MRG Mid-Term Evaluation 2021:

"'To learn with the heart and the mind'; Protecting the rights of religious minorities."

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Table of Contents

1. EXECUTIVE SUMMARY

The project 'Protecting the rights of religious minorities' officially began in January 2019 but did not make substantial progress until July 2019 due to internal NORAD processes. The donor mitigated this by indicating early on that at the end of 3.5 years the project partners could get a No Cost Extension (NCE). Project activities have been accelerated in an effort to remain on-track, and Covid-context budget underspends are predicted to be used within 2021.

When asked 'Overall, in your opinion, did MRG-NORAD interventions: "had a direct, positive impact", partners gave overall confidence at the level of 84.4%. Trainees had 79.2% confidence. For all categories, such as whether the project was meeting the needs of primary actors or helping to achieve their rights, the confidence levels were higher than 75%. These averages are considered strong endorsements of the project, particularly when some participants felt enabled to vote certain aspects as low as 33.3% or 44.4% (for the ability of the project to listen to partner/trainee advice).

The main partners in the project are Ceasefire, HL, MRG and NORAD. Their self-declared roles are as follows:

Ceasefire[1]: 'The Ceasefire Centre for Civilian Rights is an international initiative to develop civilian-led monitoring of violations of international humanitarian law or human rights; to secure accountability... [through] Empowering civilians in war zones to monitor violations and seek justice'

HL: The Norwegian Center for Holocaust and Minority Studies (HL-senteret, and forthwith 'HL': 'The HL centre is a research, documentation and training centre which focuses on the Holocaust, other peoples and minorities in modern society'[2].

MRG: 'Minority Rights Group International has over 50 years' experience of working with non-dominant ethnic, religious and linguistic communities to bring a long-term view of these issues to bear in all the work they do to ensure that disadvantaged minorities and indigenous peoples, often the poorest of the poor, can make their voices heard.'[3]

NORAD: 'Norad is the Norwegian Agency for Development Cooperation, they do the quality-assurance of Norwegian Development Cooperation. The main purpose is to ensure that Norwegian development aid funds are spent in the best possible way, and to report on what works and what does not work.'[4]

The research consistently found that this partnership worked extremely well. Yomn Al-Kaisi of Ceasefire declared of the partnership 'It has been really smooth… we connect well, share our resources, we are organized, this is the smoothest project I have worked in … MRG-HL-Ceasefire-NORAD… it is history, and it is chemistry!'

At the core of the project is an effort to build and monitor the capacities of CSOs and Human Rights Defenders to speak for themselves. This capacity strengthening is achieved through a wide array of learning activities found in the annexes' logframe context, including structured FoRB training activities (MRG), support in identifying and reporting human rights abuses into an online database

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[1] https://www.ceasefire.org/

[2] https://www.facebook.com/HLsenteret

[3] https://minorityrights.org/about-us/

[4] https://www.norad.no/en/front/about-norad/

(Ceasefire) and '360 virtual tours' to sacred places of religious minority groups and video production (HL). A diverse but cohesive choice of tools to achieve the objectives set out.

"To learn with the heart and the mind" was a phrase used by Invill Thorson Plesner, Researcher and Network Coordinator at HL. There is a strong sense that all partners - large and small and from prosperous peaceful countries and war-ravaged, poverty-stricken lands - understand that they are in a learning process. It has taken particular 'heart' for trainees to concentrate and study in 'terrifying' contexts involving 'punishment for talking to minority groups.'

Trainees' praise for course content, structure and support was fulsome: ''particularly good; I got to know new things'; 'I have been on similar courses before, but this course structure was relevant; it left little space for improvement! 'I enjoyed this course! I did not waste my time, it allowed me to focus.'; I got a lot from this course… The things which stand out are the advocacy; they familiarised us with laws and platforms, procedures for working in human rights, a road map. I think MRG did a good job in Tunisia, to help minorities protect themselves.'

Four areas are selected in the recommendations for continued improvement (i) **Access**, with an imperative to reach the grassroots through partnership, downloadable offline materials which can be stored on cellphones, and an extension of the small grants. (ii) **Networking**, with a call for MRG to take a catalyst role in all countries for sustainable Facebook and WhatsApp groups, aim for consistency in coordination worldwide, continuity in the trainings, and act as a platform for potential partnerships between organisations (iii) **Visibility/Fundraising**, which encourages MRG's strategic commitment to extend its scope and provide more local services to more, and more remote people and (iv) **Project Design**, where it is acknowledged that the project is achieving its objectives but MRG and NORAD cannot be complacent that sketchy baseline data, project narratives and patchy logframes will be adequate in less successful projects. Other areas treated under project design are contextualisation, collaboration with government where possible and MRG's obligations to be clear about its inability to provide security and protection, but to engage its donor and other stakeholders on security response in the worst case scenarios.

The overriding finding, however, is of success towards objectives - a positive foundation that should be maintained during the second part of the project. A quote from trainee Lal Bhourri is representative of many: 'Your work matters, keep it up!; You and your donors are creating a real impact and making the life of marginalized communities easier. Lots of best wishes for future endeavours.'

2. SUMMARY OBJECTIVES, CONCLUSIONS and RECOMMENDATIONS

A. MRG's verbatim Evaluation Objectives are 'Assess the relevance, efficiency, effectiveness, sustainability and impact of the project in relation to the objectives and supporting outputs set out in' Protecting the rights of religious minorities' Programme Document. And provide MRGE with an opportunity for 'structured evaluative learning', with the aim of learning from the programme design and implementation processes for the second term of the project'.

B. Conclusions

As a generality, the project is found to be going in the right direction, spending has been appropriate, and the MRG-HL-Ceasefire-NORAD partnership is found to be robust and nurturing, with the project on the right track to meet the goals. As there always must be, there is room for improvement.

C: Key Recommendations

(i)   Recommendations' context within MRG:

In 2020, this report's three evaluators also conducted MRG's Global Evaluation whose full recommendations are on pages 26-37 of the 2020 report. The most relevant recommendations are found in the Full Recommendations, section 8.

The implementation of recommendations takes time, thinking, working around budget constraints, and approaching new donors. Progress towards the 2020 recommendations is provided in Section 8, showing that MRG is already moving in some of the directions recommended in this report; in these cases, the recommendation is to intensify and redouble commitment to the change.

Summary Recommendations from this 2021 MRG Europe report on FoRB

Recommendations for MRG, unless specified 'NORAD':

(1) Access:

Continue to reach home-bound mothers accessed in Covid environment through online courses. Consider future blended learning proportions.

Reach more activists and grassroots (Youth, CVO) organisations with knowledge, guidance, networking, free, translated (eg Urdu) open access pdf documents and capacity building.

(2) Networking: In ToRs, trainers and staff to be catalysts for WhatsApp and FB groups, choosing and motivating Administrators, and submitting material. Different stakeholders will be interested in different networks; in-country, regional and international (particularly for ex-trainees) should be facilitated.

MRG to seek and require consistency in coordination and administrative functions worldwide, replicating eg. Ceasefire Lebanon WhatsApp successes.

(3) Greater visibility and fundraising:

More training activities.

Expand program visibility.

Continue, and expand, the small grants program.

(4) Project design:

NORAD to facilitate a stakeholder process to provide more mid-term detail to logical framework and two-page narrative.

MRG to seek contextualisation, through use of local trainers and mentors

Seek sustainability through Government involvement where this is possible:

MRG to clearly state, in advance, to all stakeholders (eg. trainees, mentors, staff) that it cannot guarantee security protection to those collaborating in its human rights work. In the event of detention or other repression, MRG will seek to alleviate suffering in collaboration with all partners, including better-placed Governmental donors such as NORAD.

3. BACKGROUND and CONTEXT

Minority Rights Group Europe (MRGE[5]), a Budapest-based non-governmental organisation is approximately half-way through the implementation of a 4- year, primarily NORAD funded, programme 'Protecting the rights of religious minorities'. The ultimate goal is to ensure that the human rights of religious minorities are respected and that these communities are protected from persecution and discrimination. At the heart of the project is building the capacity of local civil society and offering activists the opportunity to join forces and become the voices of their communities. It aims to strengthen minority activists and organizations strengthening the rights of minorities of faith and belief where the need to act on these issues is the greatest: 14 Middle East, North African and South / Southeast Asian countries, namely Nepal, Bangladesh, India, Pakistan, Sri Lanka, Myanmar, Indonesia, Thailand, Lebanon, Morocco, Tunisia, Iraq, Iran, Syria.

4. ACRONYMS and ABBREVIATIONS

This lists more unfamiliar short-cuts; all acronyms are spelled out once in the body of text:

CSO: Civil Society Organisation
CVO: Civil Volunteer Organisation
FoRB: Freedom of Religion or Belief
HL: HL Senteret
NORAD: Norwegian Agency for Development Cooperation
ToT: Training of Trainers
UNFMI: United Nations Forum on Minority issues
VR: Virtual reality

5. EVALUATION CONSULTANCY TEAM

David Hampson (email / LinkedIn) was Team Leader, Researcher, Writer. He has undertaken independent work for MRG for over 25 years in ten roles including Global Strategy , on Capacity Building, Programme and Batwa ('Pygmies') Gender. He's served at senior/consultant levels for DFID, UNFAO, IFRC, Oxfam, SAVE, Christian Aid, VSO etc. on the nexus of rights', humanitarian and development action in 60+ countries.

Emma Proux (email / LinkedIn) was Researcher and Writer. She worked on the evaluation of MRG's entire 20212-18 work in 2019. She is a master's student in international relations at Sciences Po Bordeaux, France and a researcher on international migration and development with Laval University, Quebec. She has worked on research projects and data reviews for the Welsh Refugee Council (WRC) and the YWCA as an intern.

Ava Batay-an's (email / LinkedIn) was Researcher and Writer. She is an Indigenous Person and grass-roots disaster , and environmental professional. She has also worked with MRG on global strategy and capacity and at senior/consultant levels with CARE, CRS, DFID and VSO. She currently works on WHO's community engagement on COVID-19 Response in the Philippines.

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[5] 'MRG' is used to include all parts of MRG International (MRGI). MRGE is only used when the comment is specific only to that geographical part of MRGI

6. SCOPE of the EVALUATION

The scope of this mid-term evaluation is to understand the overall state of the first 2 years of project implementation, including achievements, gaps, challenges and learning.

In consultation with the MRGE team, the evaluation has deliberately set out to interview ex-trainees and current partners and trainees from two countries, Pakistan and Tunisia.

