



Chin Human Rights Organization
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CHRO.CA

Chin Human Rights Organisation: *Project Kaladan Movement*

External Evaluation Report

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Disclaimer

While being based on a participatory methodology and taking in the views expressed by stakeholders at all levels, the opinions expressed in the report remain the sole responsibility of the evaluator.

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I. EXECUTIVE SUMMARY

The Chin Human Rights Organisation (CHRO) has implemented the Stefanus Alliance International (SAINT)-funded *Project Kaladan Movement* (2012-2015) together with its partners: the Arakan Rivers Network (ARN) and the Zo Indigenous Forum (ZIF). Based on previous experiences in Burma, they shared concerns over potential human rights, social, economic and environmental impacts of the *Kaladan Multi-Modal Transport Transit project*, designed to link Mizoram state with the Indian Ocean, traversing Burma's Chin and Arakan states through road and river transports.

The project aimed at: *Prevention and mitigation of potential human rights violations and negative environmental and social impacts caused by the Kaladan Multi-Modal Transport Project in western Burma's Chin State* (short term objective), through the four components of: Data collection and research, Awareness and capacity building, Monitoring and documentation, and Coalition building and advocacy.

As the project approaches its end (December 2015), SAINT in conjunction with CHRO determined to carry out an external evaluation. The evaluation, which is based on a participator methodology, found that the project is of high relevance, both in terms of context, design and approach. The components are interlinked and the focus on coalition-building is of importance. The project also managed to adapt to the delays in the infrastructure works. However the project became somewhat CHRO-focused and tilted towards Chin state, as the main partners could not raise funds for their work in Arakan and Mizoram. In terms of technical project design, no proper logical framework was designed nor indicators established, while goals and outputs were unrealistic.

The evaluation established that CHRO is a local, Burmese, organisation, forced into exile within the context of the decades-long military dictatorship. Ownership and focus is clearly Chin ("Burmese") and the organisation is increasingly based in-country.

Effectiveness was difficult to determine in the normal sense of achievement or progress towards targets or goals, as in the strictest sense these were not achieved due to faulty target-setting, , although good progress certainly can be noted throughout. The project can be determined as effective by looking at each component, for example in terms of successful research and publication of information. Capacity building and awareness raising was also well organised and designed, although further coverage would be needed. Coalition building is a clear strength of the project, especially the cooperation with political parties, but also a wide range of local, national and international actors. Media coverage ensured attention of the public, and focused advocacy efforts on both sides of the border reached key decision-makers.

Gender mainstreaming was included in the second year, with actual focus on women's' participation, while gender mainstreaming in research (other than the particular gender impact assessment), advocacy, and capacity building of partners remained weak.

Impact was achieved in terms of: improved capacity of Movement members, cooperation and networks extended, increased awareness of communities, awareness of general public and key stakeholders, authorities exposed to civil society pressure and increased pressure on companies and

authorities. Yet, up till now there are no examples of changes in policies, decisions, procedures or similar by authorities, companies or other involved stakeholders, and there are no cases of compensation. However at local level there are initial success stories.

Sustainability in terms of results (impact) is affected by the delays. In terms of the Movement partners have strong incentives to continue with the positive cooperation and all expressed their interest to do so, however as future availability of funding remains unsure and local CSO still are weak in capacity, there would be difficulties to ensure continuation of all activities.

Despite some weaknesses, the evaluation finds that the project has built a solid basis for a successful intervention, and a set of recommendations is proposed, including:

- Focus on sustainability and the inclusion and capacity building of CSOs during the remaining project time. Build upon work already done rather than introducing new elements and engage CSO in all steps. A list of key sustainability targets has been included.
- Pay specific attention to gender in order to build up capacities, and continue awareness raising, as well as dialogue with political parties. If relevant in terms of time, focus on area North of Paletwa where the potentially injurious road link to Mizoram will be implemented.
- For the continued engagement on the Kaladan, the Movement should try to secure additional funding. The work could be integrated into wider engagements around large-scale development projects in general, and may also take into account issues such as future utilisation and impact in terms of communal relations (including religious aspects).
- If possible, staff presence should be assured, as a support and link to the local CSOs.
- The report also contains recommendations for monitoring and evaluation.

II. BACKGROUND: BRIEF DESCRIPTION OF THE PROJECT AND CONTEXT

The Chin Human Rights Organisation (CHRO) has implemented the Stefanus Alliance International (SAINT)-funded¹ *Project Kaladan Movement*, starting in 2012 and ending in late 2015. The Kaladan Movement brings together civil society organisations that, based on experiences from previous large-scale infrastructure projects in Burma, share concerns over potential human rights, social, economic and environmental impacts of the *Kaladan Multi-Modal Transport Transit project* (hereafter called Kaladan transit project). The Kaladan transit project is designed to link India's landlocked Northeast, in particular Mizoram state, with the Indian Ocean, traversing Burma's Chin and Arakan states through road and river transports. The project is also seen as a trade route between India and Burma, as well as a precursor to a possible gas pipeline

The core members of the Movement are the Arakan Rivers Network (ARN), the Chin Human Rights Organisation and the Zo Indigenous Forum (ZIF), the latter based in Mizoram.

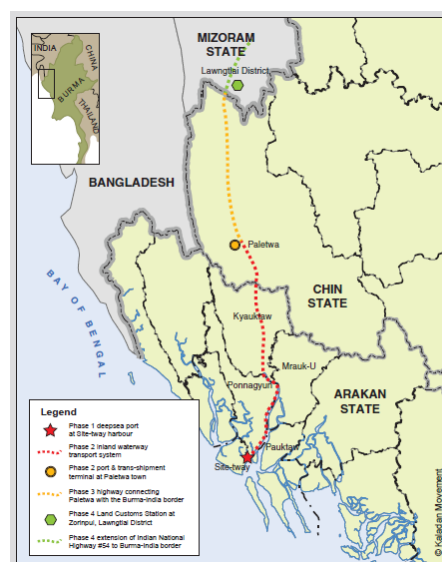
The project works towards the following objectives:

Short Term: "Prevention and mitigation of potential human rights violations and negative environmental and social impacts caused by the Kaladan Multi-Modal Transport Project in western Burma's Chin State"

Long Term: "A precedent is set for future fair, transparent and responsible Indian investments in Burma"

Further a number of "outputs" outlined in the project document are presented in the section on relevance.

