

**Enhancing Batwa Pygmies Leadership  
in Burundi, Democratic Republic of Congo,  
Rwanda & Uganda (2007-2009)**

**Final evaluation Report  
March 2010**

### Executive Summary

#### Evaluation Purpose and Methodology

This final evaluation was conducted at the end of a 3 year programme implemented by Minority Rights Group (MRG) and local partners, whose purpose was to build strong long-term leadership and organisational capacity within Batwa CBO and NGO in the Great Lakes region of Africa (Burundi, DRC, Rwanda, & Uganda). The purpose of the evaluation was to assess the extent to which the programme's activities had led to the outcomes expected, and what progress had been made towards more effective participation of Batwa communities in local, national, regional and international decision making processes. Methodology included an extensive review of documents and analysis of outcomes that was further informed by discussions with staff, partner organisations in the field, beneficiaries of training and key Government representatives.

#### Programme Implementation

MRG history of involvement with Batwa Pygmies in the Great Lakes region dates from 1999 and the organisation has worked with these same four key partners since 2001, to sensitise Batwa communities, decision makers and political leaders as to the rights of minority Batwa people; and to enable Batwa representatives to lobby for their own rights and participate more fully in decision taking processes. The specific outcomes expected from this Batwa Leadership programme were:

1. Creation of a pool of new members of CBO/NGO, young Batwa men and women, with the potential for future leadership functions
2. Improved communication, negotiation and advocacy skills within Batwa CBO/NGO in 4 countries
3. Increased visibility and recognition of Batwa rights and needs; and of violations of these amongst decision makers
4. Strengthened regional inter country communication and cooperation between the Batwa NGO in the 4 countries

The strategy identified was to build individual confidence, knowledge and self esteem; to take part in local decision making and represent the needs of Batwa communities locally; aided and fostered by national level advocacy on similar issues undertaken by national Batwa NGO. These national campaigns or lobbying activities would be framed and informed by international human rights law, minority rights law and human rights treaties ratified by the respective national governments. The programme logframe reflects a strong emphasis on training and building skills in country; and encouraging joint working, and participation in advocacy (at national, regional, international levels). Capacity building for partners was anticipated, mostly in the form of practical resources or further training for staff and board members.

Key implementing partners were Batwa membership organisations whose nature and structure varies: RAPHY in the Democratic Republic of Congo is a Network of Associations of Indigenous Pygmies; AIMPO African Indigenous Minority Peoples' Organisation in Rwanda has activities and members concentrated in two provinces; UNIPROBA Unite together to Promote Batwa People in Burundi has formal recognition as a national organisation run by executive committee; UOBDU the United Organisation for Batwa Development in Uganda has activities focused on 3 south eastern districts where Twa Pygmies are most numerous. The total number of Batwa Pygmies in any one nation is a very small proportion of the overall population (less than 1% where data exists) but the Batwa lag far behind other citizens in terms of key basic development indicators. There are strong similarities in the problems faced across the region (principally access to land and basic services; stigmatisation).

### Main Findings and Analysis by OECD criteria:

- 1. Relevance:** The programme is relevant and there are opportunities for effective community advocates to lobby for the needs of Batwa communities to be addressed; demanding special measures if necessary. Although numerically small, this minority lives well below the poverty line by any accepted set of indicators; housing is visibly poor, basic hygiene minimal, levels of household income are low and access to basic services often poor. Social protection mechanisms designed to target vulnerable minorities often fail to address the needs of this community.
- 2. Effectiveness:** Two outputs are partly achieved; two others are achieved only to a very limited extent. Some 40 individuals (against a target of 28) benefited from adult literacy training or support for continuing formal education, and up to 184 others (drawn from 4 partner organisations against a target of 6) gained some human rights knowledge and/or advocacy skills through participation in training workshops. Individuals accrued benefit in terms of confidence, self expression and through beginning to participate in local level groups and decision making. Together these constitute leadership potential now drawn from a wider constituency (Output 1).

At national level there were some indications of the rights awareness and advocacy training delivered being successfully translated into improved communication and negotiation skills (Output 2) but gains are important if remaining small. UNIPROBA is well known amongst other development actors in Burundi, it has profile within Bujumbura and in national media – in the terms of analysis by one committee member “the ground has been prepared for lobbying.” In Uganda the Parliamentary Commission for Equal Opportunities has made site visits in Kisoro district, and Social Protection policy now mentions the need for programmes to advance ethnic minorities including the Batwa. RAPHY in DRC has been active in approaching local authorities (for example those administering camps for displaced people) to raise the specific issues faced by Batwa people in this context; and an office in Kinshasa was opened to pursue lobbying at national level on key issues (access to primary education that is not yet fee free and seizure of Batwa lands and limited forest access rights). In Rwanda the partner in this programme has a low profile and has not sought to engage in national level debates on inclusion of the poorest within local development programming and service delivery, or accessing social protection mechanisms.

There were clear expectations that both the media profile and government recognition of Batwa rights would improve over the programme period (Output 3). There was little evidence that this was monitored during implementation and it is difficult to estimate improvement. One key activity achieved was the research report on Batwa children’s access to education that was launched internationally at the First Session of the UN Forum on Minority Issues and locally in DRC, Uganda and Rwanda to gatherings of Batwa representatives. The report is a potentially useful contribution to the debate on universal access to education and should be more effectively used as an advocacy tool in discussion with Ministry of Education officials and education sector donors in target countries.

A series of meetings were held to discuss regional issues but these have yet to lead to a formally registered network that functions outside of these meetings and is recognised as a legitimate voice of Batwa people. Work on collaborative advocacy projects or learning from other partners’ individual advocacy has not yet materialised although an indigenous peoples’ cultural day was organised and seems to have served to raise the profile of issues facing Batwa communities in Burundi most specifically where it was held. Strengthened regional communication and cooperation between Batwa NGO (Output 4) is thus only achieved to a limited extent.

**3. Efficiency:** Supporting partners at a distance punctuated by visits, brings its own challenges in contrast to a country based presence able to mentor and accompany partners that are all still organisationally young with weak systems. Grants to strengthen organisations were planned for and largely used to purchase equipment, pay for board member training or cover running costs. In the absence of any systematic benchmarking of partner strengths and weaknesses carried out at the start of the programme it is hard to track progress. Several key activities were not achieved until the final year so it is too early to anticipate impact and this slow pace of delivery was influenced by the way in which MRG managed the programme as a series of discrete grant funded activities. The advocacy elements of the programme could have been delivered more efficiently by drawing on the expertise and engagement of other actors in the sector, both within the UK and in each target country.

**4. Impact:** The programme has delivered tangible impact in terms of further progress towards an understanding of their rights amongst Batwa community members (a maximum of 184 primary beneficiaries) and increased literacy and education for a cohort of some 40 individuals. The impact upon secondary beneficiaries visited was variable. Partner organisations have made some progress in terms of organisational impact as evidenced by their increased national profile, ability to undertake and organise activities, making and maintaining partner relationships with others. The question of attribution remains. The purpose of this programme was to build strong long-term leadership and organisational capacity within Batwa CBO and NGO and this is only partly achieved.

**5. Sustainability:** Those partners who are able to mobilise funds and support from other sources may be able to validate the knowledge gained through the training elements of this programme turning it to good effect in local lobbying and national advocacy activities. An important assumption made at purpose level was that Batwa self advocacy can overcome existing barriers to achieve positive changes. To date self advocacy at local and national levels has been somewhat limited and it is clear that many of these barriers to full and equal participation in society and in development are still perceptible.

### Conclusion

This programme addressed a critical need – the low skill base and self esteem amongst Batwa people – and tackled entrenched attitudes towards and amongst Batwa people. It was designed with existing partners and should have been able to make predictable progress. There are some notable achievements made in terms of Batwa people becoming more confident in an understanding of their rights and seeking more contact with authorities to press for these to be respected; and there still remains much to be done to raise the profile of Batwa issues and to secure specific measures to address the marked gaps (in terms of standard development indicators) between the Batwa Pygmy community and the wider population. Specific recommendations concerning design, approach and implementation are made in the body of the report should MRG wish to further pursue work with Batwa communities across the Great Lakes region.

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### Evaluation Purpose and Methodology

This final evaluation was conducted at the end of a 3 year programme implemented by Minority Rights Group (MRG) and local partners, whose purpose was to build strong long-term leadership and organisational capacity within Batwa CBO and NGO in the Great Lakes region of Africa (Burundi, DRC, Rwanda, & Uganda). The purpose of the evaluation was to assess the extent to which the programme's activities had led to the outcomes expected, and what progress had been made towards more effective participation of Batwa communities in local, national, regional and international decision making processes. This report seeks to evaluate the programme against standard OECD criteria<sup>1</sup>.

*Annex One contains full TOR.*

The evaluation was conducted by an independent consultant and was greatly facilitated by MRG staff, partners and their beneficiaries whose input and views this report attempts to reflect. The methodology used included an extensive review of documents; discussions with MRG London based staff; visits to 3 partner organisations in the field (over a 12 day period December 2009); meetings with beneficiaries of trainings; telephone meetings with MRG Kampala staff and board members of RAPHY the key partner in DRC. The evaluator was able to conduct many discussions without the need for interpretation but where essential, independent people unconnected to the project were used for this - except for some few meetings in Uganda where project staff took on this role. *Annex Two contains a full list of documents reviewed and people with whom discussions were held.*

### Background to the Programme and its Evaluation

MRG history of involvement in the region dates from 1999; two published reports on Twa rights and Twa women<sup>2</sup> constitute a body of work and investigation which aims to understand and address the situation of Batwa Pygmies. MRG has been present in Kampala and locally registered as the regional office of a UK based NGO since 2005. MRG has since January 2007 been implementing a regional training and advocacy programme to build strong long-term leadership and organisational capacity within Batwa community based organisations (CBO) and NGO across 4 countries. This 3 year programme was funded by EU and Irish Aid and builds upon similar earlier work. The same four key partners had been supported along with others, via a 4 year programme (2001-2004)<sup>3</sup> that was evaluated some time post completion in May 2007. In the interval between these two programmes MRG maintained some contact with their partners and involved them in other projects or meetings as opportune.

