



Human Rights Education
Programme

External Evaluation

May 2015



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Acronyms

CLPO	Capacity Building for Local Partners Organisations
CBO	Community based organisation
CM	Community mobilisation
CSO	Civil society organisation
EQMM	Equality Myanmar
F&A	Finance and Administration
HR	Human Rights
HRE	Human Rights Education
HRBA	Human Rights Based Approaches
ILO	International Labour Organisation
INGO	International Non Government Organisation
LGBT	Lesbian, Gay, Bi-sexual, Transgender
M&E	Monitoring and Evaluation
NCA	Norwegian Church Aid
NGO	Non Government Organisation
PMEL	Planning, Monitoring, Evaluation and Learning
TOT	Training of Trainers
UN	United Nations

Acknowledgements

My grateful thanks go to all who assisted me in conducting this evaluation. This includes all those who were kind enough to spend time with me to provide their views and experiences of EQMM.

Additional thanks go to Kesley, San Dar, Nay and Nine Nine in EQMM for organising the evaluation in country and enabling me to meet so many very helpful key informants in a very short space of time.

Thanks to Kai and Kristin from Stefanus Alliance for accompanying me on some of the evaluation (and thank to Kai for sharing notes and thoughts).

Finally, thanks to Elie Storesletten, DIGNITAS, who introduced me to both Stefanus Alliance and EQMM in the first place.

I really appreciate the time and energy you devoted to making this evaluation happen in the way that it did. It's been a valuable learning experience for us all.

Executive Summary

The overall objectives of the EQMM HRE project are

- To build the capacity of local activists as trainers, advocates, leaders, and community organizers,
- To raise awareness of human rights in grassroots communities through participatory education, and
- To support communities' initiation of human rights based actions.

The project locations are all over Myanmar but specifically Yangon and Mandalay (ToTs, Refresher Courses, and internships)

This evaluation has been commissioned as part of an agreement between Stefanus Alliance and Equality Myanmar (see 2014 EQMM Activity Plan 10604 4.3). Its purpose is

- To identify and significant positive or negative changes in the life of beneficiaries as a result of project intervention, directly or indirectly (impact)
- To identify potential continuation of impact after the end of project (sustainability)
- To assess project outcomes and results for different groups of people (by gender, ethnicity)
- To generate lessons learned from all aspects of the project, and
- To provide practical recommendations for planning/adjustments or alternatives for the future planned activities development throughout project year

Although the evaluation focussed on the HRE programme, the evaluation also considered the linkages between this and the EQMM advocacy programme with a view to recommending ways of strengthening the link between the two.

Section 1.4.1 highlights the very complex and fluid environment in which EQMM operates. It is also important to note that EQMM has been fully operational in Myanmar for less than 12 months.

Summary of findings (focussing on different EQMM stakeholders in line with the evaluation framework):

Trainers are committed to HRA and highly motivated. As a whole they have high levels of knowledge about HR issues and are accomplished facilitators. In practice some are much more knowledgeable and experienced than others, and systems are in place to ensure that trainers are paired according to experiences and that there are opportunities for capacity development.

Teams are however overstretched. It is difficult to know to what extent the demand for quantity of training programmes is compromising their quality.

M&E systems are improving but need further investment of time, resources and capacity.

Following up on alumni also needs further investment about ways in which this could become more effective.

All **alumni** interviewed demonstrated changes in HR awareness, motivation and/or activism. Particularly notable were there very high levels of motivation evidenced as well as significant shifts in attitude for some alumni. Alumni who participated in ToTs, refresher courses and Multiplier courses have clearly improved their facilitation skills. These courses are very highly rated by all stakeholders.

Community mobilization projects are strategically important for EQMM as they represent one of the strongest links between HRE and activism. In relation to the areas of enquiry for this group of stakeholders, the two groups clearly demonstrate improvements in expected areas of change to a greater or lesser extent. There are also examples of concrete changes in terms of creating further momentum for change; and for holding duty bearers to account; and being able to support national advocacy efforts by being included in thematic fora at national level.

Civil society networks and the role that EQMM plays in relation to promoting HR:

- EQMM plays a very significant leadership role in terms of supporting its partners to become stronger and more effective advocates
- The HRE project plays an important role in spreading the HR message and building skills and motivation for activism primarily at community levels but also (sometimes indirectly) at national and international levels. This element of the project is highly effective.

- Currently the links between HRE and advocacy seem to be more organic and opportunistic than strategic

Overall, EQMM is a very strong staff team who are managing an exceptional load very effectively. With some minor adjustments they could become more focussed and more effective in a few key areas.

Sustainability of the HRE programme:

In the opinion of the evaluator, this area is of enquiry is premature. EQMM is only now just fully established in Myanmar. It has two very new offices and is working in context where the need for an interest in HR is growing exponentially. The top recommendation from all stakeholders was that they wanted EQMM to conduct more training programmes on more issues in more areas of the country. There is no likelihood that this need will fall in the foreseeable future. Financially, EQMM will continue to require funding for some time to come.

Impact:

The evaluator found no documented examples of where HRE has led to changes in the lives of beneficiaries in terms of whole groups. However there are a number of examples of HRE contributing to changes that might eventually lead to improved quality of life (e.g. HR violation complaints filed with national mechanisms, compensation received). There was some anecdotal evidence of life changing experiences for alumni, and some of concrete changes for individuals.

This lack of evidence of real positive impact on beneficiaries is in line with expectations: It is very early days for HRE in Myanmar. Assessment of impact should be considered again in a few years time

Recommendations focus on three key areas:

- Strengthening the current training programmes so that the HR message reaches out to more people in Myanmar, and EQMM can meet the growing demand for HRE services more effectively
- Making stronger and more strategic links with the advocacy programme
- Organisational strengthening in order to be able to retain a leadership role in HRE in Myanmar

The evaluator praises EQMM for its passion, dedication and fully embedding HRBA in all that it does. It recommends that EQMM continues to provide its highly valued training programmes and to ensure that, as it grows, that it ensure that it retains its strong reputation and high standards going forward

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1. Introduction

1.1 Introduction

Equality Myanmar (EQMM) is a nongovernmental organization which facilitates a broad range of human rights education and advocacy programs. The aim of its work is to promote respect for human rights in Myanmar. Currently, EQMM has implemented a project named “Human Rights Education in Burma” with financial support of Stefanus Alliance.

The overall objectives of this project are

- To build the capacity of local activists as trainers, advocates, leaders, and community organizers,
- To raise awareness of human rights in grassroots communities through participatory education, and
- To support communities’ initiation of human rights based actions.

The project locations are all over Myanmar but specifically Yangon and Mandalay (ToTs, Refresher Courses, and internships); Bago Region; Shan State; Ayeyarwady Region; Magway Division; Sagaing, Region; and Kayah State and Chin State; Kachin State; Northern Shan State; Eastern Shan State; Northern Sagaing Region; and Rakhine State.

This evaluation has been commissioned as part of an agreement between Stefanus Alliance and Equality Myanmar (see 2014 EQMM Activity Plan 10604 4.3)

1.2 Background, Purpose and how the evaluation will be used

The ToR (Annex 1) was developed by EQMM with support from Stefanus Alliance, and commentary at the early stages from the consultant, Maureen O’Flynn (CV appears as Annex 2).

The final ToR was actually sent to the consultant on 29th April 2015, just a day before she set off for Myanmar.

This was partly due to the fact that the EQMM office is largely closed in April.

It identifies the following objectives for the evaluation:

To assess the degree to which achievement of the project matches project’s objectives (effectiveness)

To assess how and to what extent the project has effectively addressed the challenges faced by the target communities (relevancy)

- To identify and significant positive or negative changes in the life of beneficiaries as a result of project intervention, directly or indirectly (impact)
- To identify potential continuation of impact after the end of project (sustainability)
- To assess project outcomes and results for different groups of people (by gender, ethnicity)
- To generate lessons learned from all aspects of the project, and
- To provide practical recommendations for planning/adjustments or alternatives for the future planned activities development throughout project year.

This ToR was developed over a period of months, with commentary from four different stakeholder groups.

The consultant received the final version the day before the evaluation was to take place.

1.2.1 *The purpose of the evaluation*

The ToR specified a very standard objectives and methodologies. It did not specifically identify the proposed time line (see below)

Although not specifically stated in the ToR, it was agreed by all stakeholders that this evaluation should focus primarily on learning for EQMM and for Stefanus Alliance. In the first meeting with staff at EQMM, the purpose was further refined and it was agreed that the results and recommendations should be used to

- Report results to the donors

- Understand and communicate progress towards their overall goal
- Learn about what EQMM does well and where it needs to improve
- Develop more strategic/effective plans going forward
- Consider how the organisation can become more explicitly rights focussed both internally and in their projects and programmes

1.2.2 Approach and methodology

Having read secondary data, the consultant recognised that EQMM had already spent significant amount of time on writing regular mid year and end of year reports for this project, and regularly spend two weeks at the beginning of each year reflecting on the previous years' achievements and lessons as a basis for planning for the upcoming year. Additionally, at the start of 2015 EQMM also completed their strategic plan for 2014-2018 (attached as Annex 3).

The challenge therefore was to conduct an evaluation which could validate the internal reviews and plans that had already been carried out and which would add value and contribute further to organisational learning. Informed by this, the consultant developed an evaluation framework which would enable EQMM and Stefanus to evaluate their achievement and lessons learned In relation to a bigger picture of change (thus focussing more on their contributions to change in terms of HRE, and less on what they actually achieved) This seemed to be particularly relevant in the very volatile and fast changing contexts in which the organisation is operating.

This approach is designed to encourage new insights about the ways in which the organisation can and does invest its efforts; and can hopefully be used to further develop organisational capacity to plan and evaluate in more critically reflective ways .The design is inclusive and participatory. It aims to foster ownership of the results and recommendations.