The project has a multipronged approach, with four main areas of work:



- Data collection and research*, including baseline survey, publication of reports and further research
- Awareness and capacity building*, of CBOs, communities and activists on human rights, indigenous rights, land rights, forced labour and similar
- Monitoring and documentation* of the Kaladan transit project and its social and environmental impact
- Coalition building and advocacy* at various levels, including Indian and Burmese authorities, UN, and civil society. The advocacy is closely linked to the other components, making it evidence-based

¹ With funds originating from Norad, the Norwegian Agency for Development Cooperation, obtained through Digni, the umbrella organisation for Norwegian Christian aid organisations.

III. PURPOSE, SCOPE AND METHODOLOGY OF EVALUATION

Purpose and Scope

As the current project approaches its end (December 2015), SAINT in conjunction with CHRO determined to carry out an external evaluation of the project with the purpose:

- “To highlight key impacts and successes of Project Kaladan Movement.
- To highlight weakness in implementation of Project Kaladan Movement, and to make recommendations as to how lessons learned can be fed into future activity planning and organisational development.
- To make recommendations regarding indicators and monitoring tools that could be integrated into on-going Project Kaladan Movement activities, as well as the work of the Chin Human Rights Organization more broadly.
- To assess the ownership of CHRO: Assess and document whether CHRO is locally (Burmese) run: the leadership, the staff, the participants, and the founders of CHRO.”

Methodology

The methodology selected for the evaluation is based on: (a) Process and Stakeholder Analysis, (b) Results Based Monitoring, with focus on the adopted goals, and (c) Most Significant Change, with focus on intended as well as unforeseen results as perceived by beneficiaries and stakeholders.

The assessment is based on the evaluation criteria established by the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), i.e. Relevance, Efficiency, Effectiveness, Impact and Sustainability. The questions outlined in the Terms of Reference (TORs) have been used as basis for the exercise, although the evaluator developed a few additional criteria in the evaluation plan.

An evaluation matrix, linking specific evaluation questions to sources of information and to stakeholders, was developed. Based on this plan, evaluation tools (e.g. guidelines for semi-structured interviews per category of stakeholder) were designed.

Main methodologies used included the following:

- *Desk review* of key project documents, reports, research and advocacy material
- *Key Informant Interviews*, using semi-structured interview guides for qualitative information with stakeholders identified in the list of respondents
- *Focus Group Discussions*, using semi-structured interview guides for qualitative information
- *Direct Observation*, visiting project sites carrying out informal discussions with beneficiaries and other representatives of local communities

The exercise was based on the following *key principles*:

Participative – seeking and basing the evaluation on the views of stakeholders at all levels

Constructive – emphasis on finding improvements and recommendations rather than only seeking weaknesses, while also highlight strengths and opportunities

Qualitative - for the present exercise a qualitative approach has been selected, supported by a few quantitative assessments

Further, the evaluation and report will pay due attention to the various levels involved in the project, i.e.: SAINT, CHRO, Movement partners and target groups.

Field Work and Respondent Groups

An initial list of respondents was elaborated as part of the evaluation plan. The respondents from target groups and stakeholders (direct and indirect) were selected through a combination of (foremost) strategic but also snowball sampling. In order to obtain a wide range of viewpoints and to get a representative understanding, including a clear gender perspective.

Interviews and FGDs were organised by CHRO and its partners. Therefore the evaluator had a limited influence on the selection of participants, although selection criteria were communicated in advance.

Selection of respondents was based on the following key factors:

- Coverage of various types of project interventions
- Coverage of various Movement partners and their activities
- Geographical spread and ethnic diversity
- Inclusion of both women and men

Random selection of villages, or visit to non-intervened villages, could not take place as the security situation following recent armed clashes between the Tatmadaw and Arakan Army precluded the possibility to visit locations that were not included in the travel permit.

A list of all interviews is included in the annex.

Limitations

- As mentioned above, random selection of villages and visits to additional villages was not possible due to the security restrictions
- The absence of a developed logical framework with indicators and targets, caused difficulties in the assessment of the project's effectiveness (refer to the sections on relevance and effectiveness)
- For the purpose of the evaluation, the delay of the Kaladan transit project entailed that *impact* of the project, in terms of *changed behaviour* by company and authorities (e.g. compensation for land losses, avoidance of human rights abuses or similar) could not yet be seen.

IV. ANALYSIS OF RESULTS AND FINDINGS

The section on analysis of results and findings is organised in accordance with the five OECD/DAC evaluation criteria, under which the issues outlined in the TORs and Evaluation Plan are addressed.

Relevance – *Have the right things been done?*

The project is of high relevance as it seeks to address the salient issue of social and environmental impact of large-scale development projects, an issue which has become high profile in Burma due to the weak protection of human rights and exposed situation of indigenous people and poor sections of society. The project is valuable from a perspective of human and indigenous rights promotion, democracy and engagement of civil society with authorities, social and environmental protection and integrity of large-scale development projects. Since the project straddles the Indo-Burmese border and represents India's up till date largest investment in Burma, the project also has significance in terms of its aim of setting a standard, not least given the wide-scale rights abuses around other foreign investments. This also points at the importance of working from a perspective of human rights.

The project is appropriately designed as it includes various interlinked elements, from capacity building to research, monitoring and advocacy. The focus on coalition building and cooperation between CSOs, including with partners in India, is also important. Refer further down to the design in terms of the logical framework.

Beyond the issue of initial design, the project has adapted to the multiple delays in the Kaladan transit project. This meant placing less focus on the monitoring component.