### Country Context

The political situation in each target country varies considerably and the external environment shapes the context for implementing this programme which has clear advocacy objectives. For all countries a national development strategy is framed by the National Poverty Reduction framework (PEAP; EDPRS; PRSP); however the delivery of these is severely hampered in DRC and Burundi by ongoing conflict, and weak capacity of emerging state and civil institutions. Uganda held Presidential and parliamentary elections during the year preceding the project (2006) and Rwanda has undergone a radical redefinition of administrative districts with consequent changes in local leaders. The global financial crisis has impacted on economic performance and the value of aid to all target countries, making progress towards national and Millennium Development Goals more challenging. Erratic

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<sup>1</sup> Relevance; Effectiveness; Efficiency; Impact; Sustainability and Learning to improve practice

<sup>2</sup> Batwa Pygmies of the Great Lakes Region (June 2000) & Twa Women's Rights in the Great Lakes region (November 2003)

<sup>3</sup> Promoting the Rights of the Batwa Pygmies

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climate patterns have had impact upon food production in several parts of the Great Lakes region perpetuating levels of poverty amongst some sections of agriculture or subsistence based communities. All target countries have applied Universal (fee-free) Primary Education policies and some degrees of free health care (for example to mothers and children under 5 in Burundi; for members of vulnerable minorities in Rwanda). The extent to which these policies are delivering expected gains in access to education and health care varies with local context. The work in DRC faces a particular set of problems because of ongoing conflict, mass population movements and the weak engagement of state structures.

### Naming the Target

Terminology used to name this target group includes Batwa; Autochtone or Indigenous people; Pygmy; Minority; and Vulnerable Minorities. The terms 'Twa' and 'Pygmy' are also used interchangeably with 'Batwa'. Batwa is the Bantu plural form (Mutwa being the singular) and is used in quotes from reports of the research in Burundi, Rwanda and Uganda. 'Pygmy' is the term ordinarily used in the DRC, although in other contexts it is considered derogatory. This report mainly uses the term 'Batwa' following MRG's partners' terminology, and uses 'Pygmy' when discussing the work in the DRC.

It is incontestable that Batwa people are a population minority; at some 33,000 they represent less than 0.5% of the population in Rwanda; in Burundi an estimated 78-80,000 is just 0.9% of the population; census data from Uganda show the Batwa population was 6,705 or 0.03% of the population.<sup>4</sup> Historically Batwa people were highly mobile not tending to permanently settle in one location. They lived from the land (by hunting, gathering of forest produce including medicinal plants, as potters using particular sites to extract clay) or sometimes in close relationship with the Tutsi monarchy and sub-chiefs. For example there is early documented testimony of Twa people having been given cows, pastures and supervising the grazing of livestock for others.<sup>5</sup>

In the Great Lakes region of 2010 one can find Batwa families living in close association with other ethnic groups; for example within newly constructed villages built post genocide in Rwanda, frequenting the same local schools and health clinics. However it is also more common to find Batwa families perched upon inhospitable hilltops in very substandard housing erected upon land they do not own, with only very distant access to clean water and making poor use of other services such as education or healthcare. Some individuals who have settled in a particular location may farm or gain income from other activities, appearing well integrated into wider society even to the point of abandoning their ethnic affiliation. It is therefore argued that assimilation is not desirable and that integration whilst bringing access to rights as equal citizens should not be obtained at the expense of ethnic identity (as manifest by particular customs, beliefs and traditional practices habitually observed by the Twa).

In DRC and Uganda, both nations with numerous ethnic and language groups, all the above terms are used without issue. In Burundi the revised constitution formally cites the need to include Batwa people in representative levels of governance. Rwanda is perceived as being more problematic since the Batwa ethnic group is no longer easily mentioned<sup>6</sup> in line with

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<sup>4</sup> Uganda Bureau of Statistics, 2002 Uganda population and housing census, p.26

<http://www.ubos.org/onlinefiles/uploads/ubos/pdf%20documents/2002%20CensusPopnCompostionAnalyticalReport.pdf>

<sup>5</sup> Autobiographies of Rwandan Twa gathered in 1960 but covering lifetimes 1900-1960: Helen Codère

<sup>6</sup> As are the terms Hutu or Tutsi

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nation building policy and Rwandan citizenship<sup>7</sup>. The terms “those marginalised throughout history” or “potters” are used and some national policies<sup>8</sup> expressly mention the need to target this group amongst other vulnerable minorities. Nevertheless it is evident that in terms of accessing mainstream services alongside other citizens and having some viable means of subsistence (including access to land or other source of income) the Batwa by whatever name in whichever country context, lag far behind other citizens in terms of key basic development indicators.<sup>9</sup>

### Programme Implementation

Since 2001 MRG has been working with Batwa organisations to sensitise Batwa communities, decision makers and political leaders as to the rights of minority Batwa people; and to enable Batwa representatives to lobby for their own rights and participate more fully in decision taking processes and represent their own social development needs. The specific outcomes expected from this Batwa Leadership programme were:

1. Creation of a pool of new members of CBO/NGO, young Batwa men and women, with the potential for future leadership functions
2. Improved communication, negotiation and advocacy skills within Batwa CBO/NGO in 4 countries
3. Increased visibility and recognition of Batwa rights and needs; and of violations of these amongst decision makers
4. Strengthened regional inter country communication and cooperation between the Batwa NGO in the 4 countries

There was some involvement of beneficiaries in design; partners had been involved in a short regional ‘brainstorming’ workshop to contribute to elements of programme design. There was a considerable lapse of time between this event, securing funding and the eventual start of the programme. The programme logframe (*Annex Three*) reflects a strong emphasis on training and building skills in country; and encouraging joint working, and participation in advocacy (at national, regional, international levels). There are strong similarities with previous objectives in this subsequent programme although notably any micro-project activity to directly improve health and living conditions of Batwa people was discontinued. Capacity building for partners was anticipated, mostly in the form of practical resources or further training for staff and board members.

All partners are easily able to identify the practical problems facing Batwa people and needs assessment work lists recurrent priorities such as access to land and adequate housing; education and adult literacy; income generating activities; and access to forest resources and sharing in the benefits of environmental forest conservation projects.<sup>10</sup>

The strategy identified is to build individual confidence, knowledge and self esteem; to take part in local decision making and represent the needs of Batwa communities locally; aided and fostered by national level advocacy on similar issues undertaken by national Batwa NGO. These national campaigns or lobbying activities would be framed and informed by international standards, international human rights and minority rights law, and human rights treaties ratified by the respective national governments. MRG brings particular expertise to the international advocacy work and has chosen to emphasise this.

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<sup>7</sup> The term autochtone is also uncomfortable since it is felt to underpin a Eurocentric version of Rwandan history that includes colonisation by pastoralists and settlement by cultivators. This was an element of the ideology that led to the genocide and is now a delicate and contested part of Rwanda history.

<sup>8</sup> for example Social Protection Policy (2005)

<sup>9</sup> As evidenced for example by Socioeconomic study of Living Conditions of the Batwa Population in Rwanda; CAURWA with Statistics Directorate, MINECOFIN (date)

<sup>10</sup> Long term priorities of the Batwa from South Western Uganda: UOBDU research paper July 2004

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The programme was co-ordinated from the MRG London office by the Africa and Middle East Programme Coordinator supported by two Programme Officers; one UK based dealt principally with reporting and administration, capacity building assessment of partners and supported some international advocacy; a second in the regional office supported the organisation and logistics for specific activities or events and to some extent the monitoring of subsequent outcomes. Other staff in Kampala and London provided specific technical inputs (such as monitoring the education component of the work<sup>11</sup> and monitoring the process of a land rights dispute in Burundi chosen as a strategic legal case for national and international attention<sup>12</sup>). In addition to these core programme staff, the MRG Director engaged with the DRC partner around specific lobbying and policy activities and participated in the DRC rights training workshop. Central programme coordination was the function of one staff member who remained in post throughout the programme. Six other MRG staff played a major role in delivery of activities and monitoring of programme outcomes just 50% were in post for the whole programme timeframe.

Key implementing partners were Batwa membership organisations whose nature and structure varies: RAPHY in the Democratic Republic of Congo is a Network of Associations of Indigenous Pygmies, a loose association of 7 member organisations drawn principally from North and South Kivu provinces; AIMPO in Rwanda African Indigenous Minority Peoples' Organisation has activities and members concentrated in two provinces; UNIPROBA Unite together to Promote Batwa People in Burundi has formal recognition as a national organisation run by executive committee; UOBDU the United Organisation for Batwa Development in Uganda has activities focused on 3 south eastern districts where Twa pygmies are most numerous and is the only partner to have been founded *for* the Batwa as opposed to *by* the Batwa<sup>13</sup>.

Technical partners were identified to provide training (one South African individual an academic and one Ugandan LNGO) and used to deliver initial training in each country. The contractual agreements with partners seen, demonstrate that short term grant arrangements were largely established with partners such that individual activities were funded, delivered and reported upon before the next activity was contracted and organised. Financial and narrative reporting was directed towards the London office; this was overwhelmingly activity based tending to describe events held. There was no subsequent reporting from partners as to impact or outcomes from these trainings and advocacy events. Post training evaluation forms were used (at exit) to assess participant opinion of various aspects of the training (content, delivery, usefulness etc.). No other mechanism to monitor how ex-trainees validated or used learning within their home communities was found.

### Main Findings and Analysis by OECD criteria:

#### 1. **Relevance: the extent to which the programme concept and objectives are consistent with beneficiaries' requirements, country needs and policies**

##### **Scale of the problem**

Across the region recurrent conflict, the effects of the HIV/AIDS pandemic, high levels of chronic poverty and other socio-cultural realities have resulted in the Batwa Pygmy group

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<sup>11</sup> Interview with Africa Regional Manager, Kampala office

<sup>12</sup> As part of the MRG Legal Cases Programme (2002+) managed by Head of Law, London

<sup>13</sup> This distinction is also made amongst organisations *of* disabled people rather than those working *with or for* and is held to be important in terms of representation, self advocacy and recovering rights

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now comprising less than 1% of the population. Although numerically small, this minority lives well below the poverty line by any accepted set of indicators; housing is visibly poor, basic hygiene minimal, levels of household income are feeble and derive largely from wage labour on another person's land or the sale of pots. Although some communities reported that more of their children had been registered into primary school with the advent of UPE they frequently dropped out again without completing exams<sup>14</sup>.