The process included the following elements:

- Commentary on the ToR
- Desk research
- Preparation of the evaluation framework and key areas of enquiry and methodologies
- Initial meetings with a core group of staff to comment on and refine the framework
- Presentation and sharing of "stories of success" template for staff and others to use (see annex
- Meetings and interviews with key stakeholders and informants as planned (see annex 4)
- Writing of draft findings, conclusions and recommendations for staff to discuss and consider.
- Writing the report

1.2.3 Limitations to the methodology and ways they were addressed

The evaluation process considered and worked to address the following factors:

- a. There was a misunderstanding between Stefanus and EQMM about whether this was an evaluation of the whole programme, or an evaluation of the 2014 element of the programme. This issue was still being discussed when the evaluation had already started. We agreed on a compromise that the evaluation would consider the whole programme but focus specifically on the 2014 element,
- b. The programme is based on a series of one-year plans and internal reviews. This makes it a little challenging to chart progress towards the programme goal (which also varies slightly in different reports and plans). As part of the evaluation process, the evaluator designed a retrospective change pathway to illustrate the sequences of changes for different stakeholder groups which are implicit in programme plans. She built in tie for critical reflection of this pathway before using it as the main framework or the evaluations areas of enquiry.
- c. Sample size - this was based on time and availability of key informants. This means that the findings are more illustrative than rigorous. We agreed to ensure that lists of key informants

provide information about % representation of specific stakeholder groups in order to illustrate what level of confidence we could attach to the findings. It was further agreed that, as this was a learning evaluation (rather than a judgement call), information gathered in this way would be sufficient for organisational learning at the level required

- d. Related to levels of rigour and the points made above, the evaluation has not been able to rely on baseline information in order to assess progress.
- e. The evaluator has made reference to the quality of the training programmes. This is based on secondary data and informant interviews. She did not see any training programmes in action
- f. The time scale for both the field visits and the analysis and reporting was very tight. The evaluator has negotiated with the staff those areas of priority that she would really focus on in the evaluation. They are firstly:
 - To assess the degree to which achievement of the project matches project's objectives (effectiveness)
 - To assess project outcomes and results for different groups of people (by gender and, to some extent, ethnicity)
 - To generate lessons learned from all aspects of the project, and
 - To provide practical recommendations for planning/adjustments or alternatives for the future planned activities development throughout project year

And secondly:

- To identify significant positive or negative changes in the life of beneficiaries as a result of project intervention, directly or indirectly (impact)
- To identify potential continuation of impact after the end of project (sustainability)

1.3 The Evaluation Framework and key areas of enquiry

As described above, the framework for this evaluation was designed to focus more on the sequence of changes for different target groups that the HRE project expected to contribute to. Using this lens, key areas of enquiry would be used to interrogate the effectiveness, relevance, sustainability and impact of the project. The consultant developed a first draft of this pathway based on secondary data research. The pathway was then adapted and validated by staff on the first morning of the evaluation in Yangon.

Key things to note in relation to this exercise:

- Staff found it very helpful to begin to visualise the sequence of changes that their efforts contributed to. Particularly significant was the understanding that staff motivation and capacity is the "lead domino in this change process: if capacity and/or motivation are weak, this will compromise the effectiveness of all subsequent changes
- We focussed mainly on HRE for the purpose of the evaluation, but it was clear that a later version of the diagram should fully incorporate the advocacy programme so that links between the programmes become more explicit.



See Annex 3 for details of expected areas of change for different stakeholder groups (which represents the green post its on the diagram), and Annex 4 for key questions to ask of different target groups.

The consultant also designed and distributed a “stories of success” template to staff. The purpose of this exercise was ask staff to explore and explain how success really does happen in such complex political landscapes; and why success happens in some situations and not in others?

In terms of their HRE efforts, the exploration was designed around the longer term changes to which EQMM plans to contribute:

- Changes to policy and/or practice
- Duty bearers are more responsive and accountable
- Civil society organizations are able to demand their rights effectively
- Changes in power dynamics support fairer and more just policies and practices
- Dignity of all individuals is respected

See Annex 5 for details of this exercise. In fact, no stories were submitted, but staff agreed that this would be a useful idea for EQMM to use in the future.

1.4 Contexts in which the evaluation takes place

In order for the findings and recommendations to be useful, they need to be considered of the very complex and fluid contexts that characterise Myanmar This section provides a brief update on key contextual factors that are currently affecting the ways that HR plays out in Myanmar. It is worth pointing out hat many of them will be out of date by the end of this year when the elections have taken place.

1.4.1. Overview of political contexts

This section is drawn from Human Rights Watch report 2014, MIMU data and information provided by the staff

Slowing Political Reforms

The reform process in Burma experienced significant slowdowns and in some cases reversals of basic freedoms and democratic progress in 2014. The government continued to pass laws with significant human rights limitations, failed to address calls for constitutional reform ahead of the 2015 elections, and increased arrests of peaceful critics, including land protesters and journalists.

The government's commitment to staging free and fair elections in 2015 came under question in 2014 as it cancelled planned bi-elections and made no commitment to amend the deeply flawed 2008 constitution. The opposition National League for Democracy party and donor governments pressed for constitutional reform, particularly article 59(f), which effectively disqualifies opposition leader Aung San Suu Kyi from the presidency, and article 436, which provides the military 25 percent of seats in parliament, granting it an effective veto over constitutional amendments. The government resisted demands for substantive discussions of federalism. The Burmese Defence Services, or Tatmadaw, rejected constitutional amendments, and senior military leaders in numerous speeches vowed to safeguard the existing constitution as one of the military's core duties. Military leaders also maintained that they should retain their quota of reserved seats in parliament, control of key ministries, and emergency powers.

Yanghee Lee, the new UN special rapporteur for human rights in Burma, visited the country in July and reported that despite some progress, the human rights landscape remained serious, particularly in regards to the Rohingya. President Thein Sein did not follow-up on his pledge to US President Barack Obama to permit the formal establishment of an office of the UN High Commissioner for Human Rights (OHCHR).

The government had objected to the inclusion of human rights monitoring and reporting in addition to capacity building in the office's mandate.

In speeches at the UN General Assembly and at the annual Asia-Europe meeting in Italy, the Burmese president and foreign minister claimed the government had made sufficient progress to warrant a downgrading of scrutiny of the country's human rights record. Even formerly reluctant critics such as Germany's Chancellor Angela Merkel voiced concern over continuing religious intolerance and ethnic violence during Thein Sein's bilateral visit in September.

Burma's armed forces continue to illegally recruit and deploy child soldiers despite cooperation with the UN on a joint action plan to end child recruitment. In 2014 the government staged four child soldier release ceremonies, discharging a total of 378 underage soldiers. Non-state armed groups, particularly in Burma's northern states where fighting has increased, also recruit and use child soldiers, according to widespread reports.

Freedom of Association and Assembly: There were at least 27 political prisoners in Burma at time of writing, according to former prisoner groups. Some 200 other people face charges for what appears to be efforts to exercise their rights to freedom of assembly and expression. The joint government and civil society political prisoner review committee, formed in early 2013 to resolve remaining cases, broke down in 2014 due to disputes between the committee chair, President's Office Minister Soe Thane, and former prisoners. Soe Thane reportedly threatened members of the committee with loss of citizenship if they continued their criticism of the government. A presidential amnesty in October released 3,000 prisoners, only about a dozen of whom were political prisoners, including a number of ethnic Rohingya prisoners.

Protests over land rights intensified in 2014 as farmers faced evictions, at times receiving inadequate compensation or relocation terms. Soldiers committed violence against farmers who had returned to symbolically work their land and call for its return. Military members of the national parliament shut down parliamentary debates on the extent of land-taking over previous decades by the armed forces. In June, the parliament bowed to popular pressure and amended the Peaceful Procession and Assembly Law, but maintained controversial section 18, which grants broad latitude to local officials to deny permission for gatherings. The draft Association Law, which has attracted widespread civil society criticisms, was still being discussed at time of writing, with the military controlled Ministry of Home Affairs unwilling to remove

provisions granting the authorities wide powers to restrict registration of national and international nongovernmental organizations.

Freedom of Media: Media freedoms, viewed by some donor countries as a key indicator of human rights progress, took a sharp downturn in 2014 as the government increased its intimidation of media. In January, the Ministry of Information exerted pressure on publishers to change editorial content and bring publications in line with official spellings, and began imposing visa restrictions on exiled Burmese and foreign journalists entering the country by reducing their permission to stay from 3-6 months to only 28 days.

Proposed media laws making their way through parliament will further constrain journalists from reporting openly. One, the Public Service Media Bill, will foster the development of a publicly funded media conglomerate that can be expected to serve as a powerful pro-government voice.

Sectarian Tensions and Violence: Tensions between Burma's Buddhist and Muslim communities continued through 2014. Ultra-nationalist Buddhist monks in the "969 Movement" used inflammatory rhetoric that at times incited violence against Muslims. In July, attacks against Muslim-owned property in central Mandalay resulted in the killing of two men, one Buddhist and one Muslim, until security forces acted to end the violence and impose a curfew.

The nationwide League to Protect Race and Religion (widely known by its Burmese acronym, Ma Ba Tha) has continued to urge the government to enact four laws designed to protect Buddhism, although the laws appear to be thinly veiled measures to further marginalize Muslim communities. The measures include draft laws on interfaith marriage, religious conversion, family planning and polygamy. One draft law on religious conversion was released to the public for feedback in May, but was criticized as an intrusion into personal matters of faith. Nearly 100 Burmese civil society groups wrote to protest the law. The 969 leadership, including ultra-nationalist monk U Wirathu, denounced the groups, calling them "traitors."

Abuses against Rohingya: Systematic repression of ethnic Rohingya Muslims in Burma's western Arakan State continued in 2014, especially against 140,000 internally displaced Rohingya forced out of their homes during the violence in 2012. An estimated one million Rohingya in Maungdaw and Buthidaung townships along the Bangladesh border continue to face restrictions on movement, employment, and religious freedom. All Rohingya in Burma are effectively denied citizenship on the basis of the 1982 Citizenship Law, rendering many of them, including children, stateless.

Ethnic Conflict and Forced Displacement: Amid nationwide ceasefire talks, fighting between the Burmese government and ethnic armed groups intensified in 2014, particularly between the Tatmadaw and Shan, Ta-aung, and Kachin rebels in Kachin and Shan States. Several thousand civilians have fled military abuses, including reported shelling of populated areas.

An estimated 350,000 people remain internally displaced in eastern Burma, and more than 110,000 refugees live in nine camps across the border in Thailand. Discussions between the Burmese military leadership and Thailand's new military junta in 2014 led to an agreement to repatriate these refugees. Under current conditions—lack of security in the area, extensive landmine infestation, poor rule of law, and an absence of even basic infrastructure and services—any returns would not be sustainable and in line with international standards.

There is very meagre representation of women in parliament: currently 4.6% are women (Beijing recommendation percentage for women's representation in parliament is 30%)

It is also worth noting that the **appetite for foreign investment is growing at an alarming rate.** Investors from all over the world are vying with each other to secure agreements to operate in country. This also has implications on the willingness of foreign governments to challenge the Myanmar government on its human rights record.

1.4.2 Other CSOs and actors working in Myanmar

All major aid donors—including those from the European Union, Australia, the United Kingdom, and Japan—have increased aid and development support to Burma in 2014. The World Bank and Asian Development Bank also increased grants to Burma in 2014.

MIMU calculates that there are currently **205 organizations** (89 INGOs, 60 NNGOs, 27 Border-based Organizations, 16 UNs, etc.), working in **19 sectors and 145 sub-sectors** across Myanmar. This number is growing and has implications for both coloration and competition

In all, 37 agencies reported 71 Governance-related project initiatives as being underway across the country. The main sub-sectors were Strengthening Civil Society (35 projects), followed by Human Rights Promotion and Advocacy (11), Institutional Strengthening and Public Administration Reform (9) and Economic and Development policy/planning (8).

Agencies implementing Governance interventions were most concentrated in Mon, Yangon, Kayin, Tanintharyi and Ayeyarwady. Village-level Governance sub-sector activities were reported to be reaching 2,087 villages across 114 of Myanmar's 330 townships, mainly through the Civil Society strengthening activities.