The geographical focus on Paletwa township in Chin state is understandable, given that a significant portion of the Kaladan transit project is projected to take place in the township, and as it is one of the least developed areas of the country as well as the most militarised area in Chin state. CHRO has previously documented human rights violations in the area and it continues to merit concern as recent armed clashes and infrastructure projects are underway. As will be seen throughout the report some activities also took place in Arakan state and in India. However it may be argued that given the emphasis on coalition building and the *Movement*, it would have been logic to include a wider number of activities also in Mizoram and Arakan, as well as a fairer distribution of funding among the main three partners. In fact, both ZIF and ARN have insufficient funding, which has precluded them from increased engagement. While an initial agreement between organisations to each engage in fundraising, the fact that only CHRO could secure external funding created a somewhat tilted situation.

Further, while CHRO has worked hard on coordination, the description of Movement or coalition is somewhat misleading as in reality it is more of a situation where CHRO has several partners, rather than a Movement where all coordinate with each other. For example ZIF and ARN had very little communication between each other. Despite several successful activities on the Indian side, collaboration in general with ZIF decreased in the last period. On the positive side, a number of additional CSOs have joined as "affiliate" members.

The project document outlined long-term as well as short-term objectives. However no proper logical framework was developed, and there was not any specific requirement or support in this regard from neither SAINT nor the backdonor. Thus, indicators and targets were never defined - not least rendering a strict evaluation very difficult. Nevertheless the project document includes a list of results. The results are named “outputs”, which is at odds with standard methodology. In the table below the goals and results were quickly divided into results at output, effect and outcome levels.

Table: Categorisation of Objectives and Results into Output, Effect and Outcome Levels

Output
Output B[1]: A body of data and information on the Kaladan Project collected and documented, which will serve as an importance source of reference regarding Indian investments in Burma [...]
Output D: A more effective mechanism of human rights monitoring developed to better promote the rights of Chin people
Effect
Output A: Local Chin population in the areas affected by the Kaladan Project become aware about the short-term and long-term environmental, social and livelihood consequences of the Project, and become empowered and proactive in protecting their rights
Output B[2]: [A body of data and information on the Kaladan Project..] will serve as an importance source of reference regarding Indian investments in Burma
Output I: Increased participation of the local communities in decision-making of development projects in their areas (could also be seen as Outcome)
Output J: Indian and Burmese governments are pressured to observe relevant domestic and international labour standards in the implementation of Kaladan Project
Outcome
<u>Short Term Objective</u> : Prevention and mitigation of potential human rights violations and negative environmental and social impacts caused by the Kaladan Multi-Modal Transport Project in western Burma’s Chin State.
<u>Long Term Objective</u> : A precedent is set for future fair, transparent and responsible Indian investments in Burma
Output C: Chin people’s risks of increased violations of human rights reduced
Output E: The Kaladan Project’s social consequences mitigated, including loss of livelihood, displacement and arbitrary dispossession of local Chin communities in the affected areas
Output F: Negative environmental impacts reduced in the Project area
Output G: Indian investments in Burma become more scrutinised
Output H: Stakeholders involved the Project such as the Governments of India and Burma, as well as companies contracted are held accountable to relevant international standards of human rights and corporate social responsibly.
Output K: Through experience gained in the Kaladan Project, India feels better obligated to conduct a more transparent, fair and responsible economic investments in Burma in the future

It is argued that while a project may indeed be of quality without a logical framework, its absence does have consequences. Not least if the project is expected to deliver its “outputs”, the project, per definition, has failed. For the purpose of the evaluation, especially the criterion of effectiveness is rendered difficult, as it is normally defined in terms of achievements of set targets.

LNGO or INGO?

The evaluator was requested to ascertain whether CHRO is a Burmese organisation. By looking at several different factors, it can be established that CHRO in similarity with many other Burmese civil society organisations (CSOs) was created during, and as a response to, the rule of the military dictatorship. As such the majority of its members and staff fled Burma, and CHRO was forced to operate in exile for many years. As the name denotes and as clearly stated in its published aims, focus has always been on Burma and in particular Chin state (including certain support to Chin refugees in the region).

CHRO was founded by Chin exiles on the Thai-Burma border in 1995. CHRO is registered in Canada (since it was precluded to register in Burma and needed to be formally registered to operate, for example to open bank accounts, access funding and similar) and the organisation still retains presence in Canada and the USA, as well as offices in Thailand (Chiang Mai), India (New Delhi and formerly also Aizwal). The office in Chiang Mai remains as a back-up and is also important in terms of CHRO's advocacy work, although the office in Yangon opened in July 2013 and in practise operates as head office. While CHRO is increasingly active within Burma, for security reasons it still needs to maintain the Chiang Mai office. Further, it has still not applied for registration in-country (in similarity to many other NGOs), but is de facto allowed to operate in Burma, not least due to its role to support the establishment of the Chin State Human Rights Committee foreseen under the ceasefire agreement with the Chin National Front (CNF). In fact, it has played a role in the current peace process, and due to its advisory and advocacy engagement the ceasefire agreements with the CNF contain several provisions on human rights, including FPIC.

CHRO considers itself as a local NGO (LNGO) rather than an International NGO (INGO). Its Board, directors and staff are in their majority Burmese. It is inserted into Burmese civil society and well connected and known among stakeholders in Chin state². While CHRO's board has agreed to establish a proper structure, this is still in progress and there are no Statutes.

Therefore, given the contextual specifics of Burma which (in similarity with many other military dictatorships) forced any organisation working with human rights or democracy to act in exile, and despite a certain international character, CHRO is clearly determined to be a Burmese organisation.

Effectiveness – *What results have been achieved?*

This section must be initiated with a cautionary note that effectiveness normally is defined in terms of achievement or progress towards targets or goals. As seen previously, the project document did not define any indicators or targets, beyond the general (short term and long term) goals. These goals are not defined according to the principles of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) and were arguably set at an over-ambitious level.