This minority does not appear to enjoy benefits from aid and development projects to the same extent as others, or full and equal participation in socio-economic life. Communities met routinely complained of being left behind and unable to join other community groups that started a long time ago. "Other women are at another level; we are very low down."<sup>15</sup> Some are striving to retain elements of a more traditional lifestyle with respect for their customary/traditional rights to land use. These are often being curtailed because of other development projects – for example environmental conservation and tourism projects frequently impinge upon Batwa survival strategies without compensating or substituting for this.

Considering the stark similarities between issues challenging Batwa communities across the Great Lakes region the scale of the problem is greater than that within any one nation. Access to land is an acute problem particularly where land is limited; education levels remain extremely low and are likely to remain that way unless special measures are taken to improve access and retention of Batwa children in formal education. Registration rates are lower than the norm for the whole population (48% of primary aged children registered in school amongst Batwa as against 78% for whole population)<sup>16</sup> and dropout rates are high. Marginalisation is the most common reason for abandoning school; 56% of Batwa children who abandon primary school cite this reason against only 5% of non Batwa children who drop out.<sup>17</sup>

### **Alignment with community priorities, national strategies and policies**

Whilst some Batwa individuals have been able to gain an education, earn a living and transition from a mobile, subsistence culture these are a small proportion of the overall community. The programme concept of building Batwa leadership capacity, lobbying and advocacy within target countries and across the region is clear. This programme is another element in a process that has been supported by MRG since 2001, and targets a small population whose basic level of education and self esteem remains low. This poses considerable challenges as the programme seeks to achieve greater capacity for self advocacy, recognition of rights of Batwa people and to see their needs being addressed.

The generic national frameworks for delivering this are clear; national development strategies set out development targets and poverty reduction measures. Policy, strategy and budget resource mobilisation are organised to maximise delivery of basic services (education, health & livelihoods) to the population; with some special measures to target the poorest community members (social protection schemes). Evidently policy intent does not always match up to programme delivery. Only since November 2009 has Social Protection work within the Uganda National Planning Framework specifically stated the thematic area of

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<sup>14</sup> For example no child in Ryabihuko community (Kisoro District, Uganda) comprised of 33 families had progressed as far as P3 - third year of primary.

<sup>15</sup> Comment from AIMPO Rwanda group member in Nyagatare

<sup>16</sup> Data from Rwanda CAURWA/MINECOFIN

<sup>17</sup> Idem

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Development and Improvement Programmes for the Advance of Ethnic Minorities including the Batwa; the challenge is how to make this operational.<sup>18</sup>

The programme is relevant and there are opportunities for effective community advocates to lobby for the needs of Batwa communities to be addressed alongside those of other citizens; demanding special measures where necessary. There are examples from the region of other minority groups successfully using advocacy to recover their rights under existing national or international protocols (for example campaigning that has led to the recognition of the generic need of disabled people to access education and for special measures to make this meaningful; public lobbying for priority access to ARVs by groups of widows who were raped during the genocide, both in Rwanda; and for special policy measures in Burundi to ensure that orphans and vulnerable children access basic services along with other children). The rights based approach adopted should also recognise that community assessments often prioritise more immediate practical needs; there was a continued call for projects to address basic needs of Batwa communities whose material poverty is acute. “Advocacy work cannot be done when the stomach is empty.” Some groups also manage to address some of their practical needs through partnerships with other actors (for example a group in Kisoro, Uganda was found harvesting potatoes from land allocated to them and with seed accessed via the mainstream National Agricultural Advisory Services (NAADS).

### **2. Effectiveness: the extent to which programme outputs and results are achieved**

The evaluation tracked progress to plan using logframe indicators as set out against the output expected<sup>19</sup>. In general previous reporting was incomplete; the evaluation process itself was a continuous process of assembling a clear timeline of activities conducted and developing an analysis of outcomes, informed by participants’ comments. Reporting from partners to MRG was activity based and of variable quality; reports produced by MRG as key co-ordinating partner were also largely activity based, there was little summative, analytical reporting. This would seem to indicate a lack of any internal, continuous monitoring and evaluation system where attempt could be made to learn from prior experience and to develop learning mechanisms across countries. This view was also supported by the lack of clarity and some duplication of roles in terms of staff monitoring of partner performance. A significant departure from initial design was the involvement of just 4 partner NGO whilst at least 6 had been assessed and logframe indicators suggest that 8 were anticipated. In Rwanda, Uganda and Burundi however the same number of individuals benefited from training and learning opportunities, even if these were now drawn from a smaller constituency. In DRC particular effort was made to invite trainees from widely dispersed groupings with the intent of maximising geographic outreach and this was in line with the nature of the network partner.

#### **Results by Expected Outputs:**

##### **Output One: Creation of a pool of new members of CBO/NGO, young Batwa men and women, with the potential for future leadership functions**

In the first year of the project a series of national level workshops was organised. Trainees were selected by the partner organisations and attended 3 day training on topics including human rights, minority rights, gender and rights, leadership roles and skills. A full list of all

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<sup>18</sup> Interview with Community Development Officer, Kisoro district; Ministry of Gender, Labour & Social Development

<sup>19</sup> See Programme Logframe Annex 3

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the training and advocacy events organised through the project plus attendance is summarised as *Annex Four*. These initial workshops were facilitated by international trainers and dealt with international rights frameworks, UN institutions and systems of redress. They were evaluated in some detail with some sessions more highly appreciated than others. In general they appear to have successfully introduced a concept of human rights to this target group, and found links between international law and human rights and local instruments such as the constitution or land law. Later interviews with several participants of these workshops demonstrated that whilst they were able to recall some of the topics discussed they were less often able to link this knowledge with any action taken. Mainly topics remembered were Batwa rights and the rights of women, the need to sensitise Batwa parents to send children to school and discussions around land tenure. From workshop reports their overall style appears to place emphasis on presentation of new material, there were frequently challenges of translation with trainers explaining concepts in English that were then relayed in local languages. Although one MRG staff member involved observed that the key trainer achieved a high degree of participation, the methodology does not reflect a style especially favourable to adult learning, amongst weakly literate participants, many of whom were not able to directly understand information communicated in a European language. This seems to have contributed to a dilution of potential impact and as another commented “the gist of the matter will be lost in translation.”

Follow up workshops in each county were to be organised by partner organisations, cascading knowledge gained down towards a wider pool of members. In Burundi and Uganda this was organised within six months of the initial training; in DRC it was not planned for<sup>20</sup> and this was felt to be a weakness in the programme design; in Rwanda it was organised more than 2 years after the initial training within the final quarter of the programme, with little tangible impact detectable during this final evaluation. A subset of participants from the original country level workshops was selected to attend the regional training events in Kampala (see Annex 4).

At the first of these it was decided that 10 individuals per country would be selected for additional support either to continue formal education at secondary or university level or to attend functional adult literacy classes with the aim of increasing potential for leadership across the organisations. The selection process of these individuals was not entirely clear, several partners reported MRG emphasis on supporting young people; this concurs with MRG concerns expressed for a future cadre of leaders diversifying skills, vision and influence away from key individuals, who form the current leadership of partner organisations. Most partners stated that MRG staff had chosen randomly from amongst participants of the first country training; only in Burundi was there clear involvement of committee members from the partner organisation such that those benefiting from ongoing training were a distinctly different group from those participating in training workshops.<sup>21</sup> There was an attempt to achieve gender balance amongst these people however there were some surprising exceptions of students selected it would appear purely because of family/clan relationships between key individuals.<sup>22</sup>

Interviews with many of these students and trainees highlighted the following key successes:

- These learning opportunities had attracted some to joining the organisation, sometimes switching allegiance from other Batwa membership groups in country

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<sup>20</sup> Or not achieved since a restitution meeting held Sept 09 (2 years post training) encourages former trainees to share knowledge gained with others

<sup>21</sup> NB it was not possible to achieve this level of analysis concerning participants from DRC

<sup>22</sup> This was particularly evident in Rwanda although this country was cited as a case where MRG tried to intervene to avoid this

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- Personal growth and positive gains from adult literacy were expressed as being able to read public signs, letters from others and complete travel forms when crossing borders to go to MRG regional trainings
- Increased self esteem allowed some to participate more vocally in community meetings, obtain identity cards and to get elected onto grassroot level community structures (health animator, RPF representative and local representative at village level<sup>23</sup>)
- In Uganda improvements to housing and hygiene had led to greater acceptance by neighbours and ultimately taking part in group income generating activities<sup>24</sup>
- Secondary level students expressed a sense of acting as role models, a need to speak up for themselves as a community<sup>25</sup>, and in Burundi there was particularly strong commitment to ‘payback’ in sharing their gain via working within UNIPROBA for the benefit of others in future
- Prior education had been accessed purely by chance and with support from individual benefactors – often they were the only child from large families to have gained any education at all
- Partner organisations were an important source of support for education as levels of poverty and stigmatisation of students are key barriers to progression
- Many were concerned about the future – students in formal education were only part way through secondary or university courses unsure how they might complete subsequent years; adult literacy trainees expressed that they had made progress over a short time but literacy skills remained basic and further input was desirable

There are similarities between these individual gains and those reported by other minorities as these have begun to play a more active part in the development process (eg. women, disabled people, and orphans) such as increased confidence and self-esteem. It is reasonable to conclude that individual participants in workshops, formal education and literacy have gained knowledge and confidence as a result of the training and the contact with others from their community and there was evidence for this. Support in formal education of young people was clearly a longer term investment but already this cohort of potential leaders of the future were said to have “come into their adult role, speaking up for themselves at school or in meetings.”<sup>26</sup>

The learning, increased self esteem and activism amongst the Batwa is however a continuous process and there is clearly a considerable distance to travel in terms of translating knowledge gained into action for change. Although several participants in rights training reported being tasked to share this awareness with other community members, those communities visited (secondary level beneficiaries) found it hard to describe any changes within their overall level of wellbeing that might be attributed to collective activity stimulated by this rights training. The delivery of follow up inputs, refresher training, and most importantly support, encouragement and mentoring of any follow up community activity arising as a result of learning gained does not appear to have been planned for systematically within this programme and this is a critical weakness in design. Where partner organisations had other ongoing partnerships that allowed them to deliver other activities (such as for UOBDU in Uganda where partnerships with FPP and CARE International allowed for work with members on income, land access and inclusion in other local development activities) there was most value added from the discrete training inputs. In DRC where the partner organisation is a network of other member organisations, the role of RAPHY was specifically not to impose itself in place of local organisations but to add value

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<sup>23</sup> Examples cited by respondents in Rwanda

<sup>24</sup> Interview with UOBDU adult literacy trainees Kalengyere

<sup>25</sup> “We learned to ask on our own behalf” female participant in human rights training

<sup>26</sup> Observation of DRC partner committee member

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to these. The assumption that community level organisations had sufficient resources to play their own role was not tested although it was noted that fund raising locally within DRC was particularly challenging.