It is recognised that CSOs in Myanmar are increasingly incorporating HR in different thematic areas of work

1.4.3 Current state of play in

A brief overview to inform the evaluation:

- EQMM describes itself as “a local organisation with national and international reach”
- There are currently 22 staff members working in two offices: Yangon and Mandalay. The Yangon office is the head office.
- In spite of the fact that EQMM enjoys very generous core financial support from Stefanus, they are currently reporting to 18 different donors annually. They also recognise that both there is evidence of cut backs (Norway); and that there is increasing competition for funds as more CSOs become established
- The transition of the organisation from Thailand to Myanmar was finally completed in late 2014, when the final section, Finance, moved to Yangon. This transition has been a major event which has involved much time and energy in setting up offices, systems and communications. The site of main office has moved three times since 2012 – each time involves a complicated and time consuming set of logistical arrangements.
- One of the reported advantages of EQMM having been an “outsider” (exiled Burmese working outside the borders of the country) is that they have brought back with them a wealth of activist knowledge and skills which “insiders” have not been able to access.
- The number of requests for HRE training has been growing at an alarming rate. An analysis of capacity gaps carried out in early 2014 indicated that there was a pressing need for more trainers. Plans were put into place and there are now 11 trainers in total including two interns
- However, staff turnover in EQMM is quite high – 7 out of 22 left in 2014/5 including deputy director, programme manager and training coordinator
- M&E systems were revised in 2012. This is a work in progress: the aim is to produce a working system which is understood and used by all and which really supports organisational learning and reporting
- A new training module -Freedom of Religious Belief – was developed with the support of Stefanus in late 2014.

- The original style Community Mobilization projects were closed in 2011. A new more proactive HR type of community mobilisation project was re-introduced in 2014. It has proved challenging. In 2015, these projects are attempting to apply lessons learned in the previous year
- EQMM links and coordinates in different ways with a large number of CSOs both nationally and internationally.

1.4.4 Summary of HRE project and planned activities for 2014

This subsection provides an overview of the menu of activities carried out under this project, with a more detailed chart of activities planned for 2014.

Basic HR Training:

This is a short basics 5-day training course

Specific Issues based HR training

These are 3-day workshops on more in-depth HRE topics for participants seeking greater coverage of a specific issue or skill, such as community organizing, facilitation skills, advocacy work, land rights, and freedoms of expression, assembly and association. Local and international resource persons with thematic expertise will provide support for the preparation of materials and workshop facilitation

Training of Trainer

The ToTs focus on building trainers' facilitation skills and increasing their human rights knowledge in specific issues relevant to their communities, such as land rights and freedom of assembly. The trainers will develop modules on selected issues to then implement in their communities in a series of 5-day multiplier trainings spaced between each ToT.

Multiplier Training

The round of multiplier trainings is structured around developing action-plans with the community participants to generate sustainable initiatives for improving the local human rights situation, supported by EQMM. Newly recruited trainers will be mentored by alumni from EQMM's trainer network, with an additional opportunity to intern at the HRE Training Centres in Yangon and Mandalay.

Trainer Refresher course

This is a month long Refresher Training of Trainers for the trainers based at the HRE centres. In addition to the intensive modules on human rights topics and training facilitation, the ToT will employ a critical focus on techniques such as action planning and documentation to encourage follow-up activities and enhance broader training impact. The course will emphasize a reflection on and analysis of lessons learned from 2013.

Community mobilizing

This element of the programme aims to build sustainable ties with training participants that produce long-lasting effects toward improving the human rights situation. Such activities take the form of discussion groups and open houses to share work plans, raise issues, and plan follow-up; and a small sub-granting program to provide funds for community projects such as community events, discussion forums, and human rights violation case documentation and reporting. Small grants are made available on a case-by-case basis and closely managed by program and finance staff.

Alumni Meeting

Alumni meet-ups for former and potential participants to share experiences, learn more, networking and collective human rights actions.

The following chart summarises the planned activities for the year. 2014

No.	Title of activity	Times facilitated	Nos of participants	Place
1	Staff Refresher course	2	30	Mandalay, Bagan
2	ToT	1	25	Mandalay
3	Multiplier training	10	250	Kachin, Sagaing, Chin, Shan, Rakhine and Mdy (Upper Burma)
4	HR awareness training	31	620	
5	Workshop	15	300	Yangon and Mandalay
6	ToT refresher	1	27	Pyin Oo Lwin
7	External request	30	1000	
8	Event	9	20000	
9	Community Mobilizing	12	1000	Chin, Kachin, Mdy, Yangon, Meithilar, Okshitpin, Shwebo, Rakhine,
10	Capacity building	30		Yangon, Mandalay, Bangkok

2. Findings

This section provides a summary of the evaluation findings. It is organised in three sections: the first covers the HRE project (the agreed main focus of the evaluation), the second assesses staff capacity to deliver the projects and the third focuses on the links between the HRE project and 's advocacy programme.

The second section takes a brief look at the advocacy element of EQMM, explores levels and types of collaboration with other actors and CSOs and summarises findings about how HRE and advocacy currently link together and support each other.

2.1 Findings in relation to different stakeholder groups

This section is sub-divided by the different stakeholder groups identified in the change pathway: the trainers, the alumni of training courses, community level activists (in relation to community mobilization projects) and finally, staff capacity to plan and implement the project

2.1.1 Trainers

Trainers are HRE's key resource. This sub section explores both the levels of understanding and commitment to HRBA, and their effectiveness as a team of trainers.

Levels of understanding and commitment to HRBA:

Common to all the trainers is a previous history of activism and human rights. Becoming a trainer for EQMM represents a way of being able to improve and strengthen what they were already doing. This activist passion is central to the profile of the trainers. Some had been volunteering in monasteries and were encouraged by the Head Monk to take a course in HRE or the TOT. Others were already interested in HR and realised that they needed more information and training. Most of the trainers are "home grown" in the sense that they have completed the ToT and refresher courses and then graduated to becoming employees. There is no doubt that the commitment of the trainers to HRBA. This shines through in all that they do.

Some trainers, (Aung Zaw Htwe, Ko Aung, Nine Nine and Pan Sun for example) have been working as human rights activists and educators over numerous years. They clearly have leadership and authority as educators and mobilisers. Others, for example Wawa in Mandalay, have just become a trainer for EQMM after completing the ToT. Clearly all very knowledgeable in all of the modules on the basic HR training, and different trainers have different areas of expertise on specific issues. There are regular opportunities for trainers to develop their knowledge and skills based (although some struggle to find the time - see chart in Section 1.4.4).

Training courses, specially the ToT and Community Mobilization training are highly participatory, and are informed by the concepts of the equal importance of process, relationships and task. In selecting participants for courses there is an active attempt to encourage participation from different ethnicities and religious groups. Trainers are continuing to learn about human rights issues through sharing information and expertise with each other and other trainers. For example, last year a new course on Freedom of Religious Belief was introduced. Trainers are now learning to train on this. Similarly some have learned how to train on LGBT issues as a result of exposure to previously new ideas.

The outgoing coordinator stated that there are some reported challenges related to the fact that, as most of the trainers are very committed to specific HR issues, they sometimes prioritise their own interests over general capacity building

The effectiveness of the training team:

- **Leadership and organisation:**

Both teams are clearly very close and mutually supportive. They describe their planning and decision making processes as “family style” where they are mutually supportive and share decision-making. The team in Yangon has the benefit of being situated in the hub of activities and thinking. For Mandalay, which was established in 2013, there is some sense of isolation from the nerve centre. In each team there is an overall coordinator who works with the teams to plan and allocate training courses and other tasks. Additionally there is a part time trainer coach (Aung Zaw Htwe) who has overall oversight of selection of participants and trainers, capacity development of the trainer and quality control.

There has been recent movement of coordinators. The highly experienced Ko Aung has been replaced by Mandalay’s coordinator, Nine Nine. A new coordinator has recently been appointed in Mandalay. He however appears to have three jobs running concurrently (trainer, project manager and training coordinator)

The outgoing coordinator from Yangon states that there is a need for people management, project management and stress management within the team.

The Mandalay team also notes that further pressure is felt as they are now required to provide monthly financial reports as well as activity reports and ensuring that they follow up with alumni. They report that they often work all weekend

- **Ability to implement plans:**

Both teams are carrying out impressive numbers of training workshops (see below). However, all spoke of the levels of stress that they are experiencing in trying to deliver what is clearly an over ambitious schedule of training (often further pressurised by unscheduled requests for training or other support for campaigns and/or events). Comment was made about the fact that they don’t plan systematically for the number of lead in days or follow up days that need to be attached to each training course.

Selection of who trains on which course is carefully considered to ensure that a more experienced trainer accompanies a less experienced trainer. As stated earlier, there are regular opportunities for trainers to improve their knowledge and skills; and when appropriate, there are opportunities for partner organisations to mutually support each other in the provision of specialist trainers

All stakeholders on the training courses who were key informants for this evaluation spoke very highly of them. They speak of content and process and role modelling. See sections 2.1.2 and 2.1.3

The EQMM training programmes are described by three partner organisations as “the best in Myanmar” However, Both teams claim that they have too much to do. They completed the plans (which represents an exceptional amount of training days and contact time) but they were also required to respond to external requests for training. The trainers report that this overload is compromising the way they facilitate their training.

- **Ability to monitor, evaluate and track impact of training:**

As stated earlier, this is a work in progress. Reporting formats have been simplified and there are plans in place for the data to be gathered and analysed. At this stage, M&E provides limited insights into the actual quality of the training and how actually contributes to changed mind-sets and

behaviours. There is no baseline on which to assess progress at these levels, so the system is not yet able to systematically analyse or report on changes beyond activity level.

- **Ability to follow up alumni**

This element, by the trainers' own admission is not strong. Because too much time is taken up with training, less time is allocated to follow up. Alumni echo this sentiment. A guesstimate on last years' alumni from Mandalay suggests that of 300 people EQMM has trained, there is "some" contact with 80 alumni. If this represents the 2014 ratio in Mandalay, it is highly likely that the 2013, and 2012 ratios will be less favourable. This possibly indicates a big loss in potential for systematically spreading the HR message.

One trainer pointed out that contact lists often get lost when trainers leave. This point needs further verification but it suggests that contact lists are not systematically kept or managed

2.1.2 Alumni

Alumni are people who have participated in and completed one or more of 's training courses. Looking at the activity sheet about, it suggests that there are more than 2,252 alumni from 2014. They represent 's key mobilisers and activists

In this evaluation, the consultant spoke with only 17 alumni from different EQMM training programmes dating from 2012 to 2015. It is worth noting that this represents a very small sample of the alumni group. The findings in this section therefore may not be considered robust (and it is quite possible that they represent the few most active alumni) but, in the spirit of this learning evaluation, they provide useful insights.

Key areas of enquiry for this stakeholder group covered their experiences of and reactions to the training programmes (to better understand the perceived quality of the programmes); and ways in which they applied their learning, both in terms of changing attitudes and changed behaviours

Reasons for applying for the TOT course:

Alumni of the basic HR course and the issue based courses either applied of their own volition, or were recommended to apply by others

Some were specifically interested to understand more about rights for particular groups of people: interviewees in Yangon and Mandalay signed up for training on land rights, women's empowerment, children's rights, freedom of religious belief, youth activism and rights of ethnic minorities

Alumni who either applied for or who were encouraged to attend TOT programme did so in order to be able to find effective ways to share HR knowledge and change mind-sets. Some had been on the basic training course and were inspired to continue. For others, colleagues recommended this course. Two of the group applied several times to participate in the ToT before they were finally successful.

