



GRANTEE MONG PAN YOUTH ASSOCIATION RAISES AWARENESS ABOUT THE EFFECTS OF DAMS IN THANLWIN RIVER, SHAN STATE. PHOTO CREDIT: MONG PAN YOUTH ASSOCIATION

EVALUATION REPORT

Mid-term Performance Evaluation of United States Agency for International Development/Burma Civil Society and Media Activity

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ABSTRACT

The United States Agency for International Development/Burma launched the Civil Society and Media (CSM) Activity in 2014 to improve engagement between the public and the Government of Burma by supporting local civil society and media organizations. This mixed-methods, mid-term performance evaluation focused on the CSM Activity's programmatic effectiveness and contributions to democratic processes as well as how it affected inclusivity of vulnerable groups.

Overall, the CSM Activity worked effectively to influence laws, policies, processes, practices, and services affecting the people of Burma. While some civil society grantees offered recommendations to the government about laws and policies on a national scale, others contributed to action on the local level. All media grantees produced content to raise awareness about priorities of public interest. Some contributed to action by State/Region and local governments, but government entities do not openly recognize media as influencing their decisions and actions. The Activity increased the quantity of content produced by media grantees, particularly in periphery areas, and it had some success in increasing exchange of information between urban and rural areas; however, most examples are not related to Union-level democratic reform issues. The Activity's influence on an improved media enabling environment has been limited, given the restrictive operating environment and constriction in Burma's press freedoms. Finally, the CSM Activity advanced inclusivity by funding and building the capacity of organizations that promote rights for ethnic minorities; women; youth; lesbian, gay, bisexual, transgender, intersex, and queer individuals; and people with disabilities.

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ACRONYMS

ALARM	Advancing Life and Regenerating the Motherland
APD	Advocacy and Public Dialogue
CAN	Civil Authorize Negotiate
CSM	Civil Society and Media
CSO	Civil Society Organization
DGHA	Democracy, Governance, and Humanitarian Assistance
DRG	Democracy, Human Rights, and Governance
DVB	Democratic Voice of Burma
EOF	Emerging Opportunities Fund
EQ	Evaluation Question
EQMM	Equality Myanmar
ET	Evaluation Team
GOB	Government of Burma
IDP	Internally Displaced Person
IIP	Institutional Improvement Plan
ISO	Intermediate Support Organization
KAC	Karen Affairs Committee
KIC	Karen Information Center
KII	Key Informant Interview
KSFU	Karenni State Farmer Union
KWFNG	Kindness Women Fellowship Networking Group
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer
MFPD	Myanmar Federation of Persons with Disabilities
MG-EITI	Magway Extractive Industries Transparency Initiative
MISO	Media Intermediate Support Organization
MKS	Myanmar Knowledge Society
MP	Member of Parliament
MPY	Mong Pan Youth Association
NDI	National Democratic Institute
NGO	Non-governmental Organization
NLD	National League for Democracy
OCA	Organizational Capacity Assessment
OD	Organizational Development
P&J	Peace and Justice
PE	Performance Evaluation
PGK	Pyi Gyi Khin
PILPG	Public International Law and Policy Group
PIR	Public Interest Reporting
PWD	People with Disabilities
PWU	Pa-O Women's Union
RFA	Request for Application
RTI	Right to Information
SI	Social Impact, Inc.
TWGS	Triangle Women's Support Group
USAID	United States Agency for International Development
VSO	Voluntary Service Overseas

EXECUTIVE SUMMARY

INTRODUCTION

The United States Agency for International Development (USAID)/Burma launched the Civil Society and Media (CSM) Activity in September 2014. The Activity is implemented by FHI 360, with an estimated cost of \$20 million over a four-year period. The CSM Activity's goal is to expand and improve meaningful engagement between the public and the Government of Burma (GOB) as well as the flow of democratic reform-related information between Burma's historically divided central and peripheral regions. Additionally, the Activity aims to advance inclusivity, particularly related to gender; ethnic minorities; youth; people with disabilities (PWD); and the lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ) community. Based in Yangon, FHI 360 achieves nationwide focus by supporting local organizations in 13 of Burma's 14 States and Regions. The CSM Activity awarded Advocacy and Public Dialogue (APD) grants for civil society organizations (CSOs), Public Interest Reporting (PIR) grants to media organizations, and Emerging Opportunities Fund (EOF) non-competed grants for activities that support the CSM Activity goal. CSM grantees receive financial support, capacity building support, and technical assistance from FHI 360, three international partners, four local Intermediate Support Organizations (ISOs), and three local Media ISOs (MISOs).

EVALUATION PURPOSE

This mid-term performance evaluation (PE) focused on the CSM Activity's programmatic effectiveness and contributions to democratic processes in three areas: public/civil society engagement with the GOB on legal and policy reform; institutional, technical, and financial support to CSOs and media organizations; and availability of and access to information in targeted geographic areas. USAID/Burma also requested that the PE examine how the CSM Activity's initiatives and approaches affected inclusivity of vulnerable groups. The primary audience for this PE is USAID/Burma's Democracy, Governance, and Humanitarian Assistance Office, which seeks to use the findings, conclusions, and recommendations to refocus the CSM Activity as needed and to inform the Mission's strategic decisions about programming in this arena. A secondary audience for the PE is FHI 360, which plans to consider the evaluation results when developing its Annual Work Plan for Year 4.

EVALUATION METHODOLOGY

The evaluation team (ET) completed three weeks of fieldwork in July 2017, including in-person data collection in two Regions (Yangon and Mandalay) and four ethnic States: Kachin, Kayah, Kayin, and Shan. This sample reflects the breadth of types of activities conducted by CSM grantees as well as geographic diversity to cover Burma's largest city, Burma's capital city, and locations outside these centers of activity. To maximize analytical coverage given available resources, the ET relied on standard rapid appraisal data collection methods: document review, direct observation, key informant interviews (KIs), and a mini-survey. The ET conducted KIs with a purposive sample of 183 key informants (82 female, 101 male) and administered a mini-survey with a census sample of all 40 grantees in 13 States/Regions. Some limitations and biases were inherent to this evaluation, including the potential for selection and response bias. With a limited sample size, findings cannot be generalized to all target groups or regions. Limitations and mitigation measures are further described in Section IV.

FINDINGS AND CONCLUSIONS

Question 1: How has the CSM Activity contributed to the public/civil society's engagement with the Government of Burma on legal and policy reforms? Are there external factors that could have also facilitated or limited this engagement?

Findings: In the vast majority of KIs with grantees, implementers, and partners, respondents agreed that CSM-funded reports and news stories contributed to engagement between the public/civil society and the government. PIR grantees informed their readership about priorities of public interest, demands for reform, and evidence to justify those demands. All 16 PIR grantees and 10 APD grantees successfully initiated media reports on the democratic transition and reform process. Grantees produced content that prepared the population to participate in the 2015 elections and programs that engaged stakeholders to discuss legal and policy reforms. Some grantees reported that their news stories led to action and reform. Given its limited resources and sample size, the ET was not able to conclusively verify these self-reported outcomes or prove whether PIR grantee activities directly or indirectly influenced engagement between the public/civil society and the GOB.

In nearly all KIs with grantees, respondents agreed or strongly agreed that CSM-funded advocacy and public dialogue activities contributed to engagement between the public/civil society and the government. Of the 19 APD grantees, eight focused on national-level issues and 11 on priorities at the grassroots level. Key informants reported that APD grants increased the public's understanding of its rights and prepared the people of Burma to engage constructively with local government officials and authority figures. Government actors shared a common perspective about the critical role of civil society in illuminating local priorities and providing inputs to the evidence base for law- and policy-making. At the same time, they did not consistently identify APD grantees' contributions by name or point to the specific adoption or application of recommendations offered by the grantees.

Facilitators: Some key informants reported that the Commission for the Assessment of Legal Affairs and Special Issues (Shwe Mann Commission) engages with civil society. However, the Commission considers itself an advisory body for the Parliament and exists—not without contention—outside formal government channels. Key informants relayed that, compared to their Union-level counterparts, ministers and Members of Parliament at the State/Region level demonstrate more political will to engage with their constituencies. Perspectives shared by PIR grantees, government entities, and international partners also reflected openings for media to engage with government in some States and Regions.

Limitations: Political will and space for democratic reforms and processes has not materialized as key informants hoped. Apart from Union-level government entities interviewed by the ET, all categories of key informants conveyed disappointment with the post-election landscape and the challenges that it presents for engagement between the public/civil society and the government. Despite some political will at the State/Region level, the ET found wide consensus that Union-level ministries and state-level governments are subject to formal and informal controls from the central government, thereby limiting their engagement with the public, civil society, and media. Government officials require increased capacity to engage in public dialogue and democratic processes. Key informants—both internal and external to the government—noted that many officials are new to their positions and lack the requisite political background to successfully participate in the legislative process and constituent relations. All target groups concurred that improvements to the enabling environment for media have not occurred to the extent expected. This trend has negative consequences for the ability of PIR grantees to participate in uncensored public dialogue regarding democratic reforms or to attend related activities without fear of arrest.

Conclusions: All PIR grantees produced reports and news stories to inform the public about priorities that concern the people of Burma, and several PIR grantees produced interactive dialogue programs that convened civil society and government stakeholders to discuss legal and policy reforms. In some cases, PIR grantees may have contributed to action by State/Region and local governments about issues that affect communities. Sampling and resource constraints inhibited the ET's ability to prove direct or indirect outcomes of PIR grantee activities.

The CSM Activity worked effectively within available political space to contribute to engagement that influences laws, policies, processes, practices, and/or services that affect Burma's population. Some APD grantees successfully offered recommendations to the government about laws and policies that apply on

a national scale, though their tangible contributions are difficult to prove because government officials interviewed by the ET demonstrated limited familiarity with grantees' activities. More frequently, APD grantees raised awareness and contributed to action by State/Region and local governments. Given limiting factors in the operating environment—especially related to political will at the Union level, such interventions at the local level should be valued as critical pathways to bolster the “demand side” of democratic development.

Question 2: How has institutional and technical capacity building and financial support provided by the CSM Activity facilitated civil society and media engagement with the government?

Findings: Delays in awarding ISO and MISO grants meant that APD and PIR grantees launched their activities prior to receiving capacity building support from local organizations. The delayed awarding of grants to MISOs limited the capacity building provided to PIR grantees and thereby limited application of new knowledge and skills during the Activity. KIIs also revealed inconsistent understanding about the role and functioning of the ISOs, half of which were unaware that the Activity intended to help build their own capacity. However, most surveyed grantees agreed or strongly agreed that capacity building support provided by the CSM Activity was tailored and responsive to their needs, and grantees were especially satisfied with technical assistance, mentoring, and one-on-one support. FHI 360 took steps to reduce a perceived burden related to the frequency of trainings, including plans to shift from workshop-based trainings to on-site mentoring and to develop a “central diary” to identify potential overlap in appropriateness and sequencing of trainings provided to individual grantees. Most grantees who responded agreed or strongly agreed that their organization had used knowledge gained from the CSM Activity. A minority of grantees neither agreed nor disagreed, clarifying that further capacity-building support is required to apply new knowledge in day-to-day operations. KIIs with grantees revealed that the most common use of knowledge gained was to advance aspects of organizational development, specifically to develop gender, human resources, and financial policies.

FHI 360 and USAID recognized the importance of building on momentum gained by recipients of the first round of grants and provided follow-on grants to the original grantees. However, the challenge most commonly cited by grantees was the gap between the first and second rounds of grants, which had serious repercussions for APD activities and organizations. Most grantees surveyed either agreed or strongly agreed that participation in the Activity helped increase their networking and collaboration with other organizations pursuing similar goals. Several APD and PIR grantees provided examples of linkages between their respective advocacy and media activities. KIIs with senior project staff acknowledged that these linkages could be strengthened but cautioned that each group of grantees has different capacity building needs and interests in collaboration.

Conclusions: Both the structure and mechanisms of the CSM Activity have been effective for delivering support to civil society and media partners. The use of local organizations as capacity building providers (ISOs/MISOs) strengthens prospects for sustainability. FHI 360 has demonstrated responsiveness by offering follow-on support to APD and PIR grantees, thereby building on momentum gained during the first round of grants. However, there are areas for improvement: clarifying the expectations and function of ISOs/MISOs; reducing the frequency and overlap of capacity building support to grantees; identifying and rectifying issues causing delays in follow-on funding to grantees; and strengthening linkages between the civil society and media components of the Activity. FHI 360 has taken steps to remedy some of these issues already. Grantees are applying skills and knowledge, most often in the form of new or improved organizational policies and refined vision and mission statements.

Question 3: How have the media grantees' interventions affected availability of and access to information?

Findings: The CSM Activity issued PIR grants to both mainstream media organizations and smaller media organizations, and the Activity supported opportunities for journalists from the periphery to gain exposure

and experience conducting work in the center. According to CSM monitoring data, grantees published 6,649 reports on gender-based violence, human rights, parliamentary affairs, religious news, peace, natural resources, and governance—nearly doubling the Activity’s target. Apart from election-related reporting, the vast majority of news stories produced by PIR grantees based outside Yangon focused on local issues. PIR grantees provided several examples of their news stories resulting in government action, but the ET was not able to triangulate data sources to confirm these outcomes. Internews collected baseline and midline data as part of its Media Monitoring Survey to track improvements in the quality of PIR grantees’ reporting on public interest stories. Midline data was still being cleaned and analyzed during the evaluation and was not shared with the ET.

The CSM Activity was designed and awarded prior to the 2015 elections, when both the international community and Burma’s civil society and media harbored high expectations for a new era of democratic governance. However, all target groups reported a deterioration in Burma’s media enabling environment during the CSM Activity period of performance. Interviewees also described self-imposed censorship within the National League for Democracy, such as internal directives to channel all interaction with media through senior party leaders. FHI 360 reported a lack of grant applications from media organizations to advocate for a media enabling environment. APD grantee Pyi Gyi Khin (PGK) is the grantee most directly involved in advocating for an improved media enabling environment. PGK also informally leads the Right to Information (RTI) CSO Working Group, in which the Myanmar Press Council is a member. Although not a primary focus, the CSM Activity has made several notable efforts to support local organizations to advocate for change to Burma’s media laws. Project reports and monitoring data specifically highlight advocacy efforts that the Activity itself credits with helping to influence the 2015 Broadcast Law. The CSM Activity has also taken steps to analyze the content of media laws and raise journalists’ awareness about their rights.

Conclusions: The CSM Activity enabled local media organizations to produce a number of public interest reports that far exceeds what was originally intended. PIR grantees consistently credited the funding received under the Activity with their ability to hire additional staff and produce more frequent reports, particularly in periphery areas. Efforts supported by the CSM Activity to improve the media enabling environment have been limited thus far, given the restrictive operating environment and considerable constriction in Burma’s press freedoms. The Activity has instead focused on increasing PIR grantees’ awareness about constraints facing the media enabling environment. It has also undertaken a few important advocacy efforts, including supporting the ratification of the 2015 Broadcast Law, as well as efforts to highlight ways in which Article 66(d) provisions violate international standards. One APD grantee has been directly involved in media enabling environment issues and has established functional working relationships with government stakeholders working on the RTI Law.

Question 4: To what extent have each of the Activity’s initiatives and approaches advanced inclusivity, particularly related to gender, ethnic minorities, youth, PWD, and the LGBTIQ community?

Findings: Key informants stated that the CSM Activity encouraged grantees to prioritize the concept of “inclusivity” as a guiding principle. Several grantees indicated that they used capacity building support provided by the CSM Activity to tangibly advance inclusivity within their organizations. There is an intention to prepare 16 personnel across four ISOs to serve as Inclusivity Champions that mentor other CSM grantees, but some ISOs described a lack of structure or clarity surrounding expectations for the initiative. The majority of grantees produced reports and news stories or conducted advocacy to advance understanding and rights of marginalized groups. Three APD grantees and one EOF grantee undertook activities on a national scale to promote inclusivity for PWD, LGBTIQ individuals, ethnic minorities, and youth. Three APD grantees worked at the grassroots level to raise awareness and impact practices relevant to women’s rights. Beneficiaries of the APD activities reported that participation in training and community sessions increased their knowledge and preparedness to claim their rights.

Conclusions: The CSM grantee selection process advanced inclusivity by funding CSOs that engage and promote rights for ethnic minorities, women, youth, LGBTIQ individuals, and PWD. Overall, APD grantees reported success in achieving participation of ethnic minorities, PWD, youth, and women. PIR grantees published reports and news stories that highlighted issues important to the same groups. Some grantees took steps to advance inclusion—both within their organizations, and through engagement in legal and policy reform. As with other advocacy efforts, contributions to change are difficult to prove.

BEST PRACTICES

- Awarding grants to CSOs and media organizations based throughout a country promotes inclusive public dialogue and political space.
- Defining engagement as related not only to laws and policies, but also to processes, practices, and services allows for advocacy and change to occur at both national and local levels.
- Utilizing local organizations to deliver capacity building strengthens the sustainability of results.
- Mainstreaming a commitment to inclusivity encourages progress toward related outputs/outcomes.

LESSONS LEARNED

- Minimize funding gaps to avoid disrupting activities and early results.
- Clarify programmatic intentions to build capacity of local partners.
- Prioritize individualized technical assistance over workshop-based training.
- Avoid encouraging changes to core business models that cannot be sustained without donor funding.

RECOMMENDATIONS FOR USAID/BURMA

1. Explore opportunities to promote the long-term sustainability of CSOs and media organizations.
2. Facilitate cohesive programming interventions that address both the “demand side” and the “supply side” of democratic development—and, as such, engage both civil society/media and government actors at the Union and State/Region levels.
3. Consider the potential advantages of “depth, not breadth” when supporting local organizations.
4. Continue to support CSOs and media organizations based in the periphery to ensure participation of diverse groups in public dialogue and democratic reform.

RECOMMENDATIONS FOR THE CSM ACTIVITY

5. Streamline the grantmaking process to resolve bottlenecks and increase efficiencies.
6. Continue to provide customized technical assistance and mentoring to CSOs and media organizations.
7. Consider drawing upon the expertise of select APD grantees to build the capacity of other CSM grantees in relevant topic areas.
8. Accelerate the engagement of MISOs in the CSM Activity.
9. Build upon momentum for advancing inclusivity.
10. Promote the sustainability of CSM grantees after the CSM Activity.