Some important knowledge and skills were transferred via the training components of this programme and individuals accrued benefit. Some stated a clear intent to use this knowledge to the benefit of wider Batwa communities; others had improved their own standards of housing and hygiene and this has potential to serve as a positive role model to others.<sup>27</sup> This leadership potential will only be fully realised as activists locally begin to engage in community decision making and wider development mechanisms. Currently the Batwa communities visited continue to lag visibly behind others in terms of habitat, access to land and a viable means of production (to satisfy their basic household needs).

### **Output Two: Improved communication, negotiation and advocacy skills within Batwa CBO/NGO in 4 countries**

Building upon training given in the country level human rights workshops, a selected number of trainees went on to attend regional human rights training and arising from this 3 meetings were held to discuss, launch and plan for the activities of a regional advocacy network. The main output from these was a proposed budget for the administrative steps to be undertaken to formally constitute, register and staff an advocacy network including holding a General Assembly to elect a committee.<sup>28</sup> This network does not yet appear to be fully functional – there have been delays in formally registering the network, there was no indication of communication amongst and between countries represented outside the discrete meetings organised by MRG. No regional advocacy issues or campaigns could be identified and no follow on advocacy projects that were expected to create a multiplier effect, have been implemented.

Some Batwa representatives were brought by MRG to international advocacy platforms. One participant previously involved in work on a published case study of Batwa land rights in Rwanda<sup>29</sup> attended the African Commission on Human and Peoples' Rights (Congo Brazzaville 2007); eight representatives from Burundi, DRC and Uganda were brought to the first session of the UN Forum on Minority issues (Geneva December 2008). This was discussed in detail with participants from Uganda whose reflections on the process and its purpose were instructive. Their actual participation was completely curtailed by language so it fell to the one member of the delegation able to present in English, to make the allotted 3 minute presentation summarising the situation of Batwa people across all 3 countries represented. This spoke more to the situation in Burundi than that of other countries and was halted before completion. The analysis of these participants was that they had insufficient time to challenge the reassuring assertions made by Government delegates; the issues they raised were not listened to and no response, solution or follow up action was forthcoming from the workshop that dealt with "politicians business". MRG staff were able to distribute the report on education (see Output 3 below) at a side event and this has potential for wider awareness raising. Whilst clearly outside of MRG control, it is unclear what level of government representation was present – delegates from Uganda were not known, no follow up actions have flowed from the little contact made; the Rwandan government that is regarded as being most in need of sensitisation on minority issues was not represented. In

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<sup>27</sup> Although since this often appeared to be achieved by virtue of cash allocations for attendance at training it was not necessarily open to other non participants

<sup>28</sup> Notes and Budget from regional meeting held Kabale, March 2009

<sup>29</sup> Micro study: Batwa Land Rights in Rwanda (Feb 2003)

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summary the preparation of delegates for the meeting appears to have been insufficient, inadequate steps were taken to ensure that they could follow the proceedings and there is no detectable impact from costly participation of a sizeable group.

At national level there were some indications of rights awareness and advocacy training delivered being successfully translated into improved communication and negotiation skills. UNIPROBA is well known amongst other development actors in Burundi, it has profile within Bujumbura and in national media – in the terms of analysis by one committee member “the ground has been prepared for lobbying.” Although the Batwa are not part of the national education sector debate on access to education for all or generic debate on how the poorest can access all state services, they have managed to secure specific gains - land allocated to Batwa families amongst general redistribution to returnees, and the creation of a Special Commission within the Senate that is charged with monitoring the specific situation of the Batwa. In Uganda though there is no provision for affirmative action within Government policies, the Parliamentary Commission for Equal Opportunities has made site visits in Kisoro district, and Social Protection policy now mentions the need for programmes to advance ethnic minorities including the Batwa. In Rwanda the partner in this programme has a low profile and has not sought to engage in national level debates on inclusion of the poorest within local development programming and service delivery, or accessing social protection mechanisms.

In contrast RAPHY in DRC has been active in approaching local authorities (for example those administering camps for displaced people) to raise the specific issues faced by Batwa people in this context. Two missions were conducted<sup>30</sup> to investigate displaced Batwa community members’ access to relief efforts and this was an important advocacy initiative which clearly targeted duty bearers. However securing engagement and action from authorities in the context of ongoing conflict and a ‘failed state’ remains particularly challenging. An office in Kinshasa was opened by RAPHY with MRG support, expressly to pursue lobbying at national level on key issues of access to primary education that is not yet free and seizure of Batwa lands and limitation of forest access rights.

A key achievement attributed in part to this current programme has been to follow up preceding work to monitor and challenge the World Bank Inspection Panel to respect its own policies with regard to consulting and involving indigenous people and making environmental impact assessments as it monitors the application of the new Forest Code<sup>31</sup> in DRC. Earlier work to publicise and increase understanding of the Forest Code amongst the Batwa<sup>32</sup> had been followed by research (RAPHY with support from MRG and SCIAF)<sup>33</sup> to assemble a dossier of evidence from Batwa and other forest adjacent communities about the impact upon indigenous people of forest exploitation. Subsequently RAPHY members met representatives of the World Bank in Kinshasa and organised a conference to discuss and reflect on repercussions of this successful complaint against the World Bank after recommendations of the World Bank Inspection Panel<sup>34</sup>. It is important to note that the ongoing monitoring of implementation of these recommendations is now being done by Batwa organisations in DRC that continue to highlight poor treatment of forest communities by logging companies.

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<sup>30</sup> February and March 2009

<sup>31</sup> Established 2002

<sup>32</sup> Reported in Evaluation (May 2006) of Baring Foundation project to strengthen the rights of Batwa people ...in DRC implemented by RFF and partners

<sup>33</sup> Indigenous People and the exploitation of forests: RAPHY report of investigation of the impact upon communities in Oriental and Equateur provinces of DRC (December 2005)

<sup>34</sup> July 2008

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The programme was also expected to develop within UNIPROBA the research and legal process skills needed to lodge a legal case before the Burundi National Court. One test case was selected by MRG Legal Officer in 2007, chosen for its strategic potential to deliver wider change and judicial precedent. This case involves land given to Batwa families by the monarchy but used by others since the 1960s. A judgement in favour of Batwa family ownership delivered in 1975 has never been implemented and a long history of unjustified incarceration, appeals and non-application of judicial decisions has resulted. The case is typical of the lack of access to justice which the Batwa face throughout Burundi. Despite work on this case by a Burundian lawyer over the duration of this programme, it remains unresolved with a recent High Court decision ordering a revisit to the site for fact finding, rather than an order executing the court's original 1975 decision: further evidence of the barriers Batwa people face in accessing justice.

MRG is now considering whether to take the case to external arbitration ie. a regional mechanism such as the Africa Commission on Human and Peoples' Rights, which has recently established respect for traditional land rights for minority peoples including those without title deed. This has the potential to assist and empower the Batwa firstly through the establishment of a strategic precedent and secondly through opening up the possibility of negotiations with relevant authorities. MRG has experienced other cases litigated before the African Commission, where this threat of litigation can lead by itself to mediation or negotiation. Although UNIPROBA had decided (before the start of this programme in 2005) to reopen this case before the domestic courts it is impossible to conclude that its pursuit has strengthened legal process skills within UNIPROBA in any way, since committee members and staff were ignorant of the detail of this case and much of the work has been delegated to the lawyer contracted. No wider work on land access was highlighted.

It is true that if the particular issue of ownership involving this one family is resolved the case would constitute legal precedent which could be cited by others however in both Burundi and Rwanda the formal justice system is costly, operates slowly and frequently does not deliver justice to poorer appellants whose patience and resources are often exhausted before cases are concluded. It is more common in Burundi for land disputes arising when land traditionally owned is seized by others (family members or neighbours) to be resolved by local mediation (for example interventions of Child Protection Committees at hill level defending the land rights of dispossessed orphans) or by recourse to traditional judges (Abashingantahe) before resorting to the formal court system. The programme did not seek to contribute in any way to the building of awareness and the application of rights amongst these levels of the justice system that are more accessible. The particular difficulty for Batwa people is that they rarely own land and do not appear to be engaged in any national lobbying to ensure systematic allocation to families who have none. Until this is addressed there would seem to be a high risk that the majority of Batwa families continue to reside on small, inhospitable pieces of land with low potential for cultivation.

### **Output Three: Increased visibility and recognition of Batwa rights and needs; and of violations of these amongst decision makers**

The logframe makes clear expectations that both the media profile and government recognition of Batwa rights would improve over the programme period. Shadow reports were not published by partners though it is unclear from the programme proposal what subject areas these were expected to track. Because the legal case adopted in Burundi was effectively stalled for the duration there was no media attention directed at this. The only evidence of media coverage of Batwa issues was a report published on the (Burundian) Senate committee decision to further investigate the living conditions of Batwa communities

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following some earlier investigations in 2006. The Batwa Cultural Day<sup>35</sup> was also covered in the Burundian media and highlighted specific Batwa traditions. Progress following the World Bank Inspection Panel is recorded above and since it was not possible to visit DRC in the course of this evaluation no further information was obtained about media coverage of this. MRG does not record any detail on the national profile of critical issues in the media in its own internal reporting.

