinue some previous programmes or projects. We recommend that the organisation develops a process for taking these decisions, and a wok flow for taking care of the resources and networks created through the work in areas that the focus is shifting away from.
9.	Planning of collaboration with strategic partners-funders	We recommend that APT and strategic donors have a conversation at the beginning of each year or semester about the expected priorities and activities which their strategic partnership would entail. This should inform the prioritisation and work planning of APT, and allow the organisation to incorporate these activities in the monitoring,
10.	Revisit APT advocacy strategy	Despite the recent scaling back of advocacy at the UN, APT still engages around the world in advocacy activities. Several interviewees highlighted the relevance of UN advocacy for APT. We recommend a revisiting of the APT advocacy strategy, and clarifying in which venues the organisation would engage, with which asks and timelines, and which staff members would take responsibility for the actions. Some interviewees suggested focusing on one-on-one engagement instead of conferences and side events.

II. ORGANISATIONAL EFFICIENCY

This section reviews whether the activities in the strategic planning have been implemented in a cost-efficient way and evaluate the internal mechanisms in place to ensure an efficient and impact-oriented project management. It also looks at how the organisation's financial and human resources have been used.

Organisational Structure

The APT is a relatively small organisation with 16 Geneva based staff. In addition, one external consultant is employed as APT Representative in Brazil. The organisation managed efficiently the relatively modest resources it had at its disposal until now: the review found that, despite having a limited number of staff and no permanent regional presence anymore, the APT used its resources strategically to achieve significant results. In the difficult restructuring period, all team members have been willing to take additional responsibilities to guarantee the survival of the organisation, and the review found a high degree of ownership of their work.

Management structure Nonetheless, this period posed significant challenges to the organisation, and resulted in a new configuration of the organisational structure. The organisation has a newly appointed Secretary General, who was the former Chief of Operations: this has been highly appreciated especially from the donors as it guaranteed very strong continuity of the work despite a leadership change. Under the leadership of the Secretary General, the Director of Thematic Programmes along with the Director of Regional Programmes form part of the Management Team. The positions of Directors of Regional and Thematic Programmes (and the Management Team as a concept) were created in the framework of APT's restructuring and consolidation plan, approved in 2017. The rationale behind the establishment of a new Management Team composed of three people was to divide the consistent workload of the former Chief of Operations between the two Directors and enhancing internal teamwork. However, the two Directors work on both operations and content, and the transition in leadership has been a challenging and long process. While in principle all interviewees agreed that the division of the staff in thematic and regional teams is suited for the work currently carried out by the APT, they also recognised that this division becomes less clear in conjunction with the reduction of funding and the cuts that happened at the personnel level: for instance, this meant that functions have been grouped in one person, who is tasked with regional and thematic activities. While this still enables APT to work with its target audiences (e.g. NHRI strengthening in Africa), the change poses risks to the resilience of the organisation in continuing to manage its global engagement. The cuts in personnel also meant that currently the management team is in disproportion to the staff members. While before there was a relatively flat management structure, this seemed to have changed or at least to be perceived differently: staff members feel less involved than before in decision making, planning and other organisational matters.

Having one team member based in Brazil has been of value for the work done in the country. The strategic involvement of locally based team members can represent good value for money (saving travelling time and costs) and can indeed generate more impact, by increasing the number of connections with partners locally and the local buy in of the activities.

Board composition and role The APT is governed by a large Board, which currently counts 13 members. Its main tasks are to steer the APT strategically, approve its annual plans and budgets, and to represent the organisation externally. Within the Board, there is an ad-hoc working group tasked with pre-operational issues, the Bureau.

The Board comprises individuals that are recognised globally as expert in the field of torture prevention, human rights, criminal investigations, medicine in between others. Their expertise has contributed to create new partnerships and reinforce existing ones in the field by making connections with different sectors and in different regions, and it is of value to the organisation. At the same time, the Board has not taken a lead role in facilitating fundraising for the APT by creating and curating donor relationships or alliances with partners.