Therefore overall effectiveness, in terms of achievement of goals and “outputs” is a very difficult undertaking. It should be mentioned that in the strictest of terms most goals and “outputs” have *not* been reached. But the evaluator would argue that this is not due to lack of effectiveness as such, but

² Based on the Evaluator's previous work with Chin state, including discussions with civil society, State Government, political parties and armed groups.

due to faulty target-setting. Nonetheless this should be seen as an important lesson learned for coming projects. SAINT has increased its capacity in M&E and should be able to provide support in the future.

Further the multiple delays in the Kaladan transit project has meant that the foreseen timeline has been postponed, affecting project planning as well as possibility to reach its goals. For example, the impact of an activity that did not yet take place can obviously not be mitigated or be documented.

The project adjusted to the delay by shifting focus from the component of monitoring and documentation. In this sense the project has managed to be highly flexible. In fact, the flexibility at times seem almost a bit too much, and the reporting results difficult to follow as it does not clearly report against the annual plans, and at times divergence seem relatively large.

Another detail to be mentioned is the inclusion of some activities of very general nature, which are not directly related to the Kaladan transit project. For example, plans for 2015 include: “(a.2) Producing briefer overviewing all infrastructure development projects in Chin State”, and “(a.3) Producing briefer outlining indigenous perspectives on tourism in Chin State”.

Below effectiveness is analysed for each of the project’s components:

Data collection and research – The Kaladan Movement’s initial research, carried out during the first year of the project and culminating in the publication “*One Cannot Step into the Same River Twice: Making the Kaladan Project People-Centred*”, has provided ample, clear and accessible information about the Kaladan transit project and its potential negative impacts. The research and the ensuing report were mentioned by many stakeholders as one of the project’s successes, and have formed the basis for subsequent steps of the project, especially with regards to awareness raising and advocacy. The report has been widely distributed and has also been made available online.

The research included core Kaladan Movement members and also served to build their capacity. The research is systematic, well-presented and contains clear recommendations to main stakeholders. The report includes information from the baseline survey collected from 621 households in 40 villages. Subsequent research, including fact-finding visits to Lawngtlai District in Mizoram, as well as the Gender Impact Assessment collected additional information.

An additional success of the project was how it managed to receive official information on the Kaladan transit project through its requests under the Indian “Right to Information Act”.

Awareness and capacity building – throughout the project period the Kaladan movement has organised a number of training workshops and awareness raising sessions. Capacity building has focused on relevant issues, including:

- Capacity building training and Documentation training for field workers
- Basic Human Rights training
- Awareness raising workshop

- Women’s participation awareness raising
- Forced Labour, in collaboration with the International Labour Organisation (ILO)
- Free, Prior and Informed Consent (FPIC)
- Land rights, in collaboration with the Land Core Group (LCG)

For details of number of trainings and participants reference is made to the periodic reporting.

Many of the workshops had the character of Training of Trainers (ToTs) and subsequent follow-up trainings were organised (and funded), either directly by the Movement partners or (as a positive by-effect) by affiliate members, such as the Wan Lark Foundation. During both ToTs and subsequent trainings due attention was paid to the participation of women, both as trainers and trainees. There are also several accounts of informal follow-up and information sharing, for example among friends, family, religious groups and similar.

For the land rights training the number of follow-up workshops was five in Chin state and five in Arakan state, with an average number of participants of 20 to 25 people. Given the project’s focus on awareness raising, it is argued that the number of follow-up trainings could have been more and that this would have been a cost and time efficient measure to reach more communities and more people.

Workshop participants all agreed that the trainings had been very useful and provided information and skills that had practical application (for example land registration, compensation claims). Participants that were selected as resource persons for subsequent workshops also noted that they had sufficient capacity and confidence to carry out these.

In terms of awareness raising, this has been a significant achievement of the project, although most stakeholders agree that this would need to be further extended, especially in areas which were difficult to reach up till now, such as North of Paletwa.

Monitoring and documentation – as mentioned this component has been affected by the delays in the Kaladan transit project. Monitoring and documentation has been done by CHRO field staff as well as through partner organisations. Some key initiatives include fact finding visits to Sittwe port and Mray Gun island.

The component links with the three other components, building upon the initial research, building the capacity of communities and CSOs, as well as providing inputs for evidence-based advocacy. The effectiveness of the component is difficult to ascertain given the delays. In the future this will remain a central component of any engagement with the Kaladan transit project, and therefore capacity and systems for information transfer should be strengthened.

Coalition building and advocacy – judging the periodic project reporting, this component has been the most important. Under the component several successes can also be highlighted.

Coalition building was at the core from the initiation of the Kaladan Movement. Beyond previously described cooperation with core members and affiliate members, important alliances were created

with political parties, such as the Chin National Democratic Party, the Arakan National Party, Mizo National Front (India) and the Ethnic Nationalities Federation (formerly known as Nationalities Brotherhood Federation). The project was also in contact with Aung San Suu Kyi (National League for Democracy) and several Union and State-level Members of Parliament.

An example of how networking provided opportunities for partner organisations is the Myanmar Indigenous Peoples/Ethnic Nationalities Network. CHRO helped establish the network and encouraged partners to join it. Through the network various people have had the chance to attend trainings and meetings abroad.

General awareness of the around the Kaladan transit project was highlighted through various media, including newspapers, radio and other media. The Kaladan Movement also established its own web page and distributed information sheets and reports. One experienced respondent concluded that without the project there would have been very little attention paid.

The project organised and participated in public fora, conferences, and made contact with, inter alia, Embassies, NGOs, the UN Office of the United Nations High Commissioner for Human Rights, the UN's Special Rapporteur on the Rights of Indigenous Peoples', the Expert Mechanism on the Rights of Indigenous People, the Asian Development Bank and the Extractive Industries Transparency Initiative. The project also cooperated directly with actors such as the International Labour Organisation, the Gender and Development Initiative, and the Myanmar Indigenous Peoples/Ethnic Nationalities Network..