A key activity planned to contribute to this output was the commissioning of a freelance journalist to research and write a report on Batwa children's access to education. This was achieved by the end of year two, and over the course of the final year translated into French, Swahili, Kirundi and Kinyarwanda. The report highlights the value placed on both formal and vocational education by the target community and underscores education as a vital prerequisite for other community development. It makes clear the social and economic barriers to access and retention of Batwa children within the education system despite the fact that by 2006 fee free Universal Primary Education policies were in place in all but DRC. It does not mention civil society campaigns that are ongoing in several countries to address the barriers that prevent other vulnerable children (orphans, disabled children, girls and children who are heads of households) staying in education or the policy responses and funding mechanisms that are being trialled to respond to these challenges. These would seem to be a concrete advocacy point from which to include the needs of Batwa children and so this is a missed opportunity. However it also argues for culturally specific curriculum content and school hours to reflect the particular demands of a hunter gatherer lifestyle as well as making recommendations that fall outside the domain of education (such as concerning Batwa involvement in natural resource management and access to land).

The report was 'launched' internationally at the First Session of the UN Forum on Minority Issues (though it is not clear that government representatives from the education sector were expected to attend this meeting) and locally in Bukavu, DRC and Kabale, Uganda to gatherings of Batwa representatives. In the latter district education officials were also present along with MPs so there is some potential for the report's content to filter upwards. The report has not been distributed in Rwanda outside the Batwa community; in part this is because of the sensitivity of conducting advocacy around issues with a focus on Batwa people but further justification was given in terms of the report "going beyond education and dealing with the causes of Batwa poverty." It was expected that Ministry of Education officials from at least 2 target countries would refer to this report in the media or in parliament; no record of such was obtained.

Whilst the report is a potentially useful contribution to the debate on universal access to education, conceptually it does not seem to have been entirely clear how it was expected to be used as an advocacy tool. Too little was done to use it to open discussion with Ministry of Education officials and education sector donors in target countries; unusual emphasis and resources were directed towards translating a substantial document into local languages when the Batwa individuals to whom it was then distributed are often only weakly literate. In summary although community sensitisation around Batwa rights had helped to raise parental awareness of the need to educate their children it remains difficult for poor parents to pay 'associated costs'. Across the region practical items (adequate clothing or uniforms, school materials, lunch, shoes) and associated costs (parental contributions, toilet construction, school watchmen) are a barrier to poor parents keeping their children in primary school. The problem of older children who have missed out on primary level education is acute; no other alternative literacy or vocational education seeks to specifically include Batwa adolescents. As such, the situation of the students currently sponsored to continue in secondary or tertiary

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<sup>35</sup> See Output 4 below

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education, that it was only by chance that they had gained any education at all, seems likely to continue.

### **Output Four: Strengthened regional inter country communication and cooperation between the Batwa NGO in the 4 countries**

As already noted the meetings held to discuss regional issues have yet to lead to a formally registered and functional network. Work on collaborative advocacy projects or learning from other partners' individual advocacy has not yet materialised. A first activity for a regional advocacy network suggested by the MRG regional office<sup>36</sup> was to hold an indigenous peoples' cultural day, inviting Batwa participants and authorities from each of the 4 countries to discussions, cultural demonstrations and debates. This was achieved in Burundi in October 2009. The report from this event outlines content of a first day spent with partners updating on their progress and internal planning; followed by two days of debates, lectures and discussion of the main problems confronting Batwa communities across the region. Besides members of Batwa organisations the main participants at this event were officials from the Government of Burundi (with some high level endorsement from the Ministry of the Youth, Culture and Sport and participation by officials from Ministries of Defence and Public Works). Proceedings culminated in a cultural day held at the National Museum and more widely attended by MPs, several donor representatives, 5 national radio stations and the general public with demonstrations of dance and other Batwa cultural traditions. The event was well covered by local media and seems to have served to raise the profile of issues facing Batwa communities in Burundi most specifically. The non-attendance of other country authorities is a missed opportunity in terms of using the event to increase understanding of the similar problems confronting other nation's Batwa citizens and the report, produced in English, was not shared with any other Governments.

The event was appreciated by a key member of the GOB<sup>37</sup> since the problems of the Batwa were not previously highlighted to the extent that they now are. The specific provisions for Batwa inclusion and representation that were prescribed by the terms of the Arusha Peace Negotiations for Burundi have meant their national profile and recognition is assured, and their situation is perceived to be ahead of Batwa communities in DRC or Rwanda. Whilst debates about the extent to which Batwa people are indigenous or the original occupants of present day Burundi were not felt to be useful, the case for special measures to address specific problems (such as education of Batwa children) has been well made. However these are felt to be relevant only for a very limited time period; just as with particular measures to redress the barriers to education of girl children such affirmative action and awareness raising amongst parents should strive to bring all children into mainstream service delivery.

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<sup>36</sup> Notes and Budget from regional meeting held Kabale, March 2009

<sup>37</sup> Interview with the Principal Advisor to the First Vice President on Socio-cultural questions

### 3. Efficiency: the extent to which the programme has been efficient in achieving outcomes

This programme was managed at distance from London involving 4 other UK staff providing regular inputs to the programme, 2 regional office staff providing logistical support, 4 implementing and 2 training partners. These links were not new, partners had collaborated before on MRG organised programmes, knew one another and there were obvious synergies in their work. Despite this there was some lack of clarity about communications. During the course of the evaluation it was evident that partners did not all have office based email and did not routinely collect and share information about the programme with concerned parties (including other staff, boards and beneficiaries). Within MRG information was not routinely shared such that some detailed learning remained with individuals with no means to centralise learning from progress. For example the evaluator was consistently referred to the Director of the organisation for all information concerning work with DRC partners and the Head of Legal Cases programme was unaware of progress on issues relating to the Inspection Panel (Outcome 3; indicator 5). Staff based in the Kampala office are ideally placed to play a monitoring and mentoring role with partners but were not doing so. More should be done to strengthen integration and coordination of functions within MRG and to streamline communication with and between partners.

Supporting partners at a distance punctuated by visits, brings its own challenges in contrast to a country based presence able to mentor and accompany partners that are all still organisationally young with weak systems. Since MRG strategy is to operate like this it is to some extent limited by the efficiency of partners. Grants to strengthen organisations were planned for and largely used to purchase equipment, pay for board member training or cover running costs. No systematic benchmarking of partner strengths and weaknesses had been carried out at the start of the programme<sup>38</sup> however two staff mentioned having independently used their own tool to make some kind of diagnostic assessment. Any results did not appear to have been pooled and informed choices about capacity building inputs. MRG places high value upon the self-assessment made by partners of their own key critical weaknesses or limitations. This has led to most emphasis on short term inputs (running costs and equipment) over medium term investments (systems for reporting and accounting; M&E skills; visioning and planning with organisation leaders both staff and board members).

Despite establishing a funding contract with the donor for a 3-year programme of work implying linked activities MRG managed the programme as a series of discrete grant funded activities. It is unclear that any Memorandum of Understanding established the areas for collaboration and partnership expectations over the whole period, no such example was available. Although partners were involved in discussions that led to the proposal it was then some time before work began and this is standard good practice. As a result any delay in implementation or reporting on a single activity caused delays down the line for subsequent activities and overall implementation was slow and behind schedule. Several key activities were not achieved until the final year so it is too early to anticipate impact. In the final months of the programme MRG proposed additional staff for partners to enable them to complete all activities and reporting; some took up this opportunity others did not. While it has meant that specific activities may have been achieved this was not done in a sustainable way and did not contribute to building internal organisational capacity to deliver. Financial reports available to the evaluation covered the period up to 18 months into the project delivery, so no analysis of overall cost effectiveness or delivery of activities to budget has been attempted. It is noted that activity grants to partners build in a contribution to their

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<sup>38</sup> The only major constraints identified by partners in 2004 were physical assets & offices reflecting weak analysis

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running costs<sup>39</sup> and this underlines the activity based nature of contractual relationships as opposed to more usual partner agreements with x months running costs inbuilt.

MRG does offer some other partners more sustained partner agreements, which include greater flexibility and longer term salary costs. MRG reported that it decided when this programme was designed that it was not confident enough in the capacity of these partners to manage the funds appropriately to proceed on this basis and a desire to treat all partners the same influenced the decision. Although the same four partners had been the object of similar capacity building programme for 4 years previously, no formal capacity assessment was made (either at the close of this programme or in start up of the current programme). This is an important omission since the project purpose was to build organisational capacity within Batwa CBO/NGO. Within the development sector it is well understood that potential partners' have different strengths and capacity weaknesses and that their ability to perform to donor requirements results to some extent in the 'survival of the fittest'. Rigorous assessment of partners should have been made in terms not only of resources (staff and other physical assets, which was done) but also of systems for effective use of these resources, leadership vision and skill levels, and the external operating environment that if hostile may still constrain organisational capacity. Partnership mechanisms (including clarity about reporting standards, skill based training, mentoring and technical accompaniment) should reflect this analysis and serve to build overall capacity of the organisation and all its structures – including board members and executive staff. Poor performance (at organisation level and in terms of delivering programme impact) more normally leads to suspension of ineffective partnerships although in the case of MRG the desire to support marginalised minorities appear to override this.

Functional adult literacy was most efficiently organised where learners were included into existing mainstream classes (as in Uganda) and less cost effective where individual school teachers were contracted to teach individual adults (with both teacher and learner costs incurred (as in Rwanda). Since adults undertaking literacy training were paid to learn receiving per diems this meant that other Twa neighbours were excluded from participation on the basis that they were not "organisation members" – a practice that seems both a missed opportunity and potentially divisive.

MRG emphasise that they are a human rights organisation rather than a development organisation; though they take part in Round Table discussions and have links with other development partners. As they have no country level representation it was unclear with whom and exactly how this engagement with national development processes occurs and there would seem to be potential gains to be had by affiliation to other national issue based campaigns. To take for example Rwanda these would include education sector debates on fully inclusive education and access for the poorest; LandNet campaigns around Land Law and alternative income generation for the landless; the Legal Aid Forum network of members providing access to justice; and social welfare mechanisms as these are trialled. Partners might find they could work more efficiently with other local partners and this would undoubtedly help to raise their profile (as demonstrated by UOBDU for example that is working with other local partners on land rights).