Communication between staff and Board members varies from individual to individual. The Board and staff members mainly interact with each other in the occasion of the in-person meeting held once per year, with another meeting conducted remotely. Before the restructuring period, board meetings took place twice a year: This has also been indicated as one possible cause for a lower than expected engagement. In 2019, two in-person Board meetings are planned.

Potential ways forward for the Board In order to respond to the changing financial situation of the organisation , the APT could benefit from a differentiation in terms of capacities and profiles within the Board, and should actively look for Board members who have organisational expertise, for instance that could support more in raising funds through their network of contacts and are more able to identify, assess and manage systemic risks and opportunities. This revision of profiles and roles could be based on a systemic Board Assessment, using a structured approach to review the capabilities.

The evaluators think that exchanges between the Board and staff needs to be more systematic, with clear decision points, type of input required, a more defined structure and consistency, in order to allow more input and feedback in both ways. This will also enable an effective sharing of responsibilities and clarifying the expectations from both sides, e.g. regarding the role that Board members should play in fundraising.

APT and the CTI The APT currently hosts the Convention Against Torture Initiative (CTI), an intergovernmental initiative initiated by the Governments of Chile, Denmark, Fiji, Ghana, Indonesia and Morocco. The initiative started off to offer support to States to ratify and implement the Convention. Legally, the initiative is a project of APT, but is operating independently. The initiative benefits from the expert advice and support it receives from the APT, through the engagement of the SG, who sits in the Board, and by getting financial audit support when needed. The APT also participated or co-organised events with the CTI, as for example in its regional seminars; in addition to support in drafting agenda and papers or logistical assistance. Since the inception of the CTI, the initiative has become more independent from the APT than before, with five dedicated staff members and a separate office space.

The review found that while time tracking enables staff to monitor time spent on CTI support, the APT is currently not able to quantify the opportunity costs of having an organisation embedded into their own, with which it also competes for visibility and prestige. In general terms, this kind of configuration could pose organisational and financial problems for the APT, who is also legally responsible for an organisation it cannot completely control. Nonetheless, working together could also represent an opportunity to seek additional funding and to partner in areas where the two organisations can mutually reinforce. The evaluators advise to map out the current areas of cooperation and assess the opportunities that emerged from it, as well as the challenges that such type of cooperation is posing. This review should be aimed to define whether the MoU signed between the two organisations needs to be reviewed and whether there is space for improvement.

Working methods and project management

Activities have been implemented in a cost-efficient way. The APT formulated its objectives by focusing on specific areas of intervention: this allowed a clear formulation of the activities accordingly. When possible APT follows the practice of asking feedback to participants in the activities and try to establish a feedback loop with their partners. This is done in a fluid, informal manner through phone calls that can make difficult the capturing of evidence on longer-term results. In addition, there is not an institutional agreed practice on how this follow up is done and the evaluators remarked a difficulty to record systematically what is done. The absence of an agreed practice could possibly lead to mismatches in how the information is collected and kept in records. The organisation should formulate a common practice on how the follow up with partners is done.

Project management Overall, APT manages projects effectively. Reports that have been reviewed for this evaluation are clear and detailed, and although financial reporting was not the focus of this review, previous evaluation showed that these are transparently prepared. In addition, the APT use operational plans that are clearly formulated per geographical region. This help reporting activities and improved clarity on the overall objectives. The review found an increased capacity to prioritise work in comparison with the past, and that the staff has enough project management capacity to facilitate the management of operations. The internal resource management system is overall positive. The APT implemented a cloud system to facilitate the sharing of documents and team members have a shared calendar in place.

Team coordination As the APT team has been significantly reduced in size in the last few years, its organisational structure changed. This has an effect in its ways of working, processes and procedures that must be adapted accordingly. Despite having made significant progress in the years object of the review, especially regarding the adoption of internal rules, the evaluators believe that the team needs to redefine its ways of working and follow-up routines. Our findings point out that some staff members feel micro-managed and that there is a general lack of internal coordination between operations, communication and fundraising. It is not clear whether team members representing different functions of the organisation meet on an ad-hoc basis or if those discussion happens at the team meeting level. However, the evaluator

would recommend calendarize meetings that are recurrent, with a structured agenda and a practice of following up on action items. In addition, we recommend a review of the meeting practice to ensure that there are meetings for those functions that need regular coordination (for instance, between communication and content providers) and to use all staff meetings to discuss content as well as process, update and look for synergies.