Advocacy efforts centred around the potential negative effects of the project, and the affected communities rights, the need for Environmental Impact Assessment (EIA) and Social Impact Assessment (SIA) and the conviction that the project should be designed to benefit local communities.

The Movement conducted advocacy on both sides of the borders, targeting both Indian and Burmese Governments and Parliaments, at both central and regional level. Contacts have been established with the Indian Embassy in Yangon as well as the Ministry of External Affairs in Delhi, both directly by the Movement as well as by CNDP. A weakness of the project, however, has been the inability to keep up the engagement with the Indian Embassy, despite receiving invitations to meet. This was due to security concerns as well as practical difficulties. ILO managed to have meetings with subsequent Indian Ambassadors, yet not having direct contact after receiving the invitation cannot be described as anything but a missed opportunity.

While not all goals and "outputs" could be achieved (refer to previous discussion) advocacy must be seen as successful in the sense that it was carried out at multiple levels, carrying important messages, building awareness and engaging with the concerned authorities.

Gender - CHRO as an organisation is still in the process of mainstreaming gender within the organisation. The introduction of a gender equality action plan into the project went hand in hand with this development, and can be said to have promoted the process.

Within the project, efforts to introduce a gender perspective started in 2013 and by 2014 a gender equality action plan was developed and included in the annual report to the donor.

An important point to mention is that the efforts to mainstream gender have largely been internal to CHRO only. With regards to partner organisations only the issue of women participation has been pushed, while aspects such as gender approach in research or similar has not taken place. This is of grave importance as future engagement may largely rely on local partners.

The table below presents the extent to which commitments regarding gender equality in Kaladan Movement activities have been realised.

Table: Progress against Goals and Activities of Gender Equality Action Plan

Goal	Progress achieved
Fully include women's perspectives in CHRO's Kaladan Movement documentation processes	<p>✓ Gender Impact Assessment carried out (compilation and analysis remain)</p> <p>✗ Very limited progress on including gender and women's perspectives in other research</p> <p>✗ Limited progress on including gender by Movement partners beyond CHRO (except for equal participation)</p>
Provide an inviting work environment for women staff. Prioritize the hiring of additional female field staff, aiming for gender parity	<p>✓ CHRO Field Officer in Paletwa female</p> <p>? Opening up of CHRO office in Yangon may facilitate for women to join. Both new staff members are women.</p>
Consideration to ability of women to attend when planning trainings and workshops. Aim for gender parity in all CHRO's Kaladan Movement trainings and workshops	<p>✓ Kaladan Movement successfully aims and attains gender-balanced participation in workshops</p> <p>✓ Successful inclusion of women in ToTs and as facilitators in successive workshops</p> <p>✓ Trainings held in-country (limitation of women's participation due to difficulty of international travel minimised)</p>
All of CHRO's Kaladan Movement lobbying and advocacy activities to include and highlight a gender analysis	<p>✗ Limited progress on including gender and women's perspectives in publications and advocacy</p> <p>✓ Initial cooperation with Khumi Women's Group</p>

Efficiency – Have things been done well?

This aspect was not included in the TORs, and was included in the evaluation plan only if salient issues emerged during the evaluation process.

From a quick glance CHRO seems to have managed the project efficiently, although key staff also had to attend to other matters. According to SAINT administrative capacity as grown over time, although still some improvements are needed. From 2013 when CHRO established its office in Yangon communication and coordination with partners became easier.

From the perspective of ARN and ZIF, both mentioned lack of funding and staffing as an obstacle for greater engagement. As mentioned earlier neither ARN nor ZIF managed to attract specific funding

for their role in the project, putting the initial arrangement where each member would find its own funding into question.

Impact – *Have the results led to change?*

Key impacts of the project include:

- Capacity of Movement members, affiliated CSOs and engaged individuals built. Especially with regards to issues such as human right awareness, advocacy and research.
- Cooperation and networks extended, including at local, regional, national and international levels. Including close cooperation with, for example, CNDP, which may become an important player in Chin state after the 2015 elections. At a wider level the Ethnic Nationalities' Federation, grouping 22 "ethnic" parties, reportedly has adopted the principle of FPIC (albeit it would be difficult to establish attribution without a deeper study). This is of major importance as several of the parties are very large, both at national as well as state level. Increased networking and contacts is also important for local CSOs, in order to improve potential access to capacity building, funding and cooperation.
- Awareness of communities in target area raised (to a certain extent), and initiatives to claim compensation or similar initiated (in limited cases). Respondents engaged in the process mentioned that especially awareness in terms of human rights has increased substantially.
- General awareness raised, from general public (through media) to key stakeholders (through targeted contacts and advocacy).
- Authorities exposed to civil society pressure and somewhat accustomed to interacting with civil society. For example one local CSO reported that authorities are increasingly allowing them to do their work such as holding trainings or conducting research.
- Increased pressure on companies and authorities to minimise negative effects and compensate for losses.

In general terms it may be argued that the project has contributed to prevent human rights violations and negative environmental and social impacts, but it is still too early to ascertain this (which is also influenced by other factors, such as the wider changes within Burma). It should be recalled that up till now there are no examples of changes in policies, decisions, procedures or similar by authorities, companies or other involved stakeholders, and there are no cases of compensation being paid out despite some communities already being affected. However at local level there are some successes, such as the case of Laung Ka Du village.

Laung Ka Du and local advocacy

Laung Ka Du is a village 12 miles south of Paletwa town, on the western shore of the Kaladan river. It consists of about 47 households who depend chiefly on agricultural production. Part of their agricultural land is on the eastern shore of the river, where the authorities informed them

that their land would be acquisitioned so that sand dredged from the riverbed could be dumped there. This affected some 16 acres of land, and the livelihoods of almost all villagers. They were forced to halt any cultivation in the designated land in 2014 and were given vague promises of compensation. With the support of the Paletwa-based Social Development and Environmental Conservation Group and CHRO they contacted the Township Authorities they approached the authorities to proposing an alternative dumping site. The advocacy efforts resulted in an (oral) agreement by the authorities that the sand would be dumped further down the western shore, where no cultivation takes place. Up till now this is the sole example of changes in the plans due to community pressure.