MRG is by no means the only organisation working in the target countries whose work targets minority peoples. Rainforest Foundation, Forest Peoples' Programme, Global Witness, Scottish Catholic International Aid Fund (SCIAF), Greenpeace, World Wildlife Foundation, Dian Fossey Gorilla Organisation (sic) and the World Bank were all mentioned in reports or by partner organisations as being also involved in the relevant sector; although

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<sup>39</sup> Entitled Partner coordination costs

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not every organisation had work in each country. Nevertheless it was clear they were all working on interrelated, similar or even the same issues and the opportunity for “additionality” through harmonizing approaches seemed evident. Within the UK, meetings with organisations who also focus some of their work on Batwa pygmies from this region appeared to have been ad hoc and based on personal relationships that lapsed when individuals moved on, rather than systematic and regular with a view to harmonising approaches, building on positive learning and avoiding duplication.

This programme addressed a critical need – the low skill base and self esteem amongst Batwa people – and tackled entrenched attitudes towards and amongst Batwa people. It was designed with existing partners and should have been able to make predictable progress. Its advocacy elements could have been delivered more efficiently by drawing more heavily on the expertise and engagement of other actors in the sector, both within the UK and in each target country.

#### **4. Impact: the extent to which the programme achieved transformational change and delivered on project purpose**

The programme has delivered tangible impact in terms of further progress towards an understanding of their rights amongst Batwa community members (a maximum of 184 primary beneficiaries) and increased literacy and education for a cohort of some 40 individuals. The impact upon secondary beneficiaries visited has been varied; in some cases little impact was perceived – communities living with beneficiaries of human rights training have not imitated any individual improvements to housing/habitat these individuals have made; trainees did not seem to be playing a clear role in community leadership (meetings were irregular, donor focused, and there were few clear indicators of activities). In other instances (eg. observation within UOBDU, and reported within RAPH) communities living with trainees were engaged in other group activities that brought tangible benefit to participating members. These appeared to be largely achieved because of the impetus, interest and support provided by the parent organisation and their ability to mobilise other practical sources of support, and inputs. In short it is clear that training without clear means to support application of learning has limited short term impact, although it may bring potential for longer term changes in attitude.

Partner organisations have made some progress in terms of organisational impact as evidenced by their increased national profile, ability to undertake and organise activities, making and maintaining partner relationships with others. As Batwa people gain a voice and occupy decision taking space they will be better placed to represent the needs and views of this minority. It is important that these organisations are legitimate, credible, conduct evidence based advocacy (dealing with fact not emotion or opinion) and achieve a sustainable level of organisational capacity. Organisational capacity building grants made under the organisational support scheme were mainly used for staff training or office equipment<sup>40</sup>. Specific input into strengthening partner systems (of monitoring and reporting leading to successful fund raising) was not provided and MRG has struggled to receive the accurate and timely reports demanded of partners. Overall the organisational capacity of the Batwa partner organisations reflects young, embryonic organisations with a clear understanding of needs but with less experience of achieving developmental change for the majority of their members.

The programme delivered results in terms of its first two outputs; there is some increased knowledge and skills within a potential leadership pool and some increased national profile

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<sup>40</sup> MRG report Oct 08-Nov 09 to Irish Aid

and advocacy on specific issues within country. It has yet to really deliver on outputs three and four in terms of the public profile of minority rights, decisions taken nationally to address these and any form of regional lobbying around cross cutting issues. As such the contribution of outputs to purpose is only limited. The purpose of this programme was to build strong long-term leadership and organisational capacity within Batwa CBO and NGO and this is only partly achieved. Evaluation of earlier MRG work finds that although there are some notable achievements made in terms of Batwa people becoming more confident in an understanding of their rights and seeking more contact with authorities to press for these to be respected, in 2007 there still remained much to be done to further raise the profile of Batwa issues; the situation in 2010 is largely the same. Although the political context has evolved (becoming clearer and more stable in Burundi, with explicit pro-poor measures in Rwanda, and clearly framed by national PEAP priorities in Uganda) Batwa organisations could do much more to organise their members at community level, to systematically represent their needs within local structures and to back this grassroots pressure with national advocacy to address the inclusion of minority groups within national policy making and implementation.

### **5. Sustainability: what lessons have been learned and what opportunities for scale up now exist**

Those partners who are able to mobilise funds and support from other sources may be able to validate the knowledge gained through the training elements of this programme turning it to good effect in local lobbying and national advocacy activities. An important assumption made at purpose level was that Batwa self advocacy can overcome existing barriers including ignorance, discrimination, civil service inefficiency and lack of transparency and highly centralised and inflexible government systems, to achieve positive changes. To date self advocacy at local and national levels has been somewhat limited (no national advocacy plan, few examples of targeted issue based campaigns). So it is apparent that many of these barriers are still perceptible and indeed may act as barriers to other poor or powerless groups also being excluded from local and national decision making processes. Where other vulnerable groups are making clear strides towards finding their voice in national platforms (for example women, orphans and vulnerable children, people living with HIV, disabled people) improving self representation and recovering some of their rights the Batwa still lag far behind others in terms of their own leadership and development gains.

In part this may be due to the historic marginalisation of this minority, living on the edge of modern society and no longer able to adopt the survival strategies and way of life that was good for centuries before. It is also not always clear to an outsider what goal this community wishes to reach<sup>41</sup> – the programme goal implies inclusion or integration into existing local, national, regional and international decision making processes, participating effectively in the structures and systems of wider society. If this is their desired goal the partner organisations still need to gain greater confidence, across a wider and legitimate leadership, and develop their skills in evidence based lobbying. Further progress needs to be made in terms of governance and transparency amongst the Batwa with clarity of leadership roles. Communities must be engaging in local affairs (local level meetings and development activity) if their specific needs are to be known, recognised and addressed. The successful delivery of advocacy strategy is a key factor contributing to sustainability and gains so far have been limited; advocacy should make full use of existing national instruments and policies that establish the rights of vulnerable minorities and press for improved application of these.

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<sup>41</sup> Sometimes arguments are advanced for alternative, culturally specific means of service delivery

### Conclusion and Specific Recommendations

This three year programme aimed to build strong leadership and develop the capacity of four partner organisations of Batwa CBO/NGO and was the second programme in this ongoing process to be delivered. This evaluation confirms the findings from an assessment of earlier work – that there are some notable achievements made in terms of Batwa people becoming more confident in an understanding of their rights and seeking more contact with authorities to press for these to be respected; and there still remains much to be done to raise the profile of Batwa issues and to secure specific measures to address the marked gaps (in terms of standard development indicators) between the pygmy community and the wider population. Its design could have been improved by attention to supporting the application of learning as well as the delivery of training. A systematic capacity analysis of implementing partners would have enabled clear benchmarking and objective assessment of progress. Since advocacy training has still to be translated into a clear analysis of national frameworks and a targeted advocacy strategy in all countries, the impact of leadership and organisational changes achieved upon the lives of beneficiary communities is limited. Should MRG wish to further pursue work with Batwa communities across the Great Lakes the following **Specific Recommendations** are made:

#### Programme Concept and Design:

1. Learning from other relevant work (with disenfranchised minorities) in the region should be used to inform the concept and design of any future programming; adult training activities should be supported with measures to guide and monitor application of learning; reasonable efforts should be made to harmonise further work with the inputs of other INGO partners working on similar issues with the same partners
2. Partners should be more fully involved in participatory programme design to develop greater ownership of the programme and its outcomes; expectations of MRG and responsibilities of partners should be clearly set out in a Memorandum of Understanding that is understood by the entire board
3. Further work based on rights and advocacy should also consider how the immediate practical needs of Batwa communities are addressed in the short term, if not by MRG then by other means

#### Programme delivery and monitoring:

4. Baseline analysis of partner capacity should be used to establish clear indicators for monitoring progress of organisations and in delivering impact; all partners should be screened for reasonable level of legitimacy and functionality
5. Partners should be encouraged to form alliances with other relevant national actors where collective action is more likely to bring a response from lobbying and advocacy to form with other national level actors; MRG should make reasonable effort to understand those working on shared advocacy themes such as access to justice, land rights and access to education, health, social protection services within target countries despite not having a permanent in country presence
6. MRG should ensure that it has staff capacity to communicate fully with local partners and beneficiaries, avoiding use of English in Francophone countries and ensuring at least some capacity to communicate directly with beneficiaries

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7. MRG should review its internal organisation and establish clear roles and responsibilities for all staff supporting and providing technical assistance to this style of capacity building programme; internal communications should be streamlined and steps taken to ensure smooth, timely communication with partners
8. Technical input to policy analysis, strategic advocacy planning and delivery of campaigns should be externally sourced if further work in this area is desired, as current in-house and in-partner capacity appears weak

## **Annex One: Summary Terms of Reference Final Evaluation: Enhancing Batwa leadership in Burundi, the Democratic Republic of Congo, Rwanda and Uganda 2007-2009**

This project is aiming to build the number of Batwa with the capacity to take on leadership roles in support of their community. It has included training, individual support for education, the formation of a regional advocacy network, one legal case, media work and national, regional and international advocacy. The programme is due to end in December 2009 and we would like the evaluation to begin in early October 2009 (if possible) and the report would be due to reach MRG by the end of February 2010. A major event involving many of the partners is due to take place in Bujumbura (Burundi) towards the end of October 2009 and if at all possible the evaluator should be available and able to attend this meeting. We would expect that the evaluator selected would have a good knowledge of the Twa communities situation and needs, as well as of minority rights standards and government policies towards minorities in the programme countries, knowledge and experience of partnership programmes, of advocacy and capacity building programmes, and a good working knowledge of written and spoken French. Some experience of knowledge of programmes using litigation as a methodology would also be an advantage.

**Objective(s):** To build strong long-term leadership and organizational capacity within Batwa CBOs and NGOs in Burundi, DRC, Rwanda and Uganda.

**Result #1:** Creation of a pool of new Batwa (young men and women) members of CBOs/NGOs with potential for future leadership

**Result #2:** Improved communication, negotiation and advocacy skills of Batwa NGOs/CBOs in the four focus countries

**Result #3:** Increased visibility and recognition of the rights and needs of the Batwa and reduce violations committed against them by others, including decision makers

**Result #4:** Strengthened regional/cross country communication and cooperation between Batwa NGOs of the four focus countries

The project has been primarily funded by the European Commission and Irish Aid and the evaluation will need to satisfy both donors' requirements.

The final evaluation will need to address:

### Output level

Referring to the logical framework did we complete all of the **activities** as planned to a reasonably high quality? What problems were encountered at this level? How did they affect the activities and to what extent were they overcome?