7. EVALUATION METHODOLOGY and APPROACH

7.1 Evaluation Criteria and Evaluation Questions

Outcome level: *Where completed as planned, did the activities contribute to the planned results? Where this was so, refer to evidence.* The project design shows ambition, but targets have been met; 35 subgrants; 4 SAC members; 17 UNFMI 2020 attendees; 13 groups of MENA-webinar attendees; 24 Online trainings in 2020; 29 Online courses in 2021. The online course on rights/FORB and the online tool were unanimously praised and can be confidently assumed to have contributed to the ability of trainees to monitor, document and report rights violations and design and implement targeted approaches to address discrimination and human rights violations. Ceasefire report 'In the Name of Protection'[6] is a perhaps uniquely-nuanced view of religious and ethnic minorities' situation in the Syrian conflict, intelligently exploring the creation and promotion of false Government and Islamist narratives. Similarly HL's '360 tours' at https://www.inclusive-citizenship.no/ are of exceptional high quality, with great potential for spreading the FoRB agenda far and wide.

Where not so, which factors intervened? Explain how they impacted. 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.

Covid dramatically reduced face-to-face sessions, to many trainees' frustration, with project partners forced online with the time-burdens of re-designing the project and learning anew the online skills to implement it. Findings in section 7 show that many ex-trainees expressed frustration with the limits and challenges of online training, but that partners found it also had advantages in access, replicability and budgets. The challenges remain of designing materials downloadable to mobile phones. HL used the opportunity to create digitally sophisticated '360' virtual tours[7] which are available offline through 360 VR glasses.

Accusations that Human Rights Defenders were anti-society or anti-government are a given; despite the 'terror' involved in accessing minority communities, activists did not request protection from the project.

Suggest ways that MRGE may try to overcome any problems in the second half of the implementation. Four areas of recommendation are suggested around access; networking; visibility/fundraising; project design.

The evaluation should pay attention to and comment on the mainstreaming of gender and other forms of intersectional discrimination and cross cutting issues in the project. Project data allowed only for guesses of sex-disaggregation by name. Partner responses to this research were overwhelmingly higher from males from partners and significantly higher from trainees; some

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[6] 'In the Name of Protection: Minorities and identity in the Syrian conflict' Al-Kaisi Y, Al Najjar Y. Puttick M.
[7] Available at: https://www.inclusive-citizenship.no/

hypotheses are offered under 'Findings'. Access to home-bound women through online was significant. A trainee that wishes to stay anonymous answered 'intersectional discrimination' to the answer "Which part of the programme training/programme worked best?". This was followed up in a KII. The flexibility of MRG had been valued, as they accepted to support projects with a broader definition of FoRB such as ethnicity, as these are interlinked issues and domains. The cross-cutting area generating most data was project sustainability. Respondents were surprisingly confident. References to networking via facebook and WhatsApp, mainstreaming into government programs and avowals to use the lessons of course materials for life-long action are found in the findings and recommendations.

Impact level: *Make an assessment as to whether the results achieved are likely, over the longer term to achieve or contribute to the achievement of the specific objective of the project. If it is unlikely that all or part of the purpose will be achieved, suggest methods to overcome.* Respondents and evaluators are confident that the primary objective of empowering CSOs in FoRB advocacy and program actions will be achieved. The flexibility of MRG and the confidence HL demonstrated with the budget and in challenges they already detected (i.e internet access and language translations) show great adaptability from the partners and that could determine the achievement of the specific objective of the project. Listening to partners, always thinking long-term and developing a strong network will ensure the success of this programme.

"[MRG] should think about longer level, to have a more sustainable impact, with longer strategies" - Prabindra Shakya, Nepal - Community Empowerment and Social Justice (CEmSoJ) Network - round 3 subgrants

"Minorities right violation is a long-term malady which needs a long term solution. So, it will be a humble request to MRG to plan a long-term proposal for sustaining the result. Otherwise, good practices will disappear over time." - Abdus Sabur Biswas

From such positive results, the expectation should be set that the next part of the programme maintains and exceeds this level.

7.2 Conceptual Framework

This midterm evaluation follows the criteria of

1. **Relevance:** To what extent the response is relevant or addressing the needs of the affected people including how the needs were identified, prioritized and if there were unmet needs in Phase One.

The issues tackled under the NORAD-funded program are serious and relevant. One anonymous informant in Pakistan said, 'Our biggest concern is forced religious conversion of female minors to Islam. All minorities are targeted. There is no accountability. There is an official pronouncement, but the reality is then changed. Pending legislation had been unanimously passed on forced conversion, that any girl under 18 cannot be converted to another religion. But it needed the signature of the President. Religious groups threatened those who were involved. It takes 5-7 years to go through all the legislative hurdles. We cannot even talk openly on social media about it or get in-depth information. I think there is only a 30% chance of it eventually being passed…. I believe this course added a lot of value in my work, it simplified the work I had been doing'.

Another from Pakistan's majority population said 'Minorities are the first people to get a problem about learning, water, any other rights. So, the course is well targeted towards the most vulnerable group.'

One informant from another country added 'In the Arab world, you need to have an official paper from the Ministries to be in contact with minority families. If you contact them on your own, you will get punishment. It is terrifying for us.'

In a less dramatic context, lawyer Sabri Islam stated, 'I learned more about religious minorities. I needed this knowledge for my internship, which this course made relevant. Even lawyers do not believe in minority rights, they think we are doing bad work against society. After my internship, people around me knew more about minority rights, and said it was a good subject.

The constant state of surveillance and oppression in countries such as Syria, India and Pakistan were raised. The political context in these areas is tense and impacts human rights organisations greatly. One informant from India is convinced the state is "targeting us" as politicians comment on them which impacts their project. There is a constant need to "try to find other ways" and for example interviewing by telephone instead of inviting visitors to their organisational centre. Their conversation focused on government responsibility and the need for opening civil society space.

2. Efficiency: Were activities cost-efficient? Were objectives achieved on time? Was the response implemented in the most efficient way compared to alternatives?

All stakeholders appear to factor cost into their thinking. Throughout this report, partners explain how they can channel 'Covid online savings' into video material. Trainees consider the trade-offs between quantity and quality and consider resource issues when suggesting sustainability through mainstreaming into government, or localisation. Apart from an initial delay due to NORAD's internal processes, objectives have been met on time and timeliness is clear throughout project performance. The evaluation judges that the MRG-Ceasefire-HL partnership has provided good value for money; cost comes up in an appropriate way during KIIs, and unit costs are low, as demonstrated by Yumn Al-Kaisi of Ceasefire: 'Training programs are 18,000 euros overall for a whole training, the first training was 20+ people from the 23 who had registered'.

In the extraordinary Covid context of 2020, it is understood that only 65% of the project budget was spent. The stated aim is to spend 100% of the 2021 budget, plus the unspent money of last year. Given the prudence of the project's partners, NORAD may feel comfortable that the budget will be spent wisely, and the project will continue to give good value for money.

3. Effectiveness: To what extent were the objectives achieved in Phase One? What were the major factors influencing the achievement or non-achievement of the objectives or activities?

The grants application process in the NORAD-funded project was universally regarded as simple and the flexibility of MRG was praised. For example, the organisation Community Empowerment and Social Justice (CEmSoJ) in Nepal had not completely updated their legal status since 2017 (and it became harder with COVID) and MRG gave them the requisite leeway..

"The uniqueness of MRG is how they leave us a lot of freedom" Dhirendra Panda - Centre for the Sustainable use of Natural and Social Resources (CSNR) India, which received a subgrant in Round 1.

Non-achievement was often linked to external factors such as government policies. In Nepal, CEmSoJ needed government approval because one of their projects was linked to land issues and those

challenges stopped their campaign. COVID was also an obstacle, like in India for the Centre for the Sustainable use of Natural and Social Resources (CSNR) which had to suspend a smaller project planned in 2020. They reported that lessons online can sometimes mean people can be disconnected at any time and makes interaction a lot harder between trainees.

"We are implementing a project for enhancing the rights of Kirat religious minorities in Nepal, particularly in view of the forthcoming national census. The project has been working well but has now been halted as it involves travels and gatherings which are not possible due to COVID-19 pandemic prohibitory orders." Prabindra Shakya, Nepal - Community Empowerment and Social Justice (CEmSoJ) Network, which accessed a Round 3 subgrant.

4. Impact: What has happened because of the Phase One response? What real difference has the response made to the affected people?

From the Contacts list MRG has sent the evaluators, 35 organisations in total received subgrants, 4 are SAC members (1 Bangladesh, 1 Sri Lanka, 1 Afghanistan, 1 Pakistan). There were 18 UNFMI (United Nations forum on Minorities) attendees, 9 in 2019 and 9 in 2020. The MENA webinars had 13 trainees. Finally, the online trainings were in total for 53 people with 24 in 2020 and 29 in 2021.

The subgrants helped these organisations on the short-term for their specific projects such as "We are equal" in Jaffarabad District, Balochistan Province, Pakistan, as a Partner of MRG explained Muhammad Akram, head of the Saher arts for peace & sustainable development, with a three-month grant. It focused on accessibility to vote for general elections.

It is impossible to quantify impact in a long-term learning program, but the key objective of strengthening CSO voices is clearly being achieved. UPR involvement of CSOs is increasing; networks are forming; governments are feeling pressure to which some (e.g. the Prime Minister's office in Pakistan) are responding. At trainee level, the course has provided reflection leading to action: 'When I was doing the survey, I felt that if I actualise the learning, it will be helpful for me and also for others in my community' and 'Action brings momentum in our life, happiness, enjoyment change. There should be a minority youth-focus; we are 64% of the population in Pakistan and we must stop oppressive forces who otherwise use youth'.

The findings show endorsement from both partners and trainees in the 70%s and 80%s for the project's success in addressing rights, needs and priorities of affected people.

5. Learning and good practice: What was the key learning from Phase One? What were the major factors, including coordination, capacity, communication, partnership, security, protection, which influenced the achievement or non-achievement of the Phase One response?

The key learnings are reflected in the Recommendations. The work is excellent, welcomed and has achieved its Phase One targets. Informants want more trainings, more grants, more involvement in UPRs, more networking on WhatsApp and Facebook. They want even greater use of downloadable materials for mobile phones, and greater connection to grassroots, offline communities. They want more visibility and fundraising for MRG and its partners. Where coordination and communication has had gaps – as in Pakistan – they want these matching the examples of the Middle East North Africa region, with staff going the extra mile as catalysts for sustainable networking. They want deeper partnership, continued improvement of capacity. Not one expectation was expressed about MRG or partners providing support against the considerable constraints of security and protection. Trainees and partners know these constraints intimately; several people expressed confidence that 'MRG

know the protocols' on providing anonymity (which is why this report names non-controversial informants, but anonymises controversial opinions likely to draw reprisals)

7.3 Evaluability assessment, limitations and risks

The evaluation was conducted with close regard for the safety of participants. Interviewees were asked for a general consent to use non-controversial quotations, and for consent to use any political comments anonymously, or to gain explicit permission on any sensitive quotation. It was a measure of the trust that participants had for MRG that this did not prove a limitation.