I. INTRODUCTION

In 2011, Burma overcame nearly 50 years of military rule and began to pave the way for democratic systems. The pace of reform has been rapid. A population eager for information surged into the internet age, with internet penetration increasing from less than two percent in 2013 to an estimated 74 percent by 2016.¹ Democratization progressed in 2015 with successful elections and a peaceful transition of power to the National League for Democracy (NLD). The government took steps to protect civil activity by repealing military-era laws such as the Emergency Provisions Act, long used to silence political opposition. Later in 2015, eight ethnic armed groups signed a landmark multi-party ceasefire agreement, ostensibly bringing peace to parts of the country, particularly the southeast. Yet the path to sustainable change has not been linear, and Burma's reforms are filled with challenges. Media censorship officially ended in 2012, but the press is still at risk of prosecution under communications laws.² Civil society organizations (CSOs) are increasing rapidly in number—estimated at 10,000—but they struggle to influence a highly centralized governmental system, particularly in rural areas. This is important, as Burma's legacy of marginalizing ethnic minority groups in periphery States positions CSOs as primary service providers for communities in remote and/or conflict-affected areas. Local organizations also face a “myriad of changes and challenges” and “often struggle to retain skilled staff and meet the requests of development agencies and international non-governmental organizations (NGOs) eager to work and partner with them.”³

Inclusivity among Burma's 135 ethnic groups remains elusive due to a long history of armed conflict.⁴ Marginalized ethnic groups are subject to human rights violations, organized military violence, and forced displacement. Given that ethnic States are located on the geographic periphery of Burma, access to information and engagement in democratic processes by ethnic minorities is limited compared to that of the majority Bamar group located in Regions that constitute Burma's center. Burma falls behind its Asian neighbors on women's rights due to a colonial-era Penal Code (1861) that does not recognize marital rape, compounded by weak law enforcement and justice systems.⁵ A draft bill on the National Prevention of Violence Against Women holds promise, but the legislative process is stalled. The lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ) community also faces discrimination due to Section 377 of the Penal Code, which outlaws same-sex activities and contributes to pervading social unacceptance of this marginalized group.⁶ While passage of the Rights of Persons with Disabilities Law (2015) represents a victory, people with disabilities (PWD) continue to fight for their societal and political rights. Youth in Burma present opportunities for sustainable economic growth and democratic development, provided that policies account for their priorities and needs.⁷

In support of Burma's movement toward the United States Embassy's goal of a “well-governed democratic state that is inclusive, accountable, and responsive to its people,” the United States Agency for International Development (USAID) launched the Civil Society and Media (CSM) Activity in September 2014. With an estimated cost of \$20,000,000 over a four-year period, the Activity is implemented by FHI 360 and is expected to end in September 2018. This mid-term performance evaluation (PE) highlights programmatic opportunities for the remainder of the Activity's mandate and beyond.

¹ Nyunt, Aung Kyaw. “Ministry Puts Mobile Penetration at 90 Percent.” *The Myanmar Times*, 19 July 2016.

² “Myanmar.” *Myanmar*, Freedom House, 2016.

³ *Civil Society Briefs: Myanmar*. Asian Development Bank, 2015.

⁴ Brennan, Elliot, and Min Zaw Oo. “Peace, Alliance, and Inclusivity: Ending Conflict in Myanmar.” *Brookings*, 1 Apr. 2016.

⁵ Ives, Mike. “As Myanmar Democratizes, Women's Rights Lag Behind.” *The New York Times*, 16 May 2017.

⁶ Myint, Law Phyu Pyar Myo, and Nyein Ei Ei Htwe. “Prejudice and Progress: a Snapshot of LGBT Rights in Myanmar.” *The Myanmar Times*, 1 June 2017.

⁷ “A Closer Look at Myanmar's Demographics.” *Myanmar*, *The Economist*, 3 June 2015. The 2014 Myanmar Population and Housing Census reflected a youth bulge, with ages 15 to 29 comprising 25 percent of the population.

II. PROJECT BACKGROUND

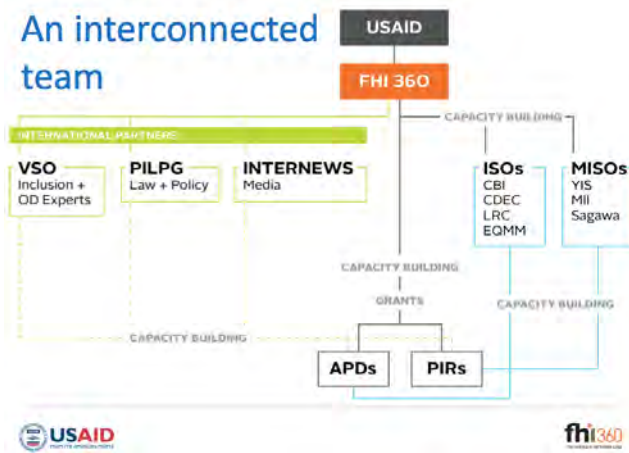
The CSM Activity supports civil society and independent media during a critical era of political reform and democratic transition in Burma. The Activity’s theory of change asserts that through financial support, capacity building, and technical assistance, CSOs and media outlets will improve their technical and organizational capacities to increase public engagement and demand accountability from the Government of Burma (GOB).⁸ The goal of the Activity is to expand and improve meaningful engagement between the public and the GOB as well as the flow of democratic reform-related information between Burma’s historically divided central and peripheral regions. Additionally, the Activity aims to advance inclusivity, particularly related to gender, ethnic minorities, youth, PWD, and the LGBTIQ community. FHI 360 seeks to accomplish its goal through the objectives below and intermediate results depicted in the Results Framework included in Annex I:

1. Improve civil society capacity for engagement in democratic processes and policy dialogue.
2. Increase availability of and access to information on democratic governance and reform issues.
3. Expand inclusive public dialogues and political space.

When assessing the CSM Activity’s progress and contributions, it is imperative to consider major shifts in the operating environment that occurred during the period of performance. The Activity was designed in 2013, with the assumption that space for democratic reform would continue to open, whereas the post-election landscape has presented fewer opportunities than anticipated for engagement between the public and the GOB.

Based in Yangon, FHI 360 achieves nationwide focus by supporting CSOs and media organizations in 13 of Burma’s 14 States and Regions.⁹ The CSM Activity has awarded grants to 40 local organizations (25 in State/Regions, and 15 in Yangon): Advocacy and Public Dialogue (APD) grants to 19 CSOs, Public Interest Reporting (PIR) grants to 16 media outlets, and Emerging Opportunities Fund (EOF) non-

Figure 1: Organizational Structure of CSM Consortium



competed grants to five organizations for activities that support the CSM Activity goal. CSM grantees receive financial support from FHI 360, as well as capacity building support and technical assistance from FHI 360, three international partners, four local Intermediate Support Organization (ISO) grantees, and three local Media ISO (MISO) grantees.¹⁰ FHI 360’s international partners include: Internews, which works closely with PIR grantees and MISOs; Public International Law and Policy Group (PILPG), which provides legal and policy analysis to support the activities of APD grantees; and Voluntary Service Overseas (VSO), which

works closely with ISOs and APD grantees to provide organizational development (OD) and executive coaching. All capacity building providers are based in Yangon.

⁸ Burma. USAID. *Civil Society and Media Project: Monitoring and Evaluation Plan*. By Susan Ward. Yangon: USAID, FHI 360, 2016. Print.

⁹ The CSM Activity covers all of Burma’s seven Regions (Sagaing, Tanintharyi, Bago, Magway, Mandalay, Yangon, and Ayeyarwady) and six States (Chin, Kachin, Kayah, Mon, and Shan)—all except for Rakhine State.

¹⁰ FHI 360 finalized contract agreements with the three MISOs in July 2017; therefore, this evaluation does not focus on their activities, performance, or contributions to the CSM Activity.

III. EVALUATION OBJECTIVES

EVALUATION PURPOSE

Conducted two years after Burma's 2015 elections and amid efforts to consolidate democratic gains, this mid-term PE focused on the CSM Activity's programmatic effectiveness and contributions to democratic processes. USAID/Burma requested that the PE identify the Activity's achievements and contributions in three areas: public/civil society engagement with the GOB on legal and policy reform; institutional, technical, and financial support to CSOs and media organizations; and availability of and access to information in targeted geographic areas. USAID/Burma also requested that the evaluation team (ET) examine how the CSM Activity's initiatives and approaches affected inclusivity of vulnerable groups. The primary audience for this PE is USAID/Burma's Democracy, Governance, and Humanitarian Assistance (DGHA) Office, which seeks to use the findings, conclusions, and recommendations to refocus the CSM Activity as needed and to inform the Mission's strategic programming decisions—including in its inaugural Country Development Cooperation Strategy. A secondary audience for the PE is FHI 360, which plans to consider the evaluation results when developing the CSM Activity Annual Work Plan for Year 4.

EVALUATION QUESTIONS

The ET answered the evaluation questions (EQs) below, which were offered by USAID and refined in collaboration with Social Impact, Inc. (SI).¹¹ In answering each question, the ET considered best practices, lessons learned, and unintended consequences—assessing what worked, what did not work, and why.

1. How has the CSM Activity contributed to the public/civil society's engagement with the Government of Burma on legal and policy reforms? Are there external factors that could have also facilitated or limited this engagement?
 - a. To what extent have the media grantees' reports and news stories contributed to engagement between the public/civil society and government on legal and policy reforms?
 - b. To what extent have the civil society grantees' advocacy and public dialogue activities contributed to engagement between the public/civil society and government on legal and policy reforms?
2. How has institutional and technical capacity building and financial support provided by the CSM Activity facilitated civil society and media engagement with the government?
 - a. How effective were the CSM Activity's structure and mechanisms for delivering support to civil society and media partners?
 - b. To what extent have civil society and media partners utilized knowledge and skills from the support provided?
3. How have the media grantees' interventions affected availability of and access to information?
 - a. To what extent have media grantees' reports and news stories on democratic reform affected the exchange of information between rural and urban areas?
 - b. To what extent has the CSM Activity led to increased media coverage through public interest reports?
 - c. To what extent has the CSM Activity affected the ability of media grantees to advocate for a media enabling environment?
4. To what extent have each of the Activity's initiatives and approaches advanced inclusivity, particularly related to gender, ethnic minorities, youth, PWD, and the LGBTIQ community?

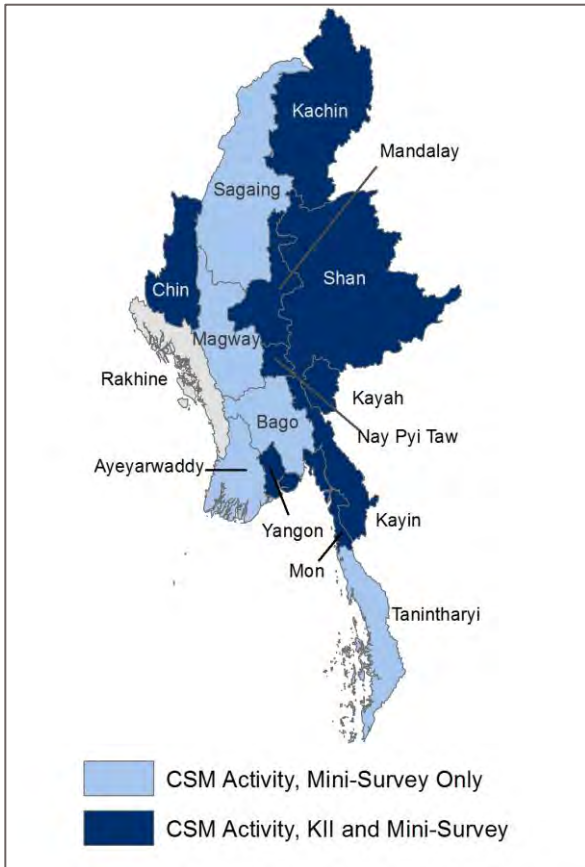
¹¹ USAID/Burma originally offered the EQs listed in Annex I. SI worked with the Mission to revise those EQs for clarity and to reflect priorities for learning as articulated by the DGHA Office. The ET included the above version of the EQs in its Evaluation Work Plan, which USAID approved on July 10, 2017.

IV. EVALUATION METHODOLOGY

EVALUATION DESIGN

SI provided a gender-balanced, four-person ET to conduct this mid-term PE of the CSM Activity (see Annex II for background on ET members). The ET completed three weeks of fieldwork in Burma in July 2017. While the CSM Activity operates in 13 States/Regions, time and resources were not sufficient to enable data collection at all implementation sites. Based on site visit locations determined by USAID/Burma and established in the Statement of Work (Annex I), the ET completed in-person fieldwork in two Bamar-majority Regions (Yangon and Mandalay) and four ethnic States: Kachin, Kayah, Kayin, and Shan. In addition, the ET conducted in-person data collection in Yangon with key informants based in Chin State and Mon State. This sample (Figure 2) reflects the breadth of types of activities conducted by CSM grantees as well as geographic diversity to ensure that the ET collected data in Burma's largest city (Yangon), Burma's capital city (Nay Pyi Taw), and locations outside these centers of activity. The ET divided into two gender-balanced sub-teams for simultaneous data collection outside Yangon: one sub-team traveled to Mandalay and Kachin, and the other sub-team traveled to Kayah, Kayin, and Shan.

Figure 2: Map of CSM Evaluation Data Collection Activities



DATA COLLECTION METHODS

The ET applied a mixed-methods approach to conduct this mid-term PE, combining both qualitative and quantitative data collection to address the EQs and adequately assess relevant social dimensions. To maximize analytical coverage given available resources, the ET relied on standard rapid appraisal data collection methods: document review, direct observation, key informant interviews (KIIs), and a mini-survey. See Annex III for an evaluation design matrix that demonstrates how each data collection method was applied to various data sources to answer each EQ.

Document Review: Document review informed the ET's initial findings about the effectiveness of the CSM Activity. Sources for document review included, but were not limited to: CSM Activity Program Description; CSM quarterly and annual progress reports; CSM Activity Monitoring and Evaluation Plan and performance indicator data; public interest reports and stories on democratic reforms published by CSM grantees; gender analysis and Political Economy Analysis conducted by FHI 360; and secondary sources on the challenges and opportunities for civil society and media sectors in Burma. See Annex IV for a list of documents reviewed.

Direct Observation: The ET observed a selection of activities conducted by FHI 360 and CSM grantees (Table I). Activities constituted a purposive sample within the Mission's selected site visit locations, and they represent both APD and PIR grant types, the center and the periphery, and activities intended to advance gender inclusivity.

Table 1: Direct Observation of CSM Activities

DATE	STATE/REGION	IMPLEMENTER	ACTIVITY
July 10	Yangon	FHI 360	Reflection Workshop with PIR Grantees
July 17-18	Shan	Mong Pan Youth Association	Land Rights Awareness Workshop
July 17-18	Shan	Pa-O Woman's Union	Multiplier Training on Women's Rights
July 20-23	Kayah	Equality Myanmar	Workshop on International Covenant on Civil and Political Rights

Key Informant Interviews: For qualitative data collection, the ET employed purposive sampling based on its document review as well as consultations with the Mission's DGHA Office and FHI 360. The ET identified key informants to represent States/Regions at the center and the periphery (within the Mission's selected site visit locations); all CSM grantee types (ISO, MISO, APD, PIR, EOF); and CSM-funded activities intended to advance inclusivity with respect to gender, youth, ethnic minorities, PWD, and the LGBTIQ community. Key informants in Yangon included USAID personnel, FHI 360 staff, all international partners, all ISOs, and one MISO. Additionally, the ET conducted KIIs with a selection of APD, PIR, and EOF grantees based in Yangon. In each State and Region, the ET conducted KIIs with select CSM grantees and with beneficiaries of grantee activities when relevant and feasible. Government officials at the Union and State/Region levels, as well as representatives of other implementers active in Burma, are well positioned to provide external perspective about the CSM Activity and/or speak to external factors that could limit or facilitate the public/civil society's engagement with the GOB on legal and policy reforms. As such, the ET conducted KIIs with external actors to triangulate perspectives shared by those internal to the CSM Activity. The ET conducted KIIs with 183 key informants (82 female, 101 male). See Annex VI for a list of key informants as well as statistics disaggregated by State/Region, target group, and sex.

KIIs were conducted on an individual basis or in small groups to maximize efficiency, depending on circumstances and availability of resources. However, to mitigate potential response bias, the ET did not conduct interviews with mixed groups of representatives from CSOs and media organizations. In consultation with FHI 360 and USAID/Burma, the ET decided to conduct KIIs with mixed groups of males and females from CSOs, media organizations, and government entities, but data collection with community members was segregated by sex.

See Annex VII for semi-structured KII data collection protocols that were designed to establish the highest possible range of comparability among stakeholders, delineate appropriate questions for each target group, and ensure that questions were consistently posed and responses were consistently recorded. As shown, KIIs combined both closed-ended questions to permit rapid aggregation of respondent data and open-ended questions to preserve the richness of the qualitative interview approach. The ET's data collection instruments included questions about the involvement of vulnerable groups across CSM grantee activities to assess the CSM Activity's overall approach to and achievement of inclusivity—as well as questions to assess intended and unintended impacts affecting women, men, and LGBTIQ individuals.

Mini-Survey: The ET administered a mini-survey to collect data from the CSOs and media organizations that received financial support through the CSM Activity. Mini-survey questions focused on grantees' satisfaction with the financial, institutional, and technical capacity building support provided by FHI 360 and its partners; grantees' learning and application of knowledge based on CSM support; and the role of CSM support in grantees' abilities to promote inclusivity with respect to gender, youth, ethnic minorities, and PWD. See Annex VIII for the mini-survey protocol, which consists of 19 questions (11 closed-ended, eight open-ended).

Table 2: Mini-Survey Statistics

GRANTEE TYPE	RESPONDENTS		
	MALE	FEMALE	TOTAL
APD	15	4	19
PIR	13	3	16
EOF	4	1	5
Total	32	8	40

Mini-survey respondents constituted a census; the ET administered the protocol via telephone or in person with every one of the 40 grantees (Table 2). While the ET tracked the sex of each survey respondent (eight female, 32 male) to enable sex-disaggregated data analysis, the overriding sampling criteria was the survey respondent’s position at the organization—and, thus, ability to speak on behalf of the grantee. Mini-respondents represented all 13 States/Regions in which the CSM Activity is implemented.

LIMITATIONS AND BIASES

Some limitations and biases were inherent within this evaluation design and its accompanying methods.

Sampling: Due to time and budget constraints, the ET conducted in-person data collection in only six of the 13 States/Regions in which the CSM Activity has been implemented. Also, the ET conducted fieldwork in urban centers and did not access rural areas. This means that the ET is not able to generalize KII findings beyond a sampling of direct respondents to all 13 States/Regions—which represent diverse ethnicities, economies, and levels of access to information. To address this constraint, in part, the ET achieved wider coverage by conducting its mini-survey with CSM grantees based in all 13 States/Regions. While the ET conducted some KIIs with government entities and beneficiaries directly involved in CSM grantee activities, those target groups constituted a relatively small sample size—and the ET did not formally include media outlets’ subscribers and/or audiences as a target group for data collection. These factors limited the ET’s ability to triangulate opinions and perceptions offered by grantees and the CSM Activity Consortium.