### Outcome level

Where completed as planned, did the activities contribute to the planned **results**? Where this was so, refer to evidence. Where not so, what factors intervened and explain how they impacted. Suggest ways that the organisations tried to overcome any problems and how successful this was (or not). Document any changes in the external environment that may have helped or hindered the project. If there were any unplanned results (positive or negative) explain what these were and how they came about.

### Impact level

If at all possible, make an assessment as to whether the results achieved are likely, over the longer term to achieve or contribute to the achievement of the **purpose** of the project:

If it is unlikely that all or part of the purpose will be achieved, why is this and is this something that could have been foreseen or overcome?

### Specific tasks of the evaluator

- Read all project materials, participant evaluations from training events, partners' reports on projects implemented, publications, selected visit reports and notes of advocacy meetings, review dissemination lists, advocacy letters etc.
- Speak to MRG project staff based in London: Tadesse Tafesse, Neil Clerk, Snjezana Bokulic and Lucy Claridge – visit London at least once and preferably twice to meet staff and discuss the programme with them.
- Speak to MRG project staff based in Kampala: Jolly Kemigabo and Paul Mulindwa and discuss the programme with them.
- Visit all four programme partners to meet with staff in partner organisations, advocacy targets and potential beneficiaries; Speak to at least one key staff member (and if possible more than one) in all four original main partner organisations
- Interview/hold discussions with at least 60 potential beneficiaries of the project to assess the usefulness of the project to them/their communities/their organisations (include variations in impact by gender, age, and other subgroups). Also check for positive or negative unintended consequences.

## **Annex Two: Documentation Reviewed and Key Persons interviewed**

EC Proposal 2006; Summary budget and logframe  
Final proposal to DCI CSF Fund 2007; with budget for contribution to years 2 & 3 of ongoing programme  
Full proposal/application DCI; New Logframe

Evaluation of programme Jan 2001 – Dec 2004 Conducted 2007  
Interim Annual Report to EC Year 1 (Jan07 to Dec07) narrative and financial  
First year report to Irish Aid (Project year 1.5: Oct 07-Sept 08) narrative and financial  
Interim Annual Report to EC Year 2 (Jan08-Dec08)

### **Training Workshop reports:**

Report of country level Leadership and Human Rights training Rwanda 3 days April 07  
Participant evaluation forms from Leadership and Gender training Burundi 3 days May 07  
Report of Capacity Building for young Batwa leadership; country level training June 07

Regional Training for Batwa Representatives in Great Lakes region – 4 day training delivered by CECORE (Centre for Conflict Resolution) Kampala January 2008  
Empowering Minority Groups in Uganda - 3 day forum June 2008

Report on ethnic minority groups in Uganda

Outline for Burundi training; ditto Kampala training and revised outline for training in Uganda;  
Revised list of candidates selected for long term training (undated) x 4 countries

### **Advocacy Events:**

Outline for Batwa Regional Advocacy Planning Meeting – 9 discussion points; date venue of proposed meeting unstated (ultimately Kabale March 2009)  
Planning of activities and budget for Regional Advocacy Network output from above meeting  
Regional workshop to initiate advocacy network for the Batwa – Bujumbura September 08  
Notes of Provisional Planning meeting for activities of the regional Batwa advocacy network (activities and budget) held Kabale March 2009

Programme for Batwa regional conference (held Oct 09) Tentative Agenda Aug 2009  
Report of proceedings to celebrate the International Day of Indigenous Peoples Burundi Oct09 with regional participation

### **MRG Issue Reports:**

Land Rights and Minorities: Roger Plant (1994)  
Batwa Land Rights in Rwanda: Benon Mugarura with Anicet Ndemeye (2003)  
The Right to Learn – Batwa Education in Great Lakes region of Africa (2008)

### **Others:**

Living conditions for the Batwa population in Rwanda; Socio economic study CAURWA  
The Biography of an African Society, Rwanda 1900-1960 Helen Codère (1973)

Baring Foundation: Strengthening the Rights of Pygmy People in Cameroon, Republic of Congo and DRC (June 2003-May 2006); Evaluation May 2006 Dr. Shoa Asfaha

## Key Persons interviewed

### UNIPROBA -Burundi

Committee members

Nicyayenzi Liberata	President
Habimana Leonard	General Secretary
Ndayishimiye Etienne	Founder member and advisor on Executive committee
Honorable Mme. Pelagie	Founder member and advisor on Executive committee

University/secondary students: Male: Bigirimana Francois, Kuntwari Elias, Jean Baptiste,  
Female: Mutarutwa Goretti, Sabushimike Imelde

Adult Trainees: Bahaminyakamwe Deo  
Female: Bizabishaka Mediatrice,

Government of Burundi

Principal Advisor to the first Vice President of the Republic, responsible for Socio-cultural  
Affairs Nzobambona Rose

### AIMPO – Rwanda

Staff

Mugarura Benon	Executive Office
Ryumugabe Charles	AIMPO Secretary

Adult Trainees: Female: Uwimana Jeanne, Uwimana Beatrice, Mukashingiro Speciose  
Male: Mupenzi Jean-Pierre, Ntagwabira Steven, Mutebi John,

Adult participants of HR rights workshop; Nyagatare follow up September 2009  
Eastern Province Group Umutara 9 men, 5 women including  
Nsanziimfura Laurent; Gacandaga Michel, Rwakayiru Johnson and Mukakayumba Elaine  
Northern Province Group Kinigi Munyemana Daniel, Nyirazuba Marie Claire,  
Nyiramajyambere Esperance

### UOBDU –Uganda

Staff

Zaninka Penninah	Director
Neza Henry	Project Officer
Habyarimana Bosco	Field Assistant Kalengyere forest area, Kabale District
Musabyi Allen	Staff member & participant in international advocacy Geneva)

Adult literacy trainees: Female: Nyirakaromba Paskazia, Nyirabakunzi Jannet, Uwimana  
Beatrice, Cyabazaga Norah Male: Dusabe Yerima and Habyarimana Elias (also Chair of  
10 member UOBDU board and participant in international advocacy Geneva)

Community members Ryabihuko hill 9 female, 3 male from 33 families and including  
Ayinkamiye Vastina a female beneficiary of rights training

Ministry of Gender, Labour & Social Development; Community Development Officer Kisoro  
district Evariste Tumwesigye

**RAPY – DRC**

Pacifique Mukumba President

Julien Pasimika General Secretary

**MRG Staff**

Regional Office Kampala: Africa Regional Manager Jolly Kemigabo

Project Officer: Paul Mulindwa

London Office: Executive Director Mark Latimer

Deputy Director Claire Thomas

Head of Programmes Snjezana Bokulic

Africa Middle East Programme Coordinator Tadesse Tafesse

Programme Officer (Africa) Neil Clarke

**Annex Three** Programme Logframe: Increasing Batwa Pygmies participation by strengthening Batwa CBO and NGO leadership & providing organisational support

	Objectives	Measurable indicators	Sources and means of verification	Assumptions
<b>G o a l</b>	To increase effective participation of Batwa communities in local, national, regional and international decision making processes that affect them	<ol style="list-style-type: none"> <li>1. Increased consultation of Batwa communities, directly or through their representatives, on matters affecting their lives, including national poverty reduction strategy processes, conflict prevention, &amp; constitutional review process (where applicable)</li> <li>2. Decision makers are more aware and willing to take favourable actions for Batwa communities</li> </ol>		
<b>P u r p o s e</b>	To build strong long-term leadership and organizational capacity within Batwa CBOs and NGOs in Burundi, DRC, Rwanda and Uganda	<p><b>LONG TERM LEADERSHIP</b></p> <ol style="list-style-type: none"> <li>1. At least 12 Batwa representatives, leaders of NGOs/CBOs are invited by relevant authorities to represent their communities in meetings at local and national levels (Burundi 6, out of which 2 are women; Uganda 2, out of which one is a woman; and DRC 4, out of which 2 are women) In the case of Rwanda<sup>1</sup>, we don't expect meetings with national authorities, but interventions in international / regional bodies.</li> <li>2. Batwa representatives or leaders stand for local elections in each of the four focus countries: at least 6 in Burundi, 5 in DRC, 2 in Rwanda and Uganda.</li> <li>3. Changes at national level: <ul style="list-style-type: none"> <li>• In the DRC, better leadership capabilities will help communities to unite together and be less susceptible to political threats and bribery.</li> <li>• In Rwanda, strong NGO leadership will increase the ability of NGOs/CBOs to create dialogue and obtain funding from international donors.</li> <li>• In Burundi, stronger leadership will encourage Batwa NGOs/CBOs to raise their issues in the national debate regarding the new constitution.</li> <li>• In Uganda, a capable leadership will emerge to take over UBDOU's leadership from the non Mutwa, who currently leading it.</li> <li>• In all four countries, strong NGO leadership will improve access of communities to services.</li> </ul> </li> <li>4. Regional Batwa advocacy network acquires recognition as a legitimate representative of Batwa communities by at least by 2 regional and/or international bodies, and it's consulted by the governments of Burundi and Uganda a minimum of two times in each year and at least once by the government of DRC</li> </ol>	<ol style="list-style-type: none"> <li>1. Feedback from partners, report from meetings with policy makers; reports on UN and ACHPR meetings; report by external evaluator.</li> <li>2. Reports from partners; electoral documents</li> <li>3. Reports from Human Rights and development organizations, such as UNDP in DRC;</li> <li>4. Notes of meetings with donors in Rwanda; applications submitted and copies of funding agreements</li> <li>5. Partners report on meetings with Burundian policy makers, external evaluation</li> <li>6. Ugandan partners minutes of meetings with donor agencies, and decisions agreed.</li> <li>7. Batwa network presence and intervention in regional/international bodies. Network reports on meetings. External evaluation</li> </ol>	<p><b>LONG TERM LEADERSHIP</b></p> <ol style="list-style-type: none"> <li>1. Final evaluation of phase 1 is able to collect sufficient baseline data to report on the indicators</li> <li>2. Decision makers in the focus countries are willing to enter into dialogue with Batwa representatives and leaders. Donor agencies will be willing to engage with and help Batwa communities directly</li> <li>3. Batwa men see gender issues as a reinforcement of their advocacy, rather than a threat.</li> <li>4. Partners and Batwa leaders are recognised by their communities as interlocutors with decision makers.</li> <li>5. <b>Batwa advocacy can overcome existing barriers including ignorance, discrimination, civil service inefficiency and lack of transparency, highly centralised and inflexible governmental systems to achieve positive changes</b></li> <li>6. Governments in the region will not hinder leaders effort to travel and address the regional institutions. Local advocacy actions are not hampered by tensions/violence in programme countries.</li> <li>7. There will be sufficient civil space and periodic, free and fair elections are held</li> </ol>