What they considered the most valuable aspects of the training:

Informants responded with a number of varied were asked to reflect on what aspects/elements of the training they found most useful. This is a summary of their answers:

- Networking between participants and between participants and trainers
- The encouragement and motivation that the trainers gave to them as well as role modelling how a good facilitator works and what they are able to achieve
- Concepts around personal transformation – facilitators modelled tolerance, inclusion and equity and demonstrated how they were able to respond to taunts and teasing in accepting but assertive ways

- Facilitation skills – ways of working with and communicating with participants, making sound judgement calls about content and methodology
- Teaching methodology: for all alumni this very participatory and inclusive methodology was completely new to them and in stark contrast to the teacher centred approaches that they were familiar with
- Designing planning and teaching their own modules - developing energisers, deciding which methods best suited which content
- Finding successful ways to maximise learning and understanding around issues that were of key importance to them
- Time management skills and the discipline of making plans to fit the available space

Overall, alumni stated that the EQMM package was more thorough and more effective than other packages as there was a clear support and follow up plan after the training (in the form of multiplier training and refresher courses)

Changes that alumni experienced as a result of the trainings

“Before I went on the training I knew nothing of human rights. I didn’t know that rights are being violated and I didn’t know that I was violating people’s rights. My understanding has changed - I am more sympathetic to others and I know that this is more in line with my religious beliefs” Key Informant alumni, Mandalay (translated from her words)

All alumni reported changes in understanding and attitudes to specific HR issues. For some, the issue of LGBT rights were completely new. Five participants in the two groups of alumni stated that they completely changed their mind-sets. Two have been actively promoting LGBT rights in the workplace and events since that time

In trainings on Freedom of religious belief, participants from diverse religious backgrounds were able to better understand each others’ beliefs and separate out reality from rumour.

At a 2014 multiplier training in Gallana, one alumni reports that the facilitator looked like a Muslim. This was particularly significant as the intolerance and hate speech against Muslims was running high. The facilitator’s way of dealing with the groups and role modelling of tolerance during the training made them more aware of issues and sensitivities and contributed to a change in their attitudes towards Islam

Similarly, participants from different ethnic groups and geographical areas learned about each others' feeling and difficulties and reported that they had developed a deeper understanding of the issues that different groups face. They reported a deeper understanding and greater acceptance of diversity.

One participant – open transgender – explained that before the training she wasn’t able to accept that she was transgender; and her family could not accept the ways she behaved. After the training, she became comfortable in her new identity and was able to return to her home and assert this identify. She also stated that the facilitator transformed her life by demonstrating acceptance of self and tolerance of others. Over time she became frustrated with other transgender friends who wanted to only talk about make up – she wanted to become an activist and a designer. See below for what she did

Ways in which alumni applied the training

The following list provides an illustration of the many different ways in which participants have applied their learning and attitudinal changes:

Improving their own training skills by:

- Completely changing (her) training style, the way she selected participants and way she worked with them. She reports that they are now much more motivated and engaged.
- Linking ethical training (religion and philosophy to human rights)
- Developing a number of training packages for different groups of rights based on the learning
- Offering facilitation skills and training packages to others CSOs
- Ensuring that her training programmes much more inclusive and that all participants understood the issues and engaged in the training processes
- Changing from training women only on gender and women's empowerment issues to inviting mixed groups of men and women
- Applying (his) new learning by making other students more aware of their rights through role plays and discussions
- Sharing information with women in the local township about their rights (through talks and IEC materials). The women in the township did not know that they had rights. Through her efforts, they began to understand about domestic violence; and how to speak out against it

Mobilisation and activism

Alumni used new understanding and confidence to

- Ask much more challenging questions at CSO fora
- Address issues of hate speech through HR and rights based approaches of equity and inclusion
- Form self help groups
- Become local activists and advocate against land confiscation issues
- Have the "courage and confidence" to speak up at meetings (for example, CSO forum last October)
- Become a child rights educator providing CR training to orphans
- Organise groups of young interested people to get sponsorship for children to go to school.
- Take part in protesters **at** student marches (wearing EQMM tee shirts)

Two female weavers from Mandalay division attended training over 18 days. As a result of this training one has now become the ILO Focal Point for her township, and the other has become a the HR authority in the factory where she works - if there are violations at the factory, she is able to speak out and challenge the authorities.

Transgender activism in Mandalay and how ToT participants are responding

Transgender people are often arrested by the police for a variety of reasons (e.g. the "congregating in the dark" by law), and sometimes without giving reasons. One alumnus Ms Emo, made numerous efforts to engage INGOs in this issue but without success. She then formed her own CSO and now works with a few others to talk to the prison victims, to try to find bail for them and to find lawyers who will defend them

2.1.3 Community members involved in Community Mobilising Projects

This element of the HRE project is designed to enable alumni to apply their learning to very focused and specific activism at community level. It was conceived as a way of encouraging skills development for partner CBOs with the hope that they might become self-sustaining. The types of activity carried out by the CBO depend on their identified need. They could include community events, discussion forums, and human rights violation case documentation and reporting.

How it works: CBOs who apply for this project support are required to meet the following criteria: they are trained alumni who have set up or are part of a CBO; they commit to work with for six months; and they have financial management systems in place.

In 2013, EQMM selected six areas to work in – three in Upper Burma and three in Lower Burma. Six CBOs were selected. Two members of each organization participated in a 6-day Community mobilizing training which included stakeholder mapping, proposal writing strategy development, and the development of an M&E framework for the project

Small grants were made available on a case-by-case basis and closely managed by program and finance staff. Maximum grants offered are in the region of \$1,500 over six months. Grant money is allocated in instalments dependent on satisfactory governance and reporting

The evaluator visited two community mobilising projects and had focus group discussions with 6 community members in Yangon area, and 12 in Shwebo, near Mandalay.

Community Mobilizing Project 1: Challenging Child Labour: Action for Dignity and Development (ADD), Hlaing Township, Yangon.

The evaluator interviewed six members of the this group

The Situation

Since the 2011 UPR session Myanmar has become a State Party to the ILO Convention 182, against the worst forms of child labour. However, the Minister of Labour publicly stated that a full implementation process would only be launched in December 2014. In addition, the government has not ratified the ILO Convention 138, which regulates the minimum age for labourers. Another, related problem when assessing the frequency and gravity of child labour in Myanmar is that official, reliable statistics are largely missing. Some reports suggest that **more than one third of all children aged seven to 16 years are working to some extent.** Myanmar is ranked **the seventh worst country in the 2014 Child Labour Index**, which assesses countries on the prevalence of child labour under the age of 15 and prevention efforts by governments. This suggests that child labour has become institutionalized in Myanmar's economy and normalized in people's minds.

Hlaing Township is located in an area of Yangon. It comprises 16 wards and shares borders with Mayangon Township and Thamaing Creek in the north, Mayangon Township and Inya Lake in the east, Kamayut Township in the south and Hlaingthaya Township in the west. There are many middle-income households living in that township. Many family run tea-shops are doing business using children as bonded labourers.

A group of NLD party members are running a community library in the township. They recognised the need to work with and support children who were in bonded labour in local tea-shops but needed to separate from the party in order to carry out this work (it is important that political parties are not seen to be in receipt of foreign money). With the help and support of and

having participated in the CM training, they developed their project which aims to reduce the incidence of child labour and to promote the rights of tea-shop children in the local area.

Reported progress of this project

Having conducted an analysis of the children's situation, they negotiated with selected tea-shop owners to allow children to spend some time in educational activity (this is done in a variety of ways, including putting on play and theatre). Small mobile libraries were in the teashops for both children and customers to read (main focus is on HR). The team provide HRE to the children so that they are more aware of their rights and are more able to identify when they are being violated. The children are invited to and take part in other HR events which are organised in Yangon

Results

- The project has been in operation for six months. Some of the reported results include:
- The children are more motivated and energized. They appear to be happier in their work and with customers (more sense of self worth?).
- They share their experience of the HR events with other community members, who also become interested in and motivated by the idea of human rights.
- Attitudes of tea-shop owners changing: they see that the children are more positive and are more supportive to the idea.
- Significantly – inspired by the effect of results – two self help groups have formed in the area. They are doing similar HRE awareness raising with other communities in the township.
- With increased knowledge of the CRC the project team now have the confidence to inform the township administration when they witness signs of child abuse. Two cases have been reported in the last six months. As a result, the children have been removed from the perpetrator and s/he has been required to pay compensation for medical bills for the child.

Community Mobilizing Project 2: Land rights issues: network of Farmers in Shwebo

The evaluator met with a group of about 12 farmers from Shwebo and the surrounding areas.

Through a series of questions she asked them to explain the situation before they became engaged with EQMM; how EQMM was able to support them; what results they had seen and any comments or further recommendations for in the future.

The situation:

Land use in Myanmar is complex: more than 65% of the country's workforce is in agriculture. But land laws are out-dated and often contradictory. Throughout the decades of dictatorship, land grabbing by the military was commonplace. The government recently drafted a national land use policy, but there are fears that it will fail to address the historic land grabbing by the ruling elite, that it threatens to dispossess women, and that it will leave thousands of farmers with insecure rights to land.

Shwebo is a city in the Sagaing Region of Myanmar, located 64 miles (103km) northwest of Mandalay on the eastern bank of the Chindwin River. The city is a trade centre for agricultural produce, especially beans, rice and sesame from the surrounding plains between the Mu and the Ayeyarwady River.

Nearly all of those present have had land taken from them. They told many stories of land being taken and false promises about payment and employment opportunities

The farmers reported some of the consequences of not having land to farm. They include lack of work, the need to migrate to work in other countries, families being separated, children unable to start or complete their education (which prolongs the cycle of poverty as these children are then only able to do manual labour) children being sold/rented for bonded labour
“Families broke up: parents died and the children migrated to other cities”

Reported progress of this project

In this group, the farmer originally knew nothing of land rights, but they felt the need to do something to protect themselves. They founded a group in 2012 which was connected to the local Monastery. With the help and support of the Head monk, they were able to participate in a number of training programmes. EQMM provided training on HR and labour rights. They then formed a network of farmers. In 2014 EQMM supported them by offering a small community mobilization fund together with dedicated community mobilisation training

Results:

The farmers reported that on a number of occasions, and mostly on their own, they have documented abuses of their land rights and provided photos and written on several occasions to government officials detailing their complaints. They have had some small successes. They are proud to report that they have a much clearer understanding about their rights (e.g. that the government has no right to demand their labour for free) and they are able to speak out confidently in the community.

They are spreading the network to more townships; they report that they are more united as a group. Some members are going out to more rural areas to provide advice and training to other communities.

Overall, they report that they see changes in awareness and motivation in the communities but that, as yet, there are no major changes to the ways in which the government treat the farmers.

Comment

It is not clear to what extent these two projects compare with the other five.