Selection Bias: Selection bias is an inherent risk when implementers help to facilitate contact with key informants. In the case of this PE, the ET worked closely with FHI 360 and CSM grantees to organize KIIs with beneficiaries and government officials who were identified as being familiar with advocacy and public dialogue interventions conducted by CSM grantees. There was a risk that FHI 360 and CSM grantees selected the most active, responsive, or engaged beneficiaries and the most receptive government officials—meaning that the ET may only have heard from key informants who reported positive experiences. Similarly, those individuals who are most actively engaged with the Activity were most likely to respond to the ET’s requests for participation. Given the varied nature of perspectives offered by key informants, the ET does not believe that its conclusions were affected by selection bias. To mitigate the risk of selection bias, the ET also conducted KIIs with key informants who were positioned to offer external perspectives about the CSM Activity and/or relevant subject matter, as well as used the mini-survey to collect data from all CSM grantee recipients.

Response Bias: Response bias is the risk that key informants may be motivated to provide responses that would be considered socially desirable or influential in obtaining donor support. In the case of this PE, CSM grantees may have provided positive remarks about capacity-building support because they would like to benefit from such support in the future, or government officials may have withheld comments that could be considered confidential or controversial because they wanted to please the ET or participants in their peer group. Response bias is connected to cultural and social norms and impacted by gender or social ranking; if the first person who speaks in a KII is the most senior in the group, other participants might take their cues from this person and only echo his/her responses. To minimize the risk of response bias, the ET’s data collection protocols described anonymity-protecting measures to promote honest responses. The ET also triangulated across sources and data collection methods to mitigate possible effects of response bias. Given the varied nature of perspectives offered by key informants, the ET does not believe that its conclusions were overly affected by response bias.

V. FINDINGS AND CONCLUSIONS

QUESTION 1: How has the CSM Activity contributed to the public/civil society’s engagement with the Government of Burma on legal and policy reforms? Are there external factors that could have also facilitated or limited this engagement?

The discussion below focuses on the contributions of the CSM Activity and assesses progress related to Objective 3: “Expand inclusive public dialogue and political space.” Sub-questions address the extent to which each type of CSM grantee contributed to engagement between the public/civil society and the GOB (using financial support, capacity building, and technical assistance provided by the CSM Activity). The ET defined “engagement” as convening government officials and members of the public/civil society to influence laws, policies, processes, practices, and/or services that affect Burma’s population. For the purposes of this evaluation, “engagement” is interpreted as occurring either remotely or in person and relating to laws, policies, processes, practices, and/or services that affect people at the national (Union), State/Region, or local grassroots levels. The ET notes that its definition of “engagement” encompasses a wide range of democratic processes and is not limited to national-level “legal and policy reforms.”

Question 1a: To what extent have the media grantees’ reports and news stories contributed to engagement between the public/civil society and government on legal and policy reforms?

Findings

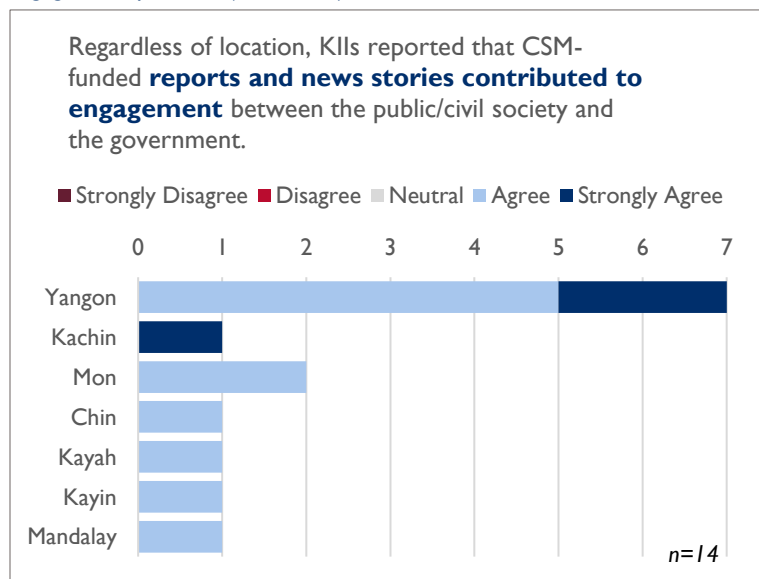
As of July 2017, FHI 360 reported that all 16 PIR grantees and 10 APD grantees successfully initiated media reports on the democratic transition and reform process (Indicator 7). Many PIR grantees generated media content that prepared the public to participate in the democratic electoral process in 2015. Notably, the Democratic Voice of Burma (DVB) produced the country’s first “National Election Dialogue,” which featured a panel of representatives from major political parties and was broadcast on satellite television and social media. Additionally, PIR grantees told the ET that their reports and news stories informed their readership about priorities of public interest, demands for reform, and evidence to justify those demands.

In 79 percent of KIIs (11 of 14) with PIR grantees, FHI 360, and Internews, respondents agreed with the statement that CSM-funded reports and news stories contributed to engagement between the public/civil society and the government. In two KIIs with PIR grantees, respondents strongly agreed with the statement. There were no discernible differences in responses by sex or location (Figure 3).

Figure 3: Effectiveness of CSM-funded reports and news stories contributing to engagement by location (source: KIIs)

Several Yangon-based CSM grantees produced interactive dialogue programs that engaged the public/civil society and government stakeholders to discuss legal and policy reforms:

- PIR grantee Mizzima produced 50 episodes of a dialogue program that covered legal and policy reform, then adapted some of those episodes into secondary broadcast products via social media. Mizzima reported that some state-level Members of Parliament (MPs)



contacted the network after episodes aired to request data on the topics covered.

- EOF grantee Myanmar Knowledge Society (MKS) produced radio programs on topics related to democratic reform, involving panel discussions featuring MPs, political scientists, CSO representatives, and human rights activists; as well as a weekly program convening university students and MPs.
- PIR grantee DVB developed and aired 40 episodes of the Law Lab, a live talk show that convenes MPs, legal experts, CSO representatives, and studio and online audiences to discuss the lawmaking process and select legislation. Episodes covered the Telecommunications Law Article 66(d), the Land Transportation Law, the Anticorruption Law, and the election of members to the Yangon City Development Committee.

In July 2017, FHI 360 facilitated a Reflection Workshop with 10 PIR grantees to discuss their successes and lessons learned. The ET observed the workshop and found that each grantee described reports and news stories that it produced to raise awareness and effect change related to laws, policies, processes, practices, and/or services that affect Burma's population. Actions and reforms cited by PIR grantees located outside Yangon typically occurred at the State/Region or local levels. Examples discussed at the workshop include:

- Kantarawaddy Times highlighted local concerns about the inconsistent administration of toll fees in Kayah State, resulting in an amendment to the municipal law such that fees will be collected annually rather than at each physical passage of the toll gate.
- Hakha Post covered the risk of landslides in Chin State, resulting in international research visits by geologists.
- Guiding Star and Karen Information Center (KIC) covered the impact of cement quarries and factories on residents in Mon State and Kayin State, respectively, raising awareness among local government actors about their potential damaging effects.
- APD grantee, Kayan New Generation Youth, collaborated with DVB, Mizzima, and Katarawaddy Times to raise awareness about the needs of internally displaced persons (IDPs) in Kayah State, resulting in increased supply delivery to a village where IDPs reside.

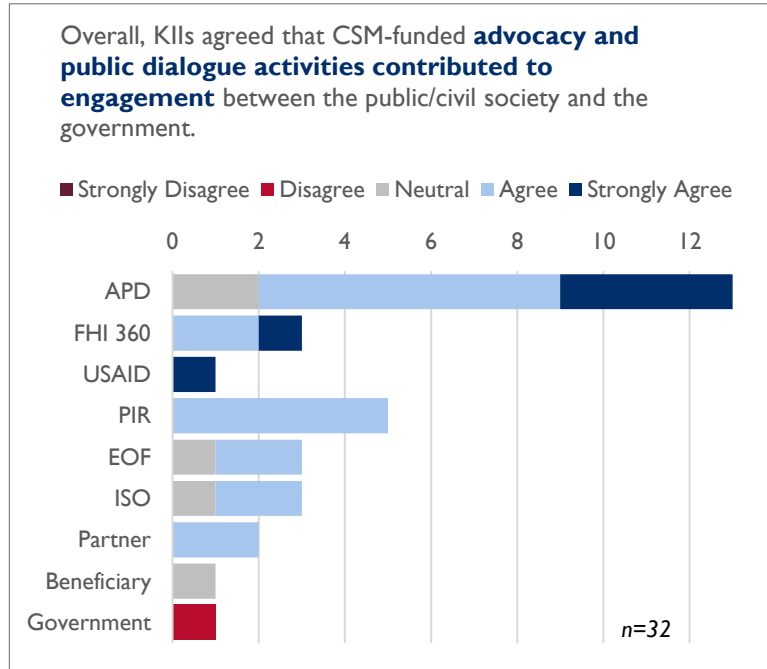
The CSM Activity Results Framework focuses on the role of PIR grantees in informing the populace about priority issues so that the people of Burma are better prepared to demand action by the government. The ET notes that, as such, FHI 360 did not expect PIR grantee activities to influence government officials to make decisions or take actions related to issues of public interest. At the same time, given its limited resources and sample size, the ET was not able to conclusively verify the above self-reported outcomes of PIR grantee activities. Therefore, the ET is unable to prove whether PIR grantee activities directly or indirectly influenced engagement between the public/civil society and the GOB.

Conclusions

All PIR grantees produced reports and news stories to inform the public about priorities that concern the people of Burma, and several PIR grantees produced interactive dialogue programs that convened civil society and government stakeholders to discuss legal and policy reforms. In some cases, PIR grantees may have contributed to action by State/Region and local governments about issues that affect communities. Sampling and resource constraints inhibited the ET's ability to prove direct or indirect outcomes of PIR grantee activities, but that does not necessarily mean that grantees did not influence engagement between the public/civil society and the GOB. Whether in advanced democracies or emerging democracies, government entities—and even media organizations and their readerships—may not be fully cognizant of the influence of media and the chain of causation that informs legal and policy reform.

Question 1b: To what extent have the civil society grantees' advocacy and public dialogue activities contributed to engagement between the public/civil society and government on legal and policy reforms?

Figure 4: Effectiveness of CSM-funded advocacy and public dialogue activities in promoting engagement by respondent type (source: KIIs)



APD, PIR, and EOF grantees, respondents agreed or strongly agreed with the statement that CSM-funded advocacy and public dialogue activities contributed to engagement between the public/civil society and the government (Figure 4). The grantee that disagreed with the statement indicated that it is too early to measure contribution. Except for one ISO, capacity-building providers and FHI 360 agreed with the statement. The beneficiary respondent did not observe noticeable changes in engagement between the public and MPs at the State/Region level. The government entity that disagreed with the statement cited dissatisfaction with its working relationship with an APD grantee. There were no discernible differences in responses by sex or location.

Based on analysis of data collected during its KIIs and review of project documents, the ET categorized the scope of activities conducted by each APD grantee to determine the extent to which they contributed to engagement either at the national level or the State/Region/grassroots level. Of the 19 APD grantees, the ET found that eight CSOs focused on national-level issues and 11 CSOs focused on priorities at the grassroots level (Figure 5).

Below are select examples of APD grantee activities related to legal and policy reforms with national-level scope, and EQ 4 discusses additional examples of national-level grantee activities that advance rights for vulnerable groups.



Findings

Advocacy:¹² As of July 2017, FHI 360 indicated that 14 grantees reported increased interaction with GOB officials to promote democratic reforms (Indicator 30) and 17 CSO grantees implemented strategies for engaging GOB decisionmakers (Indicator 38).

Public Dialogue: FHI 360 reported funding 63 events as of July 2017 that convened individuals to promote interaction between different sectors, i.e., media, government, private sector, civil society (Indicator 8). Nearly doubling its target, FHI 360 reported that 4,735 people attended public forums where they could engage directly with government officials (Indicator 28).

In 86 percent of KIIs (18 of 21) with

Figure 5: Scope of APD Grantee Activities

National Level	State/Region Level
 8 grants	 11 grants
ALARM	HHO
CAN	HURFOM
EQMM	KNGY
GPI	KSFU
KAC	KWFNG
MFPD	MFU
PGK	MG-EITI
P&J	MPY
	PSDO
	PWU
	TWSG

¹² “Advocacy” should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that impact their lives (CSM Activity Indicator 33).

- Advancing Life and Regenerating the Motherland (ALARM) produced the first nationwide mining and deforestation map, which it reviewed with stakeholders from Union-level government entities, CSOs, media, and the private sector. Subsequently, the Ministry of Mines agreed to collaborate with ALARM to develop guidelines for monitoring mines.
- Equality Myanmar (EQMM) formed a working group to advocate for the ratification of the International Covenant on Civil and Political Rights as well as conducted workshops with CSOs and meetings with Union-level MPs to educate stakeholders about the relevance of the covenant for Myanmar's constitution and legal frameworks.
- Peace and Justice (P&J) convened farmers, CSO representatives, political party members, and government officials in three Regions to discuss reforms to the National Land Use Policy. Based on those discussions, P&J offered recommendations during an Agricultural Development Strategy event sponsored by the Union-level government. Some recommendations are reflected in the Sixth Amendment (2016) to the National Land Use Policy. For example, farmers are now included in the Union-level Land Use Council and State-level Land Use Committee that review land confiscation cases.

Most of the 11 APD grantees that conducted activities at the State/Region/grassroots level engaged with state or township government officials to impact processes and practices relevant to their advocacy issues. Key informants reported that APD grants increased the public's understanding of its rights and prepared people to engage constructively with local officials and authority figures. Select examples are below.

- Karenni State Farmer Union (KSFU), Myanmar Farmer Union, and P&J educated farmers about their legal rights and prepared them to bring cases to local authorities to reclaim confiscated land. During KIIs with the ET, KSFU and P&J reported that farmers now better understand and more confidently pursue their rights. In addition, KSFU hosted a state-level forum to present examples of land confiscation to the Kayah Minister for Agriculture.
- Magway Extractive Industries Transparency Initiative (MG-EITI) held events to build trust among civil society, extractive industry, and government stakeholders in Magway. Project documents indicate that the Regional Chief Minister promised to assist the MG-EITI Watch Group in its monitoring.
- Mong Pan Youth Association (MPY) raised awareness about the adverse effects of dams and mobilized affected communities along the Thanlwin River to advocate for action by companies and local authorities in Shan State. Trainees spoke with the ET about the demand for village residents to increase awareness about their rights—and the critical role of MPY training in providing such knowledge.

Government actors interviewed by the ET shared a common perspective about the critical role of civil society in illuminating local priorities and providing inputs to the evidence base that should inform law- and policy-making. The Department of Social Welfare noted that it cannot reach all villages and wards that it serves, while CSOs work on the ground across Burma including in rural, periphery, and conflict areas. The Committee on Livestock and Agriculture recognized the role of civil society in local development and service delivery but noted that CSOs require more preparation to engage in policy advocacy that aims to address root causes of the public's concerns. At the same time, CSOs, international partners, and external actors identified some key Union-level government entities that are not receptive to consultation with civil society. In the case of emerging democracies such as Burma—which must develop trust, relationships, and systems to support effective collaboration between civil society and government—resistance among a contingent of actors on both sides is to be expected. (Some entities declined the ET's requests for interviews, perhaps because they were not receptive to the evaluation.)

Despite recognizing and welcoming the involvement of civil society networks in pertinent law- and policy-making, representatives of government entities interviewed by the ET—due to their knowledge of

grantees' advocacy topics—did not consistently identify APD grantees' contributions by name, nor did they point to specific adoption or application of recommendations offered by the grantees.

- Of 16 members who participated in the ET's KII with the Committee on Livestock and Agriculture, one member was familiar with one APD grantee given their prior history and collaboration at the Region level. The member recalled that the APD grantee proposed some amendments related to land tenure laws that predate the Sixth Amendment (2016) to the National Land Use Policy, but the Committee could not cite uptake of any of those recommendations.
- While a State Minister interviewed by the ET acknowledged a role for civil society in law- and policy-making, he characterized his interaction with CSOs and the APD grantee active in that State as rare and less applicable to the technical issues at hand.
- The Myanmar National Human Rights Commission voiced its intention to collaborate with civil society and serve as a bridge between the public and the government. However, the Commission noted that some CSOs and media organizations assume a combative stance that is not constructive for building democracy. For instance, the Commission's primary APD grantee interlocutor contends that the Commission should be reconstituted given that it was configured in accordance with a law issued prior to the 2015 elections.

There could be a variety of explanations for why government officials demonstrated limited familiarity with APD grantee activities, among them: staff turnover, skill level, political pressure, pending legislation, and relative knowledge of civil society networks (as opposed to individual CSOs). While the ET acknowledges the unlikelihood that government entities in an emerging democracy would attribute elements of or developments in legal and policy reform to civil society inputs, the ET expected that some government officials would have been more familiar with the grantees' activities given that project documents and grantees reported collaboration with these same government entities.

Conclusions

The CSM Activity worked effectively within available political space to contribute to engagement that influences laws, policies, processes, practices, and/or services that affect the people of Burma. Some APD grantees successfully offered recommendations to the government about laws and policies that apply on a national scale, though their contributions to tangible legal and policy reform are difficult to prove—especially given that government officials interviewed by the ET demonstrated limited familiarity with the grantees' activities. More frequently, APD grantees raised awareness and contributed to action by State/Region and local governments about issues that affect communities. Given the relevant limiting factors in the post-election operating environment discussed below, interventions by APD grantees at the local level should be valued as critical pathways to bolster the “demand side” of democratic development. Opportunities exist for USAID and the CSM Activity to collaborate with partners who focus on the “supply side” and prepare government actors—at both the Union and State/Region levels—to participate in public dialogue and consultation with civil society and media on legal and policy reform.

External Factors Affecting Engagement

Facilitators for Engagement

Despite the challenging post-election landscape, the ET found some openings for engagement between the public/civil society and government. The ET found that the Commission for the Assessment of Legal Affairs and Special Issues (Shwe Mann Commission) consistently engages with civil society. Commission Members described that CSO representatives typically approach them on an individual basis via personal connections or shared history, and Commission Members then provide civil society networks with opportunities to present recommendations on legal reform, if appropriate. The ET also learned that the Commission informally shared the latest draft of the Right to Information (RTI) Law with the RTI CSO Working Group for comment. While some reported that the Commission engages in consultative law-

and policy-making processes, the ET notes that the Commission considers itself an advisory body for the Parliament and exists—not without contention—outside formal government channels. External actors and international partners shared that, preferably, this level of receptiveness for engagement with the population would exist within the Parliament itself.