It was correctly estimated from previous MRG evaluation experience that sufficient questionnaire responses and key informant interviews would allow for adequate insight from ex-trainees, partners and MRG. Both qualitative and quantitative data show a strongly overall positive experience for both (ex)trainees and partners.

7.4 Methods for data collection and analysis

Quantitative and Qualitative methodologies through:

- Questionnaires (via [Typeform](#))
- Key Informant Interviews in virtual web meetings

7.5 Selection of the sample of stakeholders

In consultation with MRG, evaluators focused on MRG partners from Pakistan and Tunisia. A list of stakeholders and key informants was provided by MRG. List 1. List 2.

7.6 Analytical approaches: It was envisaged that through questionnaires and KIIs, the evaluation team would identify 3-7 main project obstacles and solutions

The four areas of obstacle and solution outlined in the recommendations are: access; networking; visibility/fundraising; project design.

8. FINDINGS of QUESTIONNAIRES and INTERVIEWS

8.1 Findings from survey participation

- Questionnaire (ex-)Trainees, Activists and Researchers: 45 responses (out of 51)
- Questions for Partners, Allies, Influencers: 26 answers (out of 39)

After four pushes, the trainees' surveys achieved a 56.27% completion rate, and the partner surveys a 44.1% completion rate. This may suggest an unusually high investment from ex-trainees in the program, who may not have a concrete future stake in the program (as opposed to partners who are still involved and likely to benefit financially in the future).

These responses are considered by the evaluators to be high. It was noted, unsurprisingly, that more responses came from recent ex-trainees. Initially, responses were overwhelmingly (88%) from male ex-trainees. An explicit request for female participation sent via MRGE is assumed to have almost levelled the gender balance (25 male or 55.6% and 20 female 44.4%).

However, for partners, the gender gap in favour of males was even more visible at 86.4%. The survey was sent to 16 females and 23 males total (60% men):

Are you:
26 out of 26 answered

1	Male	84.6% / 22 resp.
2	Female	15.4% / 4 resp.
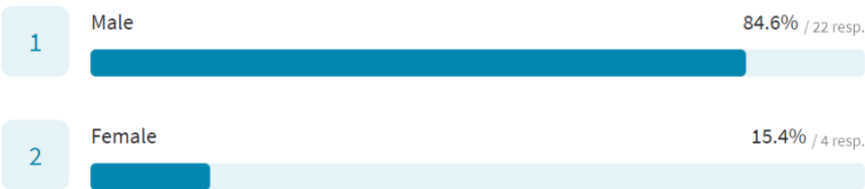
We consequently went from a contact list of partners with 41% women to a participation in the survey of 15,4%.

There were high drop-out rates for both partners and ex-trainees whilst answering the questionnaire. After two prompts for 'activists', for example, 134 people had viewed the questionnaire, 80 started it, 45 completed at an average time of 25 minutes [with long answers to 'anything you would like to tell us']. This could inform us on ties with MRG being strong enough to open, but often not enough to complete the questionnaire.

8.2 Findings from surveys

- <u>Partners: 26 partners responded as follows:</u>

i. Overall, in my opinion, MRG-NORAD interventions: "Had a direct, positive impact" = 84.4%[8]. Evaluators regard this as a very strong endorsement of the program from partners.

7.6 Average rating
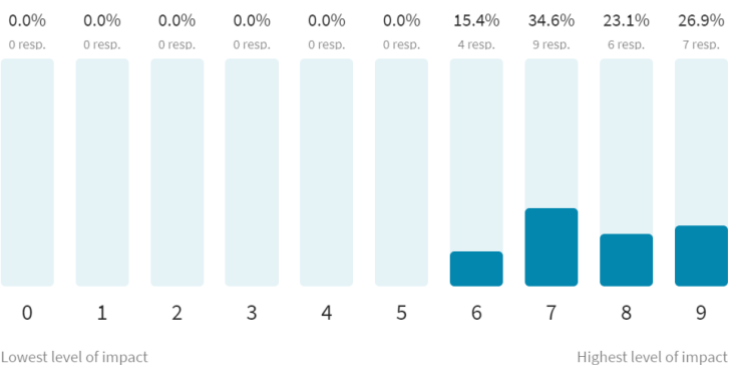
0.0% 0 resp.	0.0% 0 resp.	0.0% 0 resp.	0.0% 0 resp.	0.0% 0 resp.	0.0% 0 resp.	15.4% 4 resp.	34.6% 9 resp.	23.1% 6 resp.	26.9% 7 resp.
0	1	2	3	4	5	6	7	8	9

Lowest level of impact   Highest level of impact

ii. Overall, in my opinion, MRG-NORAD interventions: "Helped secure the rights of its beneficiaries" =

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[8] Answer options were from 0-9, to avoid the tendency of 'sitting on the fence' or using the middle score. In this way 0,1,2,3,4 are below average and 5,6,7,8,9 are above average. Each score is gained by multiplying the participant's rating by 11.11 and adjusting to the nearest decimal point; so a score of 4 is 44.44 rounded down to 44, but a score of 9 is 99.99, rounded up to 100%.

76.7%. This again is considered a strong endorsement.

6.9 Average rating

0.0%	0.0%	0.0%	0.0%	7.7%	11.5%	15.4%	23.1%	34.6%	7.7%
0 resp.	0 resp.	0 resp.	0 resp.	2 resp.	3 resp.	4 resp.	6 resp.	9 resp.	2 resp.
0	1	2	3	4	5	6	7	8	9

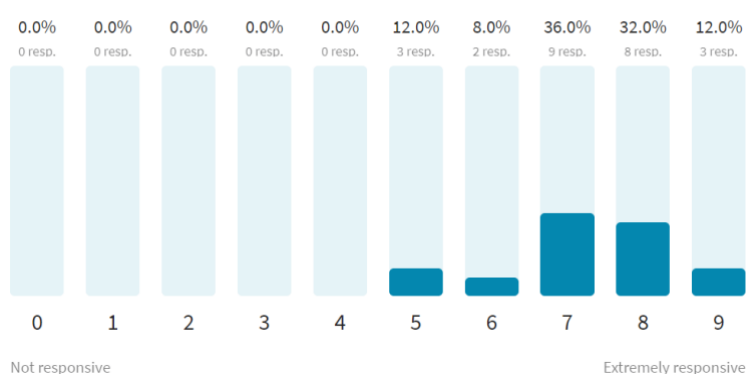Not helpful   Extremely helpful
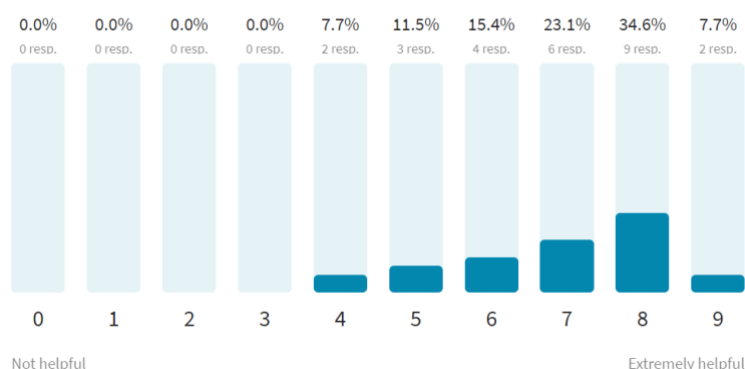
iii. Overall, in my opinion, MRG-NORAD interventions: "Responded to the needs and priorities of its beneficiaries" = 80%. This refers to the religious minority communities served by the project. Its strong endorsement may be slightly qualified by the fact that - by nature of having internet access and working in the aid sector - respondents could not be considered a representative cross-section of these communities.

7.2 Average rating

0.0%	0.0%	0.0%	0.0%	0.0%	12.0%	8.0%	36.0%	32.0%	12.0%
0 resp.	0 resp.	0 resp.	0 resp.	0 resp.	3 resp.	2 resp.	9 resp.	8 resp.	3 resp.
0	1	2	3	4	5	6	7	8	9

Not responsive   Extremely responsive

iv. Overall, in my opinion, MRG-NORAD interventions: "Will have sustainable outcomes / benefits" = 81.1%. This is considered a strong endorsement, particularly as sustainability is so difficult to attain. The course is, however, strongly practical, linked to activity and sometimes grants. The crucial link from learning to action was bolstered by numerous examples in key informant interviews.

7.3 Average rating

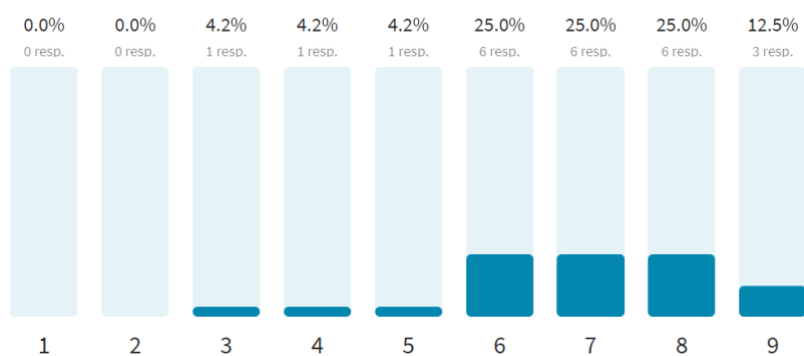| 0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.2%	42.3%	26.9%	11.5%
0 resp.	0 resp.	0 resp.	0 resp.	0 resp.	0 resp.	5 resp.	11 resp.	7 resp.	3 resp.
0	1	2	3	4	5	6	7	8	9

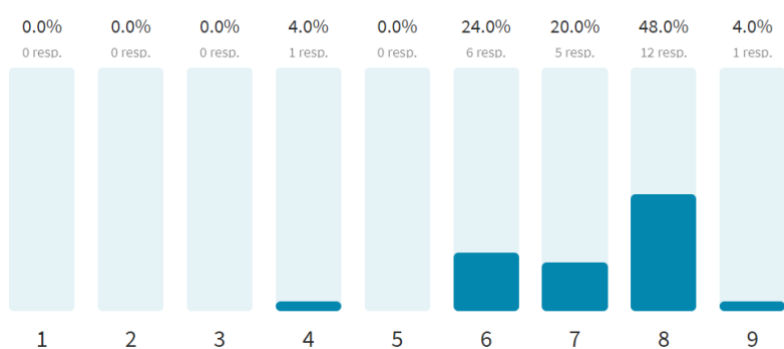Lowest   Highest
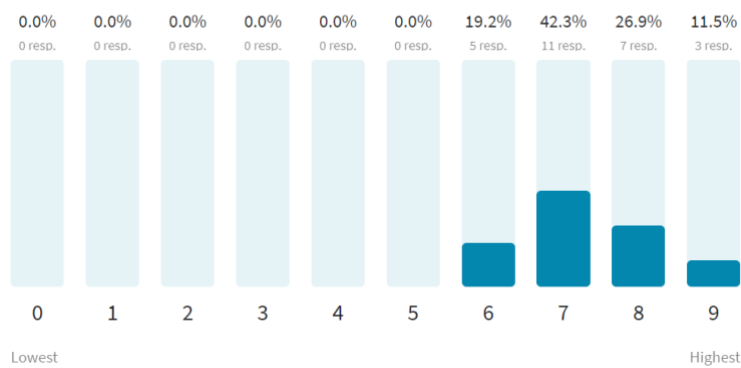
v. Was MRG able to accept when communities, partners, allies and influencers refuse MRG's advice and take a different approach? = 75.9%. This was an endorsement, a high score, but marginally the lowest endorsement of partners. It is not surprising when stakeholders feel that others should pay greater heed to their advice; one person scored 33%, one 44%, one 55%.