Division of tasks The division of tasks seems unclear both internally to the Management Team and to the rest of the team. This results in duplication in tasks and time use, contributing to a loss of efficiency within the organisation. To increase transparency towards the staff, but also to ensure that there is no duplication of tasks and time within the Directors and the SG, there should be a clear decision making process outlined in the APT procedures, aimed at clearly defining who is finally responsible and accountable for taking certain types of decisions.

Due to funding constraints, the organisation currently has one person, or more, assigned to cover one key thematic or regional area. Despite the high level of flexibility shown from several long-term staff members to readapt and take the work of other colleagues while guaranteeing the continuation of projects without negative impact, this is putting a strain on the organisational efficiency over time. In order to increase the resilience of the organisation, it is important to guarantee that the organisation supports the team in learning from each other and mainstreaming key expertise across the team. In addition, clear handover procedures need to be established to guarantee a smooth transition and to avoid the management team to take on uncovered operational tasks.

Monitoring and evaluation The M&E framework is well structured and captures baselines as well as qualitative and quantitative indicators. It defines a synthetic, manageable number of indicators. However, the organisation has encountered some challenges in working with the framework:

- Staff rarely uses the framework for work planning. Updates are done sporadically, only in line with the reporting to donors.
- Under outcomes, a variety of results are reported. These are sometimes very different from each other (e.g. a reference to Nelson Mandela in CAT observations is included in results in 2016). The types of outcomes sought would therefore need to be clarified in the framework or the accompanying guidance.
- the target group of interventions is not defined in the M&E framework.
- Some objectives do not have specific targets or baseline (outcome 6) - it is therefore not possible to evaluate whether the efforts made have left to outcomes to the planned extent. The Outcome 6 would benefit from using 2016-2019 as a pilot phase which helped APT explore the types of results that can be achieved in the area and define a more strategic work plan for the coming years.
- In some projects/programmes, there is periodical reflection and learning is shared with the rest of the team. However, is unclear how the organisation uses the monitoring process to evaluate progress and revise planning/priorities. There are currently no standard meeting templates which would use the framework for reflection.

- Change is often a long-term process, which is also subject to several institutional and political factors. For instance, our interviews indicated that there is momentum around the strengthening of safeguards. Emerging evidence also shows signs of take up in judicial processes in Brazil. In the Brazilian case, APT is able to gain insight into progress because of a researcher tracking hearings. This is very promising and raises questions about future opportunities for tracing application of guidelines. However, similar tracking of follow-up on recommendations may be very labour intensive.

Partners and regional structure The tailored approach that the APT use in dealing with its partners is highly appreciated and has been indicated as one of APT´s strengths. This is due to their careful evaluation of the type of partners they engage with and to a clear definition of the objectives of each partnership. So far, those partnerships have been mostly bilateral, with the APT supporting and building the capacities of local organisations. This process has been of course more effective in those countries where the APT had or still has physical presence in the region, such as in Panama and Brazil. As it is not considered feasible to establish regional presence in each region of work, the APT could think about a new, more engaged type of partnership, aimed at working closely with partners in such a way that they become proxies of APT. It is important for the APT to reflect on the role of partners and the organisation vis-a-vis them. These reflections would benefit from an analysis aimed at mapping out the partnerships, strategies for engaging with them, capturing their needs and understanding to what extent the APT can build on/leverage their capacities to further transmit learnings.

III.   SUSTAINABILITY

This section examines whether the organisation is financially sustainable and if the activities are likely to continue in case funding would cease and what are the conditions needed to ensure their continuation.