Key informants relayed that ministers and MPs at the State/Region level demonstrate more political will to engage with their constituencies than do their Union-level counterparts. Perspectives shared by PIR grantees, government entities, and international partners also reflected openings for media to engage with government in some States and Regions. PIR grantees and/or government officials in Kayah State, Kayin State, Mandalay Region, and Mon State commented on the relative openness of the government to engage with the media. Some speculated that one factor facilitating increased openness is the civil society backgrounds of many state-level MPs; interviewees hypothesized that, as former CSO staff themselves, newly-elected MPs might be more open to collaborating with their former peers. Other interviewees identified ethnic solidarity as another factor that fosters engagement; for instance, Karen MPs at the Union level maintain strong connections with their constituency in Kayin State. Key informants in Kachin State acknowledged a positive shift toward government engagement with the media—especially on the part of state-level MPs—but noted that ongoing conflict distracts from the government’s ability to address other local priorities (and engage with civil society and media to do so).

Limitations to Engagement

The CSM Activity was designed and awarded prior to the 2015 elections, when both the international community and Burma’s civil society and media harbored high expectations for a new era of democratic governance. However, the political will and space for democratic reforms and processes in Burma has not materialized as key informants hoped. Apart from Union-level government entities interviewed by the ET, all target groups conveyed disappointment with the post-election landscape and the challenges that it presents for engagement between the public/civil society and the government. Some key informants suggested that the Union Solidarity and Development Party government had sought to collaborate with civil society and media in an effort to gain public legitimacy; whereas the NLD government perceives its democratic election in 2015 as a sufficient indication of public legitimacy, thereby lessening the need for similar levels of collaboration.

Despite some political will at the State/Region level as described above, the ET found wide consensus among all types of key informants that Union-level ministries and state-level governments are subject to controls from the central government, thereby limiting their engagement with the public, civil society, and media. Some key informants highlighted the role of the security apparatus in managing state-society relations. They cited the continued power of the General Administrative Department within the military-led Ministry of Home Affairs to regulate, administer, and potentially repress civil society at the township and village levels, as well as in state and regional affairs. For example, the ET found that the requirement of advanced authorization for civil society activities is not consistently applied. Despite Union-level directives that CSOs are only required to *inform* local authorities about their activities in advance, the ET heard that local authorities in Kayah and Shan States interpret the provision to entail a request for *approval* and prevented several activities from taking place in their locations. In comparison, all interviewees in Kayin State reported being familiar that the guidance had changed from requesting approval to informing.

Government officials require increased capacity to engage in public dialogue and democratic processes. Key informants—both internal and external to the government—noted that many officials are new to their positions and lack the requisite political background to successfully participate in the legislative process and constituent relations. Both government entities and external actors indicated in KIIs with the ET that many MPs require training on public speaking and professional communications. If government officials remain unprepared to engage with civil society and media, CSM grantees’ reports, news stories, and advocacy efforts will “fall on deaf ears” and not result in action on issues that affect the population. The ET found that opportunities exist for the CSM Activity, USAID, and its international partners to

collaborate with donors and implementing partners that prepare government entities to engage with the public/civil society and media. These opportunities are listed under Recommendation 2. External actors expressed openness to engaging with the CSM Activity and USAID to pursue such opportunities, but the ET did not find evidence of collaboration taking place to date.

All target groups concurred that improvements to the enabling environment for media have not occurred to the extent expected over the course of the CSM Activity.¹³ This trend has negative consequences for the ability of PIR grantees to participate in uncensored public dialogue regarding democratic reforms or to attend related activities without fear of arrest. Overall, government entities interviewed by the ET did not cite media as a driver for action. While government officials may consume media reports and news stories, those interviewed by the ET did not credit media as contributing to legal or policy reform but instead mentioned that legislative agendas were determined by issues raised by individual MPs. The Department of Social Welfare was a notable exception, as it recognized the role of the media in raising awareness about issues in its portfolio. A few government officials discounted media as biased, unqualified, unprofessional, and focused on producing negative stories about government. Those who acknowledged some development within the media sector and the potential benefits of engaging with media outlets simultaneously cited restrictions on their ability to do so, which some reported to be directly or indirectly imposed by the central government and political party leadership. External actors and CSM grantees also cited self-censorship by government officials as a barrier to effective relations with the public.

QUESTION 2: How has institutional and technical capacity building and financial support provided by the CSM Activity facilitated civil society and media engagement with the government?

This discussion includes the ET’s assessment of progress achieved toward Objective 1: “Improve civil society capacity for engagement in democratic processes and policy dialogue,” as well as the Activity’s effectiveness in building the capacity of media outlets. The question has been divided into two sub-questions: one focusing on the modality of support and one on the subsequent results for CSM grantees.

Question 2a: How effective were the CSM Activity’s structure and mechanisms for delivering support to civil society and media partners?

Findings

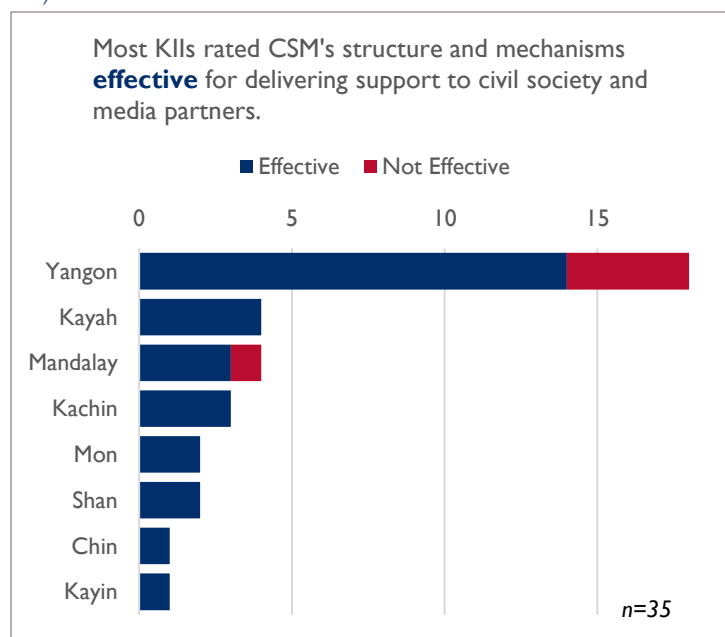
To provide a comprehensive overview of the effectiveness of implementation of the CSM Activity, the ET distinguished CSM’s “structure”—defined as the configuration, roles, and responsibilities of the FHI 360 Consortium—and CSM’s “mechanisms”—defined more broadly as the tools or instruments that the Activity has utilized, including both the type of grant and type of capacity-building support provided.

Effectiveness of the CSM Structure

The vast majority (85 percent, or 30 of 35) of KIIIs wherein respondents commented on the structure and mechanisms of CSM expressed that these elements were generally effective (Figure 6). In terms of the structure, grantees most frequently cited an appreciation of the combination of local organizations providing general capacity building and international experts available for detailed and individualized technical assistance. The ET also noted that the structure of the CSM Activity allows for a clear delineation of roles for each Consortium partner. International partners are responsible for technical assistance, while FHI 360 is responsible for grant-making and overall management and reporting to USAID. Local partners

¹³ See, for example, analysis published in June 2017 by the Committee to Protect Journalists: “the increased use of section 66(d) of Myanmar’s Telecommunication Law is quickly reversing significant recent improvements to the press-freedom landscape in the country. It should be scrapped, and all pending charges under its provisions should be dropped.” Citation: “Three Journalists Charged with Defamation in Myanmar.” *Committee to Protect Journalists*, 19 June 2017.

Figure 6: Effectiveness of CSM's Structure and Mechanisms by location (source: KIIs)



(ISOs and MISOs) are responsible for providing the core capacity-building support and mentoring to local CSM grantees.

Nearly all interviewees appreciated the financial support provided by the Activity, and a majority felt that they had received strong support from FHI 360 and its partners during both the proposal and implementation phases of their grants. Interestingly, all five KIIs wherein respondents commented that CSM's structure and mechanisms were not effective were based in urban areas (Yangon and Mandalay). These grantees provided a variety of explanations: sequencing and delays of activities, relative lack of real-world examples during trainings, short grant duration, and a perception that their organizations had

higher capacity in the subject matter than some of the trainers. There were no discernible differences in terms of the type of grant received or the sex of the respondents.

However, both KIIs and project documents highlighted several areas where the structure and overall functioning of the Consortium could be improved. The most widely cited shortcoming was the frequent and, at times, overlapping trainings. Grantees, particularly smaller grantees further from Yangon and Mandalay, mentioned that while they welcomed the opportunities to strengthen their capacity, the time spent in or travelling between trainings took away from their ability to meet their day-to-day responsibilities. Several grantees admitted they would sometimes send more junior or less technically relevant staff to trainings as a result. Secondary sources indicate that this issue is not unique to CSM. A 2015 Asian Development Bank report identified that “with the influx of international NGOs recently entering or expanding operations in Myanmar, a significant challenge for domestic civil society has surfaced as foreign stakeholders look for local partners, skilled staff, training participants, and practical advice. A common refrain heard in Yangon from civil society groups is that they spend more time in meetings and training than in implementing their work.”¹⁴

KIIs with both FHI 360 and USAID staff acknowledged that they were aware of the demands of training and steps taken to mitigate related challenges. At the outset, FHI 360 requested that all APD and PIR grantees review and sign “Letters of Intent to Collaborate,” which outlined the number, frequency, and content of trainings. FHI 360 subsequently took additional steps to reduce the perceived burden of the frequency of trainings, including plans to shift from workshop-based trainings with traditional classroom-based instruction to on-site individualized mentoring. FHI 360 is also developing a “central diary” to track trainings offered across the CSM Activity and enable Consortium staff to identify potential overlap in appropriateness and sequencing of trainings provided to individual grantees. As explained by a senior Consortium staff member, this will allow the Activity to switch from an ISO-centric model—wherein each ISO is focused on training a group of grantees regardless of location or capacity considerations—to a more grantee-centric model that accounts for individual capacity, demand, and timing of trainings.

¹⁴ *Civil Society Briefs: Myanmar*. Asian Development Bank, 2015.

Another commonly cited issue relates to the sequencing of awards for capacity-building providers (ISOs/MISOs) vis-à-vis awards for APD and PIR grantees. While the intention was for ISOs and MISOs to provide capacity-building support to APD and PIR grantees such that knowledge and skills could be applied during the APD and PIR grant periods, delays in the award of ISO and MISO grants meant that APD and PIR grantees launched their activities prior to receiving capacity-building support from local organizations. Contracts with MISOs were only finalized in July 2017, after an extended delay of approximately 12 months. Therefore, the first round of PIR grantees did not receive capacity building or mentoring from MISOs during their grants. They did however receive training from Internews and FHI 360 on topics such as newsroom management, proposal development, and strategic planning.

KIIs also revealed that there appears to be some confusion and inconsistency in understanding the role and functioning of the ISOs. Two of four ISOs interviewed reported being unaware that the Activity was intended to help build their capacity, despite this being a key feature of the Activity’s strategy for increasing host-country ownership and sustainability. Compounding this confusion, the contracts with ISOs do not explicitly mention the intention of the Activity to build the capacity of ISOs; and no Organizational Capacity Assessments (OCAs) were conducted for any of the four ISOs. KIIs with FHI 360 staff indicate that the Activity is aware of this shortcoming and steps have been taken to ensure that this element of the Activity is better understood across the Consortium. CSM has already provided Executive Coaching and/or training on developing “Inclusivity Champions” for ISOs, and plans for VSO to mentor ISOs in how to conduct on-site visits for APD grantees during the final year of the Activity. Finally, seven APD grantees interviewed reported being uncertain of their ISO focal point. This resulted in these grantees stating that they were uncertain about who to approach to request additional capacity-building or mentoring support.

Only four of 24 APD and PIR grantees interviewed provided examples of linkages between their respective advocacy and media activities. KIIs with senior project staff at FHI 360 and Internews acknowledged that these linkages could be strengthened but cautioned that capacity-building needs and interests of both groups differed (see textbox). There was a consensus across KIIs with both Consortium staff and grantees that, in general, CSOs had more to gain from linking with media partners than media partners had to gain from linking with CSOs. While media partners agreed that CSOs could be helpful for providing statistics and general background for individual stories, media organizations were hesitant to establish partnerships or close association with CSOs due to concerns that this might harm their reputation of being objective and independent.

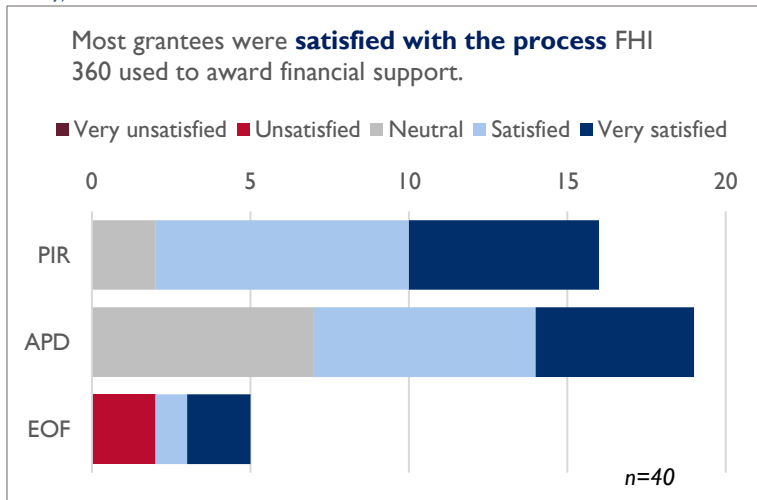
“Civil society and media are different [entities], and they require different trainings. It is always good for civil society to learn about how to work with the media. Media do not have as much to gain from that alliance, except for the media enabling environment.”

~Senior International Consortium Staff

Effectiveness of CSM Mechanisms

A majority of grantees surveyed (29 of 40) agreed or strongly agreed that they were satisfied with the process used by FHI 360 to award financial support (Figure 7). Respondents reported being particularly satisfied with the flexibility shown by FHI 360 in the topics covered during the first round of grants, the ability to submit proposals in ethnic languages, and a relatively straightforward proposal process. While the majority of all three types of grantees reported being satisfied with the process, PIR grantees were particularly positive. Given the consensus in response and limited number of female survey respondents (eight of 40), there were no meaningful disparities in response by sex. Apart from the two grantees based in Yangon disagreeing with the statement, no difference in responses were noted by location. The two grantees who were dissatisfied with the process (both EOFs) felt that the proposal process had been too long and raised issues related to the unexpected currency exchange losses and the process not encouraging a sustainable approach given the one-time nature of the EOF grant.

Figure 7: Grantee satisfaction with financial award process by grant type (source: Mini-survey)



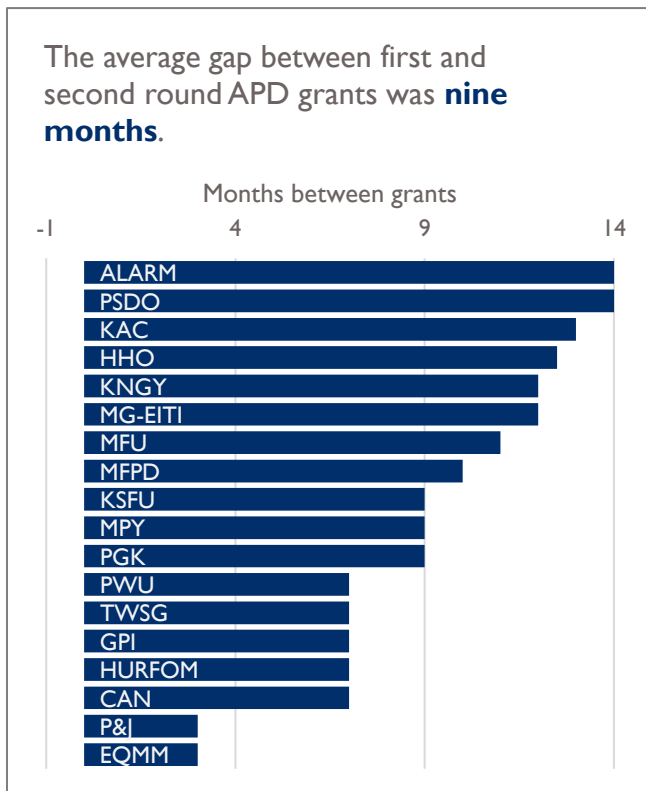
Several APD grantees, particularly smaller organizations in ethnic minority States, highlighted challenges associated with the milestone payment structure of the APD grants, whereas PIR and EOF grantees did not raise these issues. The three most common challenges cited in relation to milestone payments included: 1) insufficient funds to cover start-up; 2) payment milestones not aligned with the timing or scope of activities undertaken (e.g. amount of payment not covering costs incurred); and 3) delays in the approval of reports needed to release payment.

The most commonly cited issue among grantees, particularly APDs, was the gap between the first and second rounds of grants. The average gap between APD grants was 9.25 months,¹⁵ and six grantees had a gap of more than one year. The gaps between repeat PIR grants were considerably less, averaging about 4.8 months, resulting in media organizations reporting far fewer consequences for their CSM-funded activities.

The most commonly cited issue among

Figure 8: Gaps between first and second round APD grant awards

Figure 9: Gaps between first and second round PIR grant awards



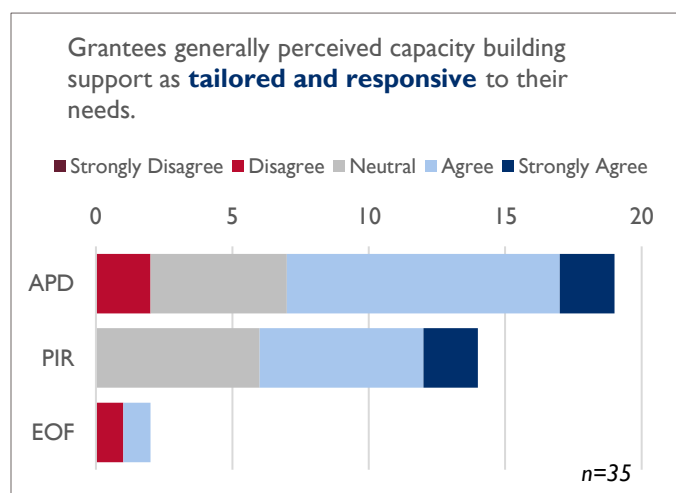
¹⁵ At the time of data collection, the status of a second grant for APD grantee Kindness Women Fellowship Networking Group (KWFNG) was to be determined.