✔ 6.9 Average rating

0.0%	0.0%	4.2%	4.2%	4.2%	25.0%	25.0%	25.0%	12.5%
0 resp.	0 resp.	1 resp.	1 resp.	1 resp.	6 resp.	6 resp.	6 resp.	3 resp.
1	2	3	4	5	6	7	8	9

vi. Was MRG actively working with partners, allies and influencers to assess gaps in their capacity to influence change? = 79.2%. Again, evaluators regard this as a strong endorsement, given the time and resource constraints to genuinely involving stakeholders in line with accountability obligations.

✔ 7.2 Average rating

0.0%	0.0%	0.0%	4.0%	0.0%	24.0%	20.0%	48.0%	4.0%
0 resp.	0 resp.	0 resp.	1 resp.	0 resp.	6 resp.	5 resp.	12 resp.	1 resp.
1	2	3	4	5	6	7	8	9

vii. Was MRG actively supporting women within religious communities to develop their skills and abilities to ensure that issues are taken up with their communities and by MRG? = 81.4%. A strong endorsement, but with the same caveat that respondents could not - by both gender and socio-economic status - be considered representative of 'women within religious communities'.

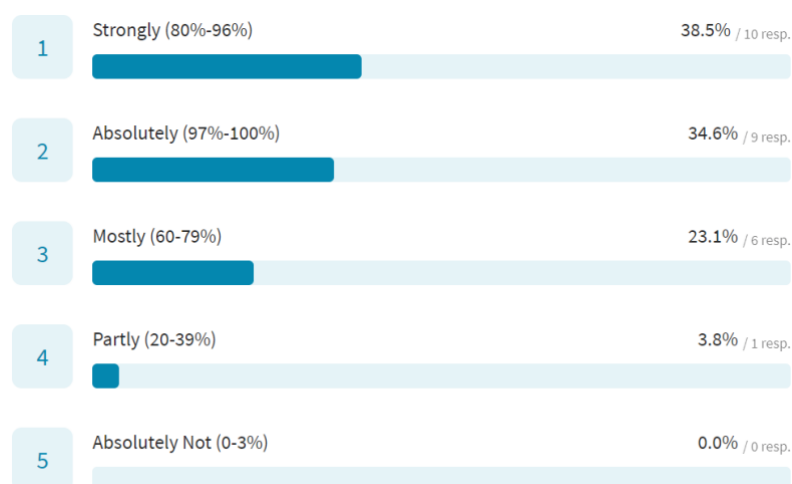7.3 Average rating

	1	2	3	4	5	6	7	8	9
	0.0%	0.0%	0.0%	0.0%	7.7%	19.2%	23.1%	34.6%	15.4%
	0 resp.	0 resp.	0 resp.	0 resp.	2 resp.	5 resp.	6 resp.	9 resp.	4 resp.
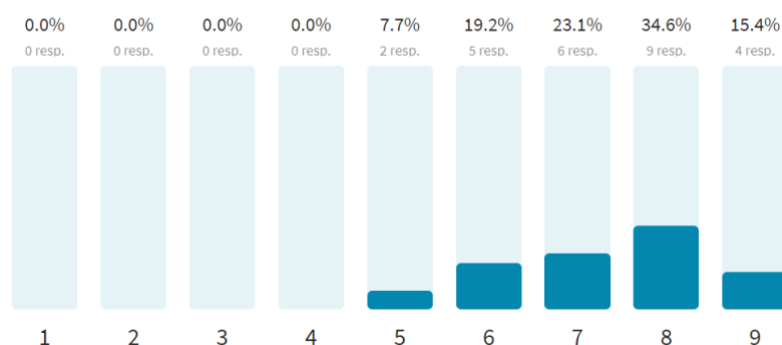
viii. Was MRG actively reducing or eliminating participation barriers (including disabilities, age, statelessness, rural/urban) for potential and actual minority activists. Half of participants answered Strongly (80%-96%), or Absolutely (97%-100%).

1	Strongly (80%-96%)	38.5% / 10 resp.
2	Absolutely (97%-100%)	34.6% / 9 resp.
3	Mostly (60-79%)	23.1% / 6 resp.
4	Partly (20-39%)	3.8% / 1 resp.
5	Absolutely Not (0-3%)	0.0% / 0 resp.

ix. Have you experienced conflicts between organisations in this programme? = 80% answered 'no' but 16% answered 'yes' and 4% 'not sure'

If YES, Are these conflicts mostly because of shrinking civil society space? = 43.5% answered 'no', 30.4% 'yes' and 26.1% answered 'not sure'. The evaluation followed through with key informant interviews to try and seek patterns of conflict, but the stated reasons were disparate.

x. Is there a problem that organisations operate and communicate without enough openness and/or frequency? = 45.8% 'no', 33.3% 'yes' and 20.8% 'not sure'. This question is posed in a way which might encourage problems to be elicited (and followed in KIIs) but the 66.6% of 'no' or 'not sure' is a fairly solid endorsement. A repeated desire in the Covid context was 'To meet other participants'.

xi. What should be the future focus? Partnership scored highest for future focus; security and protection scored low. These results are not regarded as strange; partnership is in the self-interest of partners, and the evaluators' hypothesis is that security and protection would score low because there would right be little expectation that MRG can provide them.

xii. The project interventions (of Ceasefire, HL, MRG and NORAD) are highly valued (with overall satisfaction that the project has a positive impact currently reported by respondents at around 90%).

(i) Is MRG effective in encouraging trainees / partners to set up and nurture/administer WhatsApp, email and/or FB groups? (ii) Are there donor sources to allow MRG to perform this role itself (iii) Are there legitimate incentives which MRG could offer [prestige through recognised status? If discussions with KIs seem to suggest that MRG is not effective, this we lead to how MRG could facilitate this - discussed with KIs and a   Potential Recommendation

Key words from the question "Which one thing should MRG start or improve? Why?"

The words 'flexibility', 'networking' and 'funding', 'local' were mentioned the most.

Key words from the question "Which part of the programme training/programme worked best?"

The words 'awareness', 'advocacy' and 'report', 'communication' were mentioned the most.

- Ex-trainees: 45 ex-trainees responded as follows:

Trainees' answers are very disparate. When asked 'what part of the programme worked best', the answers ranged from 'assignments', 'learning how to write our statements', to 'zoom call with guest speakers' and 'quizzes at the end of the session'. These different answered testify of an overall satisfaction of the trainings.


Key words from the question "Which part of the programme training/programme worked best?"

Overall, in their opinion, MRG-NORAD interventions: "Had a direct, positive impact" for **79.2%** of the answers. Also, MRG-NORAD interventions: "Helped secure the rights of its beneficiaries" for **80.4%**

In addition, in their opinion, MRG-NORAD interventions: "Will have sustainable outcomes / benefits" for **81.4%**. And, it "Responded to the needs and priorities of its beneficiaries" for **82.5%**. (NB: Because we asked people to 'vote' from 0-9, their results can only be, as %s, 0, 11. 22, 33, 44, 55. 67. 78. 89. 100%)

30 trainees answered that MRG should focus on its partnerships, quote 'Communication and partnership. It can help minorities to get local support.':
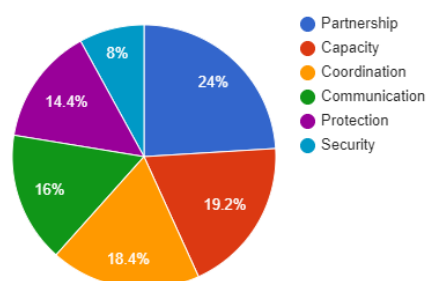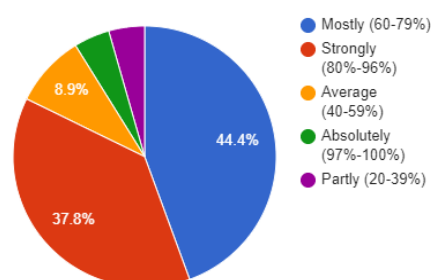
Some quotes surrounding partnership,
coordination and communication were: 'A platform for coordination among participants should be created through the training'; 'The interaction with peers was lacking, as they would show up only during webinars'; 'MRG should share their contacts so that they are able to stay in touch through social media platforms." Keeping in touch seems important for the trainees and they would be willing to if it was facilitated by one of their number or by MRG with perhaps a WhatsApp group or a platform for alumni.

Other requests by trainees were for more interaction in-between sessions and during, more practical/technical/capacity building training and more specific case studies.

Key words from the question "Which one thing should MRG start or improve? Why?"

The words 'partnership', 'coordination' and 'capacity', 'local' were mentioned the most.

8.3 Findings from interviews

Main Partners:

The Norwegian Center for Holocaust and Minority Studies (HL-senteret) is a research, education and documentation center in Oslo focusing on the Holocaust, other genocides and the situation of minorities in contemporary societies. After two web discussions with Invill Thorson Plesner (Researcher and Network Coordinator), one of the founders of the partnership, the partnership is extremely positive. It is a young (two years) but successful collaboration. HL learned a lot from MRG's practicality and field experience whereas HL is a more academic oriented organisation with a link with Oslo University. Indeed, MRG helped with its skills in assessing potential partners/applications on the ground.