Laung Ka Du residents are still claiming for their losses in 2014 and are preparing for future impact of also the Matupi-Paletwa road construction (including a bridge in the vicinity and a proposed bus terminal). They also remain worried about further consequences of economic development, for instance the potential for human trafficking. No specific planning has been done for this, but the group interviewed said they now know how to approach the Government.

Sustainability – Will the results sustain?

Sustainability can be analysed at various levels:

Sustainability of the Movement: The Kaladan Movement already includes two core members with virtually no funding, as well as a number of affiliate members in a similar situation. Regardless of level of engagement, all partners have benefitted to some level from the cooperation, and it is in the interest of their work to continue engaging with each other. The Kaladan transit project is much too big for any single organisation to take on single-handedly, and there is strong incentive to continue with built up mechanisms of cooperation as different organisations operate at different levels and in different areas. Further most partners have mentioned their interest in continued cooperation.

Sustaining monitoring, advocacy and capacity building: This aspect is of utmost importance, as the delay in the Kaladan transit project has entailed that many of the activities with most negative potential still were not implemented. Further, the Kaladan transit project may merit continued watching as the building phase is finalised and trade flows begin, and there is also a risk of associated impact through, for example, secondary landgrabbing, illicit trade or similar.

CHRO and its partners are all interested to continue their work around the Kaladan. Most are committed to continue even without funding, but at the same time certain activities certainly will be too costly to be considered. The most realist scenario is probably one where small funding can be accessed at times, supported by resources such as staff time borrowed from other projects or through voluntary engagement. It may seem ironic that funding is cut at a time when some of the most risky (in terms of potential negative impact) is expected to start. However, from the same perspective it was very positive that SAINT managed to extend the project for another year.

CHRO has identified possibilities for future funding and will be negotiating with at least two organisations with this in mind.

CHRO plans to remain involved by incorporating the Kaladan issue under the wider work under its (currently unfunded) Indigenous Rights Programme, as well as through continued cooperation with Paletwa-based CSOs such as the Khumi Youth Association. Yet, local CSOs still have weak capacity and few resources. Up till now no specific strategy of building their capacity for increased future roles has been discussed. Refer to the section on recommendations.

Sustainability of results: referring to the points mentioned in the section on *impact*, such as capacity built, awareness, expansion of networks and cooperation, public attention, and exposure of authorities, are likely to remain to a significant extent. To certain level this may ensure sustained pressure, but likely not enough to constitute any form of guarantee for the affected populations or future interventions.

V. CONCLUSIONS

The Kaladan Multi-Modal Transport Transit project is the largest investment of India in Burma, and one of the main large-scale developments in the remote Chin state and inland areas of northern Arakan state. Through financial support from the Stefanus Alliance International, the Chin Human Rights Organisation and its core partners in the Kaladan Movement, collected vital information, informed and built the capacity of communities, monitored the progress of the project and its impact, and sought to minimise negative impacts through active coalition-building and advocacy.

The Project Kaladan Movement has been of high relevance in terms of design, strategy and focus, and has built a number of successes. Nonetheless, the initial design and conceptualisation could have been improved in terms of building a more inclusive and participative project, as well as developing a proper logical framework to base the evaluation on. What is seen as faulty target setting has largely prevented the project to reach its goals and results, although good progress certainly can be noted throughout. These are aspects which are relatively simple to improve in the future and that a capable organisation, such as CHRO, can learn to manage. Some of the key strengths and weaknesses of the project are summarised in the table below.

One of the main successes is the coalition, or movement, developed. This went well beyond the initial core members in Arakan, Chin and Mizoram (India), to additionally incorporate a network of local civil society organisations throughout the affected areas, as well as wider cooperation with political parties, non-governmental organisations, international organisations and media.

A main cornerstone of the intervention was the initial research that led to the publication of the *“One Cannot Step into the Same River Twice: Making the Kaladan Project People-Centred”* document. The well-researched and clear publication served as basis for awareness raising and evidence-based advocacy initiatives.

Ambitious advocacy initiatives took place, from a grassroots level, supporting communities in their demands, to national and international levels. The advocacy was rooted in human rights and centred around the potential negative social and environmental effects of the project. The general public was targeted through media, while key decision-makers in both Burma and India were reached through targeted interventions at various levels. Due to the delay in the Kaladan Multi-Modal Transport Transit project, impact in terms of changed policies or decisions cannot yet be seen. In some cases CHRO did not manage to follow-up on opportunities arising.

Nonetheless, authorities have been exposed to pressure from the Kaladan Movement, communities more aware of their rights, and stronger civil society organisations. At local levels there are various examples of positive impact. With regards to coalition building, especially the strategic alliance with political parties is seen as successful, as these carried on important messages to Parliaments and Governments.

Gender is a somewhat new aspect for the involved organisations, and while women’s participation was taken very seriously, mainstreaming a deeper gender approach within research and advocacy is yet to be achieved.

While it may be difficult for the Movement that funding is ending, it can at the very least serve as a measurement of their level of engagement. In this sense all partners remain committed to continue struggling for the rights of the people affected by the Kaladan transit project, as well as continue working and supporting each other. CHRO has also identified various options for some continued activities.

Despite some weaknesses, the evaluation finds that the project has built a solid basis for a successful intervention. However, given the construction delays, and as the project may lose its funding, it is somewhat doubtful that it can – without further support – ensure *prevention and mitigation of potential human rights violations and negative environmental and social impacts caused by the Kaladan Multi-Modal Transport Project in western Burma’s Chin State* (short term objective), or that *a precedent is set for future fair, transparent and responsible Indian investments in Burma* (long term objective).

Refer to the next section containing the recommendations put forward.