There are a number of issues that the projects are experiencing

- **Project and financial management:** The project teams are trained to plan, manage and report on progress of their projects. But this way of thinking is very new. Project teams are bound to struggle with some of these areas. EQMM staff report that there are some challenges with both reporting and financial management
- **'s ability to support and follow up on projects:** This relates to over ambitious schedules and the fact that some of the projects are situated far from Mandalay and/or Yangon (the evaluator travelled 3 hours each way to speak to the farmers at Shwebo). Community mobilizing staff may well need more handholding and support than is currently available. For example, ADD shared a specific challenge that it was hard for them to conduct useful situation analyses with the children as often the tea shop owner would stand close by, implicitly threatening the child being interviewed. On hand support about other strategies may have proved very valuable.
- **How to measure success:** this is a relatively new and experimental area for EQMM. The teams are still learning about what results to expect and how to measure success. At this stage, there is little clarity on these points. This is not necessarily a bad thing at such an early stage of development, but its an area that merits further conceptualisation

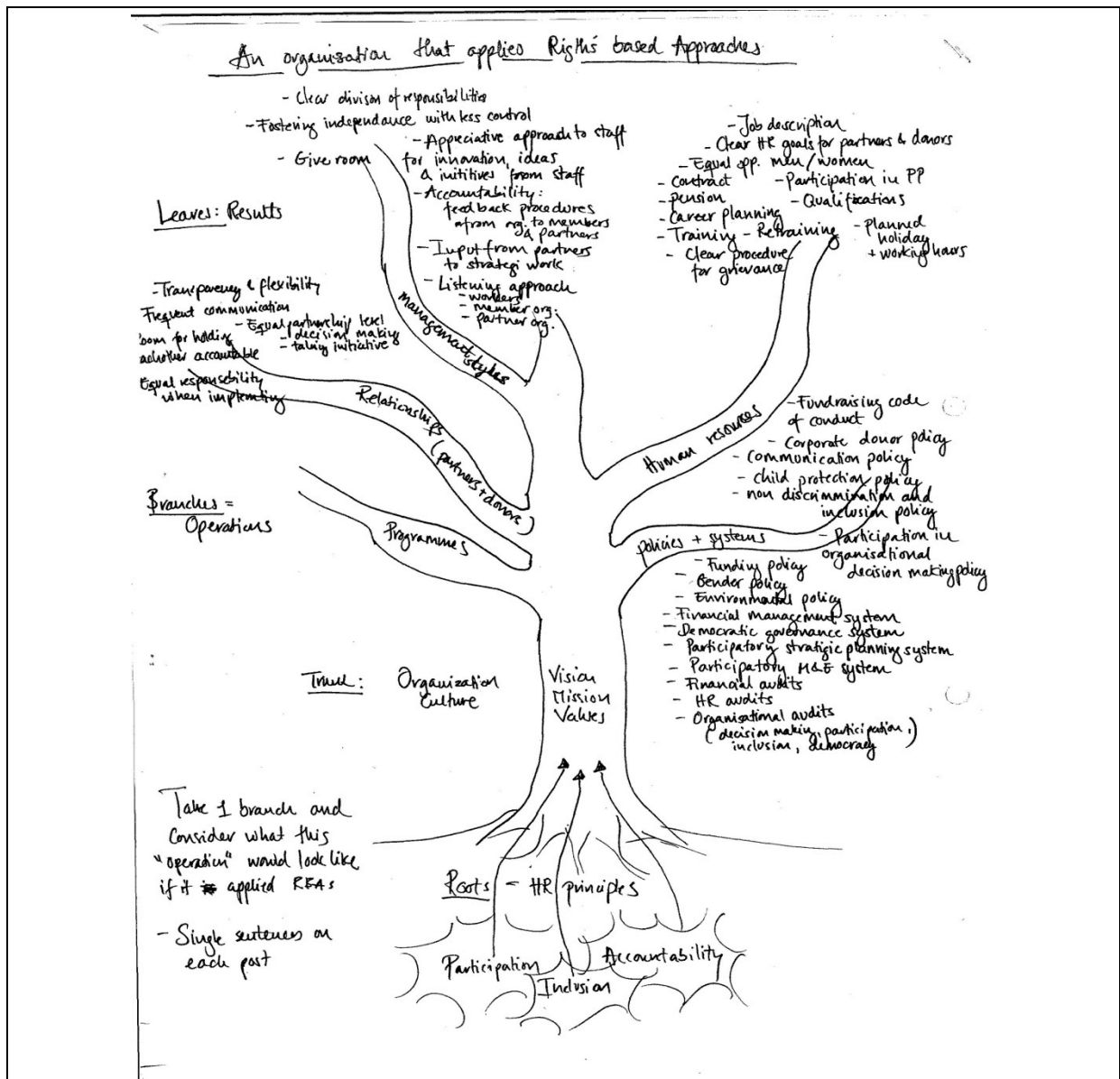
- **Exit strategies and sustainability:** Again related to the point above, EQMM has not yet identified how and when they will consider that the projects is complete; and how they might support the projects towards self sustainability

2.2 Assessment of Staff capacity and ability to deliver HRE project effectively

It stands to reason that, if EQMM staff are going to implement these ambitious plans, they need to be committed, organised, systematic, sufficiently resourced and open to change and learning. This sub section reports findings in relation to these areas of enquiry. Questions were further refined in relation to areas of annual reports where weaknesses had been identified

Levels of commitment to and understanding of HRBA

HRBA is not only about what an organisation does (in terms of programming): central to HRBA are core principles of participation, inclusion and accountability. These principles should be reflected in all aspects and elements of the organisation, including relationships, management styles, HR policies etc. The following diagram (which appears as part of Annex 7) illustrates this way of thinking. The diagram informed this particular area of enquiry in the evaluation.



Ways in which they apply HRBA:

Using the framework attached as Annex 7 (part of which includes the diagram above).

In the management meeting, staff discussed some other elements and how they felt they were able to apply RBA, using the questionnaire provided. Key findings include:

- Rights based principles are deeply and thoroughly embedded in EQMM principles, values, vision mission and relationships. These elements were confirmed through visits to both offices and in discussions
- There is not currently a Board of Trustees for EQMM but this is in hand. The management are fully aware of the need for representation from diverse backgrounds and a balance of gender; and are preparing to call a meeting very soon to set up this Board. They have ample experience to call upon

Management styles and decision-making approaches

- All decisions are taken by a management committee (the team report that the style of these meetings is both participatory and inclusive)

- The Director is very much the leading light in EQMM . But he is also a leading light nationally, and very involved in current efforts to push the HR agenda forward in Myanmar. His list of commitments is humbling. In terms of practical day-to-day leadership on office related matters, he is not always available. Equally, there is sometimes a pressing need for all staff to support a significant but unplanned events. Senior staff are extremely professional and capable, and respond well to these challenges, but these issues sometimes disrupt the smooth running of planned activities. This situation was highlighted over the last few months, as the position of Deputy Director lay vacant. This has now been remedied by the appointment of an interim appointment for five months (Theresa Limpin) before Tanyal Taysi will take the permanent position from October 2015.

Policies and procedures:

- In general, there are very clear and well-established policies and procedures in place (in relation to the list of questions), including Finance, Personnel, Sexual harassment, and Child Protection. The HR policy document is comprehensive and clear.
- In discussion, the team agreed the following]
 - They could strengthen their induction procedure and ensure that strong RBA messages formed part of this process.
 - They needed to think more about the very real issue of staff safety and develop a policy and procedure for all staff.
 - In the light of high staff turnover and the growing demand for skilled staff in Myanmar, it would be useful to consider the development of a retention policy.
 - Although policies are, on the whole, closely linked with RBA principles and are used on an as needed basis, it might be useful to have key policies more publically visible and a constant reminder to all

Organisational systems

- In general most systems are well developed and very fit for purpose.
- An area which all agreed needed strengthening (but has been steadily improving) was in the M&E systems and processes. Although there are numerous systems in place to capture data around activities and reactions to training, and reporting is improving, the M&E framework overall is not comprehensive or systematic, neither is it really understood and/or used effectively by staff. It is considered more along the lines of “must do” rather than “valuable information to inform learning”. The management team recognise that more time and investment is needed in this area.

Ability to implement and monitor the strategic plan:

- Although much effort was dedicated to the development of the 2014-18 Strategic Plan, it is in fact little known by the staff and in its present state over long and not very clear. It is considered a “living document “ which is commendable, and although discussion at the annual retreat feeds into plans for the following years strategy, there is currently no clear protocol for documented review and adaptation of this plan on an annual basis

Staff capacity:

- In addition to the issue of deputy director (as discussed above) staff recognize the need for a replacement advocacy officer. It is noted that it is challenging in Myanmar currently to find the necessary knowledge and skills in applicants who will also work for local wages.
- The trainers are clearly very stretched and are not always to fulfil the increasing demands and requests for training either at all, or to the high standard that they are capable of.

Overall, this is a very strong staff team who are managing an exceptional load very effectively. With some minor adjustments they could become more focussed and more effective in a few key areas.

2.3. How the HRE project links with advocacy efforts in

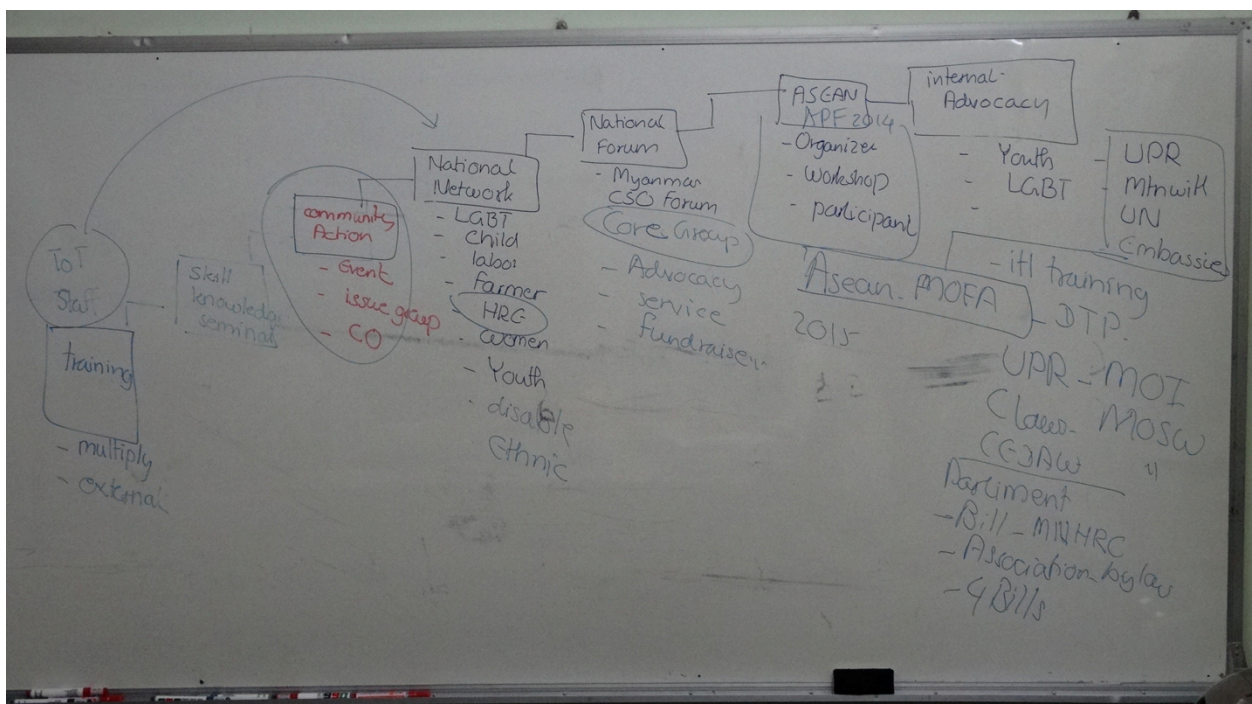
EQMM describes itself as “ a local organisation with national and international reach”. In the fast changing contexts in which EQMM members of staff operate, it is important that they are able to be flexible and opportunistic as well as being systematic and well organised: a challenging combination to manage at times, and not without some understandable tensions.