"To learn with the heart and the mind." - Invill Thorson Plesner, Researcher and Network Coordinator at HL-Senteret

HL encouraged film-making and 360 tours[9], with audio-visual methods which appear to have fully presented MRGs' detailed research on the condition of religious minorities. This collaboration resulted in visual projects around interfaith understanding. The 360 tour visits were set up in the areas of the holy Yazidi site of Lalesh, and the Christian site of Al-Qush. Online visitors can walk around virtually, and 'visit' the adjacent mosque and church. More than 100,000 people have watched the inter-faith film. One of the main filmmakers, Zahavi Sanjavi, during a short virtual interview, expressed how he did his own work with complete creative freedom but "with HL having access to extra ressources that does help in realizing projects".

"To prevent any prejudice and misconceptions of each other, how to explain to each other the reason that they attack each other and destroying other communities is wrong" - Zahavi Sanjavi, filmmaker

One challenge was the translation of the film and pedagogical texts in several languages: Arabic, Kurdish, Turkmen, Armenian, Assyrian.

It also proved difficult to get authorities and religious representatives to speak about challenges of coexistence for religious minorities. In mitigation, a separate short interview was filmed with a representative of AIM (Alliance of Iraqi Minorities). This was made available online along with the other two films.

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[9] Available at: https://www.inclusive-citizenship.no/

Internet access is impossible or inadequate for remote areas in Iraq and many project areas. The suggestion of VR headsets to use in their workshops was a solution for offline access of the 360 tours. A virtual reality helmet is a device worn on the head that allows the wearer to be immersed in a virtual reality. It would allow viewers to experience the visit of a holy area without internet access. The funding could cover them to develop this project and its promotion.

Ceasefire is the other main MRG partner for this project. The Ceasefire Centre for Civilian Rights is an international initiative to develop civilian-led monitoring of violations of international humanitarian law or human rights; to secure accountability and reparation for those violations; and to develop the practice of civilian rights. The organisation has a longstanding partnership with MRG.

The organisation developed the online tool for religious understanding - a platform for the MENA region where witnesses and survivors of religion discrimination or assault can submit details of violations in English or Arabic. It has a gender-based violence specific form.

Successive rounds of online (due to COVID) training were conducted by Ceasefire. One strongly positive experience was the continuity provided by having some of the same participants from the first round to the second and the third to create continuity and sustainability. This sustainability of networks is also viewed as a direct result of staff engagement.

Feedback from these online courses included participant requests for more discussion time and the creation of a dedicated feedback session.

The other 39 partners operate within countries covered by the project. 26 replied to an evaluation questionnaire and 5 were interviewed by the evaluation

Four conflicts were mentioned between partners. Interviews revealed that the reasons for conflict were disparate; environment, slow communication, the challenge of internet access were all mentioned. Most conflicts were very short, ranging from 3 to 6 months. One conflict was said to have lasted over a year.

Quick interviews revealed how MRG can minimise conflict. Key informants suggested more thorough research into the tense political context of each country. Grassroot organisations could be approached, despite the fact that some are constantly under surveillance.

"Law enforcement agencies know their names, the space is not safe" - Gulbaz Ali Khan, Online course 2021, Pakistan, Centre for Inclusive Governance

Informants stated that the use of sub-grants had strengthened the capacity of partners and produced impressive projects. Ceasefire had little previous experience of sub-grants, but learned from MRG institutionally, and from a current staff member who had previously worked for MRG.

The lack of internet access was a challenge for many partners who advocated for the provision of a complete set of downloadable training materials in PDF.

Partners also asked MRG to set up a networking platform of alumni and contacts of different project partners, to develop and deepen links with similar human rights organisations.

"It would be great for MRG to develop links with their partners, to understand other experiences, ideas, and resources" - Dhirendra Panda - Centre for the Sustainable use of Natural and Social Resources (CSNR) India, received a subgrant round 1

Specific technical areas like filmmaking could increase in knowledge with deeper links between organisations, for example filmmaking as a strong visual advocacy and pedagogical tool for communication strategies:

"Video makers to have experience, a network and resources, willing to make videos to explicit more how the communities work and the important individuals" - Prabindra Shakya, Nepal - Community Empowerment and Social Justice (CEmSoJ) Network - round 3 subgrants

Interviews of (ex) trainees: they shared an overall positive experience of the online courses and webinars. The content was well-chosen, complementary to activists and partner activities. Many respondents gave examples on implementing their learnings and interacting with other trainees. They found inspiration and opportunity in learning from other countries' experience and from international perceptions.

"[I was] able to think more critically than superficially" - Aftab Alexander Mughal - Pakistan/UK, Minority Concern Pakistan, Online course 2021

A few (ex) trainees said they would have benefited from more mentor guidance before submitting written work. To prepare and debrief the training, some only had the opportunity to meet once with their mentor, which did not meet their expectations. Some felt a lack of detailed feedback about their work; an area for possible improvement in the second half of the project. For instance, trainees could receive an extra session on the best work assignments handed in as suggested during interviews.

Interaction between trainees was a key element. Trainees asked for a whole session to be dedicated to, and facilitated on, networking. Whatsapp and Messenger/Facebook groups were frequently mentioned as an important way to keep in contact.

"The starting point should be the minorities; the situation is more comfortable for the activists" - Gulbaz Ali Khan, Online course 2021, Pakistan, Centre for Inclusive Governance

Some quotes which are representational of interviews are:

"The road to acquiring such rights could be lonely and dangerous. This is why such programs are important because they create a space for minorities from all around the world to interact and share their experiences and most importantly learn how to fight for their rights in a world that tends to be cruel at times." - Rym Garfi, trainee at the 2021 online course, Tunisia

Some indicative quotes on room for improvement were:

'A lot more interaction between trainees and for potential partnerships was needed and seemed lacking' – Suneel Malik, Pakistan, Online course 2021. 30 out of 45 responses of the survey said MRG should focus on its partnerships.

'More practical and technical but also capacity building training would be highly welcomed such as more case studies of specific countries'. Anniesa Hussain, Pakistani/UK, Online course 2021

"It would've been very beneficial to organise a national level seminar." - Gulbaz Ali Khan, online course 2021, Pakistan

Informants raised challenges surrounding Internet access during COVID times. It was recommended that MRG seek offline solutions especially for trainings (for example downloading pdfs).

8.4 Observations on project documentation:

The narrative document for the project lacks detail and rigour. On the positive side, this has given MRG, Ceasefire and HL freedom to interpret it, and the project is indeed perceived by all of its stakeholders as strongly positive. However, this will not always be the case for all projects. Where projects stray off-track, it is invariably helpful to have a stronger sense of the initial thinking from inception.

9. HYPOTHESES and CONCLUSIONS

9.5.1 Women and minority representation
See data from survey participation. The low turnout of women partners answering the survey suggests a mainly male leadership in the partners. It also could show a lack of engagement with women activists and, consequently, specialists on gender issues.

Similarly, relatively low minority representation suggests a need for more grassroot organisations and leaders from remote communities.

Recommendation: redouble efforts to prioritise women and people from a religious minority background.

9.5.2 Maximising the Covid context potential for online and offline learning:

Although an estimated 59.5%[10] of the global population have some access to internet, in most countries worldwide this is either intermittent or too expensive for continual use.

Many ex-trainees expressed frustration with the limits and challenges of online training, both for those who do it, and those without internet who are excluded from it. MRG partner and current trainee Laila Shanhnawaz commented 'All online materials are an internet challenge. Much of my work is in rural areas... For those who are new, reading materials have less impact than face-to-face. Difficult to grasp, I read again and again. It is challenging, I would appreciate a physical meet-up, can be more effective. But now, of course we cannot risk anyone'.

Miriam Puttick of Ceasefire gave a nuanced picture of the pros and cons, "We were forced into online [by Covid]... our focus is in conflict... more naturally in-person... But face-to-face also involves barriers of who can come, who can travel, events are limited to one city which excludes people... online we can meet people like mothers who may not otherwise attend... With some of the saved money (of conducting online rather than face-to-face events), we can instead provide pdfs, video tutorials, Q&A, curricula which can sit on our website which anyone can refresh or start... we are continuing to develop and will roll out materials in the remainder of the project. When we work from Europe and N.America, we assume that people work from laptops... but many people worldwide work from mobiles. Android, Instagram, Facebook (FB)... it is partly about knowing what people use... Many NGOs have Facebook ... we reach one Member of Parliament through whatsapp!

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[10] https://www.statista.com/statistics/617136/digital-population-worldwide/

For some partners, Covid had a positive impact as organising webinars or online sessions:
"Covid was actually a blessing in disguise" - Aftab Alexander Mughal - Pakistan/UK, Minority Concern Pakistan, Online course 2021.

HL's part of the program has been most innovative and digitally sophisticated. '360' virtual tours and film are available offline, through 360 VR glasses as a teaching method. Interest has been impressive. Partners have shown the film on multiple occasions. For instance, IOM and partners in Iraq are planning to use glasses in their workshops. As throughout the project, respondents ask for translation of materials.

9.5.3 The importance of keeping an active network
Partners expressed a desire to create new allies / keep in touch with similar organisations through Whatsapp groups, alumni system, mentoring system. To go hand in hand with the need for more local case studies, a mentor of the same country of the trainee could help trainings keep the link with their specific projects and work.

MRG is still seen as interested in sustainability through networking but cannot always resource it with staff time. Yomn Al-Kaisi of Ceasefire commented 'Sustainability of networks is tricky. In the field it will always be a challenge. A lot comes down to how much the staff member is prepared to put in. We have one active WhatsApp group dating back to May 2020, still alive. Miriam Puttick added. 'When you conduct training once a year, sometimes you have great discussions. Sometimes [networking] happens naturally, other times not… More funding could help, for follow-up, how can we incentivize, what things are useful to them? Connect with resources, funding, other projects. People rarely follow-up as an activity in itself, you have to provide a reason, a motivation.'

9.5.4 Security and protection
From surveys and interviews, some ex-trainees and partners described the human rights context in their country as 'terrifying', noted the 'punishments' for connecting to minority peoples without explicitly Government permissions, and described the life of an activist as ''lonely and dangerous'.

9.5.5 Following advice
The survey showed that participants feel their advice does not significantly create a change in MRG approach. Evaluators gained little clarity when exploring two possibilities (i) that participants believe strongly in the values but see some problems in practice? (which does not tally with an average scoring of about 94% efficiency?). (ii) that human beings (both MRG and participants) always see their own perspective clearly and feel their emotions strongly but are not as able to see and feel others' experience?