Table: Summarised Key Strengths and Weaknesses of the Project

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> • High relevance of project focus • Human rights foundation • Appropriate project design and activities • Robust and systematic research • Wide coalition and cooperation with local CSOs • Strategic alliance with political parties • Ambitious advocacy work • Media coverage • Awareness raising , communities and stakeholders • Authorities pressured, initial local successes • Interest and commitment of partners 	<ul style="list-style-type: none"> • Technical project design (goals, indicators) • Weak focus and resource-allocation besides Chin state and CHRO • Delay prevented progress (external factor) • Limited reach of capacity building • Gender mainstreaming challenging, except women’s participation • Follow-up of advocacy (Indian embassy) • Continued engagement levels need to be ensured

VI. RECOMMENDATIONS

Remaining Project Time

- The main recommendation for the remaining time period of the present project is to focus as much as possible on the aspect of sustainability, especially through the inclusion and capacity building of CSOs on the ground, such as the Khumi Youth Association, Khumi Women Association etc. This may also include ARN.
- Continue and build upon the work already done, rather than introducing new elements. For example, consolidate work around awareness raising in communities.
- Engage CSOs in all activities and steps, as a form of capacity building.
- Pay specific attention to gender in research and advocacy, in order to strengthen the aspect, but also to build the capacity of staff and partners.
- If relevant in terms of time plan of Kaladan transit project, engage with roadlink from Paletwa to Mizoram border, due to its importance in terms of potential negative impact on communities along the way. As mentioned, take extra care to include CSOs in all steps of planning and implementation.
- Continue successful dialogue with political parties, especially due to the upcoming elections in late 2015.
- Analyse if contacts with Indian Embassy can be taken up.

Key Sustainability Targets

- An action plan should be developed for the final six months, with focus on sustainability and on local CSOs.
- A vision for the continued engagement and cooperation of partners around the Kaladan transit project should be discussed among all involved. This may include issues such as:
 - Common interests and possibilities for cooperation
 - Main challenges
 - Capacity gaps
 - Complementarity of roles and systems for continued information exchange
 - Mechanisms for future coordination and joint planning (for example to identify strategies, focus areas or components, problem solving, etc)

- Systems for information transfer and publishing, including responsibilities. Plans for website.
- Opportunities for external support and fund raising

If organisations are in agreement, develop concept note for continued engagement for distribution to potential donors. This would ideally include funding for a wider set of organisations, although CHRO may still lead (as agreed by the organisations themselves)

Increased involvement of affiliate CSOs in all activities

Gender mainstreaming in research and activities disseminated to partners

Specific capacity building organised (to be determined)

Continued Engagement on Kaladan and Beyond

- Given the delays in the Kaladan transit project and the limitation thus imposed on the project, the Kaladan movement should try to find additional funding for at least the three year period starting in 2016. As mentioned above, this would ideally include funding for a wider set of organisations.
- The work on the Kaladan transit project could be integrated with a wider engagement around large-scale development projects in general (such as the Matupi-Paletwa road, land grabbing or similar).
- Look beyond the construction of the Kaladan transit project to include also its utilisation and linked issues. This could potentially include aspects such as: increase troop presence, illegal trade, or land grabbing.
- Another important issue may include the impact on increased trade and movement of people on communal relations, including religious aspects (in Chin state CHRO has previously documented the discrimination of Christians and in Arakan state there is a complex and highly politicised relation between Muslims and Buddhists).
- CHRO should, as planned, integrate the work under wider programs of human right monitoring and promotion (Indigenous Rights Programme).
- CHRO and partners should ensure staff presence on the ground to the degree this is possible (even if funded from other sources).
- The capacity and involvement of local CSOs should continue to be prioritised. This includes continued capacity building of, for example, trainers.

Monitoring and Evaluation

- It is vital that a proper framework for M&E is included from the design phase. A proper –but simple– logical framework should be defined, including clear objectives/goals and SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators with targets.
- Recognised definitions and terms should be used. Since there are some variations it may be good to adopt a standard until CHRO has its own guidelines (for example from another organisation, training material or publication).
- Both qualitative and quantitative indicators can be used.
- There should be a balance between indicators at output, effect and (if feasible) outcome levels.
- If funds are available, where relevant, baseline data should be collected.
- It is very important to keep it simple and manageable – do not use overly complex systems. Follow-up systems should be systematic and with clearly defined responsibilities for follow-up.
- Aim to utilise available resources and systems (for example HRO currently collects media clippings).
- All M&E data should be recorded and included in annual (and if applicable semi-annual) reporting.
- Reporting should be against set plans and progress in indicators should be clearly recorded against planned targets and/or baseline data.

Annexes

List of Annexes

- i) Terms of References
- ii) Abbreviations
- iii) Reference list
- iv) List of interviews

Terms of Reference for an external evaluation of

“Project Kaladan Movement”

[1 January, 2012 – 31 December, 2015]

Background Information

The Kaladan Multi-Modal Transport Transit Project (hereafter ‘the Kaladan Project’) will connect India’s eastern seaport of Kolkata with its landlocked northeastern state of Mizoram by traversing Arakan and Chin States in Burma through a newly constructed river and highway transport system. The project was conceived by the Indian government as a means to develop a trade route between its mainland and Northeast Region, and as a key element of its “Look East Policy”. The financing for the project—currently estimated at US\$ 214 million—is being provided through the Indian Ministry of External Affairs (MEA). It is an on-going project and it is expected to complete in 2015 (see more detail at www.kaladanmovement.org).

Kaladan Movement

The Kaladan Movement is an alliance of civil-society organizations concerned about the human rights, social, economic, and environmental impacts of the Kaladan Project for local residents. The core members of the Kaladan Movement are the Arakan Rivers Network (ARN), the Chin Human Rights Organization (CHRO) and the Zo Indigenous Forum (ZIF). “Project Kaladan Movement” is an on-going project funded by Stefanus Alliance (see more detail at www.kaladanmovement.org).