The purpose of this section: This evaluation does not attempt to explore the effectiveness and relevance of the advocacy programme itself (although it seems very clear that it scores very highly on both) but rather to inform final conclusions and recommendations about how the HRE programme could link more explicitly and effectively with advocacy; and ways in which the advocacy programme could be strengthened as a result.

2.3.1. An overview of EQMM’s advocacy programme

EQMM’s advocacy program aims to empower civil society actors to engage with local authorities in Burma and with UN agencies and international human rights advocates; to increase advocacy efforts at the local and national level, while remaining engaged with the international community to encourage maintained scrutiny of the government’s human rights record.

In its 2014 plans, EQMM highlights the fact that recent reforms have given way to opportunities for organizations with experience in human rights education to engage more directly with decision makers inside the country. With this in mind, the organisation aimed to build up a strong network of organizations and activists across different sectors and levels of Burmese society. In cooperation with network partners and external resource persons, EQMM planned to continue coordinating and supporting advocacy efforts that target representatives of state institutions and political decision-makers.



The diagram above, developed for the meeting with the advocacy team, illustrates from the perspective of advocacy and campaigning, the ways in which HRE currently supports activism and at all levels from local to international: training – community activism- national networks – national forums –Regional advocacy – international advocacy

Key points to note:

- The link between training and community mobilising is clear: this is described under the community mobilisation section and is also referenced in the activities of the partner organisations whose staff have been involved in EQMM training
- But there are other links (indicated with arrows) where, for example, EQMM trainers contribute directly to national advocacy
- Although the diagram appears to link from left to right, the reality is much more complex on the sense that activism at all levels should link to and strengthen each other
- Myo, the EQMM director has a very strong leadership role in all advocacy and activism: thematic groups, national CSO forum, Asean People's forum, reporting to UPR, support to the Bill Committee in parliament; international advocacy... to name but a few. There is no question that he is a leading light in pushing the Myanmar HR agenda forward both nationally and internationally. His EQMM staff team and partners play an important supporting and or collaborative role, but essentially it is he who leads and implements the advocacy programme.
- There is currently no advocacy strategy or advocacy coordinator.

2.3.2. EQMM's coordination, collaboration and relationships with other advocates and activists

The number of CSOs forming and operating in Myanmar is growing rapidly. The concept of partnership is also fluid. At its core, partnership in Myanmar seems to involve a coalition of mutual interest when the opportunity arises. In the words of one staff member, *"Its very early days, and there is limited capacity. We have to join with anyone to move things forward"*

During the evaluation process and in discussion with staff, it would seem that EQMM works with at least 5 types of partnership currently:

- a. Organisations that were once part of EQMM but due to campaigning and other success and the need for more specific focus; they have become semi autonomous from EQMM. Currently there are two such organisations, Colours Rainbow and United Act, both of which are administered through
- b. Organisations that collaborate with EQMM in terms of training and workshops. For example, trainers from one organisation may attend courses in the other to learn about specific issue. In return, their trainers participate in EQMM courses. Staff report that there are +/- 20 such collaborating partners in and around Yangon
- c. Organisations that collaborate over the developing and distribution of IEC materials: they may provide information on specialist issues; or distribute posters, leaflets, booklets etc. or they print EQMM materials for distribution to their own stakeholders (adding their own logo). There are also examples of collaboration over the development of films (30 actors and 30 rights; Landmines awareness and associated rights)
- d. Organisations that collaborate in the design, management and funding of large HR events – such as Women's Day, Child rights Day etc. Numbers vary according to thematic issue and location
- e. Organisations that collaborate with EQMM in relation to specific campaigns or issue based advocacy (Numbers vary according to thematic issue and location). In 2013, for example, 's director was invited to the Upper House in Parliament to provide recommendations in relation to the drafting of the new Land laws. In preparation for this, he strategized with

other organisations working on the same issues and coordinated the response that he then took to the Upper House

One staff member estimates that EQMM collaborates in one way or another with “between 30-65 organisations”

This section provides a brief overview of the five partners visited during the evaluation and a summary of ways in which they connect and mutually support each other.

a. Colours Rainbow

EQMM has been working with LGBT rights since 2007 . Colours Rainbow was formed as a semi-autonomous organisation in 2013. The organisation aims to educate and empower LGBT people, including those living in migrant communities along Myanmar’s borders. These goals are achieved through the use of curriculum and resources designed specifically to address LGBT themes, such as discrimination based on sexual orientation, gender-based violence and identity.

Advocacy initiatives are also run, including an event to mark the International Day Against Homophobia as well as support for people from Myanmar to take part in Pride Parades.

EQMM also documents the situation of LGBT people inside Burma and publishes its findings in a monthly publication, Colours Rainbow, the only magazine of its kind in Burma. The website corresponding to this publication is visited by people from all over the world.

“As a result of LGBT Rights training numerous LGBT people have developed the confidence to discuss their experiences openly for the first time in their lives.”

There continue to be high levels of cooperation between the two organisations. Colours Rainbow’s relationship with EQMM moving from dependence to independence with a view to becoming independent over the next few years.

b. United Act

This is a small organisation which enjoys semi –autonomy from EQMM. It was set up by exiled Burmese students in Chang Mai who wanted to contribute to the fight against child poverty They received support and training from HREIB and, in 2010, they set up their own office. In 2013, some members moved back to Burma, creating two centres.

Their activities include writing, producing and singing their own songs; supporting other to understand specific HR issues and then writing and performing plays to spread the message. Recently, for example, they have been very involved in the Children on The Move Campaign with very successful outcomes. See below:

“The Parliament of Myanmar has included new dispositions in the **National Education Law** concerning the access to education for migrant children and children in conflict areas. This implementation was taken following the previous recommendations advocated by **Burma ACT, United ACT and Equality Myanmar, partners of Destination Unknown**, together with other members of the National Network for Educational Reform. This is a major step forward Indeed, this is an unprecedented case in Myanmar given the fact that it’s **the first time that the issue of migrant children and children in conflict areas are included in a national law**”
Terre des Hommes Website 2015

United Act receives substantial support from , particularly in terms of leadership and guidance, training, and other capacity building support, as well as securing funds from donors and managing financial reporting. Because has strong international and national links, United Act have been invited to perform in international for a in many countries, thus building their own reputation. In Egypt in 2010, they received the global award , The Freedom to Create , Youth Prize. In turn United Act, support by supporting and performing at big events, on television and a cast members in the on going TV soap.

c. Sandhi Governance Institute

Sandhi Governance Institute's conducts various development, governance, public policy and political trainings. In addition, it also carries out research on youth and employment opportunities, political parties and civil society. Its main purpose is to build capacity and leadership skills of young people from political parties and civil society organizations. Sandhi Governance Institute was founded by two public policy graduates in 2007 and it was registered as private consultancy firm in 2008. As with HREIB it was registered in Thailand. The relationship and collaboration dates from that period.

Collaboration with EQMM : Currently, Sandhi makes use of training services as part of its comprehensive leadership-training package. The director, Khine Win, states that the EQMM HRE package "is the best in the country – they have been doing it well for many years."

d. Thingaha

This organisation (originally known as "Thingaha Gender Working Group) was formed with the initiative of Swiss aid-Myanmar Office in 2003. Thingaha It is a national gender organization working for grassroots women's empowerment and social justice in Myanmar.

Over the past (10) years, they have been working on Gender Awareness Training, Gender TOT, Gender Analysis Workshop and Survey, Modular Training Course on Gender and Development, Capacity Building for Local Partner Organizations (CBLPO), and humanitarian responses in the 2008 aftermath of Cyclone Nargis. In 2011, they developed a new course entitled "what is masculinity?" which promotes the concept of positive masculinity. More recently they have become much more active in advocacy.

Collaboration with EQMM :

TGWG was also based in Thailand. There has been a long mutually supportive relationship between the two organisations. has supported the organisation in a number of ways to develop its skills set in relation to advocacy: staff and interns have participated in training workshops in advocacy, RBA, strategic communication, and gender specific issues. They have completed the EQMM TOT and refresher courses. One staff member is now leading on all facilitation for the organisation. She has adapted the EQMM model to be able to link gender rights with RBA and also with spiritual beliefs.

The two organisations collaborate in joint campaigns. In 2014 for example, with NCA funding, they developed a campaign aimed at reducing gender-based violence. They share materials (books, pamphlets etc.). They are also both partners of Diakonia (a faith-based Swedish development organization that supports and works with around 400 local partner organizations in about 30 countries) which means that they collaborate with around 18 other partners in Myanmar to jointly plan and reflect on progress

There is clearly a very strong mutually beneficial relationship between these two organisations. Trainers in both organisations enjoy each other's company and work well together and support each other.

e. Kings N Queens

This is a group of LGBT people and those who support them. They provide knowledge and information on LGBT rights through advocacy and education (“infotainment and edutainment”). They work specifically to improve self-esteem, to develop leadership skills, to educate people about LGBT issues and to challenge discrimination from government. There are currently 3 employees. They receive a small grant (\$14,000) from an American donor on an annual basis. This funding comes to an end in 2016.

Collaboration with EQMM:

EQMM has provided support and guidance in the form of leadership, TOT training, promoting LGBT trainers, specific training in advocacy, organisational development and team building. They also provide IEC materials

In turn Kings N Queens collaborate with EQMM on events parades, religious festivals, ceremonies and campaigns. They represent and promote LGBT rights on these occasions.

“...without support and involvement, we wouldn’t know our rights or entitlements. We wouldn’t know how to negotiate with Government. We wouldn’t be able to speak up. We would have continued to lead “normal” lives (keeping our sexual orientation secret). Now we are able to be more active..”

3. Summary and Conclusions

This section summaries and makes conclusions about the HRE project under these agreed headings:

Primarily:

- To assess **project outcomes** and results for different groups (by gender and to some extent ethnicity)
- To assess the degree to which achievement of the project matches its objectives (**effectiveness**)

And to a lesser extent:

- To identify significant positive and negative changes in the lives of beneficiaries as a result of the project intervention, directly or indirectly (**impact**)
- To identify potential continuation of impact after the end of the project (**sustainability**)

It confirms and builds on mid term and end of year reports for 2014.