9.5.6 Do more!
Ex-trainees and partners both believe in the product; and therefore, want more of it! This is a problem of success. Project staff are willing, as Yomn Al-Kaisi confirmed: 'I would say 'more trainings' Get in-person trainings again… I think you need to take participants through four stages of training to really build them up, and then they want to give more… it goes against the image of INGOs dipping in their toes and leaving again… three or four days, basics of documentation, even if only three or four, it makes all the difference… More focus… Do it more, for longer!'

10. FULL RECOMMENDATIONS

10.1 Context of Relevant Recommendations from the Global Evaluation of MRG's work 2012-18:

In 2020, this report's three evaluators also conducted MRG's Global Evaluation whose full recommendations are on pages 26-37 of https://minorityrights.org/wp-content/uploads/2020/02/Long-term-evaluation-of-MRG-2012-2018.pdf. The most relevant recommendations to this current work were that:

- MRG's continue to evolve its courses and partnerships; keep providing a level of service which attracts high ratings and expand its existing programmes to reach more minority rights defenders and organizations.

- MRG continue to seek funding to manage post-training relationships to allow Trainees to maintain their accounts and share learning, but meanwhile also seek cost-effective ways to devolve the management of country or theme groups to Trainees (such as Facebook groups), and in all events carefully manages the expectations in its relations with Trainees.

- MRG extend the fundraising functions of its Facebook site from sharing funding opportunities to fundraising advice and tips. This could begin with one post per month

- MRG should review and seek to improve the functionality and accessibility of the online platform/accessible technology in general, and for the elderly and visually impaired.

- … MRG might consider its optimal % of unrestricted funds, and its optimal % of funding tied to individual programmes, and to accelerate its search for donors able to accommodate and unrestricted funding.

- MRG consider the optimal size and structure of its Communications Team…, a larger Team and effective strategy may need: close liaison between Programmes, Campaigns Communications; strategy, investment in the inter-active nature of the website and social media; training of staff in creating video content; social monitoring tools, and greater staff time to optimise their use…

- MRG try to create space and devote time and effort to be active in networks, as successfully undertaken in Uganda.

In the 16 months since this document's publication, MRG is making significant concrete steps towards achieving many of the recommendations. New measures take time to produce results, particularly results that can be perceived by trainees in a short-term course. Carl Soderberg MRG Director of Policy and Communications commented in an interview on 21 June 2021 for this report: 'We really took your evaluation to heart. Our organisational strategy has three key strategic objectives (persecution… equal access to rights… climate & environmental justice). And from your report, we set a fourth internal objective of increasing MRG visibility. We have a new Communications Strategy, and all staff have a mandate to increase visibility. I am very optimistic that we can take these methodologies and roll them out in new environments… Joshua's[11] initiative put all four Communications core staff on core funding, to keep up the publicity we had raised… we are

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[11] Professor Joshua Castellino, MRG's Executive Director since July 2018

specifically looking at digital communication and have a commitment to keep at it. We have continued to fundraise for journalism programs[12]… we are taking MRG closer to the ground, discussions around BLM, systemic racism, away from people in London deciding on MRG communications, we are looking for 16 rapporteurs worldwide who can help us comment on online documents… phrasing, wording etc… Your evaluation got us started on a thinking process which led to the grassroots, pdf modules, doing more!

10.2 Full Recommendations directly from this 2021 MRG Europe report on FoRB

(1) Access:

Gender: Home-bound mothers are being accessed in the Covid environment through online courses. This is to be welcomed. **It is recommended that MRG carefully consider access considerations when deciding on the relative online and face-to-face proportions of future blended learning**

Translation and free open source documents: Ex-trainees from Pakistan were very appreciative of MRG training, especially the one led by the Special Rapporteur on Minority Issues. They suggested that materials be produced in Urdu and packaged in an offline format such as pdf. This would reach more activists in the country, whether permanently or temporarily offline. Ex-Trainee Sabri Islam, and many others, said that the internet was only the entry point 'Training can be posted in websites… but knowledge must be free and then published and transmitted in many media, including pdf modules for those without internet access' **It is recommended where possible to translate materials to local languages and provide cost-free in offline format.**

Grassroots organisations are believed by ex-trainees to have talent to develop. Youth groups, CVOs, etc would like to do something to protect the rights of women and children but there is a lack of knowledge, guidance and capacity building. Creating networks from these individuals was believed to be an effective strategy to protect the rights of affected populations. It is recommended to **expand the project's reach to more grassroots organisations...**

(2) Networking:

A good example of networking was provided by Ceasefire's Lebanon training, where staff helped set up a WhatsApp group in May 2020 in which some people are still posting. The sustainability of such networks is described by Yomn Al-Kaisi as 'Tricky… In the field it will always be a challenge. A lot comes down to how much the staff member is prepared to put in. Where it has worked well, ex-trainees show great appreciation; and where it has not, the lack is felt: 'Engagement with other participants is very minimal in this course; MRG should work on this. I literally don't know anyone from Pakistan who has been on the course'**.** Trainees suggested a session dedicated to networking with activists and employees from other organisations. Some partners declared they hadn't met any other human rights organisations through MRG.

 "It would be great for MRG to develop their partners, to gain other experiences, ideas, and resources" - Dhirendra Panda - Centre for the Sustainable use of Natural and Social Resources (CSNR) India, received a subgrant round 1

"We need video makers that have experience, with a network and resources, willing to make videos to explicit more how the communities work and the important individuals" - Prabindra Shakya, Nepal - Community Empowerment and Social Justice (CEmSoJ) Network, which is working with Round 3 subgrants.

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[12] Two were quoted, but details cannot be shared until funding is assured

MRG's coordination role was explicitly praised in some countries, particularly across the Middle East. In Pakistan, some trainees felt that it was inadequately performed, with responses not received to requests and delays in administrative tasks.

Develop networks within countries or regions, e.g. South Asia, Middle East, etc. to encourage continued discussions after the training sessions. Different stakeholders will have different needs and preferences. The need for networks was mostly expressed by partners who emphasised how national and regional networks can continue to support their advocacies, as they can learn from each other's experiences and strategies within similar contexts.

Ex-trainees on the other hand would benefit from international networks, such as the UN forum, as well as regional and national. International examples and knowledge from other areas in the world were greatly appreciated. Trainees expressed the interest in creating links with other activists from the same field of action.

MRG actively seeks donor funding to allow MRG to perform a networking role itself. Where this is not forthcoming, **it is recommended** that MRG consider legitimate 'prestige' incentives which encourage course participants and partners to take it on.

It is recommended that trainers and staff are routinely expected in their Terms of Reference to be catalysts for WhatsApp and Facebook groups, choosing and motivating Administrators, and – while under contract – participating by supplying relevant and interesting material. It is acknowledged that this may involve either some sacrifice of privacy, or the setting up of specific work Facebook / WhatsApp accounts; Yomn Al-Kaisi describes this as 'part of the territory'.

It is recommended that MRG seek and require consistency in coordination and administrative functions worldwide.

(3) It is recommended that MRG conduct more excellent work via greater visibility and fundraising:

Run more training activities. Most respondents to the questionnaires and interviews praised the programme; they want more!

Expand program visibility: Informants expressed that the work is relevant, impactive, efficient... but not visible within the countries inhabited by ex-trainees and partners.

Continue and expand the small grants program: This was universally welcomed by partners, for example 'Grants are very small but can leave a good impact at community level.'

(4) Project design: It is recommended that NORAD request, and MRG/partners provide more detail in project design documents. It is recommended that MRG seek contextualisation and sustainability through Government involvement and provide clarity on its limitations in providing protection and security, whilst engaging donors and other stakeholders in responding to individual cases of persecution.

Detail: **Baseline data** from 2017 was found to be weak. This was partially mitigated by appropriate quantitative targets at the Activity and Output levels (e.g. 75% of the 900 can better monitor violations') of the **logical framework**. The log frame is ambitious: especially outcome 2 "*identifying, preventing and challenging* religious persecution and discrimination and on building inter-faith understanding." and "Greater collaboration within civil society". In practice, collaboration was considered by stakeholders in some countries to be something relatively weak about the project; organisations were not introduced to others, an official network was not formed, a platform was not created. The log frame's detail was patchy; Column 4's current value is left blank; Column 5's targets are repeated from Column 2; some of the risks/assumptions are questionable, such as 'If Govt does

not increase repression' and 'If CSOs are willing'. In Column 7, some organisations wanted MRG to focus more on the context of national oppression rather than international experiences. Nonetheless, the logframe's activities are evenly spread over the project duration, have proved to be achievable and are comprehensible. The activities are well laid out and diverse, and in hindsight the importance given to visual tools of HL, Ceasefire and MRG has proved to be well-judged in the Covid context. **The project's two-page narrative** is weak, and has proved very open to interpretation. Naturally, this provides a welcome freedom to implementers, which may have played its part in the project being successful. However, in a project in which more problems occur, such gaps in detail could prove a major constraint. It is recommended to NORAD that the narrative is revised with more detail for the second half of the project, to give all stakeholders a clearer, shared idea of what success looks like, and that greater detail is provided in future projects.

Contextualisation: Many comments were gathered saying 'courses must be contextualised'. In Pakistan, several trainees mentioned their desire for greater Pakistan or SARC-focus; international examples were very much appreciated, as were the efforts of, for example, an Egyptian trainer 'but he can't possibly get the whole context of South Asia' . **It is recommended to hire locally or regionally where possible and bring an international perspective via case studies and networking.**

It is recommended that MRG Investigate government links for sustainability, where this is realistic. As expected, (because it is difficult) sustainability received lower respondent confidence that overall impact, promoting rights or meeting the needs of primary actors ('beneficiaries'). Laila Shahnawaz of Pakistan requested MRG 'to think of engaging government and civil society together to design self-sustainable projects. Although this is unrealistic in current-day Syria, for example, it may be possible in eg. Tunisia and is considered by Laila to be possible in Pakistan. 'The Council of Communal Harmony is one sustainable platform. Government Departments - Health, Social Work, Humanitarian - could pick parts of advocacy, training, awareness-raising on an ongoing basis. Under the current Prime Minister, Government is willing to invest in non-Muslims. Funding constraints are always there, but we should together look to mainstream our current ongoing programs into Government channels. And at country level, we should establish with Government a Facebook page publicising the co-operation, where people can send their video messages about, for example, what is practised by Bahai or Christian communities'.