KIIs with USAID and FHI 360 highlighted a major shift between the Year 1 and Year 2 Work Plans: CSM had originally intended to provide the second round of grants to new organizations; however, USAID and FHI 360 jointly recognized the importance of building on the momentum and capacity building gained by recipients of the first round of grants and decided to shift strategy and provide follow-on grants to the original APD grantees. While there was potential for increased efficiencies in issuing grants to the same recipients, the ET—despite its consistent probing during KIIs—was unable to identify a primary root cause for delays between the first and second round of grants. Interviewees acknowledged that a variety of internal issues exacerbated the gaps: staff turnover; USAID regulations; FHI 360 bureaucracy and requirements, including an extra layer of review by FHI 360’s Asia Pacific Regional Office; shifting expectations within USAID regarding the scope of APD grants; and cultural resistance to questioning grantees, particularly if FHI 360 staff were more junior than the grantee staff they were engaging.

APD grantees explained that these gaps had serious repercussions for both their activities and organizations. Consequences included: inability to pay and retain staff; inability to pay rent for facilities to implement activities under the second grant; need to draw on personal savings and cash reserves to sustain activities between grants; slowed momentum for advocacy efforts, especially in cases where developments in political context and openings for advocacy occurred during funding gaps; loss of beneficiary participation due to shifts in timing; lost opportunities for grantees to apply new capacity-building knowledge and skills during implementation of APD grants; a few instances of strained relationships between APD grantees and FHI 360 over continuing delays; and APD grantee leadership distracted by financial sustainability and not focused on technical assistance during gaps.

Most surveyed grantees (21 of 35) responding agreed or strongly agreed that the capacity-building support their organization received was tailored and responsive to their needs (Figure 10). Qualitative responses indicated that grantees generally felt there was a balanced mix between administrative topics and technical issues. While there was no discernible difference in response by sex, APD grantees were generally more positive in their responses. This is likely explained by the fact that PIR grantees received limited capacity building by Internews and FHI 360 and have not yet worked with MISOs, unlike the APD grantees who had received support from ISOs. While respondents outside Yangon were positive about the support received, six of 10 Yangon-based respondents disagreed (n=3) or neither agreed/disagreed (n=3) with the statement. Qualitative responses indicated frustration with the lack of follow-up to training, overlap between the trainings offered, and timing of certain trainings.

Figure 10: Grantee perceptions of capacity building support by grant type (source: Mini-survey)



Grantees were especially satisfied with the technical assistance provided by FHI 360 and its international partners—particularly executive coaching, guidance and technical input on gender and PWD policies, and legal analysis. According to a survey of executive coaching recipients shared by VSO, “six of the seven participants reported progress on personal and organizational goals set at the beginning of the program,” with the sessions on strategic planning and goal setting identified by respondents as most helpful.¹⁶ However, the evaluation also noted that assistance appears to have had more of a personal than organizational impact on those trained. During

¹⁶ Neel, Alyson. *Evaluation of Today’s Leaders Executive Coaching Program: Summary of Findings*. VSO, 2017, p. 1.

fieldwork, the majority of KIs favored the Activity providing more mentoring and one-on-one support going forward. This aligns with the Activity’s current work plan of providing mentoring (also called “on-site support”) exclusively during the final year.

Conclusions

Considering the complexities of the CSM Activity (which aims to provide targeted support to 40 organizations at varying levels of capacity and in different locations facing unique operational constraints), both the structure and mechanisms utilized have been effective for delivering support to civil society and media partners. CSM’s structure allows for a clear delineation of roles for Consortium partners. The use of local organizations as ISOs/MISOs that provide the majority of capacity-building training strengthens host-country ownership and the prospects for sustainability. The Activity has also demonstrated responsiveness by targeting follow-on support to local organizations, thereby building on momentum gained during the first round of grants. In terms of mechanisms used, the Activity has utilized different types of support to provide faster (EOF grants), targeted (APD grants), or essential (PIR grants) support.

However, there are several areas in which the Activity could improve. The most prominent include clarifying the expectations and function of ISOs/MISOs; reducing the frequency and overlap of capacity-building support to grantees; identifying and rectifying issues causing delays in follow-on funding to grantees; recognizing the needs of smaller grantees, such as providing more on-site training or front-loading milestone payments to ensure that grantees have sufficient funds to cover their activities; and strengthening linkages between the civil society and media components of the Activity. Both FHI 360 and USAID staff were aware of these issues, and the Activity has taken steps to remedy some of them.

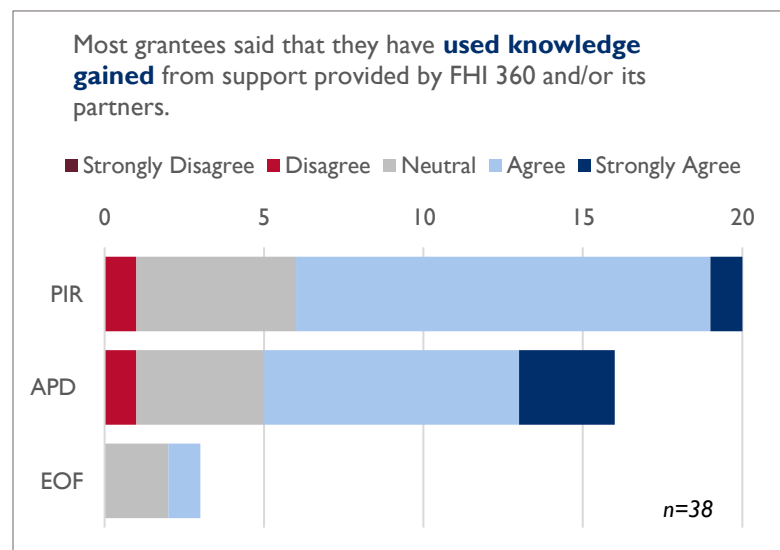
Question 2b: To what extent have civil society and media partners utilized knowledge and skills from the support provided?

Findings

Most mini-survey respondents (26 of 38) who responded to the question agreed or strongly agreed that their organization had used the knowledge gained from the support provided by FHI 360 and/or its partners (Figure 11). Only one PIR grantee disagreed, explaining that although the Activity highlighted potential dangers of violating legal restrictions on media (such as Article 66(d) or Article 17(1)), their organization accepted the risk of ignoring this information. Eleven grantees replied that they neither agreed nor disagreed but were generally positive in their explanations, clarifying that they needed more capacity-building support to apply their new knowledge in their day-to-day operations. There were no discernible differences in response by sex, grant type, or location. However, the ET noted that, unsurprisingly, newer and smaller organizations were more likely to report utilizing the knowledge gained than the higher-capacity organizations generally based in Yangon and Mandalay.

KIs with grantees revealed that the most common way that they utilized knowledge gained through the Activity was to advance aspects of OD,

Figure 11: Grantee use of knowledge gained through CSM Activity by grant type (source: Mini-survey)



specifically to develop gender, human resources, and financial policies. The second most common use was to develop or refine their organizational vision and mission statements, along with producing higher-quality strategic plans. While the EQMM advocacy training was widely appreciated by grantees, only five grantees reported making concrete changes in their advocacy because of the training.

The ET identified a positive unanticipated result, in that 35 of 39 grantees surveyed either agreed or strongly agreed that participation in the Activity helped increase their networking and collaboration with other organizations pursuing similar goals. Only one grantee disagreed, explaining that it felt collaboration was generally easier with government in its location and that CSOs rarely collaborated in general. Interestingly, Yangon-based organizations responded particularly strongly that they felt their collaboration with other organizations had improved. APD grantees were also particularly favorable in their responses, likely due to their participation in more capacity-building events that brought together different organizations.

The delayed awarding of grants to MISOs limited the capacity building provided to PIR grantees and thereby limited application of new knowledge and skills during the Activity. Similarly, EOF grantees reported limited application of new knowledge and skills because their grants generally supported individual activities and did not explicitly include capacity building.

Over half of KIs with grantees (20 of 28) raised concerns about the long-term application of capacity-building results and the survival of their organizations. PIR grantees reported facing challenges including a preference for advertisers to favor national media with larger circulations; lack of any revenue generation from news stories shared via social media; high rates of employee turnover, particularly among skilled journalists; and a general decline in readership for print media. PIR grantees requested training on business models and online news platforms, while APD grantees felt that another three to four years of capacity-building support was needed to get their organizations to a level where they could be self-sustaining, particularly in terms of fundraising, proposal writing, and financial management. Some CSOs and media organizations noted that their activities would be reduced or cease entirely without continued financial resources; grantees and capacity-building providers also highlighted the need for organizations to refine the technical skills to obtain and manage those resources. Concerns about sustainability were highest among smaller grantees outside Yangon, which often had less experience securing and managing donor funds. Given the influx of actors and employment opportunities in Burma, key informants consistently cited staff retention as another factor related to operational success and organizational sustainability. Indeed, FHI 360 has itself contended with retaining qualified staff, the absence of which has introduced challenges on a programmatic level.

“Before, we did not have a clear sense of our vision, mission, and strategy. They were only in draft form and based on my previous business experience...Now our vision, mission, and strategy are finalized based on the professional training we received. We also have a more systematic accounting system, and we track how many newspapers are published and how many are bought by customers.”

~Ethnic Media PIR Grantee

Conclusions

Grantees are applying the skills and knowledge gained from the support provided by CSM, most often in the form of new or improved organizational policies and refined vision and mission statements. However, there are limited examples, so far, of these new skills and knowledge linking to higher-level results, such as improved engagement with government on legal and policy reforms. One important reason for this missing link is that grantees first need to strengthen their internal organizational capacity before they can successfully engage externally. Instead, most grantees focused on using their increased capacity to strengthen their OD, usually by producing or revising their gender, financial, or human resources policies for APD grantees and improved newsroom management and strategic planning for PIR grantees. Delays in the award of grants to MISOs limited the amount of capacity-building support provided to PIR grantees.

For both PIR and APD grantees, threats to sustainability jeopardize both their long-term existence and the continued use of the knowledge and skills learned during the CSM Activity.

QUESTION 3: How have the media grantees’ interventions affected availability of and access to information?

The findings below focus on progress achieved toward Objective 2: “Increase availability of and access to information on democratic governance and reform issues.” USAID divided the question into three sub-questions: one focused on the information exchange between rural and urban areas; one on increased PIR reporting; and one on any effects that CSM has had on the media enabling environment. An important limitation to note for this section is the fact that the ET did not formally include media outlets’ subscribers and/or audiences as a target group for data collection. Therefore, the ET had limited ability to triangulate perspectives shared by PIR grantees with those of beneficiaries of their reports and news stories.

Question 3a: To what extent have media grantees’ reports and news stories on democratic reform¹⁷ affected the exchange of information between rural and urban areas?

Findings

The CSM Activity Program Description articulated an intentional strategy of issuing grants to both mainstream media organizations and smaller media organizations at the periphery. The Consortium followed this strategy by supporting grantees in 13 of 14 Regions and States (all except Rakhine State). FHI 360’s Request for Applications (RFA) enabled organizations to submit grant applications in local ethnic languages, not just Burmese or English, as part of the overall effort to attract and address the needs of smaller ethnic media organizations. KIIs with smaller PIR grantees revealed that FHI 360 also conducted site visits to organizations following an initial competitive Grants Evaluation Committee (GEC) process to help them refine their project documents to qualify for final award. Internews also supported Media Exchanges and Peace Labs, which provided opportunities for journalists from the periphery to gain exposure and experience conducting their work in the center. However, Internews indicated that Media Exchanges are less attractive for journalists based in the center to gain exposure to the periphery.

Respondents in five KIIs reported that access to information improved in both urban and rural areas, while respondents in an additional four KIIs felt access to information improved in rural areas only and respondents in three KIIs felt that access to information had improved in urban areas only. Respondents all highlighted the importance of grantees using local knowledge, contacts, and languages to highlight important issues faced by communities. Examples include reporting on civic and voter education during the election period, ceasefire violations in Pa-O communities in Shan State, and instances of land grabbing in Kayah State. However, interviewees also indicated that the distribution of newspapers in rural areas is often dependent on volunteer support from local community-based organizations. With limited funding available to PIR grantees for distribution, the continued reach to rural communities is uncertain.

Fieldwork revealed two important factors limiting the reach to rural communities. First, interviewees repeatedly mentioned that lower literacy rates among rural communities meant that print media was a less effective medium and suggested the use of radio or television instead. Second, while some PIR grantees publish a segment of their newspapers in ethnic languages (e.g., Voice of Shanni, Kantarawaddy Times, Tanintharyi Weekly Journal, and People’s Voice), most PIR grantees produced news stories in Burmese. Interviewees highlighted that this presents a missed opportunity to reach ethnic audiences.

Respondents in eight KIIs (three APD, one PIR, one EOF, one MISO, and two Consortium members) reported that information in urban areas improved because of the CSM Activity. As evidence, they cited

¹⁷ Topics include: gender-based violence, human rights, parliamentary affairs, religious news, peace, natural resources, governance, etc.

their expanded use of Facebook to publish and distribute news stories. The PIR grantee respondent used its grant to build an in-house recording studio and partnered with Bagan FM radio to distribute the stories.

Through its document review, KIs with PIR grantees, and observation of FHI 360's Reflection Workshop with PIR grantees, the ET identified several instances wherein the Activity supported the actual exchange of information between rural and urban areas. These include:

- DVB produced an aggregate 600 minutes of coverage on the 2015 elections, reaching an estimated 20 million voters across Burma.
- Guiding Star (Mon State) produced 20 three-minute TV programs on elections issues, which featured on DVB national broadcasts.
- Mizzima (Yangon-based with national coverage), Kantarawaddy Times (Kayah State), KIC (Kayah State), Hakha Post (Chin State), and Myitkyina News (Kachin State) produced special sections on voter education in advance of the 2015 elections.
- Mawkun Magazine produced two in-depth investigative pieces on the judicial system and raised awareness on seven instances of human rights violations along the Burma-China gas pipeline.
- Several small PIR grantees produced news stories picked up by larger, national media organizations. These include an article by the Myitkyina News Journal on drug abuse in Kachin being published by DVB and national media organizations citing information from Hakha Post's reporting on landslides.

However, the ET noted that apart from election-related reporting, the vast majority of news stories produced by PIR grantees based outside Yangon focused on local issues. Such stories did not directly support the exchange of information between urban and rural areas—especially not on issues related to democratic reform. One possible explanation could be that smaller media organizations are not yet capacitated to cover the complexities of national media stories and extrapolate their significance for local audiences. CSM monitoring data shows that four smaller ethnic media organizations (Kantarawaddy Times, MyitMakha, Myitkyina News Journal, and Thanlwin Times) demonstrated improved core capacities—such as reduced biases and improved accuracy and reliability—following training received under the Activity. In addition, several PIR grantees reported that they enhanced their networks through participation in the Activity. They provided examples of private Facebook groups wherein journalists share articles and potential leads for stories, which could facilitate the exchange of information going forward.

Conclusions

The CSM Activity helped increase the number of reports and news stories produced by grantees considerably, particularly in periphery areas. The Activity has had some success in increasing the exchange of information between urban and rural areas; however, the vast majority of examples are specific to civic and voter education for the 2015 national elections, not related to broader or more varied democratic reform issues at the Union level. This trend is likely caused by a variety of factors, including lower demand for print media outside urban centers, higher distribution costs for remote areas, poorer internet connectivity in rural areas limiting the use of social media and online platforms, and grantees prioritizing news stories more relevant to their immediate geographic areas.

Question 3b: To what extent has the CSM Activity led to increased media coverage through public interest reports?

Findings

According to CSM monitoring data, grantees published 6,649 public interest reports on gender-based violence, human rights, parliamentary affairs, religious news, peace, natural resources, and governance—nearly doubling the Activity's target of 3,500 (Indicator 24). In addition, the Activity trained 383 journalists on improved reporting, surpassing its target of 320 (Indicator 11).

Internews collected baseline and midline data for its Media Monitoring Survey to track improvements in the quality of PIR grantees' reporting on public interest stories. Midline data was being cleaned and analyzed during the evaluation and was not yet ready to be shared with the ET. However, KIs with Internews indicated that staff turnover in many of the PIR grantee organizations resulted in different journalists being scored during the baseline and midline, effectively negating any possibility of assessing improvements in their reporting or the effectiveness of capacity building received. The ET is therefore unable to confirm any improvements in the quality of reporting; however, the majority of PIR grantees interviewed expressed that the quality of their reporting has improved as a result of skills learned during the Activity, such as using more systematic sourcing for articles and better newsroom management.

As discussed under EQ 1a, PIR grantees provided several examples of their news stories resulting in government action. These include Guiding Star articles highlighting the environmental impact of foreign-owned factories and subsequent advocacy with local CSOs leading to a freeze in production; Hakha Post articles on landslide victims resulting in increased donor assistance and the State Government hiring geologists to help reduce the risk of future landslides; a Kantarawaddy Times article on public complaints about improper collection at a local toll gate leading to its closure; and KIC articles raising awareness on food shortages in local IDP camps and resulting in the local government providing additional support. KIs with government representatives indicate, however, that the influence of PIR grantees on the legislative process or state parliamentary debate appears limited. While some government actors interviewed by the ET acknowledged having read stories produced by PIR grantees, grantees struggled to provide any specific examples of these stories informing actual policy debate. Several CSO grantees interviewed by the ET mentioned citing information from local news stories in their advocacy activities—such as KFSU citing information from Kantarawaddy Times; however, CSOs were often quick to caveat that they themselves also served as a key source of information for PIR grantees.

Conclusions

Support from the CSM Activity enabled local media organizations to produce a number of public interest reports that far exceeds what was originally intended. PIR grantees consistently credited the funding received under the Activity with their ability to hire additional staff and produce more frequent reports. However, while the frequency of public interest reports has far surpassed the Activity's original targets, the ET could not fully assess improvements in the quality of these reports as the Media Monitoring Survey data was not yet available. Based on a limited number of KIs with government entities, PIR grantee reports do not yet appear to be actively used to inform policy debate, which government respondents explained is shaped by set parliamentary agendas and not influenced by media.

Question 3c: To what extent has the CSM Activity affected the ability of media grantees to advocate for a media enabling environment?