A challenging funding landscape There is a real sense of urgency for changes in the way APT acquires and manages funding. The APT had a consistent reduction of core funding in the period under review, the full extent of which had not been anticipated by the leadership and Board. Some of the funding relationships were ended due to the end of donor programming (e.g. Sigrid Rausing Fund has a limit on funding timeframes for organisations), the reorientation of some donors' priorities, that for instance decided to re-focus on migration and less on torture prevention (SIDA). This resulted in a decrease of - 25% in the period between 2017 and 2018. This reduction meant that some team members have been made redundant as the organisation had to review part of its fixed costs. However, in the period under review, grants for small, specific projects were raised, confirming that there is a trend in the APT pool of donors to fund the organisation with specific assignments and a shift away from core funding. This is impacting on the organisation's project portfolio, as a proliferation of smaller projects means that a substantial part of time needs to be dedicated to their management, and this is putting a strain on the overall organisational sustainability and ability to deliver on its mission.

Our interviews confirmed the trends of a restriction in funding opportunities, and in general in challenges in fundraising for Western/Northern-based advocacy work in this field.

Fundraising strategy The Management, together with the APT fundraising team developed a multi-year fundraising strategy in May 2018. It included a SWOT analysis and highlighted some inconsistencies in messaging, as well as proposing work streams and leads for each type of fundraising activity. The need of strengthening external communication and to improve the adaptation of messages to donors have been recognised by the organisation.

Our review confirmed that APT can count on the willingness of their team members to act as ambassadors and being established in Geneva, to activate their networks to spot opportunities for funding. Some of the actions were taken up by the organisation, but the implementation of the activities related to approaching new donors and scoping grants has lagged behind, even despite regular follow-ups in the Management Team. This is an important missed opportunity, as a structured fundraising strategy would allow the staff to plan and follow up on their leads, and make sure that funding opportunities are managed in a timely and strategic manner. At the time of review, a review with the Bureau and an external expert was planned, which is a promising development.

Artists Against Torture The organisation started also to think creatively about new, untapped sources of funding such as high net worth individuals, that wants to target through the 'Artist against Torture' project. This project is aimed at engaging with one artist every year that would communicate around the importance of torture prevention and to donate a piece of work to the APT, that could sell it in benefit to a museum. Despite this being an innovative and potentially rewarding project, so far it has been a resource-

consuming process, as it implies the need to build close relations with the artist community, museums and donors. In addition, it would need a consistent and specific communication effort. If the organisation wants to push this project forward, we recommend making an analysis of the amount of staff time spent in setting the initiative and the net worth that this project is likely to generate. This could help in assessing the opportunity cost of the time investment, especially given that the fundraising team is now reduced with the departure of the fundraising officer who will not be replaced for the moment.

Donor perceptions Interviews with both core funding and project donors showed that they trust APT to fulfil its commitments and objectives. Donors were enthusiastic about APT's new initiatives in 2016-2019 and highlighted the value of the 2016 research on torture prevention strategies. What donors appreciate the most of APT's work is their expertise for instance in giving inputs to political dialogue activities: this happen in a fast, yet precise way, providing information that would not be available otherwise.

The balanced approach that APT has also been indicated as a main strength: differently from other organisations that use a more name and shame approach, the APT has been able to establish close relationships with governments, and donors feel comfortable in recommending the work of the APT.

Lastly, the exchange with the field and the chance it provides to local staff to engage with key actors in Geneva is highly appreciated by the donors. As confirmed also by the partners, APT has an important role in their capacity building and it is recognised as the organisation with the most valuable expertise in the field of torture prevention. The APT should think about reinforcing this aspect of its work in their messaging to donors: make more explicit the impact it generates in the field by engaging with local partners.

Some donors pointed out that APT could refine messaging in terms of how its approach could help pursue donor interests in the donor's focus countries. Depending on APT's knowledge of the donor, where core funding is unlikely, the conversation therefore should focus less on an already-established plan/ core needs and more on concrete changes that APT could bring in the donor's focus countries. Direct work with NPMs and other actors (as opposed to e.g. events in Geneva) were highlighted as possibly interesting venues.