Defending human rights inevitably involves risk of persecution which defenders are better-placed to understand, and donors better-place to respond than MRG. Informants did not regard protection or security as key areas for MRG to improve upon. KIIs showed that - despite knowledge of arbitrary sending of human rights defenders to jail - ex-trainees do not expect MRG to provide security for defenders in their own countries, and it would be unwise for MRG to pretend that it had the capacity to do so. The Duty of Care obligation is one of clarity and choice. **It is recommended that MRG clearly state, in advance, to all stakeholders (eg. trainees, mentors, staff) that it cannot guarantee security protection to those collaborating in its human rights work.** In the event of detention or other repression, MRG will seek to alleviate suffering and oppression in collaboration with all partners, including Governmental donors such as NORAD who will often be better-placed to open diplomatic channels on individual cases.

(ends)

11. ANNEXES

11.1 Terms of reference of the evaluation

Mid-term Evaluation – Terms of Reference and call for Expressions of Interest

Project name: Protecting the rights of religious minorities

1. Background of the project

Minority Rights Group Europe (MRGE), a Budapest-based non-governmental organisation implements a 4-years primarily NORAD funded programme 'Protecting the rights of religious minorities.' This project supports minority activists and organizations that are working towards strengthening the rights of minorities of faith and belief, in regions where the need to act on these issues is the greatest: Middle East and North Africa, and South and Southeast Asia.

The project targets up to 14 countries: Nepal, Bangladesh, India, Pakistan, Sri Lanka, Myanmar, Indonesia, Thailand, Lebanon, Morocco, Tunisia, Iraq, Iran, Syria. At the heart of the project will be building the capacity of local civil society and offer activists the opportunities to join forces and become the voices of their communities.

The ultimate goal is to ensure that the human rights of religious minorities are respected and that these communities are protected from persecution and discrimination. See more about the project and Minority Rights Group here: https://minorityrights.org/what-wedo/protecting-the-rights-of-religious-minorities/

2. Evaluation Objectives

A. Assess the relevance, efficiency, effectiveness, sustainability and impact of the project in relation to the objectives and supporting outputs set out in' Protecting the rights of religious minorities' Programme Document and furthermore, provide MRGE with an opportunity for 'structured evaluative learning', with the aim of learning from the programme design and implementation processes for the second term of the project.

B. Based on the findings of the evaluation, develop a set of suggestions and key recommendations for continuation of the project for MRGE and its partners activities.

C. To report to the funders on the usage of their resources in the project. The evaluator will need to be independent of MRGE and its partner organisations, its donors, the project targets and participants and will need to demonstrate that no perceived or actual conflict of interests would arise during the evaluation. The evaluator will need to work within the time frame outlined below. The evaluation will need to satisfy all the requirements of the donor and evaluation guidelines issued by them.

3. Key evaluation questions

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 MRGE may try to overcome any problems in the second half of the implementation. 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. The evaluation should pay attention to and comment on the

mainstreaming of gender and other forms of intersectional discrimination and cross cutting issues in the project.

Impact level: Make an assessment as to whether the results achieved are likely, over the longer term to achieve or contribute to the achievement of the specific objective of the project. If it is unlikely that all or part of the purpose will be achieved, suggest methods to overcome.

4. Key deliverables

1. Evaluation work plan /inception report
2. Preliminary findings (max. 3 pages) at mid-term of the evaluation period
3. Final mid-term evaluation report (max. 25 pages excluding annexes)

5. Experience and Expertise required

Extensive knowledge and experience of working on human rights, minority rights, gender, or freedom of religion and beliefs good knowledge of project target countries experience of comparable evaluations and strong track record of evaluations carried out on similar capacity building projects familiar with and able to comply with all NORAD evaluation requirements speak fluent English and knowledge of Arabic is an asset experience of working with CSOs from the target countries.

6. Report submission, timetable and budget

The evaluator is expected to work between 20th April to 15th May 2021. MRGE and partners will have 5 working days to comment on the draft. A final report must be submitted no later than 8th June 2021.

Online consultations in two programme countries to discuss the project with relevant groups and individuals are required. The budget for this piece of work includes evaluators' fee, taxes and all other costs. Budget: 6000 EUR

7. How to apply

If you are interested in being considered for this opportunity, please send the following to anna.szentes@minorityrights.org by 15 March 2021. (Detailed project description and documents can be requested via email before submission).

- CV
- Cover letter – indicating relevant experience and knowledge and how you meet the candidate requirements
- Work plan including evaluation matrix, methodology, and timetable for the evaluation including
- plans for country interviews (numbers and types of people and groups to be contacted). These plans will be finalised in the inception report phase.

11.2 Questionnaires to partners and trainees

(Note: Evaluators used an online platform called 'typeform' for the survey below)

Dear Partner,

Our information shows that you participated in an event between 2019 and 2021 which was run or supported by Minority Rights Group (MRG). The event may have been through a partner of MRG.

I am now asking for about 9 minutes of your help, please, within the next 7 days

MRG is proud of its work strengthening rights with minorities and indigenous people. We always need to improve, and so your questionnaire answers can tell us how to improve!

This would be a great help for us, and for our work with you and minority peoples. A high return % of questionnaires shows our donors that our supporters can be active, even years after participating in an MRG programme.

Answers in English language Survey Monkey are most useful for us, using the attachment. They will be sent directly to our independent evaluators, and no individual names will be used in the final report (unless you have explicitly stated in writing that you wish your name to be used)

Many thanks in advance.

Nicole Girard
Norad Religious MInority Programme Coordinator

NB: This questionnaire is designed to take only 9 minutes of your time to answer and send.

All information is useful. We ask for your name etc. so that we can clarify if necessary but NO information will be shared outside MRG and you may remain anonymous if you want.

You are free - no need to give a reason - to refuse to answer any question, by leaving the space blank). Please use your last answer for your personal message to MRG

1. IDENTITY / CONTACTS:

1.A Name: ....

1.B Have you been a Trainee in MRG/NORAD Religious minorities programme YES / NO / NOT SURE

If NO, were you mostly a Researcher / Activist / Other (please specify)

1.C In which country / countries were you a Trainee / Researcher / Activist / Other in this MRG/NORAD work (please specify) ....

1.D Are you: (tick-box) Male / Female / Prefer not to say

 If you don't identify as Male or Female, please specify ....

1.E Please specify, if you identify as a member of one or more religious Minority...................................

1.F Nationality ....

1.G E-mail address: ....

1.H Telephone (with country code written as eg +254) +..

2. Which part of the programme training/programme worked best?

3. Overall, in my opinion, MRG-NORAD interventions:

 "Had a direct, positive impact":

0 to 9 (opinion scale where 0 is very bad and 9 is excellent)

"Helped secure the rights of its beneficiaries":

 0 to 9 (opinion scale)

"Responded to the needs and priorities of its beneficiaries":

 0 to 9(opinion scale)

"Will have sustainable outcomes / benefits":

 0 to 9 (opinion scale)

4. I regard MRG as:

"A positive force"

"Open to feedback and criticism"

"Expert"

"Able to help its allies to secure funding"

5. Did the response make a real difference to the affected people?

Absolutely (97%-100%)

Strongly (80%-96%)

Mostly (60-79%)

Average (40-59%)

Partly (20-39%)

Weakly (4%-19%)

Absolutely Not (0-3%)

6. If you answered in 5. anything except "Absolutely", should MRG increase its focus on:

- coordination (Y/N)
- capacity (Y/N)
- communication (Y/N)
- partnership (Y/N)
- security (Y/N)
- protection (Y/N)

7. Which one thing should have been improved? Why?

8. Was the training an opportunity to come together to exchange views/contacts and identify possibilities for joint action?

9. Were you able to stay in touch with peers from the programme?

9.A If so, how? (i.e Whatsapp)

10. This is the most important question. What message do you have for MRG/NORAD about the 'Protecting the rights of religious minorities' programme? (Please write as much as you like):

Thanks for your time and guidance!

Questions for Partners, Allies, Influencers:

NB: This questionnaire is designed to take only 11 minutes of your time to answer and send.

1. IDENTITY / CONTACTS:

1.A Name: ....

1.B Were you/your organisation part of MRG/NORAD? YES / NO / NOT SURE

If yes, was your organisation a partner of MRG or how else were you involved?

....

1.C In which country / countries were you a Partner / Ally / Influencer / Other in this MRG/NORAD work (please specify) ....

1.D Are you: (tick-box) Male / Female / Prefer not to say

If you don't identify as Male or Female, please specify ....

1.E Please specify, if you identify as a member of one or more religious
Minority...

1.F Nationality ....

1.G E-mail address: ....

1.H Telephone (with country code written as eg +254) +..

2. Which part of the programme training/programme worked best?

3. Overall, in my opinion, MRG-NORAD interventions:

"Had a direct, positive impact":

Absolutely (97%-100%;) Strongly (80%-96%); Mostly (60-79%); Average (40-59%); Partly (20-39%); Weakly (4%-19%); Absolutely Not (0-3%)

"Helped secure the rights of its beneficiaries":

"Responded to the needs and priorities of its beneficiaries":

"Will have sustainable outcomes / benefits":

4. For these questions, use the key: Absolutely (97%-100%;) Strongly (80%-96%); Mostly (60-79%); Average (40-59%); Partly (20-39%); Weakly (4%-19%); Absolutely Not (0-3%). So just use the work which best describes the reality for you, that is, write 'Absolutely' or 'Strongly' or 'Absolutely Not' etc

I regard MRG as:

"A positive force" (please write 'Absolutely' or 'Absolutely Not' or any of the above words)

"Open to feedback and criticism" (again, 'Absolutely' etc)

"Expert"

"Able to help its allies to secure funding"

"Actively seeking equality with its partners, allies and influencers in steering change in line with communities needs and priorities?"

Able to accept when communities, partners, allies and influencers refuse MRG's advice and take a different approach?

Actively working with partners, allies and influencers to assess gaps in their capacity to influence change?

Actively supporting women within religious communities to develop their skills and abilities to ensure that issues are taken up with their communities and by MRG?

Actively reducing or eliminating participation barriers (including disabilities, age, statelessness, rural/urban) for potential and actual minority activists.

5. If your previous answer is not 'Absolutely', how can MRG actively reduce or eliminate participation barriers? (please specify) ....

6. To realise minority rights, MRG puts some time and budget in monitoring rights violations and implementing targeted approaches to address discrimination and human rights violations.. Is MRG's current prioritization between monitoring and implementing good?

0 to 9 (opinion scale where 0 is very bad and 9 is excellent)

7. If you answered in 6. anything except "9", should MRG should increase its focus on:

Monitoring rights violations   OR   Implementing targeted approaches to address discrimination

8. Have you experienced conflicts between organisations in this programme YES / NO

(if you answered NO, i, please ignore this question) If YES, Are these conflicts mostly because of shrinking civil society space? YES / NO

9. Is there a problem that organisations operate and communicate without enough openness and/or frequency? YES / NO

If yes, how best to proceed? (please specify) ....