Findings

All target groups interviewed by the ET reported a constriction of Burma's media enabling environment during the CSM Activity period of performance, almost always citing the frequent use of the controversial Article 66(d) and Article 17/I clauses to jail and intimidate journalists as examples. The timing of fieldwork might partly explain the prevalence of this response; fieldwork took place shortly after the high-profile arrests of three journalists, including two from PIR grantee DVB, for allegedly violating Article 66(d). At the same time, the free speech advocate organization PEN Myanmar documented 80 cases of the implementation of Article 66(d) since its passage, 73 of which have come under the NLD government, indicating a clear rise in the implementation of this provision.¹⁸

¹⁸ Parker, Edward. "What is the future of media in Myanmar." *The Diplomat*. 11 Sept. 2017.

Evidence from secondary sources supports interview responses. In May 2017, PEN Myanmar released a “scorecard” report of the NLD’s performance on promoting freedom of expression during its first year in office. The scorecard gave the government a “score of only eight out of 60 possible points [indicating] a significant lack of progress in instituting key reforms to secure free expression in Myanmar” and argued that “while the new government has amended and enacted dozens of laws in the past year, the vast majority of laws restricting free expression have not been included in the parliamentary agenda, despite engagement and advocacy by civil society organizations.”¹⁹ This assessment was echoed by Freedom House in its “2016 Freedom of the Press” index. Burma is listed as “Not Free” scoring 73/100 on level of restrictions on the press (0=low, 100=high), the same score as the 2015 and 2014 rankings and slightly lower than the 2013 score of 70/100. Freedom House notes that the GOB maintains “tight control over the media sector through multiple methods, including the employment of harsh laws dating to the era of military rule... In addition to prosecutions, media workers also risk threats and physical violence in response to critical or investigative coverage, particularly of the government, the military, and rebel groups. Independent outlets struggle for financial sustainability.”²⁰

Figure 12: Political cartoon on the state of press freedom in Myanmar



Harn Lay, *The Irrawaddy*, 2014.

However, while Burma has witnessed a notable increase in the enforcement of Article 66(d) and Article 17/1 provisions, several important reforms have also taken place and should be recognized. These include the rescindment of the Emergency Provisions Act, the amendment of the Peaceful Assembly and Peace Processions Law, and the draft RTI law. Thomas Parker of *The Diplomat* notes the NLD government has taken concrete steps to reform Article 66(d), “making it mandatory for third parties to get permission from any offended individual before pressing charges—a key step against the rampant misuse of the act” and that “those charged under the act now also have the right to apply for bail.”²¹ Chris Peken of the Myanmar Journalism Institute also cites several positive examples of media legal reform such as the April 2017 issuing of five licenses for media to provide content to the government-owned state TV broadcasters, as well as the “advent of pilot programs for community radio stations. These pilot programs, along with proposed changes to the broadcasting laws, would make community media the third media tier (with public and commercial broadcasters), this would have been unthinkable a few years ago.”²²

Helping to explain the CSM Activity’s limited success in supporting local organizations to promote a more supportive media enabling environment, FHI 360 staff reported receiving a lack of grant proposals on the topic. Interviewees explained that applicants likely prioritized financial sustainability over advocacy, in part due to a fear of increased risk of retribution against their journalists. A 2015 Asian Development Bank report corroborated these perceptions, finding that “apart from the groups dedicated to policy advocacy with the government, many CSOs take pragmatic positions, especially at the local level, and are not overtly political—preferring to accept the status quo—in exchange for room to pursue their activities.”²³

Although not a primary focus, the CSM Activity has made several notable efforts to support local organizations in advocating for change to Burma’s media laws. Project reports and monitoring data

¹⁹ “Myanmar: PEN Myanmar Finds Significant Shortfall In Free Expression Reform Promises.” *PEN America*, 2 May 2017.

²⁰ “Myanmar.” *Myanmar*, Freedom House, 2016.

²¹ Parker, Edward. “What Is the Future of the Media in Myanmar?” *The Diplomat*, 11 Sept. 2017.

²² *Ibid.*

²³ *Civil Society Briefs: Myanmar*. Asian Development Bank, 2015.

specifically highlight advocacy efforts that the Activity itself credits with helping to influence the August 2015 Broadcast Law. This law authorized Burma's Broadcast Council, whose members are appointed by the president, to issue licenses to private media companies. At the same time, KIIs with external experts covering Burma's media enabling environment highlighted that several groups were involved in advocacy around the Broadcast Law and CSM's advocacy efforts were one part of a larger movement to support the law's ratification.

Project documents also highlight the CSM-supported Fourth Annual Media Development Conference (December 2015) as providing an important platform to "take stock of the changing media landscape and to help stakeholders identify actions they can take to improve media development and reforms in Burma." Over 200 media, government, and civil society representatives attended the event.²⁴ According to CSM's Year 2 Annual Report, CSM support facilitated 50 journalists from 25 media outlets, including 10 ethnic media outlets, to meet and interact with international media institutions, donors, and media houses. CSM reports that this interaction helped strengthen coordination between these different actors; however, the ET was not able to verify this independently.

APD grantee Pyi Gyi Khin (PGK) is the grantee most directly involved in advocating for an improved media-enabling environment. PGK also informally leads the RTI CSO Working Group, in which the Myanmar Press Council is a member. The Working Group focuses on RTI issues and has been following the development of the draft RTI Law actively. PGK revealed that the Commission for the Assessment of Legal Affairs and Special Issues (Shwe Mann Commission) recently shared the latest version of the draft law with PGK for review by the RTI CSO Working Group. Project documents show that PGK presented on RTI to 72 MPs in Shan State, including providing a three-minute advocacy message about the importance of RTI to then-United Nations General Secretary, Mr. Ban Ki Moon. PGK's advocacy efforts are credited with helping to secure agreement from the Commission to include RTI on the list of laws to be proposed to Parliament.

In addition to advocacy efforts, the CSM Activity has taken steps to analyze the content of Burma's media laws and help raise journalists' awareness about their rights within the law. During the PIR Reflection Workshop observed by the ET, FHI 360 invited a lawyer from the Myanmar Media Lawyers Network to present on the contents of Article 66(d) and the key provisions that journalists needed to be careful not to violate. Previously, PILPG conducted a review of Article 66(d) and provided commentary on the extent to which the law violates international standards. PILPG also reported a willingness to review the current draft RTI law, if requested by PGK.

Conclusions

The influence of efforts supported by CSM to improve the media enabling environment has been limited. This component has not been a central part of the Activity due to the constrained operating environment. The Activity has instead focused on increasing PIR grantees' awareness about the constraints facing the media enabling environment, through engagement of the Myanmar Media Lawyers Network and involvement of PILPG in reviewing relevant laws. It has also undertaken a few important advocacy efforts, including supporting the ratification of the 2015 Broadcast Law, as well as efforts to highlight ways in which Article 66(d) provisions violate international standards. APD grantee PGK has been most directly involved in media enabling environment issues and appears to have established functional working relationships with government stakeholders working on RTI issues. Continuing constraints in the media enabling environment during the CSM Activity period of performance limit opportunities for engagement between the media and government, as well as constrain the media's ability to contribute to public dialogue on legal and policy reforms.

²⁴ Burma. USAID. *Civil Society and Media Project Annual Report for Year 2*. Rep. N.p.: USAID, FHI 360, 2016. Print.

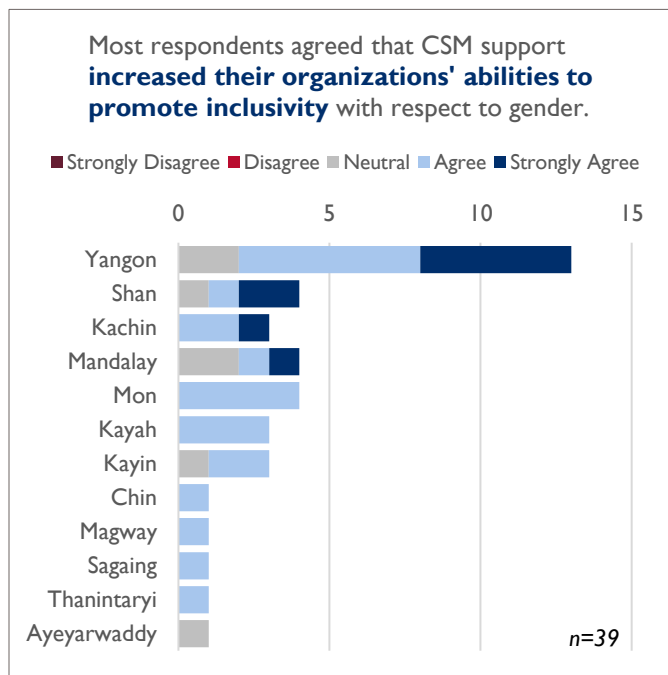
QUESTION 4: To what extent have each of the Activity’s initiatives and approaches advanced inclusivity, particularly related to gender, ethnic minorities, youth, PWD, and the LGBTIQ community?

Findings

Key informants stated in KIIs that, in mainstreaming the notion of inclusivity across its various initiatives, the CSM Activity encouraged grantees to prioritize the concept of “inclusivity” as a guiding principle. FHI 360 dedicates both financial and human resources to advance inclusivity, as demonstrated by its four-person Inclusivity Team (including one consultant from VSO). That team described its intention to prepare 16 personnel across four ISOs to serve as Inclusivity Champions that mentor other CSM grantees, but some ISOs described a lack of structure or clarity surrounding expectations for the initiative. Meanwhile, several CSM grantees noted that the ISOs are not best placed to provide mentorship on inclusivity topics given their organizational missions, which do not necessarily focus on vulnerable groups.

As of July 2017, FHI 360 reported that 22 APD and EOF grantees conducted advocacy with or for vulnerable populations, i.e., women, youth, PWD, LGBTIQ, ethnic groups, or religious groups (Indicator 1). FHI 360 identifies nine of its CSO grantees as based in ethnic States and thereby working with ethnic minorities (Indicator 35). Additionally, eight PIR grantees are based in ethnic States, and five publish or broadcast in local ethnic languages. Youth are well-represented within some APD and PIR grantee organizations; as such, the CSM Activity is building the capacity of youth by funding those groups. However, as one international partner cautioned, overly focusing on outputs related to participation of vulnerable groups in grantee activities may “hit the target and miss the point.”

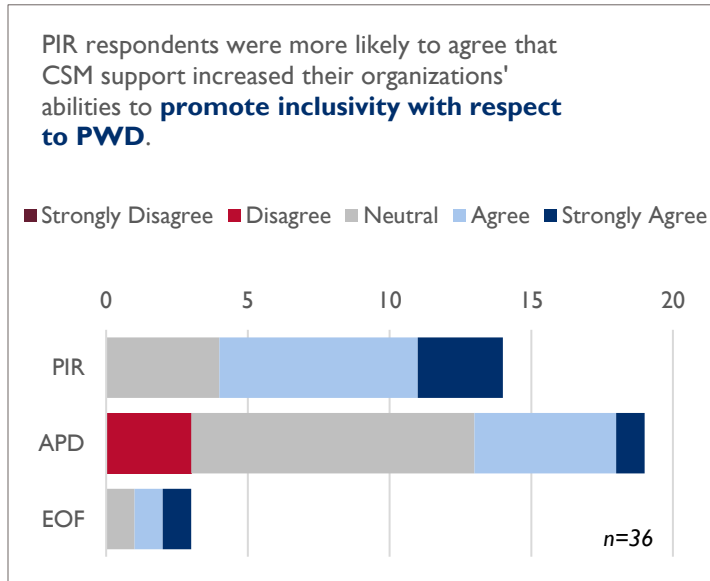
Figure 13: Effectiveness of promoting inclusion with respect to gender by location (source: Mini-survey)



The ET’s mini-survey found that 32 of 39 grantee respondents (82 percent) agreed or strongly agreed that the CSM Activity increased their organization’s ability to promote inclusivity with respect to gender (Figure 13). However, qualitative responses indicate that respondents focused primarily on male and/or female participation, with 20 grantees indicating that “LGBTIQ is not an issue in our area” or a similar response that demonstrates awareness is lacking about the presence of the LGBTIQ community and the status of their rights. The ET’s review of project reports indicates that at least eight of 10 PIR grantees covered local and national issues related to women and gender. While a majority of PIR grantees surveyed responded that they had increased their awareness about the importance of reporting on LGBTIQ issues, only MKS was able to provide examples of reports it produced covering these issues.

More than 70 percent (28 of 39) of grantee respondents agreed or strongly agreed that the

Figure 14: Effectiveness of promoting inclusion with respect to PWD by grant type (source: Mini-survey)



CSM Activity increased their organization's ability to promote the inclusion of youth. Qualitative data indicate that the majority of other grantees had been working on youth issues already and understood the importance of their inclusion.

More than 60 percent (24 of 39) of grantee respondents either agreed or strongly agreed that their participation in the CSM Activity increased their organization's ability to promote the inclusion of ethnic minorities. As above, the majority of other respondents stated that they had been working to include ethnic minorities in their activities already. One grantee disagreed with the statement and felt that ISOs could do more to ensure the participation of ethnic minorities.

Finally, only 50 percent (18 of 36) of grantee respondents agreed or strongly agreed that their participation in the CSM Activity helped increase their organization's ability to promote the inclusion of PWD (Figure 14). PIR grantees were considerably more positive than APD grantees in their responses, despite the APD grantees having been exposed to more CSM Activity trainings on PWD. The ET's review of project reports indicates that at least three of 10 PIR grantees produced stories related to PWD. Qualitative data clarified that most of the grantees that either disagreed or neither agreed/disagreed understood the importance of including PWD in their activities, but logistical and infrastructure challenges prevented them from doing so.

In March 2015, FHI 360 conducted a gender analysis to identify gender dynamics in Burma and any constraints that could affect implementation of the CSM Activity. Among its principal findings, the gender analysis indicated that gender organizational policies and processes are not adequately mainstreamed throughout the civil society sector and that, while women are involved in civil society more than in other sectors, they often do not hold senior positions or decision-making roles. Meanwhile, despite inequalities in pay and discriminatory working conditions, the majority of journalists is now believed to be female—and some women hold editor positions.²⁵

While APD grantees did not prioritize inclusivity in their OCAs, several grantees indicated during KIIs that they used capacity-building support provided through the CSM Activity to advance inclusivity tangibly within their organizations. PIR grantee DVB requested that Local Resource Center and VSO support the media organization to undertake a participatory process for creating a gender policy tailored to its needs. EQMM, Karen Affairs Committee (KAC), and Pa-O Women's Union (PWU) reported developing gender policies after the training.

Three APD grantees worked at the grassroots level to raise awareness and impact practices relevant to women's rights. KWFNG, PWU, and Triangle Women's Support Group (TWSG) used a cascade training model to promote awareness about women's rights and prepare survivors to report cases of domestic abuse. Specifically, KWFNG highlighted its role in preparing the public to engage confidently with military

²⁵ Bertone, Andrea. *Gender Analysis (updated Draft)*. Rep. N.p.: n.p., 2015. Print.

personnel and police officers, who are traditionally feared in conflict-prone Kachin State. Beneficiaries reported that they apply skills and capacity gained from TWSG to conduct community sessions that challenge traditional gender roles and raise awareness about domestic violence. Similarly, PWU trainees share knowledge with women in remote villages where such concepts are new. PWU also researched the status of Pa-O women's rights under customary law in eight townships in Shan State and presented its data to political leaders in the Pa-O self-administered area.

Based on analysis of data collected during its KIs and review of project documents, the ET categorized the scope of activities conducted by each APD grantee as aimed toward either the national level or the State/Region/grassroots level (Figure 5). Of the 19 APD grantees, the ET found that eight CSOs²⁶ focused on national-level issues; three of those CSOs promote inclusivity on a national scale. In addition, one EOF grantee²⁷ offered recommendations to Union-level government entities about laws and policies that foster inclusivity on a national scale. These examples—provided in project documents and shared with the ET during KIs with the grantees—are described below:

- Myanmar Federation of Persons with Disabilities (MFPD) engaged the Department of Social Welfare in monthly meetings to discuss needs and challenges for PWD. MFPD gathered recommendations from Disabled People's Organizations (DPOs) concerning bylaws to implement the Rights of Persons with Disabilities Law (2015) and submitted them to the Department of Social Welfare.
- The KAC advocated for the formal recognition of seven Karen tribes, culminating in a meeting with Union-level MPs, Karen elders, representatives of each tribal group, leaders from faith-based organizations, religious leaders, and youth leaders. When interviewed by the ET, the Chairman of the Kayin State Parliament relayed that the case is currently under consideration at the Union level. Beneficiaries spoke with the ET about the importance of KAC's advocacy activities for preserving ethnic identity, and thereby, contributing to the peace process.
- Myanmar Youth Forum Working Group convened more than 450 youth from all 14 States/Regions in June 2016 in Sagaing Region with an EOF grant to ensure their voices were heard by the NLD government as it developed the country's first National Youth Policy. Subsequently, the Working Group and National Youth Congress met with the Department of Social Welfare to present recommendations discussed at the Myanmar Youth Forum.
- Civil Authorize Negotiate (CAN) engages Union-level MPs and the Department of Social Welfare to raise awareness about LGBTIQ rights, while intentionally not yet engaged in legal and policy reform. CAN also plans to present its forthcoming research on Myanmar's LGBTIQ community to Union-level MPs.

Though widely regarded by capacity building providers, grantees, and external actors as a constructive partner, when interviewed by the ET, the Department of Social Welfare did not consistently identify CSM grantees or their contributions to legal and policy reform. Instead, the Department described its collaboration with civil society networks such as the Gender Equality Network, in which some APD grantees participate. While the Department did not mention APD grantee MFPD, it noted that DPOs offered recommendations about the Rights of Persons with Disabilities Law (2015) bylaws, such as terminology related to PWD. The Department confirmed that it submitted such recommendations to the Office of the Attorney General. Likewise, while the Department recognized the participation of youth members in the Central Committee, Policy Drafting Committee, and Working Committee that will review the forthcoming draft of the National Youth Policy, it did not recall meeting with the National Youth Congress or EOF grantee Myanmar Youth Forum Working Group in 2016. Instead, the Department

²⁶ APD grantee activities with national-level scope: ALARM, CAN, EQMM, Green Peasant Institute, KAC, MFPD, PGK, P&J.

²⁷ EOF grantee activity with national-level scope: Myanmar Youth Forum Working Group.

indicated that the United Nations Population Fund is its primary partner in developing the National Youth Policy. While the Department indicated that its involvement in LGBTIQ issues has been indirect thus far, it did mention plans to hold a workshop in Kayah State in cooperation with CAN.