Purpose

The goals of this external evaluation are:

- To highlight key impacts and successes of Project Kaladan Movement.
- To highlight weakness in implementation of Project Kaladan Movement, and to make recommendations as to how lessons learned can be fed into future activity planning and organizational development.
- To make recommendations regarding indicators and monitoring tools that could be integrated into on-going Project Kaladan Movement activities, as well as the work of the Chin Human Rights Organization more broadly.
- To assess the ownership of CHRO: Assess and document whether CHRO is locally (Burmese) run: the leadership, the staff, the participants, and the founders of CHRO.

Scope of the evaluation

- (a) To assess the effectiveness of Kaladan Movement data collection and research activities.
- (b) To assess the effectiveness of Kaladan Movement awareness and capacity-building activities.
- (c) To assess the effectiveness of Kaladan Movement monitoring and documentation activities.
- (d) To assess the effectiveness of Kaladan Movement coalition building and advocacy activities.

(e) To determine the extent to which commitments regarding gender equality in Kaladan Movement activities have been realized.

(f) To analysis the extent to which sustainability have been integrated into Kaladan Movement activities, and to determine key sustainability targets as the project phases-out at the end of 2015.

Methodology

The main areas of work for the external evaluators are:

- Reading project documents (proposals and narrative reports)
- Reading Kaladan advocacy material (reports, academic and popular media articles, powerpoint presentations, survey instruments, pamphlets, etc.)
- Conducting interviews with CHRO staff
- Conducting interviews with key stakeholders (political parties, partners, participants, etc.)
- Making a field visit to Paletwa Township of Chin State

The Evaluation report can be produced in English only.

The completion of the evaluation report will be on **May 20, 2015**.

The report will be **between 25-30 pages** and the **Executive Summary will be 1-2 pages**.

Budget

[Removed]

Timeframe

#	Date (tentative)	Location	Activity	People to meet / extra remarks
2	24April Friday	Yangon	<ul style="list-style-type: none"> • Meeting with CHRO for trip preparation. 	CHRO
3	29 April Wednesday	Yangon & Sittwe	<ul style="list-style-type: none"> • Flight to Sittwe. • Meeting with participants in evening. • Visiting port construction site. 	Participant from Land Rights Awareness training
4	30April Thursday	Sittwe &Paletwa	<ul style="list-style-type: none"> • Private car and boat travel to Paletwa. • Visiting port construction site in afternoon/evening. 	
5	1May Friday	Paletwa	<ul style="list-style-type: none"> • Meeting with Land Rights Awareness training participants in morning. • Travel to nearby village Laung Ka Du in afternoon. 	(2 people) Participant from FPIC training (Group)
6	2 May Saturday	Paletwa	<ul style="list-style-type: none"> • Meeting with local partners. 	Khumi Youth Association

			<ul style="list-style-type: none"> • Meeting with participant from basic human rights training 	Participant from basic human rights training (1 or 2 people)
7	3 May Sunday	Paletwa & Sittwe	<ul style="list-style-type: none"> • Boat and private car travel to Sittwe. • Meeting with local partners. 	One each from Arakan River Network and Wun Lat
8	4 May Monday	Sittwe & Yangon	<ul style="list-style-type: none"> • Flight to Yangon. 	
9	5 May Tuesday	Yangon	<ul style="list-style-type: none"> • Meeting with representative from Chin National Democratic Party who were target of Kaladan Movement lobbying activities. • Meeting with Arakan Rivers Network 	SalaiCeue Bik Thawng (General Secretary) or PuZoZam (Chairman) Ko Tin Oo Coordinator
10	12 May Tuesday	Yangon	<ul style="list-style-type: none"> • Evaluator presents initial findings to CHRO and Stefanus Alliance 	
11	15 May Friday	Yangon	<ul style="list-style-type: none"> • Evaluator to send initial draft of report 	
12	20 May Wednesday	Yangon	<ul style="list-style-type: none"> • Evaluator to send the final report 	

Abbreviations

ANP	Arakan National Party
ARN	Arakan Rivers Network
CHRO	Chin Human Rights Organisation
CNDP	Chin National Democratic Party
CNF	Chin National Front
CSO	Civil Society Organisations
EIA	Environmental Impact Assessment
FGD	Focus Group Discussion
FPIC	Free Prior and Informed Consent
ILO	International Labour Organisation
INGO	International NGO
LCG	Land Core Group
LNGO	Local NGO
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
SAINT	Stefanus Alliance International
SIA	Social Impact Assessment
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
TORs	Terms of Reference
ToT	Training of Trainers
ZIF	Zo Indigenous Forum

A note on terminology: Burma and Arakan are also referred to as Myanmar and Rakhine, in line with the changes implemented by the regime. For Yangon (formerly Rangoon) the new name is utilised due to its common usage.

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List of Interviews

- Lian Bawi Thang “Bawipi”, Country Programme Coordinator, Chin Human Rights Organisation
- Nya Minn Wai, All Arakan Student and Youth Congress
- Saw Htun, Arakan River Network
- San Lin, Nay Oo, Tin Hla, Aung Ban, Kam Sweet, Than Aung, Aung Nyo San, community members, Laung Ka Du village, Paletwa Township
- Steven, President, Khumi Youth Association
- Ruth, Field Worker, Chin Human Rights Organisation
- Kyaw Aung, Khumi Youth Association
- Kan Aung, Researcher, Gender impact assessment
- Khung Mi, training participant
- Nan Shwe, training participant
- Aung Ma Phyu, Chairwoman Khumi Women’s Association
- Kyaw Sein Thann, Arakan River Network
- Taung Thaung Aye, Wan Lark Foundation
- Tin Oo, Coordinator, Arakan River Network
- Ceu Bik Thawng, Secretary, Chin National Democratic Party
- Za Uk Ling, Programme Director, Chin Human Rights Organisation
- Chhakchhuak Lalremruata, Director, Zo Indigenous Forum (over e-mail)
- Kristin Storaker and Ed Brown, Stefanus Alliance International (over e-mail)