The top line conclusion is that this is a very energetic team providing high quality training and awareness raising to a surprisingly large number of people within Myanmar and beyond. There are some areas of their work and strategy which would benefit from some adaptation.

3.1 Assessment of project outcomes and results for different stakeholder groups and project effectiveness.

Note: the list of results has been adapted to link more closely to changes for different stakeholder groups. It is worth mentioning that plans currently appear to be a mixture of activities and outcomes. There is also some overlap in activities for the different target groups

Trainers (key resource, mobilizers and activists)	
Areas of enquiry	Summary of Detailed plans for 2014 (as relevant to this section)
<ul style="list-style-type: none"> - Knowledge on HR and specific issues - Levels of commitment to HRBA - Effectiveness of team and team work - Facilitation skills - Ability to follow up and support alumni - Ability to monitor evaluate and track impact of trainings - Ways in which they critically reflect on and adapt content methodology and/or target different participants 	<ul style="list-style-type: none"> - 10-12 trainers from inside Burma are capacitated as senior facilitators and training coordinators - Yangon and Mandalay training teams are strengthened - Team structure, division of roles, and strong team dynamics are established - 2014 schedule and work plan is finalized including target sectors and balance of centre-based trainings, external trainings, and workshops - 6-day training and 3-day workshop modules are finalized - Open chains of communication are established - Facilitation and reporting skills are improved - Finance and Admin teams capacitated to oversee org’s financial and administrative procedures - M&E processes and procedures updated - Training/workshop alumni conduct follow-up activities in their communities such as discussions, events, trainings, and documentation - Ties with alumni are strengthened and expanded - Alumni facilitation and leadership skills are developed - Increased trainer capacity in specific thematic areas - Connections to regions outside of Mandalay and Yangon (and CSOs based there) are further developed - EQMM’s financial management of field work is improved - Networking among alumni is increased and CBO capacity is developed thru shared resources/project planning

Assessment of outcomes and effectiveness:

Trainers are committed to HRA and highly motivated. As a whole they have high levels of knowledge about HR issues and are accomplished facilitators. In practice some are much more knowledgeable and experienced than others, and systems are in place to ensure that trainers are paired according to experiences and that there are opportunities for capacity development.

The Mandalay team in particular is in need of more leadership and support in terms of coordination and prioritisation. Both teams successfully carried out plans, and achieved more than required (due to continuous unsolicited requests for support and other training programmes).

The training programmes overall are very highly rated and valued both for the content and the facilitation processes. Teams are however overstretched. It is difficult to know to what extent the demand for quantity of training programmes is compromising their quality.

M&E systems are improving but need further investment of time, resources and capacity.

Following up on alumni also needs further investment about ways in which this could become more effective. At present contact with a large % of alumni (who are potential mobilisers and activists) is not kept up.

Financial systems and processes are in place and are effective. Trainers however sometimes struggle to complete reports as they find them too time consuming and complex.

Alumni (mobilizers and activists)**Areas of enquiry**

- Awareness and understanding of HR and HRBA
- Awareness and in depths understanding of specific HR issues
- Shifts in attitude in relation to the above
- Levels of motivation to address HR issues
- Ability to plan and implement HR related interventions
- Ways in which they provide on going support and/or leadership to community organisers/organisations
- Ways in which they collaborate and network with others (in the coordination of HR/advocacy campaigns)

Summary of Detailed plans for 2014 (as relevant to this section)

- ~600 participants have increased HR awareness
- Participants take part in monitoring of human rights situation following trainings
- More organizations and institutions integrate HRBA internally (in org.) and externally (in project activities)
- Alumni facilitation and leadership skills are developed
- Training/workshop alumni conduct follow-up activities in their communities such as discussions, events, trainings, and documentation
- Rural communities are capacitated to address HRVs through documentation, reporting, and local advocacy
- Increase in HR violation complaints filed with national mechanisms
- Increase in HR activities at local level
- Increased media attention on HR issues

Assessment of outcomes and effectiveness:

All alumni interviewed demonstrated changes in HR awareness, motivation and/or activism. Particularly notable were there very high levels of motivation evidenced as well as significant shifts in attitude for some alumni. There were two cases of alumni setting up their own CSOs (this is significant – it would have been helpful to know how many other alumni have set up CSOs).

Alumni who participated in ToTs, refresher courses and Multiplier courses have clearly improved their facilitation skills. These courses are very highly rated by all stakeholders.

There are examples of alumni applying their learning to organisational systems and processes (integrating HRBA) but this seems to be isolated examples currently.

There is ample evidence to demonstrate that many alumni have applied the results of training in a variety of HR activities and activism. It was beyond the scope of this evaluation to do more than list and categorise these.

Alumni who went on to apply to be part of the community mobilization programme contributed to actions that led to HR violation complaints being filed with national mechanisms; HR activities at local level; Increased media attention on HR issues. However, the evaluation can only point to examples. There is currently no way of measuring progress in these areas year on year.

Community members (mobilizers and activists)

Areas of enquiry	Summary of Detailed plans for 2014 (as relevant to this section)
<ul style="list-style-type: none"> - Awareness and understanding of HR and HRBA - Awareness and in depths understanding of specific HR issues - Shifts in attitude in relation to the above - Levels of motivation to address HR issues - Ability to identify key issues to work on - Ability to plan and implement identified issues - Ability to critically reflect on and adapt plans in the light of learning about successes and failures 	<ul style="list-style-type: none"> - Training/workshop alumni conduct follow-up activities in their communities such as discussions, events, trainings, and documentation - Rural communities are capacitated to address HRVs through documentation, reporting, and local advocacy - Increase in HR violation complaints filed with national mechanisms - Increase in HR activities at local level - Increased media attention on HR issues

Assessment of outcomes and effectiveness:
 These community mobilization projects are strategically important for EQMM as they represent one of the strongest links between HRE and activism.
 In relation to the areas of enquiry for this group of stakeholders, the two groups clearly demonstrate improvements in expected areas of change to a greater or lesser extent.
There are also examples of concrete changes in terms of creating further momentum for change; and for holding duty bearers to account; and being able to support national advocacy efforts by being included in thematic fora at national level.
Although it is not clear if and how these two projects compare with the other five, EQMM deserves credit for its contribution to these very significant areas of change.
 There appear to be a number of issues that would benefit from further discussion and decisions:
Project and financial management: The project teams are trained to plan, manage and report on progress of their projects. But this way of thinking is very new. Project teams are bound to struggle with some of these areas. EQMM staff report that there are some challenges with both reporting and financial management.
EQMM's ability to support and follow up on projects: This relates to over ambitious schedules and the fact that some of the projects are situated far from Mandalay and/or Yangon (the evaluator travelled 3 hours each way to speak to the farmers at Shwebu). Community mobilizing staff may well need more handholding and support than is currently available. For example, ADD shared a specific challenge that it was hard for them to conduct useful situation analyses with the children as often the tea shop owner would stand close by, implicitly threatening the child being interviewed. On hand support about other strategies may have proved very valuable.
How to measure success: this is a relatively new and experimental area for EQMM. The teams are still learning about what results to expect and how to measure success. At this stage, there is little clarity on these points. This is not necessarily a bad thing at such an early stage of development, but its an area that merits further conceptualisation
Exit strategies and sustainability: Again related to the point above, EQMM have not yet identified how and when they will consider that the projects is complete; and how they might support the projects towards self sustainability

Civil society networks (mobilizers and activists)	
Areas of enquiry	Summary of Detailed plans for 2014 (as relevant to this section)
<ul style="list-style-type: none"> - Ways in which they collaborate - Development of joint advocacy strategies - Ability to dialogue effectively with political stakeholders - Ability to monitor legal reform systematically and collectively 	<ul style="list-style-type: none"> • Increased networking with partner CSOs • ... CBO capacity is developed thru shared resources/project planning • At least 2,000 people attend events honouring HR days • Increased interest in HREIB activities • Rural communities are capacitated to address HRVs through documentation, reporting, and local advocacy • Increase in HR violation complaints filed with national mechanisms • Increased media attention on HR issues and EQMM • Increased openness in Burmese society to dialogue about HR
<p>Assessment of outcomes and effectiveness:</p> <p>This area was not specifically developed in the HRE project but there were some expected results documented in the plans</p> <p>From EQMM's perspective and through the lens of the 5 partner organisations that were visited conclusions are as follows:</p> <ul style="list-style-type: none"> - EQMM plays a very significant leadership role in terms of supporting its partners to become stronger and more effective advocates - The HRE project plays an important role in spreading the HR message and building skills and motivation for activism primarily at community levels but also (sometimes indirectly) at national and international levels. This element of the project is highly effective. - Currently the links between HRE and advocacy seem to be more organic and opportunistic than strategic. The community mobilization element is effective to a certain degree, but there is potential to grow this strategy and to develop more strategic links with advocacy and influencing at national and international levels. 	

Assessment of the effectiveness of the staff:

EQMM staff (programme implementers, mobilisers and activists)	
Areas of enquiry	Summary of Detailed plans for 2014 (as relevant to this section)
<ul style="list-style-type: none"> - Ways in which they apply HRBA internally (participation, inclusion) - Effectiveness of project planning and management - Effectives implementation of F&A manual policies and procedures - Ability of implement and monitor strategic plan 	<ul style="list-style-type: none"> - Existing and potential stakeholders and their needs identified - Corresponding internal capacity needs identified - Improved quality of activities - Improved M&E procedures - Improved communication chains - Staff capacity strengthened - Burmese board members recruited and trained - Board ToR, policies, and procedures developed - New board takes on active decision-making and advisory role - New organizational diagram developed with stronger chains of communication & division of responsibility - HREIB programming consolidated & strengthened - Strategic plan is implemented effectively and successfully - Trainers are capacitated in specific rights areas and regional/global human rights context - Finance and administrative staff are better able to implement F&A manual policies & procedures

<ul style="list-style-type: none"> - Levels of leadership dependence 	<ul style="list-style-type: none"> - Program staff increase project management, M&E, and leadership skills - Staff is better able to implement strategic plan and oversee organizational growth & critical decision-making
<p>Assessment of outcomes and effectiveness: See page 22 for more detail under each of the heading. Overall, this is a very strong staff team who are managing an exceptional load very effectively. With some minor adjustments they could become more focussed and more effective in a few key areas. See recommendations</p>	

3.2 Assessment of significant positive and negative changes in the lives of beneficiaries as a result of the project intervention, directly or indirectly (impact):

The evaluator found no documented examples of where HRE has led to changes in the lives of beneficiaries in terms of whole groups. This was confirmed both by the land rights group in Shewbo and the child labour group in Hlaing. However there are a number of examples of HRE contributing to changes that might eventually lead to improved quality of life c (e.g. HR violation complaints filed with national mechanisms, compensation received).