10. Is it MRG's role to strengthen co-ordination and co-operation? YES / NO

If so, how can MRG encourage partners, allies and influencers at local and regional level to work together? (please specify) ....

11. What impact (quality and quantity) was made in strengthening the Minority Rights of affected people?

(specific examples are very welcome) ....

12. Were activities cost-efficient / on time / implemented in the most efficient way compared to alternatives?

(please specify) ....

13. What are the Key Learnings from this programme for the second phase of its implementation? please specify......

14. Which one thing should MRG start or improve? Why? …………………..

15. This is the most important question. What message do you have for MRG/NORAD about the 'Protecting the rights of religious minorities' programme? (Please write as much as you like):

Thanks for your time and guidance!

11.3 Evaluation Matrix

Objectives (lifted from the call for proposals)	Key questions	Types of data	Instruments/methods	Outcomes
Assess the relevance, efficiency, effectiveness, sustainability and impact of the project in relation to the objectives and supporting outputs set out in' Protecting the rights of religious minorities' Programme Document and furthermore, provide MRGE with an opportunity for 'structured evaluative learning', with the aim of learning from the programme design and implementation processes for the second term of the project.	To what extent has MRG interventions been relevant in addressing the needs of the affected people, including how the needs were identified, prioritized and if there were unmet needs in the project period.	Quantitative and qualitative	Questionnaire, FGDs (used henceforth to denote virtual web meetings eg Zoom where possible)	An overview of the activities implemented (against MRG project objectives) including gaps and areas of unmet needs from both sectoral and cross-cutting perspectives.
	To what extent were the objectives achieved in this phase of the project? What were the major factors influencing the achievement or non- achievement of the objectives or activities?	Quantitative and qualitative	Questionnaire, KII, (FGDs if possible)	Key achievements and factors influenced the achievement or non- achievement of the objectives or activities are identified.
	To what extent were 'structured evaluative learning' integrated in the project activities?	Qualitative	Questionnaire, KII, (FGDs)	Specific evaluative learning activities identified and impacts to the target populations.
Based on the findings of the evaluation, develop a set of suggestions and key recommendations for continuation of the project for MRGE and its partners activities.		Quantitative and qualitative	Questionnaire, KII, (FGDs)	Sector specific results, outcomes or impact including operational and other challenges that may be affecting implementation and the quality of programmes are assessed.
	What has happened because of the first Phase of the project implementation? What real difference has the response made to the affected people?		Questionnaire, KIIs (FGDs)	
	How many people have been served and with what (in terms of quality and quantity)?		Questionnaire	

	What were the key learnings from the first Phase of the project? What were the major factors, including coordination, capacity, communication, partnership, security, protection, which influenced the achievement or non-achievement of Phase One implementation?	Qualitative	KII, FGDs	Key learning including good practices and stakeholders' reflection on Accountability to Affected Population (AAP), capacity, coordination, from the Project are identified.
To report to the funders on the usage of their resources in the project.	Were activities cost-efficient? Were objectives achieved on time? Was the Project implemented in the most efficient way compared to alternatives?	Quantitative and qualitative	Questionnaire, KII, (FGDs)	Cost, timeliness and capacity efficiency of the response are assessed.

11.4 Logical Framework content

1. Oc 1: Strengthened capacities & protection of religious minority activists/CSOs in 15 target states to
   1. monitor, document and report rights violations and
   2. design and implement targeted approaches to address discrimination and human rights violations.
2. Oc 2: Greater collaboration within civil society at national and regional levels across Asia & MENA on identifying, preventing and challenging religious persecution and discrimination and on building inter-faith understanding.
   - the pedagogical and academic approach of HL (i.e adding resources to the documentaries and contacting external pedagogical expert)
   - also emphasis on inter-faith understanding with the 360 tours
3. Oc 3: Improved systems for collecting and reporting religious minority rights violations are established and supported in target countries.

4. OC 4: Increased attention by local /national authorities, regional bodies and UN human rights mechanisms and/or other actors to religious persecution and discrimination and increased willingness to take active steps to prevent & combat violations & discrimination.
Col 4: Current value left blank.
Col 5: Targets, repeats Col 2, spread even
Col 6: Sources (means of verification), the usual internal and external reports
Col 7: Little of interest: if Govt does not increase repression, if CSOs are willing (not sure if that should be an assumption to be included here) etc

4 Outcome / Output Areas

1. 75% of the 900 can better Monitor violations, 10 Harassed =support, 50% of 8 Projects concrete, 75% of 12 Training of Trainers orgs report
2. 12 countries exchanging views, 2 regional networks, Litigation on discrimination (6 examples of joint work), 10 000 views of the digital learning resource tools, At least 50% of 12 inter-religious understanding sub grant projects resulted in improved relationships or dialogue, cooperation etc.
3. Digital online systems for monitoring rights abuses inc. violations of FoRB are established and maintained, incl. in at least 3 countries where need for such work is particularly high., 19

materials (briefings,online/interactive/video) on FoRB are produced /disseminated to key stakeholders, exporting tool in Iraq – piloted since 2016 when a civilian-led monitoring network was established in the country with EU support. Across Asia: monitoring, documentation, and in-depth research on FoRB issues inc. violations is inconsistent and/or weak, 4000 people with up to date & quality information on FoRB abuses, rights violations & discrimination (PUT since 2017), 400 items of media coverage for issues covered by the materials produced under the project

4. At least 4 international advocacy missions per year by activists to UN / international capitals throughout the duration of the project. (200 mentions at UN for a)
    1. OP 4.2 At least 3 submissions per year are made to UN mechanisms regarding religious minority rights and FORB (UPR, Committee reviews, urgent communications, SR reports etc.
    2. OP 4.3: In each target country, one local or national campaign to challenge rights violation & discrimination is implemented.

Activities:

A 1.1 Online course on religious minority rights and FORB. Development and roll out of an online course covering religious minority rights concepts, relevant regional and international mechanism, and advocacy strategies (Y1-Y4)

A 1.1.1 Online tool for inter-religious understanding and inclusive citizenship.

A 1.2 Training in Geneva (in parallel with the UN Forum on Minorities): live training in Geneva focusing on UN advocacy skill building, followed by attendance at the UN Forum to practice the implementation of their learning and skills gained. (Y1-Y4)

A 1.3 ToT for 6 participants of the main training annually (one day, in Geneva after UN Forum)

A 1.4 Support and mentoring to religious minority defenders at risk (Y1-Y4) = hardship fund

A 1.5. 8 grants (4/ region) in Y2 and Y4 for the implementation of local/national projects on preventing or challenging rights violations/discrimination.

A 1.6. 6 annual small grants for those who participated in the ToT training to organise training in their own community.

A 1.7 Scoping Study + feasibility research on FORB strategic litigation: One scoping study and follow up feasibility research into 3 or 4 potentially fruitful areas of strategic litigation (thematic or geographical)

UN Advocacy opportunities identified for our 2 target countries (others are below), Nepal / Pakistan

- Voluntary National Review of performance vis-à-vis SDGs in July 2019 (High Level Political Forum, New York)
- UPR mid-term in 2020
- UPR in 2022

Tunisia

- Voluntary National Review of performance vis-à-vis SDGs in July 2019 (High Level Political Forum, New York)
- to be reviewed by the CRC (rights of the child) and maybe by the Human Rights Committee

- UPR mid-term in 2019
- UPR in 2022

Validation of information All on their interviews

11.5 Detailed Work Plan and Schedule of Activities

Key deliverables

Evaluation work plan/inception report: A preliminary report that outlines the target countries (agreed with MRG), key contacts (provided by MRG), participants, initial assessment, baseline information, needs, gathers case studies and observations from interviews and interviews to a small number (to be proposed) of Minority Rights Group International. (Submitted for review **by 23 May 2021**)

Preliminary findings at mid-term of the evaluation period: Submission of preliminary findings, maximum 3 pages. (Delivered **by 6 June 2021**)

Final mid-term evaluation report: Submission of final mid-term evaluation report, maximum 25 pages excluding annexes) by **8 July 2021.**

Outputs	Activities	Draft division of roles	May				June					July		Numbers	Types of people
			3-9	10-16	7 - 23	24- 31	1-6	7-13	14 - 20	21 - 27	28 -30	1-4	5-8		
Deliverable One: Evaluation work plan/inception report	Literature review	Emma leads, A&D read her summary												Refer to List 1 and List 2 (NB. hyperlinks removed)	Key stakeholders from Pakistan and Tunisia. See List 1. Also to include online trainees from List 2 which is outside Pakistan and Tunisia. Official co-applicants' partners / local partners that co-implemented activities / organisations and HRD recipients of grants / training recipients
	Identify countries and key contact persons	Dave leads liaison with MRGE													
	Initial assessment	Ava leads													
	Baseline information gathering	Emma leads													
	Case study gathering, interviews	All (may or may not extend a further week)													
	Virtual meetings to MRG country participant	All													

	Inception report and workplan finalised	Ava leads,			▓												
	Inception report cleared with MRG					▓											
Deliverable Two: Preliminary findings at mid-term of the evaluation period	Virtual interviews to elaborate on inception report with MRG staff	All in the Zoom calls			▓												
	Devise semi-structured interview questions AND KoBo/Survey Monkey questionnaire	Emma leads, A&D guide if necessary, comment if not.			▓												
	Virtual interviews with selected country programme 1 (identified with MRG from inception report)	Divided between us, each writing to agreed format				▓											
	Virtual interviews with selected country programme 2 (identified with MRG from inception report)					▓											
	Questionnaire findings	Emma leads, Ava edits				▓											
	Write up of preliminary findings	All write up their interviews, Emma collates, tabulates				▓	▒										
	Submission of preliminary findings	Dave edits, asks comments E&A and submits inc. draft conclusions and					▒										

Outputs	Activities	Draft division of roles	May				June					July			
		recommendations													
			3-9	10-16	7 - 23	24-31	1-6	7-13	14 - 20	21 - 27	28 - 30	1-4	5-8		
	Validation of information	All on their interviews													
	Additional interviews as required	All													
	Write up of draft mid-term evaluation report	Additional info to Emma who drafts,													
	First draft of the mid-term evaluation report	Dave edits, submits													
	MRG reviews and returns comments of the evaluation report	MRG													
	Write up of the final mid-term evaluation report	Dave, E&A comment													
	Submission of first draft of final mid-term evaluation report	Dave										4 July			
	MRG to review												5 July		
	Evaluators present findings to MRG. Receive comments from MRG												6 July	14:00 - 15:30 UK	Evaluators and MRG team
	Final report submission												8 July		Evaluators

38