<sup>1</sup> Due to Rwandan government attitude denying the needs and rights of the Batwa community

**Annex Three** Programme Logframe: Increasing Batwa Pygmies participation by strengthening Batwa CBO and NGO leadership & providing organisational support

		<p><b>LONG TERM ORGANISATIONAL CAPACITY</b></p> <p>5. At least 2 Batwa NGOs/CBOs in DRC, Burundi and Rwanda, and one in Uganda successfully procure direct grants from locally-based donors and report successful implementation of projects.</p> <p>6. All 8 partner organisations report an increase in the number of overall staff, including in the number of women members and/or of female staff hired by them, as well as report increased gender equity across the wider organisation (e.g. women in higher posts in the organisation chart, better gender policy in the organisations)</p> <p>7. Managers in at least 6 partner organizations report an increase in the effectiveness of local, national or international advocacy activities carried out by their organisation</p>	<p>8. Notes of meetings with donors in Rwanda; applications submitted and copies of funding agreements</p> <p>9. Managers report; NGO/CBO annual review</p>	<p><b>LONG TERM ORGANISATIONAL CAPACITY</b></p> <p>8. Batwa leaders working in CBOs/NGOs do not leave their organisations or their communities</p>
Outcome 1	Creation of a pool of new Batwa (young male and women) members of CBOs/NGOs with potential for future leadership	<p>1. At least 5 Batwa males and 2 females participating in adult training courses in each country achieve high school diplomas or equivalent in by the end of the programme.</p> <p>2. At least 2 Batwa organisations per focus country have involved 5 youngsters as active members (through internships) of their organisations through yearly internships/other activities.</p>	<p>1. Diplomas or equivalent</p> <p>2. Report from partners</p>	<p>1. Young Batwa women are not ostracized or victimised by their communities. Young Batwa women are willing and capable of taking leadership responsibilities; Batwa communities recognise and accept women's leadership role.</p> <p>2. Batwa youngsters recognise the importance of maintaining link with Batwa NGOs/CBOs leaders</p> <p>3. NGOs/CBOs are open and able to include new young members in their work</p> <p>4. New pool of Batwa leaders don't leave their communities after they've been prepared/trained to take community responsibilities</p>
Outcome 2	Improved communication, negotiation and advocacy skills of Batwa NGOs/CBOs in the four focus countries	<p><b>COMMUNICATION SKILLS::</b></p> <p>1. At least 6 Batwa partners (minimum 1 each from DRC, Rwanda and Burundi and Uganda) participate in meetings and develop a dialogue with relevant international donors situated in their countries.</p> <p>2. At least 4 Batwa partners are able use local or international media to advance their cause or air their grievances on most relevant Batwa issues. At least 50% of them will cover the issue of the lack of access to education by Batwa children. This is seen in at least 5 media reports in DRC, 6 in Burundi, 3 in Rwanda and 2 in Uganda.</p> <p><b>NEGOTIATION AND ADVOCACY SKILLS:</b></p> <p>3. 75% of regional training participants (one fourth will be women) report improved advocacy skills and knowledge on the regional institutions, such as AU, NEPAD and ACHPR</p> <p>4. Of the 24 regional/international interventions made by partners, at least 35% get a positive response from their governments (except Rwanda) or interest is raised nationally through media reporting.</p> <p>5. At least 2 partner organisations (1 in Burundi and 1 other in DRC) develop the skills needed –research, writing, legal processes- to lodge a legal case before the Burundi National Court and internationally / before the World Bank Inspection Panel.</p>	<p>1. Feedback from partners; minutes of meetings; external evaluation.</p> <p>2. Media coverage</p> <p>3. Trainees evaluation forms</p> <p>4. Copies of the communications and interventions with decision makers. Government authorities feed back, official</p>	<p>1. Press and media will be willing to engage with Batwa leaders/ communities</p> <p>2. Research on the legal cases is not hindered by the authorities</p> <p>3. For all the training events, but specially for the regional training on regional institutions, the attendees must have the appropriate level of academic education to fully understand and use the knowledge provided in the training events. MRG will encourage Batwa women to attend. However, MRG assumes that the regional training event will be attended by 75% Batwa men because of existing inequalities.</p> <p>4. There will be enough civil space to let partners organize and operate. Trainings are not hampered by civil/political unrest in programme countries.</p> <p>5. Possible gender clash at domestic, community or national level doesn't undermine minority women's work. Courses don't clash with their</p>

**Annex Three** Programme Logframe: Increasing Batwa Pygmies participation by strengthening Batwa CBO and NGO leadership & providing organisational support

			<p>statements, external evaluation</p> <p>5. Partners annual review, documents submitted by partners to the lawyer</p>	<p>other family responsibilities, specially for women.</p> <p>6. Partners organisations can have access to relevant information on national government obligations, legislation, international standards and monitoring mechanisms</p> <p>7. Trainees are able to translate skills into action. Trainees don't leave their NGOs/CBOs or communities and keep with their leadership responsibilities in their communities</p>
<b>O u t c o m e s  3</b>	Strengthened regional/cross country communication and cooperation between Batwa NGOs of the 4 focus countries	<ol style="list-style-type: none"> <li>1. In Burundi, Uganda and DRC, government representatives participate in the annual Batwa Peoples Day which is celebrated simultaneously by Batwa communities in the four focus countries.</li> <li>2. At least 50% of Batwa CBO/NGO representatives participating in programme collaborate together on additional advocacy projects, implemented by the Batwa network</li> <li>3. Batwa regional network is requested by relevant authorities to represent the communities in at least 3 meetings at regional and 3 meetings in international fora.</li> <li>4. Batwa partners report that they have learnt from projects implemented by other Batwa organizations through the network, providing them examples of good practice and learning.</li> </ol>	<ol style="list-style-type: none"> <li>1. Report on the celebration, press coverage, reports from the Network and external evaluator</li> <li>2. Advocacy outline by the network, copies of project proposals</li> <li>3. Copies of letter of invitation and report by external evaluator</li> <li>4. Partners reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Governments in the region do not object to the network, especially the Rwandan government. Governments in the region will not hinder leaders' efforts to travel and address the regional institutions</li> <li>2. Batwa NGOs/CBOs will put aside their differences and agree to work together to resolve some of the cross-cutting problems their community face.</li> <li>3. Coordination within the network is good, at least half of the members of the network are actively involved.</li> </ol>
<b>O u t c o m e s  4</b>	Increased visibility and recognition of the rights and needs of the Batwa and of violations against them amongst decision-makers	<ol style="list-style-type: none"> <li>1. At least 2 out of the 4 governments' officials give statements referring positively to the report on Education in media or parliament</li> <li>2. Shadow reports published by partners are used by 2 committees of international fora in their review of the relevant country reports.</li> <li>3. Media attention around the legal cases leads to national debates in Burundi and DRC on discrimination/human and minority rights. This is seen by at least 5 media/reports per case.</li> <li>4. Government policy documents or parliamentary debates reflect the Batwa issues/concerns raised by the Burundi legal case.</li> <li>5. Inspection Panel Report and / or World Bank decisions reflect the issues/concerns raised under the DRC legal case.</li> </ol>	<ol style="list-style-type: none"> <li>1. Copies of the statements and report by external evaluator</li> <li>2. Copies of the report; written reaction by treaty monitoring bodies; report from the external evaluator.</li> <li>3. Press releases</li> <li>4. Partner report; copies of the summons &amp; judgements; report by external evaluator</li> <li>5. World Bank statements</li> </ol>	<ol style="list-style-type: none"> <li>1. The thematic report on Batwa access to education is distributed among decision makers</li> <li>2. At least two of the focus countries will be due for submitting report to one of the treaty monitoring bodies.</li> <li>3. Governments will be motivated to react to the report.</li> <li>4. Partners dealing with or lodging a legal case are not harassed by authorities</li> </ol>

#### Annex Four: Schedule of Training & Advocacy events

Date	Venue	Attendance	Subject matter
April 07	Rwanda	24ppts (14women)	Leadership and Human rights
May 07	Burundi	+/- 20ppts	Protection of the rights of women and especially Batwa women remembered as the theme by UNIPROBA staff member
June 07	Burundi		Capacity Building of young Batwa Leadership
June 07	Kirigime, Kabale, Uganda	20 ppts (9 women)	Attended by Prof. Hasangule with Rosemary /CECORE
Sept 07	Bukavu	20 ppts (10 women)	Leadership, Human rights and minorities' rights
Jan 08	Regional: Ntinda Kampala Uganda,	Uganda 11 ppts; Rwanda 8, Burundi 11 DRC not represented	3 day Regional Human Rights Training
June 08	Uganda	Not specified	Follow up country level training Empowering Minority Groups in Uganda
Sept 08	<i>Regional: Kampala</i>	<i>28ppts (16 women)</i>	<i>Regional training minority &amp; indigenous rights, gender and women's rights<sup>1</sup></i>
Sept 09	Rwanda, Nyagatare	26ppts (9 women)	Follow up country level training for chosen individuals from all 4 provinces
<b>Meetings related to Regional Advocacy</b>			
2007	Geneva	1 rep from AIMPO	African Commission on Human and Peoples' Rights
Sept 08	Bujumbura		Regional Advocacy Network meeting launch
Dec 08	Geneva	13 MRG partners inc 8 reps from Africa	Participation at First Session of the UN Forum on Minority Issues. Launch of Report Right to Learn: Batwa Education in the Great Lakes Region of Africa
March09	Kabale		Meeting to plan activities of Advocacy network
Aug 09	Kabale		Meeting to set Tentative agenda of Regional Batwa Conference (held Oct 09)
Oct 09	Kabale		Meeting
Oct 09	Bujumbura		International Day of Indigenous Peoples (regional event)
Dec 09	Copenhagen	1 rep from UNIPROBA	Participation at Climate talks:

<sup>1</sup> Reported in MRG Annual Report 2008