Building on recent successful project models The work done towards the adoption of the universal guidelines, the creation of NPMs and the monitoring of the effective implementation of it has been relevant for the donors. However, it is now less pressing and despite its recognised importance, it is important for the organisation to explore other approaches in the search of additional funding sources. In the development of the investigative interviewing guidelines (the first draft has been completed at the end of 2018) the APT successfully coordinated Governments, anti-torture organisations and the UN through national events and by activating its existing networks in different countries. In addition, an institutional partnership with the Anti-torture initiative and the Norwegian Centre for Human Rights has been created in the framework of this project. As mentioned in the section on Effectiveness, the APT should coordinate more with organisations they share partners with in the field, as for many donors, such as for instance EU delegations, the demonstrated capacity to coordinate with other operators they finance in the country is one of the conditions for eligibility, and look for broader coalition with peers organisation. Cross country learning should also be further promoted and when possible showcased, as it constitutes an important

selling point for the organisation, that has a capillary reach globally through their work in supporting NPMs and civil society organisations. Together with partners, APT would be able to pursue larger funding opportunities, and address torture in a holistic way, which would allow the organisation to meet funder priorities.

Recommendations - Organisational Efficiency & Sustainability

	Action	Rationale
1.	Use the upcoming strategic planning phase to redefine roles and responsibilities within the team. Define clearly reporting lines.	The review found that the team members are not completely clear to whom they should report to and that the division of tasks seems unclear internally to the Management Team and to the rest of the team: this results in duplication in tasks and time use, contributing to a loss of efficiency within the organisation. As part of the review of the global strategy of APT, we recommend considering options for engagement in the regions, e.g. - Fellowships from locally based individuals, - 1 staff member acting as 'antenna' and connection point in each priority region.
2.	Establish a clear procedure for decision - making within the Management Team and communicate it to the staff.	To increase transparency towards the staff, but also to ensure that there is no duplication of tasks and time within the Directors and the SG, there should be a clear decision-making process outlined in the APT procedures. Clearly define who is finally responsible and accountable for taking certain types of decisions.
3.	Change the composition of the Board, by adding more organisational expertise to match the current thematic one. Create TOR for Board members, clearly stating responsibilities towards the organisation (including role in fundraising)	The APT could benefit from a differentiation in terms of capacities and profiles within the Board, and should actively look for Board members who have organisational expertise, for instance that could support more in raising funds through their network of contacts and are more able to identify, assess and manage systemic risks and opportunities.
4.	Bring more structure and consistency to the engagement of	Specify the frequency, purpose and responsibilities related to the Board's interaction with staff members. this should allow

	the staff with the Board and Management team - ensure a better information flow and more regular and in-depth interaction.	staff to benefit from insight, networks and support from the Board, without feeling micromanaged.
5.	Formulate a fundraising action plan, including mapping of current donor priorities and potential donors, for Q3 2019 and Q1-Q2 2020 with clear deadlines and owners	Based on the analysis in the fundraising plan, assign clear tasks and responsibilities to team members for following up with donors and managing larger funding opportunities. This could include a strategy for reaching out to private funders based in Geneva, but also on re-engaging donors that have stopped funding APT. Review the plan monthly. As part of the strategy, we recommend assessing and planning time spent on managing Artists Against Torture and taking decisions about future management of the initiative based on this analysis.
6.	Review the current communication strategy	The current strategy in place since 2016 and needs to be complemented this with a section dedicated to fundraising,
8.	Monitoring and evaluation	We recommend a review of the M&E practice at APT, taking forward the strong aspects of the current framework and strengthening those that are not working well for the team at the moment: - define types of outcomes sought - agree on way to capture the contribution of APT to outcomes - Clarify target groups for outcomes - define indicators that are useful to inform the work of teams - capture practice for monitoring in order to facilitate collaboration among colleagues engaging with M&E