Some grantees identified groups that were underrepresented in the CSM Activity:

- Despite acknowledging the importance of including PWD, some CSOs cited physical barriers to their attendance (e.g., lack of elevator or ramp)—which could be addressed by holding meetings and events in alternative rented spaces, if sufficient funding had been available. Other grantees spoke about the difficulties of identifying and promoting the meaningful participation of individuals who may suffer from mental disabilities or psychological trauma.
- The ET learned of one case in which women were not able to participate in events held by an APD grantee. Married Pa-O women in Shan State were not permitted by their husbands to leave the rice paddies to attend PWU training, which was mistimed due to grantmaking delays and occurred during planting season in the farming community. (Incidentally, male farmers could not participate in KFSU training for the same reason.)
- CSOs that promote women’s rights reported that they struggle to engage men in activities that question traditional gender roles and raise awareness about domestic violence. This finding aligns with the Gender Analysis conducted by FHI 360, which highlighted the challenge of achieving meaningful participation by men in such activities. While not unique to Burma, the ET is not aware of efforts undertaken by the Inclusivity Team to explore strategies for addressing this phenomenon.
- Unlike in Yangon and Mandalay, key informants in some States contended during KIIs and the mini-survey that LGBTIQ individuals did not exist. Indeed, the ET found that the topic remains sensitive, especially in families and communities that espouse traditional beliefs. Some APD grantees cited sensitivities related to recruiting LGBTIQ individuals to attend events; those who self-identify are known to CSOs, but grantees are wary about making assumptions related to participants’ gender identities simply to meet FHI 360 reporting requirements.
- The CSM Activity did not issue grants to CSOs or media organizations in Rakhine State.

Conclusions

The CSM grantee selection process advanced inclusivity by funding CSOs that engage and promote rights for ethnic minorities, women, youth, LGBTIQ individuals, and PWD. However, some groups were underrepresented in CSM grantee activities, namely: LGBTIQ individuals, who have a long way to go in Burma; PWD who faced physical barriers to accessing grantee events and activities; and male champions of women’s rights, who are few and far between. The CSM Activity made systematic efforts to increase awareness about and participation by vulnerable groups, especially PWD. Overall, APD grantees reported success in achieving participation of ethnic minorities, PWD, youth, and women. PIR grantees published reports and news stories that highlighted issues important to the same groups. Some grantees took steps to advance inclusion—both within their organizations and through engagement in legal and policy reform. As with other advocacy efforts supported by the CSM Activity, contributions to tangible change are difficult to prove.

VI. BEST PRACTICES, LESSONS LEARNED, AND UNANTICIPATED RESULTS

BEST PRACTICES

Awarding grants to CSOs and media organizations based throughout a country promotes inclusive public dialogue and political space. The CSM Activity intentionally funded local organizations based both in Burma's center and at its periphery, and FHI 360 took proactive steps to ensure that applicants represented many of Burma's historically marginalized ethnic minority States.

Defining engagement as related not only to laws and policies, but also to processes, practices, and services allows for advocacy and change to occur at both national and local levels. By supporting grantee activities that focus on both national priorities and local issues, the CSM Activity seized available political space to effect change for Burma's population. Given limiting factors in the operating environment—especially related to political will at the Union level, interventions at the local level are critical pathways to bolster the “demand side” of democratic development.

Utilizing local organizations to deliver capacity building strengthens the sustainability of results. FHI 360's use of ISOs/MISOs as principal capacity-building providers ensures that the experience and expertise developed during the Activity's period of performance does not disappear following the departure of international experts. By working through intermediary organizations, the CSM Activity has succeeded in bolstering a cadre of local ISOs/MISOs with increased experience and personnel who can provide capacity building on a wide range of OD topics to smaller organizations across Burma.

Mainstreaming a commitment to inclusivity encourages progress toward related outputs and outcomes. FHI 360 dedicated both financial and human resources to advance inclusivity as a guiding principle of the CSM Activity, as well as made systematic efforts to increase awareness about and participation by vulnerable groups. Overall, CSO grantees reported success in achieving participation of ethnic minorities, PWD, youth, and women. Media grantees published reports and news stories that highlighted issues important to the same groups. Some grantees took tangible steps to advance inclusion—both within their organizations and through engagement in legal and policy reform.

LESSONS LEARNED

Minimize funding gaps to avoid disrupting activities and early results. The experience of CSM grantees underlines the importance of thinking through the potential benefits of providing repeat grants during the program design phase and starting the grant-making process earlier to avoid any gaps in funding.

Clarify programmatic intentions to build capacity of local partners. One of the central strengths of CSM's structure is the use of local ISOs/MISOs as identified above. However, the ET found that some ISOs did not realize that the CSM Activity also intended to build *their* capacity and were therefore less receptive to the support provided. Ensuring a common understanding at the outset would have clarified misunderstandings and resulted in more consistent receptivity from and performance by ISOs/MISOs.

Prioritize individualized technical assistance over workshop-based training. Overall, both providers and recipients of capacity building support offered by the CSM Activity preferred on-site mentoring to traditional classroom-based instruction. When time and budget allow, a recipient-centric model is most efficient and effective for building the capacity of local organizations in a manner that meets their needs, preferences, and limitations.

Avoid encouraging changes to core business models that cannot be sustained without donor funding. One of the key unanticipated consequences noted by the ET was various examples of both APD and PIR grantees altering their core business models as a result or in anticipation of funding from the

Activity. Examples include renting larger offices, hiring additional staff, and increasing production in advance of receiving actual funds or without consideration for how such investments would be supported following the grant. While difficult to control, grant-makers could have more carefully discussed the potential risks and threats to sustainability that major changes to core business models might entail.

UNANTICIPATED RESULTS

Positive Unanticipated Results

Grantees expanded their networks. A vast majority of survey respondents (35 of 39) answered that they had increased their networking and collaboration with other similar organizations because of their participation in the CSM Activity. Interestingly, Yangon-based organizations responded particularly strongly that their collaboration with other organizations had improved. APD grantees were also particularly favorable in their response, likely due to their participation in more capacity-building events that brought different organizations together.

Grantees expanded their understanding of “inclusivity.” Several interviewees, both grantees and Consortium staff, highlighted that FHI 360’s use of the term “inclusivity” resulted in grantees thinking beyond issues specific to gender or PWD. At least one APD grantee intends to produce an “inclusivity policy” in place of separate gender and PWD policies to be truly more inclusive.

Negative Unanticipated Results

Frequency of trainings detracted from ability to perform regular work. The most common unanticipated results cited by interviewees centered on the trade-off between sending staff to various trainings and having enough capacity to meet day-to-day responsibilities for their organizations. While grantees noted that this was a short-term consequence, they did emphasize that the frequent trainings at the time had a negative impact on their daily portfolios.

Grantees feared losing high quality staff. Staff retention in Burma’s hyper-competitive labor market, brought on by an influx of international donors and private sector companies, was a challenge raised by each stakeholder group interviewed. Several interviewees from smaller ethnic organizations admitted that they sometimes worried that allowing staff to attend trainings and thereby increase their capacity would make them more attractive to other employers capable of offering higher salaries and would increase the chances of those employees leaving.

Delays in trainings prevented key participants from attending. Particularly in rural farming communities, grant-making delays resulted in trainings being delayed until the rainy season. This meant that key groups, such as farmers and women, could not attend CSM grantee activities during rice planting season. The ET noted concrete examples for rural farmers in Kayah and Pa-O women in Shan State. The ET also heard that married women in Pa-O communities were often denied permission from their husbands to attend the trainings. This resulted in exclusion of a key demographic for groups working to promote awareness of women’s rights.

VII. RECOMMENDATIONS

RECOMMENDATIONS FOR USAID/BURMA

1. **Explore opportunities to promote the long-term sustainability of CSOs and media organizations.** Such opportunities will be particularly critical once the CSM Activity ends (scheduled for September 2018) and as the country prepares for general elections (scheduled for 2020). While there could be advantages to linking the two distinct sectors (civil society and media), the CSM Activity experience has shown that this is not always easy to do, and future programs need not necessarily be structured in the same manner. However, both sectors require continued financial and capacity building support from international donors.

Timeframe: Long-term priority

2. **Facilitate cohesive programming interventions that address both the “demand side” and the “supply side” of democratic development—and, as such, engage both civil society/media and government actors at the Union and State/Region levels.** In the long term, consider funding a program design that incorporates both sides of democratic development. In the immediate term, facilitate FHI 360’s coordination with donors and implementing partners that prepare government actors to engage in public dialogue and consultation with civil society and media on legal and policy reform. The ET did not conduct an exhaustive mapping of such opportunities; however, below are possible areas of synergy that the ET found during KIs with grantees and external actors.
 - Organizations that offer parliamentary support, such as the National Democratic Institute (NDI), could serve as a neutral body to convene CSOs with Union-level parliamentary committees to discuss research and pending legislation on priority issues of shared interest. NDI shared with the ET that its collaboration with Tetra Tech ARD to facilitate consultation between select CSOs and parliamentary committees²⁸ has been successful and well-received.
 - In KIs with the ET, NDI and the International Republican Institute indicated that they hope to engage MPs and political party members, respectively, to build skills in constituency outreach at the State/Region level, specifically in Mandalay Region and Shan State. CSM grantees in these locations could participate in events that enable all stakeholder groups to practice new skills.
 - The Hanns Seidel Foundation works with Union-level parliamentary staff on the topics of public relations and visitor services, including regulations that govern media access to the Parliament. CSM grantees could benefit from the Foundation’s registry of MPs and perspective on openings for dialogue.
 - USAID/Burma indicated that its Global Health Office engages with the Ministry of Health and Sports and could explore opportunities to connect ministry officials with CSOs focused on relevant topics. The Mission could review similar opportunities to share information and relationships, such as those relevant to advancing rights for smallholder farmers through the Economic Growth Office and related implementing partners.
 - The European Union and Swiss Agency for Development and Cooperation, along with the Land Core Group, support local CSOs focused on land use. APD grantees advocating for

²⁸ NDI works closely with parliamentary committees that deal with human rights: Human Rights Committees in the Upper House and Lower House, Committee on Women and Children in the Upper House, and Committee on Transport and Communication in the Lower House.

farmers' rights might benefit from increased coordination with local and international actors who engage with government entities on this topic.

Timeframe: Immediate-term priority and long-term priority

3. **Consider the potential advantages of “depth, not breadth” when supporting local organizations.** USAID should reflect on the Mission’s formative experiences in Burma and consult with its implementing partners and other donors that focus on these sectors to inform its long-term objectives for each sector. The appropriate strategy (or strategies) for supporting local organizations should reflect USAID’s long-term objectives. Various strategies may include, but are not limited to:
 - a. Select fewer grantees, and award longer-term (or repeat) funding—at higher levels when appropriate.
 - b. Commit to one of the following options as a core strategy:
 - i. Focus support on organizations that operate at high capacity, with the aim of solidifying their successful operations and preparing them to mentor other organizations.
 - ii. Target organizations that demonstrate mid-level capacity, with the aim of enhancing their performance and OD to high capacity.
 - iii. Reserve support for organizations with low capacity, with the aim of supporting them to reach mid-level capacity. Such organizations might represent vulnerable groups that may not otherwise be positioned to participate in public dialogue or democratic processes.
 - c. Engage civil society networks to refine their structures and consolidate their advocacy efforts, rather than build the capacity of individual CSOs.
 - d. Target organizations that engage in related advocacy and maintain strategic relationships with key stakeholders in the government, if USAID seeks to impact legal and policy reform at the national level. As demonstrated through this evaluation, such organizations will likely operate at high capacity and be based in Yangon or Mandalay.

Timeframe: Medium-term priority

4. **Continue to support CSOs and media organizations based in the periphery to ensure participation of diverse groups in public dialogue and democratic reform.** To do so, USAID could explore opportunities to collaborate with donors that support CSOs and media organizations. For instance, the International Labor Organization, Mercy Corps, and Oxfam provide capacity-building support to CSOs to promote their engagement with local authorities (in Shan State, Kayah State, and Kachin State respectively), and the Swedish-supported Myanmar Media Program works to build the capacity and sustainability of media organizations across Myanmar. USAID could also take several internal steps such as ensuring that grant application processes are publicly advertised with sufficient lead time for less-resourced organizations to submit successful applications; continuing to accept grant applications in local ethnic languages; and continuing to ensure that the grant review process accounts for geographic and ethnic diversity of awardees. Given the urgent need for constructive public dialogue in conflict-affected areas, USAID could also consider whether grants should be awarded to CSOs and media organizations based in Rakhine State—and, if so, take proactive steps to encourage applicants to respond to RFAs and award grants to qualified organizations.

Timeframe: Medium-term priority

RECOMMENDATIONS FOR THE CSM ACTIVITY

5. **Streamline the grantmaking process to resolve bottlenecks and increase efficiencies.** Share any lessons learned with both FHI 360's Asia Pacific Regional Office and USAID/Burma to improve grantmaking processes for future programs. For program interventions that involve a grantmaking component:
 - a. Consider introducing indicators to track i) duration of award process, and ii) gaps between seed grants and follow-on grants.
 - b. Monitor unintended negative consequences of delays in grantmaking—both for grantees themselves and for international partners that provide capacity to the grantees.

Timeframe: Immediate-term priority

6. **Continue to provide customized technical assistance and mentoring to CSOs and media organizations.** The planned shift away from necessarily generic training for multiple organizations and toward tailored assistance and “on-site support” for individual organizations aligns with the needs and preferences of CSM grantees.

Timeframe: Immediate-term priority

7. **Consider drawing upon the expertise of select APD grantees to build the capacity of other CSM grantees in relevant topic areas** (e.g., participatory research, gender identity, land use rights). Given that capacity building is not incorporated into APD grant agreements, such exchanges could occur during FHI 360 Partner Meetings or other learning events. For future similar programs, ensure that grant agreements account for the possibility that all local organizations could provide capacity building on topics relevant to their experience.

Timeframe: Immediate-term priority

8. **Accelerate the engagement of MISOs in the CSM Activity** so that the third round of PIR grantees is positioned to apply knowledge and skills gained from local capacity-building providers during their production of FHI 360-funded reports and news stories.

Timeframe: Immediate-term priority

9. **Build upon momentum for advancing inclusivity** by:
 - a. Continuing work on inclusivity policies grounded in grantees' organizational missions
 - b. Defining and guiding the Inclusivity Champions initiative
 - c. Considering strategies for engaging male champions of women's rights, such as recruiting qualified men to train male community members on gender roles or domestic violence
 - d. Adequately funding accommodations for participation of PWD in grantee activities

Timeframe: Immediate-term priority

10. **Promote the sustainability of CSM grantees after the CSM Activity** by mapping opportunities to access funding streams and technical support from the private sector and other democratic development partners. Additionally, assess barriers to sustainability and prepare CSM grantees to anticipate and overcome those barriers, as possible.

Timeframe: Immediate-term priority

ANNEXES

ANNEX I. STATEMENT OF WORK

MID-TERM PERFORMANCE EVALUATION OF USAID/BURMA CIVIL SOCIETY AND MEDIA ACTIVITY

I. SUMMARY INFORMATION

Activity/Project Name	Civil Society and Media Activity
Implementer	FHI 360
Cooperative Agreement/Contract #	AID-482-A-14-00004
Total Estimated Ceiling of the Evaluated Project/Activity(TEC)	USD \$ 20,000,000
Life of Project/Activity	September 2014 to September 2018
Active Geographic Regions	The Activity is active throughout the country.
Development Objective(s) (DOs)	This Activity contributes to Embassy’s Integrated Country Strategy, Goal # 2, “Burma is moving towards a well-governed democratic state that is inclusive, accountable, and responsive to its people, in line with U.S. interests in promoting freedom and democracy and protecting human rights.”
USAID Office	USAID/Burma Democracy and Governance Office

II. BACKGROUND

Nearly 50 years of conflict and military rule left Burma’s political and social institutions crumbled while the military’s generals tightly controlled the country through censorship and oppression. International sanctions isolated the county and decimated its economy and institutions. In 2011, Burma officially dissolved the military junta and established a nominally civilian government, bringing to an end nearly 50 years of military regime in Burma. Since that time, the dynamic pace of reforms has continued. Reforms to date have ushered in a proliferation of civil society groups, more diverse media, rapid creation of new political parties, a largely successful 2015 election, a peaceful transfer of power to a new civilian-led government, and increased collaboration by various branches of the Government in Nay Pyi Taw with civil society and the international community.

In 2012, the U.S. government announced the exchange of Ambassadors between the United States and Burma, and formally affirmed the U.S.-Burma Partnership for Democracy, Peace, and Prosperity during President Obama’s historic visit to Rangoon (Yangon). Since then, the U.S. government has prioritized support to Burma’s transition in the areas of: national reconciliation; democratic governance; improving the legal and regulatory environment for trade and investment; healthy and resilient communities; and regional economic integration.

In 2014, USAID launched its flagship Civil Society and Media Activity, with a total estimated cost of \$20,000,000 over a four-year period (September 2014 to September 2018), to achieve the goal of improving engagement between the public and the Government of Burma to sustain reforms and bridging information gaps between the center and the periphery. The Activity has three objectives: (a) improve civil society capacity for engagement in democratic processes and policy dialogue; (b) increase availability

of and access to information for public on democratic governance and reform issues; and (c) expand inclusive public dialogue and political space.

A. Description of the Problem, Development Hypothesis, and Theory of Change

During the early stage of Burma's transition towards democracy in 2011, most of the significant changes were driven from the top-down: designed and authorized by the Government, with limited public consultation and engagement. Channels for public consultation and dialogue have been relatively new concepts in Burma, and civil society often finds it difficult to engage the Government and authorities due to a lack of historical precedent. In fact, the responsibility for public engagement rests both on civil society and the Government but civil society organizations (CSOs) in Burma have not fully assumed the role of connecting people to their Government for several reasons. First, due to decades of authoritarian rule, CSOs, particularly politically focused ones, have not had the opportunity to fully develop their organizational capacities. They often lack formal structures or have been dominated by a single personality. Second, CSOs often have not fully developed the technical expertise required to influence policy change, in large part due to the fact that they have been excluded from the political process for decades.

Additionally, as information is a prerequisite for participation and engagement, the basic premise of a participatory democratic government has been assumed a certain degree of information availability and understanding on the part of the population, enabling all citizens to make informed choices and engage in public debate on decisions that affect them on a daily basis.

In Burma, this has been presented a unique challenge. For large portions of the population, balanced and accurate news and information is not readily available.

The levels of media penetration across the country has been divided between those urban areas with road and other media related infrastructure access (predominantly Burman) and rural areas that often lack any media access aside from Government- produced newspapers flown out on military transport, and state radio broadcasts (predominantly aimed at ethnic minorities)

However, over a period of time, there has been an increased in space for civil society to engage with the Government and opportunity for media freedom to make information available and accessible. Under this situation, civil society and media organizations have critical roles to play as connectivity between the state and people of this country. In order to fully perform this role, civil society organizations and media outlets must develop the technical and organizational skills to engage with the Government and publish balanced and accurate information for the people of Burma. Based on this context, the theory of change for the Activity is that "through financial support, capacity building, and technical assistance, civil society organizations and media outlets can improve their technical and organizational capacities to increase public engagement and demand for accountability from the Government, particularly with regard to political reforms and democratic transition."