There was some anecdotal evidence of life changing experiences for alumni (in terms of mind-sets and ways of behaving; and some of concrete changes for individuals (reported reduction in rape cases, children being withdrawn from abusive employers)

For long term and lasting changes in the lives of beneficiaries, many other actors and factors would need to be involved and contributing. The "stories of success" exercise was designed by the evaluator to explore in more depths the actual role that HRE had played in contributing to success. Unfortunately, in spite of several reminders, no stories were forthcoming

In terms of negative impact, there are isolated incidents of community activists being punished and imprisoned as a result of their activism. This is something that EQMM is constantly aware of – assessment of risk and security in this work is of paramount importance

This lack of evidence of real positive impact on beneficiaries is in line with expectations: It is very early days for HRE in Myanmar. Assessment of impact should be considered again in a few years time

3.2 Identification of potential continuation of impact after the end of the project (sustainability):

In the opinion of the evaluator, this area of enquiry is premature. EQMM is only now just fully established in Myanmar. It has two very new offices and is working in context where the need for an interest in HR is growing exponentially. The top recommendation from all stakeholders was that they wanted EQMM to conduct more training programmes on more issues in more areas of the country. There is no likelihood that this need will fall in the foreseeable future. Financially, EQMM will continue to require funding for some time to come.

Having said that, sustainability comes in various forms. It can be argued that when individuals understand that they have rights and responsibilities, and they know what these are, there is no going back. These are permanent changes that are self-sustaining. In this sense, the impact of the project on its mobilisers and activists will be sustained through whatever channel these individuals/groups choose to operate.

4. Recommendations

This final section is informed by the many insightful recommendations provided by stakeholders during the course of the evaluation. In line with the evaluation as a whole, it covers the following areas:

- Strengthening the current training programmes so that the HR message reaches out to more people in Myanmar, and EQMM can meet the growing demand for HRE services more effectively
- Making stronger and more strategic links with the advocacy programme
- Organisational strengthening in order to be able to retain a leadership role in HRE in Myanmar

4.1 Strengthening the current training programmes so that the HR message reaches out to more people in Myanmar; and EQMM can meet the growing demand for HRE services more effectively

As stated earlier, the main recommendation from all stakeholders was that EQMM should do more, reach further and wider, address more HR issues. This is clearly not possible with the current numbers staff and trainers, but it shows that EQMM is fulfilling an important and influential role; and there are ways in which could consider expanding their services. The first and most important recommendation however is this:

- Trainers are EQMM's best resource and best advocates. They are **highly regarded and very professional**. EQMM's reputation rests largely on the way they design and deliver training. **What ever decisions are taken about expanding, ensure that trainers maintain these high standards as they are an inspiration to so many others**
- **In terms of being able to spread the HR message more widely, this list of recommendations should be seen more as a menu of options for EQMM to consider. It is not a "must do" list!**
 - Find better ways to **follow up alumni** and keep them engaged and motivated. This could include hosting EQMM reunions to encourage more networking and to be able to follow up with and support alumni
 - Consider the idea that **TOT alumni could select one of three roles** to specialize in: they could train to become advocates at national level, community mobilizers, and/or trainers. Dedicated internships could be designed to support them to become more professional in these roles
 - **Build more strategic alliances with other CSOs** that are providing HR training and consider supporting them to take on training in specific thematic/geographical areas
 - **Translate training materials** into more ethnic languages in order to reach a wider audience. And consider prioritising TOT training to ethnic minority groups so that the trainers are more able to work with and communicate effectively
 - Consider the development of **HRE training modules for use in schools, universities and monasteries.**
 - Monasteries in particular may prove to be very fertile ground for spreading the HR message (several key informants spoke of the role that the monastery had played in introducing them to HR). Consider the possibility of investing in **HR awareness training in monasteries** with the understanding that they would then be able to provide basic HR training and motivation to other potential activists.

4.2 Making stronger and more strategic links with the advocacy programme:

In a very recently published book “Advocacy in Conflict”(Zed Books May 2015), the author, Alex de Waal identifies four common themes that should guide successful advocacy in areas of conflict. These are in fact very much in line with ‘s current ways of working. ‘Empower local actors to define and lead any efforts on their behalf, including identifying the advocacy targets, methods, narratives and definitions of success

- Avoid activism that addresses only specific occurrences or news events without addressing the underlying structural problems
- Accept a wide swathe of actors and encourage them to participate in campaigns and movements
- Accept and promote diverse voices and understandings of an issue. Activism should reject singular narratives.’

Additional recommendations to support the development of more coherent and explicit links between HRE and advocacy are as follows:

4.2.1 *Community mobilization:* It is clear that there are already some strong links between the programmes. The community mobilizing projects form a clear stepping point from changes in understanding and attitude to activism. Community action is also key to the provision of evidence to support policy change at national level; and to developing active networks and coalitions. But this element of ‘s work is still in its infancy and needs further consideration:

- **Consider the current 7 community mobilization projects as “pilot projects”**. Plan for an in-depths analysis at the end of 2015 (or soon after) to consider the strengths and weaknesses of the current way of working. Use this information to develop a clear and well-defined community mobilization strategy. This may involve building a stronger team of dedicated community mobilisers (via alumni – see above) or possibly developing strategic alliances with other CSOs who would collaborate with EQMM to lead on this work
- With the current projects and in terms of **reporting and accountability, consider a set of levels which start at “entry level” requirements and build up to “fully accountable levels”** through a series of supported stages.

4.2.2 *Using HRE to build awareness and reach other duty bearers:*

- Develop training packages designed to **build HR capacity at local government levels** in order to better a wider understanding of rights and responsibilities, which might then support more successful community activism
- Find ways of providing **HR awareness/training to the private sector and business communities**, so that they begin to take their social responsibilities more seriously

4.2.3 *Improving methods of communication for advocacy:*

Theses are all very much interlinked:

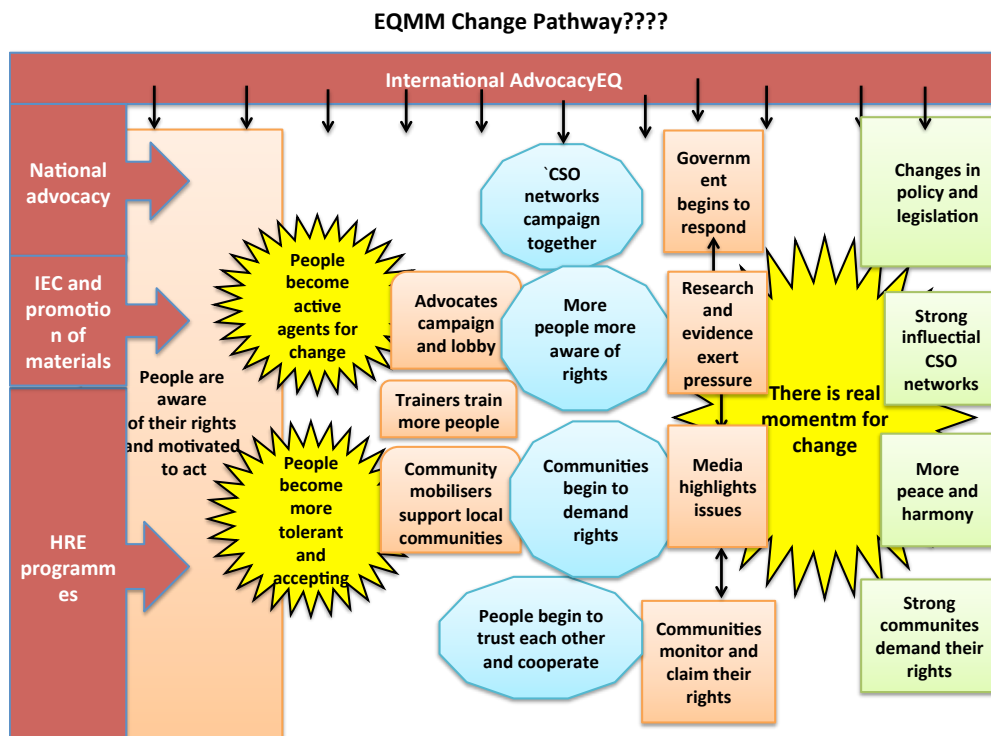
- Make more and **better use of social media**, for example, Facebook, Youtube etc.;
- **Ensure that EQMM excellent videos and cartoons are circulated to a wider audience**
- Consider how EQMM can make **better use of TV media**, using more popular channels to air their programmes
- Improve ways in which **evidence is used for national and international advocacy**

4.3 Organisational Strengthening:

EQMM is a highly respected organization: led by an exceptional director, it influences policy and practice a local national and international levels. It has a coordinated team of highly motivated staff who are continually reflecting on the quality of their projects and implementation strategies of improving the ways that they work. The following recommendations are offered in the spirit of “agreed suggestions” as they have already been discussed with the staff:

4.3.1 Strategy development and Theory of Change

- **The strategic plan** has been developed but is not widely known or used. **Make it more accessible and make a plan to monitor and adapt it (and record this each year)**
- In line with the findings and conclusions of this evaluation, ensure that future plans link HRE and advocacy more explicitly. The evaluator recommends the **development of an organizational level Theory of Change for EQMM**. This would enable the staff to make more coherent links between their different projects; to shift their planning and reporting processes away from activities and more towards a focus on changes that they hope to influence for different stakeholder groups; and to be able to respond more flexibly to the fast changing contexts within which they are working. This evaluation process has offered the first steps on this journey with the development of partial change pathway (for the HRE project). The following (very draft and simplified) diagram illustrates the what the next version might include if it were to bring together HRE and advocacy and show how together they contribute to medium and long term changes for different stakeholder groups.



4.3.2 *Strengthening planning M&E and learning within EQMM:*

- With this thinking in mind, **continue to build up M&E systems and processes**, and ensure that it includes a framework for monitoring and assessing 's change pathway (see Annex... For more information in this)
 - The development of an EQMM guide to PMEL (planning, monitoring, evaluation and learning) for use by all staff. This guide would provide an overview of purpose and methodology for each element, and signpost relevant forms and procedures. This could be accompanied by M&E training for all current and new staff members.
 - An optional extra to consider is guidance on writing proposal and reporting to EQMM's different donors
 - Invest more time and effort in supporting the collection and use of data that will enable meaningful M&E at activity and outcome levels. This could involve
 - Appoint a dedicated M&E officer
 - Provide more opportunities for the Mandalay and Yangon training teams to share experiences and learning and to support each other

4.3.3 *Staff capacity and resources:*

- The staff acknowledges the key role that the Director plays in national and international advocacy; and that a strong **deputy director** is in place. Ensure that **this role is entirely dedicated to ensuring the systematic and smooth running of s operations, programmes and relationships with staff, donors and partners.**
- The **Mandalay office** is likely to be able to be more effective if there was **more oversight and support to the team.** This could include:
 - The provision of more staff. This could include an M&E officer/, coordinator, more admin support, and/or a business development officer
 - More guidance developing annual plans to ensure that they are realistic, that they relate directly to the changes the organisation wants to influence, and that they factor in time for preparation and follow up of training.
- Ensure opportunities for continuous professional development of the trainers (and time to be able to do this)
- With reference to the recommendations about spreading the HR message more widely to more target groups and geographical areas, consider the training up of or appointment of more high calibre and well qualified EQMM trainers

Finally...

It's been a great pleasure and learning experience to work with such a motivated and dedicated group of people. Keep up the great work that you are doing, and ensure that you retain your strong reputation and high standards going forward.