ANNEX I - CASE STUDIES

See separate document

ANNEX II - LIST OF INTERVIEWEES

	Name	Organisation	Role
1	Audrey Olivier Muralt	APT	Director of Regional Programmes
2	Barbara Bernath	APT	Secretary General
3	Ben Buckland	APT	Torture prevention advisor for Africa
4	Cecile Trochu Grasso	APT	Fundraising Officer
5	Sean Mowbray	APT	Communication Officer
6	Eva Csergo	APT	ECA Programme Officer
7	Jean-Sébastien Blanc	APT	Director of Thematic Programmes
8	Andra Nicolescu	APT	Advocacy and Legal Advisor
9	Romain Zappella	APT	Fundraising Officer
10	Shazeera Zawawi	APT	Asia Pacific Programme Officer
11	Yasmine Shams	APT	MENA Programme Officer
12	Sylvia Dias	APT	National Delegate
13	Martine Brunschwig Graf	APT	President of the Board
14	Erika Schläppi	APT	Vice-President of the Board
15	Mervat Rishmawi	APT	Board member
16	Teis Brüel Birkegaard	Denmark MFA	Head of Section
17	Susana Simoes	Canton of Geneva	Project Manager
18	Tim Cahill	Sigrid Rausing Trust	
19	Anne Grobet	Swiss MFS	Project officer (Tunisia)
20	Matthew Deith	FCO	
21	Vincent Ballon	ICRC	
22	Mohamed Lemine Haless	NPM Mauritania	President
23	Gabriele Reiter	OMCT Tunisia	Director
24	Kieren Fitzpatrick	Asia Pacific Forum of NHRI	Director
25	Maria Luisa Romero	SPT	Member
26	Fernando Wing	Mecanismo Nacional de Prevención de Panamá	Director
27	Kathia Diaz	Comisión de Justicia y Paz	

| 28 | Aina Randriambelo | Ecole nationale supérieure de Police Madagascar | Director |

ANNEX III - LIST OF DOCUMENTS REVIEWED

- AG_ 2019 Budget
- APT Universal Protocol 2019 2020
- APT_Budget 2017 approved by bureau_May 2017
- Budget APT 2018
- Budget
- APT_website_stats
- Publications and material
- APT Evaluation of Latin America Programme 2009-2014
- APT Evaluation of Strategic Plan 2011-2012
- APT Impact Assessment_Empowering partners to prevent torture 2011-2014
- APT Management response to evaluation of Strategic Plan 2011-2012
- APT mid-term review of strategic plan 2013-2015 for external use
- APT Report to Dutch Embassy in Brazil_2017-18_final-04.04.19
- APT Report to Liechtenstein_Achievements of Latin America Regional Office
- Evaluation of Strategic Plan 2013-2015 for BOARD
- evaluation report FCO APT
- final Panama Internal evaluation
- INTRAC Evaluation APT Strategic Plan 2011-2012
- APT fundraising strategy proposed plan_29.05.2018
- APT project 2019-2020
- MCF201801_APT project proposal_final July 2018
- OSI-APT_Application 2018-2020_final
- 20180731 APT signed contract
- Arcus Foundation grant agreement letter
- Development Engagement Document APT 2019 final draft
- WPF Core funding
- Job Descriptions - 14 staff members + SG and Directors
- APT Monitoring Matrix 2016-2017
- APT Monitoring Matrix_2016_15.05.2017
- Cadre logique 2017-2018
- 2017 April Minutes Board Meeting_FINAL
- 2017 November Minutes Board meeting_Final
- Minutes 8-9 November 2018_ Board meeting_FINAL
- Minutes 13 April 2018_ Board meeting_FINAL

- 2019 April Minutes Board meeting_FINAL
- APT Monitoring Matrix 2018-2019 DRAFT
- APT Operationnal plan 2019
- APT_2017 Operational Plan_15.05.2017
- APT_2018 Operational Plan
- APT Statutes
- Organigramme aout 2018
- Organisation basics
- Annexe_Harcèlement_Mobbing_APT_Final
- Annexe_HRBA Human Rights Based Approach
- APTCountryEngagement_En
- INTERNAL RULES 2019_final approved 8.3.19
- Policy on conflicts of interest 2014
- 2011-2016 completion report to SIDA_final
- Analyse APT université d'été
- apt_ar2017_en_online
- apt_rapportannuel2018_web
- Final_Report_DFAE_feb16-apr18
- Interim Report to Wellspring Philanthropic Fund
- Phase 2 du projet MENA APT-DFAE Human Security
- apt-strategic-plan-2016-2019-theory of change
- Feedbacks and quotes from partners_2018