B. Results Frameworks

Below is the Activity's results framework:



C. Summary of Activity to be evaluated

The Activity offers a range of support to its grantees—civil society and media organizations—including customized capacity building support, regular mentorship and financial assistance. For the civil society organizations, the capacity support covers the areas of: Advocacy, Monitoring and Evaluation, Human Resources and Financial Management, Humanitarian Accountability, Strategy and Policy Development, Gender, Disability, Leadership, Proposal Writing, Office Management, and Public Relations and Networking.

While there are some similarities on the types of capacity support for media outlets with civil society organizations, special emphasis is given in the areas of journalism, editorial, code of conducts and ethics, newsroom management, and business models and financial sustainability for the media outlets. The Activity also provides capacity building opportunities to other local grantees not directly funded by the Activity but working with other USG programs.

The capacity building support is mainly delivered through more developed local civil society and media organizations (also known as Intermediate Support Organizations-ISOs), but there is some direct assistance through FHI 360 and its international sub-partners. Prior to offering any capacity support to civil society and media organizations, the Activity conducts an Organizational Capacity Assessment (OCA) to identify the need of each grantees and facilitates the development of a longer term Institutional Improvement Plan (IIP) incorporating customized training and mentorship plan for each local partner. The OCA and IIP are done only for the local partners who are selected for grants under different schemes as outlined below. The grants cover a percentage of core operational costs for civil society and media organizations to help them achieving their goals.

There are different types of grants awarded under the Activity in order to meet the evolving context and the needs of civil society and media organizations. These include

- 1) *Emerging Opportunity Funds (EoF) for Civil Society and Media Organizations*: These funds are available for civil society and media organizations on a noncompetitive basis as well as through competition under an Annual Program Statement (APS) in order to respond in a timely way to the needs of and emerging opportunities for civil society and media organizations.
- 2) *Advocacy and Public Dialogue Funds (APD) for Civil Society organizations*: This grant is made available through a full and open competition process for civil society organizations who engage in democratic reforms on various issues through advocacy efforts and public dialogues.
- 3) *Public Interest Reporting Funds (PIR) for Media organizations*: This grant is available through full and open competition process for independent media organization for them to produce a range of public interest reports and stories on democratic reforms.

- 4) *Intermediate Support Organizations Funds (ISOs) for Civil Society and Media organizations*: These grants are available under a full and open competition process for local civil society and media organizations who serve as intermediate support organizations and provide trainings, mentorship, technical assistance and capacity support to the project local grantees as well as non-grantees.

As mentioned above, the grants provided directly to civil society and media organizations supplement the capacity building initiatives of the Activity. It helps them to apply knowledge and skills gained from those capacity building activities, and practically engage with the government at all levels on the various issues related to democratic reforms, and produce news and reports on democratic reforms.

The Activity generally has country-wide focus but its grantees are currently working in 13 States and Regions out of 14.

In terms of sectors, civil society grantees currently address land use, civil and political rights, freedom of association, rights to information, gender equity and women's rights, natural resource governance, disability rights, civic education, and LGBTIQ rights. The media grantees publish reports and news through online, print, and TV on critical issues covering elections and parliaments, governance, human rights, land rights, gender and disability, legal environment, climate change and natural disasters, development, livelihoods and education, drugs and poppy cultivation, water resources, peace and armed conflicts, refugees, and migration.

III. EVALUATION QUESTIONS

The following are the evaluation questions that must be addressed during the evaluation. Each question is expected to be asked with follow up questions to receive comprehensive responses in a gender-disaggregated manner.

Question 1: How has the Civil Society and Media (CSM) Program contributed to civil society's engagement with the Government of Burma on legal and policy reforms? Are there external factors that could have also contributed or limited this engagement?

1a: To what extent have the media grantees' reports and news stories contributed to engagement between civil society and government on legal and policy reforms?

Question 2: How has institutional and technical capacity building and financial support provided by CSM facilitated civil society and media engagement with the government?

2a: To what extent, has the support provided been valued by civil society and media partners?

2b: To what extent, have civil society and media partners utilized the knowledge and skills gained from the support provided?

Question 3: How have the grantee's interventions affected access to information in the targeted geographic areas?

3a: How have media grantees' reports and news stories on democratic reform affected the flow of information between rural and urban areas?

3b: Has the program led to increased media coverage and reached an increased number of outlets for advocacy on media enabling environment and producing public interest reports?

Question 4: Are there best practices, lessons learned and/or unintended consequences of the Activity? What worked? What didn't? Why?

Question 5: To what extent have all of the Activity's initiatives and approaches advanced gender equality and inclusivity, particularly inclusion of ethnic minorities, youth, people with disabilities and LGBTIQ community?

IV. EVALUATION DESIGN AND METHODOLOGY

USAID/Burma expects the evaluation to be a formative mid-term performance evaluation using a mixed method of designs and tools to collect responses for the set evaluation questions. The evaluation team is expected to further explore in-depth information based on the responses from respondents to comprehensively understand each issue asked by the evaluation questions. The methods and tools may include literature reviews, focus group discussions, and key informant interviews with the representatives of civil society and media organizations, communities served by the Activity's grantees, government offices, U.S. Embassy and USAID, other donor agencies and implementing partners. The evaluation team is strongly suggested to conduct separate interviews or focus group discussions with each type of respondents such as civil society organization, or media organizations, and other key stakeholders to facilitate an open discussion. The suggested data sources for evaluation questions include, but are not limited to, the Activity's description, its relevant amendments, work plans, monitoring and evaluation plans, quarterly and annual reports, Political Economics Analysis conducted by USAID and/or outside of USAID, direct interviews to the Activity's grantees and their beneficiaries, staff members from the U.S. Embassy, USAID, and its partners, and other donors and relevant stakeholders.

Due to the constraints on time and cost, it is unrealistic for the evaluation to cover all the geographic locations where the Activity is implementing. The evaluation team however must travel to two States and four Regions: Yangon (Yangon), Mandalay (Mandalay) including Nay Pyi Taw, Kachin (Myitkyina), Kayah (Loi Kaw), Kayin (Hpa An), and Shan (Taung Gyi), where many of the grantees' activities represent the sectors working in the areas.

The contractor is responsible for making all travel, transportation and lodging arrangements as per the evaluation work plan. Logistical support in-country will be responsibility of the contractor. A representative of USAID may participate in the meetings with government officials and field data collections.

V. EVALUATION TEAM COMPOSITION

The evaluation team shall consist of eight members: One evaluation team lead/CSM expert, one evaluation specialist, two local Democracy, Human Rights and Governance (DRG) Specialists, two interpreter/administrative assistant, one Research Specialist/Logistician and a gender specialist. Both technical specialists must have extensive and documented experience in conducting performance evaluations. While Democracy, Human Rights and Governance (DRG) experience is required for both team members, one team member, ideally the senior team member, must have experience working on civil society and media activities and the other technical specialist must have experience in evaluating civil society and media activities. Asia and/or South East Asia experience is strongly preferred, and experience in Burma and in transition environments is desirable for both technical specialists. The expert specialist on gender must have a significant work experience in gender, particularly on the gender aspects incorporating into the evaluation of civil society and media programs in transition environments, Asia and/or Southeast Asia experience strongly preferred, and excellent writing and verbal presentation skills is required.

The local Democracy, Human Rights and Governance (DRG) Specialists must be able to advise on the methodology and data collection instruments, participate in the desk review, key informant interviews, focus group discussions, and other data collection activities and participate in data analysis.

Research Specialist/Logistician must be able to coordinate meetings, arrange in-country travel, support the evaluation team in data analysis and reporting, as needed.

The interpreter/administrative assistant must be able to provide interpretation and translation support to the team throughout the evaluation as needed as well as provide logistical support including travel arrangements, meeting arrangements, and all schedule appoints. She/he must have good English and Burmese language skills in the subject technical area.

All team members will be required to provide a signed statement attesting to a lack of conflict of interest or describing any existing conflict of interest.

The evaluation team shall demonstrate familiarity with USAID's Evaluation Policy (Attachment I) and guidance included in the USAID Automated Directive System (ADS) in Chapter 201.

The contractor is responsible for making all travel, transportation and lodging arrangements as per the evaluation work plan. Logistical support in-country will be responsibility of the contractor. A representative of USAID may participate in the meetings with government officials and field data collections.

ANNEX II: EVALUATION TEAM

SI provided a four-person team to conduct this evaluation:

Team Leader: Julia Rizvi has more than 12 years of experience, with technical expertise in PE, DRG, civil society strengthening, and women’s political advancement. She has both implemented and evaluated civil society interventions in transitional democracies and post-conflict environments. As Technical Director at SI, she led and conducted fieldwork in Bangladesh, Burma, Cambodia, China, Indonesia, Thailand, and Vietnam to evaluate programs that seek to promote democratic governance and advance human rights. For the United States Department of State Bureau of Democracy, Human Rights, and Labor, she evaluated two CSM interventions in Burma: a conflict-sensitive reporting activity implemented by Internews and a get-out-the-vote and election monitoring activity implemented by NDI. Previously at NDI, Ms. Rizvi oversaw, monitored, and assessed capacity building grants for Iraqi civil society actors to conduct election monitoring, voter education, candidate debates, diversity awareness campaigns, and advocacy to advance the rights of women, youth, and ethnic and religious minorities. At the Woodrow Wilson, International Center for Scholars, she contributed to the design and implementation of the Iraqi Women’s Democracy Initiative, a series of workshops to introduce newly-elected female parliamentarians to conflict resolution and negotiation techniques for influencing the legislative process. Ms. Rizvi holds a Master of Arts from The Fletcher School at Tufts University, where her thesis analyzed the roles of United States foreign policy and Iranian civil society in promoting democratic values and processes.

Evaluation Specialist: Mathias Kjaer has more than eight years of experience evaluating peacebuilding and governance programs in transitional and restrictive environments. He has led and served on governance and civil society related evaluation teams in 14 countries for a variety of international donors, including USAID. He recently completed a mid-term evaluation of International Labor Organization/ Myanmar’s Civil Society and Community Empowerment program in Shan. As Evaluation Specialist for United Nations Children’s Fund/Myanmar from 2014 to 2016, he evaluated the Peacebuilding, Education, and Advocacy program—involving fieldwork in Kachin, Kayin, Mon, Shan, Mandalay, and Yangon—and oversaw six other evaluations and studies. Mr. Kjaer participated in monthly Yangon Peace Advisors’ meetings and is familiar with a wide network of civil society actors and programs in Myanmar. He understands the challenges and recent setbacks in the enabling environment for CSM organizations as well as the cultural and logistical realities of conducting fieldwork in Myanmar. Previously, Mr. Kjaer served as a Peace and Conflict Evaluation Specialist for SI, where he evaluated USAID and the Eurasia Foundation’s support to CSM organizations in Ukraine and Belarus as well as the United States Department of State’s support to CSM organizations to prevent hate speech and violence during Kenya’s 2013 elections. Mr. Kjaer received his Master of Arts in Conflict Resolution from Georgetown University and Bachelor of Arts (Honors) in Political Science from McGill University with a specialization in ethnic conflict.

Local DRG Specialist: Angela Thaug has over 20 years of experience in the DRG sector and a strong understanding of the local context having worked with international organizations, such as the United Nations Children’s Fund, United Nations Office on Drugs and Crime, and the United Nations Development Program. Recently, she worked as Evaluation Team Member for International Labor Organization/Myanmar, focusing on designing and collecting the data at local levels. She also helped identify challenges, new opportunities and provided lessons learned, along with recommendations, for possible adjustments for further program improvement during its remaining period of performance. Intermittently, she is working as a freelance trainer on Peace, Conflict, and Violence in cooperation with Myanmar’s Institute for Gender Studies where she undertook training on concepts including, but not limited to, violence, conflict resolution, conflict management, and strategies to promote women participation in the peace process. Ms. Thaug has worked in close collaboration with CSOs, such as the Gender Equality Network, to collaborate for women empowerment and gender equality. Additionally, Ms. Thaug worked as Program Coordinator at Religions for Peace Myanmar for two and half years, supporting programs for

women empowerment, peace building, gender based violence, and reducing violence against women. Ms. Thaug holds a Master's degree in Public Administration and is a native Burmese speaker with an excellent command of English.

Local DRG Specialist: Aung Tun is an experienced researcher with over eight years of professional experience in evaluating civil society and access to justice programs implemented in Burma. He is a consultant for several development agencies in Burma, specifically within the field of social impact assessment. Previously, Mr. Tun worked on the mid-term evaluation of USAID/Office of Transition Initiatives' Kann Let program, focusing on five core support areas: peace process, intercommunal violence, media freedom, civil society engagement, and US foreign policy on Burma. Earlier this year, Mr. Tun served as the team member of the USAID/Burma Promoting Rule of Law Project mid-term PE, where he assisted with qualitative data collection and analysis for this formative evaluation intended to provide mid - course corrections to guide the project over its second half. In addition, he served as a journalist in Burma for several years—writing op-ed pieces and providing news analyses for various international media outlets, including Asia Times online, The Diplomat, and local newspapers in both English and Burmese languages. Mr. Tun is also affiliated with the Asian Development Bank, working as a liaison between the Bank and the government agencies which it funds.

ANNEX III: EVALUATION DESIGN MATRIX

EVALUATION QUESTION	LINES OF INQUIRY	DATA SOURCES	DATA COLLECTION METHODS
<p>Question 1: How has the CSM Activity contributed to the public/civil society’s engagement with the Government of Burma on legal and policy reforms? Are there external factors that could have also facilitated or limited this engagement?</p> <ul style="list-style-type: none"> • Ia: To what extent have the media grantees’ reports and news stories contributed to engagement between the public/civil society and government on legal and policy reforms? • Ib: To what extent have the civil society grantees’ advocacy and public dialogue activities contributed to engagement between the public/civil society and government on legal and policy reforms? 	<ul style="list-style-type: none"> - Is there evidence that public/civil society engagement with the GOB increased during the CSM Activity project period? - What opportunities did CSM create for increased engagement? - Were there any gaps or areas not addressed? - How do government stakeholders describe their engagement with the public? - Is there agreement among stakeholders on examples of news stories leading to increased engagement? - What evidence exists that news stories led to reforms? - Is there evidence of increased advocacy on legal and policy reforms? - Is there any evidence linking grantees’ increased capacity to legal and policy reforms? - Do government and outside experts agree that grantees’ advocacy/news stories led to reforms? - Were there any unanticipated results (positive or negative)? 	<ul style="list-style-type: none"> - Project Documents - Secondary Sources - Grantee Activities - Key Informants (USAID, FHI 360, International Partners, Grantees, Government Officials, Beneficiaries, External Actors) 	<ul style="list-style-type: none"> - Document Review - Direct Observation - KIs
<p>Question 2: How has institutional and technical capacity building and financial support provided by the CSM Activity facilitated civil society and media engagement with the government?</p>	<ul style="list-style-type: none"> - What structure and mechanisms did CSM establish to offer capacity building support to grantees? - How do grantees perceive those structures and mechanisms? 	<ul style="list-style-type: none"> - Project Documents - Grantee Activities - Key Informants (USAID, FHI 360, International Partners, Grantees, Beneficiaries) - Survey Respondents 	<ul style="list-style-type: none"> - Document Review - Direct Observation - KIs - Mini-Survey

EVALUATION QUESTION	LINES OF INQUIRY	DATA SOURCES	DATA COLLECTION METHODS
<ul style="list-style-type: none"> • 2a: How effective were the CSM Activity’s structure and mechanisms for delivering support to civil society and media partners? • 2b: To what extent have civil society and media partners utilized knowledge and skills from the support provided? 	<ul style="list-style-type: none"> - Were there any issues that affected the efficiencies of these mechanisms? - Was the level of financial support sufficient to increase technical and institutional capacity of grantees? - Was the support provided relevant to the context? - Is there evidence of increased engagement by grantees in reform processes? - Do CSOs feel their capacity to engage on legal and policy reforms has improved? - Are any improvements likely to be sustained? - Is there evidence of grantee behavior change? - Is there evidence of grantees applying knowledge and skills? - Are there any examples of grantees affecting reform in targeted areas? - If stakeholders could do it all over, would they do anything differently? - Were there any efforts that were particularly successful? - Were there any efforts that should not be repeated? - Were there any unanticipated results (positive or negative)? 		
<p>Question 3: How have the media grantees’ interventions affected availability of and access to information?</p>	<ul style="list-style-type: none"> - What mechanisms did grantees use to publicize their activities? - In which languages? In which geographic locations? 	<ul style="list-style-type: none"> - Project Documents - Secondary Sources - Key Informants (USAID, FHI 360, International Partners, Grantees, External Actors) 	<ul style="list-style-type: none"> - Document Review - KIs

EVALUATION QUESTION	LINES OF INQUIRY	DATA SOURCES	DATA COLLECTION METHODS
<ul style="list-style-type: none"> • 3a: To what extent have media grantees' reports and news stories on democratic reform affected the exchange of information between rural and urban areas? • 3b: To what extent has the CSM Activity led to increased media coverage through public interest reports? • 3c: To what extent has the CSM Activity affected the ability of media grantees to advocate for a media enabling environment? 	<ul style="list-style-type: none"> - Is there evidence of improved quality of reporting by CSM grantees? - Did grantees' PIR content analysis scores improve over the course of the CSM Activity project period? - Is there evidence of improvements to the media enabling environment? - Did grantees engage in efforts to improve the media enabling environment, and is there evidence of contributions to success? - Were there any unanticipated results (positive or negative)? 		
<p>Question 4: To what extent have each of the Activity's initiatives and approaches advanced inclusivity, particularly related to gender, ethnic minorities, youth, people with disabilities, and the LGBTIQ community?</p>	<ul style="list-style-type: none"> - Did CSM grantee selection account for gender, ethnic minorities, youth, PWD, and the LGBTIQ community? - Was the CSM Activity more (or less) successful in reaching certain groups? - What is the principal demographic for the news stories produced by CSM grantees? - Did CSM capacity building support advance understanding of inclusivity among grantees? - Did grantees take specific actions to promote inclusivity of these groups? - Were there any unanticipated results (positive or negative)? 	<ul style="list-style-type: none"> - Project Documents - Key Informants (USAID, FHI 360, International Partners, Grantees, Beneficiaries, External Actors) - Survey Respondents 	<ul style="list-style-type: none"> - Document Review - KIs - Mini-Survey

ANNEX IV: DOCUMENTS REVIEWED

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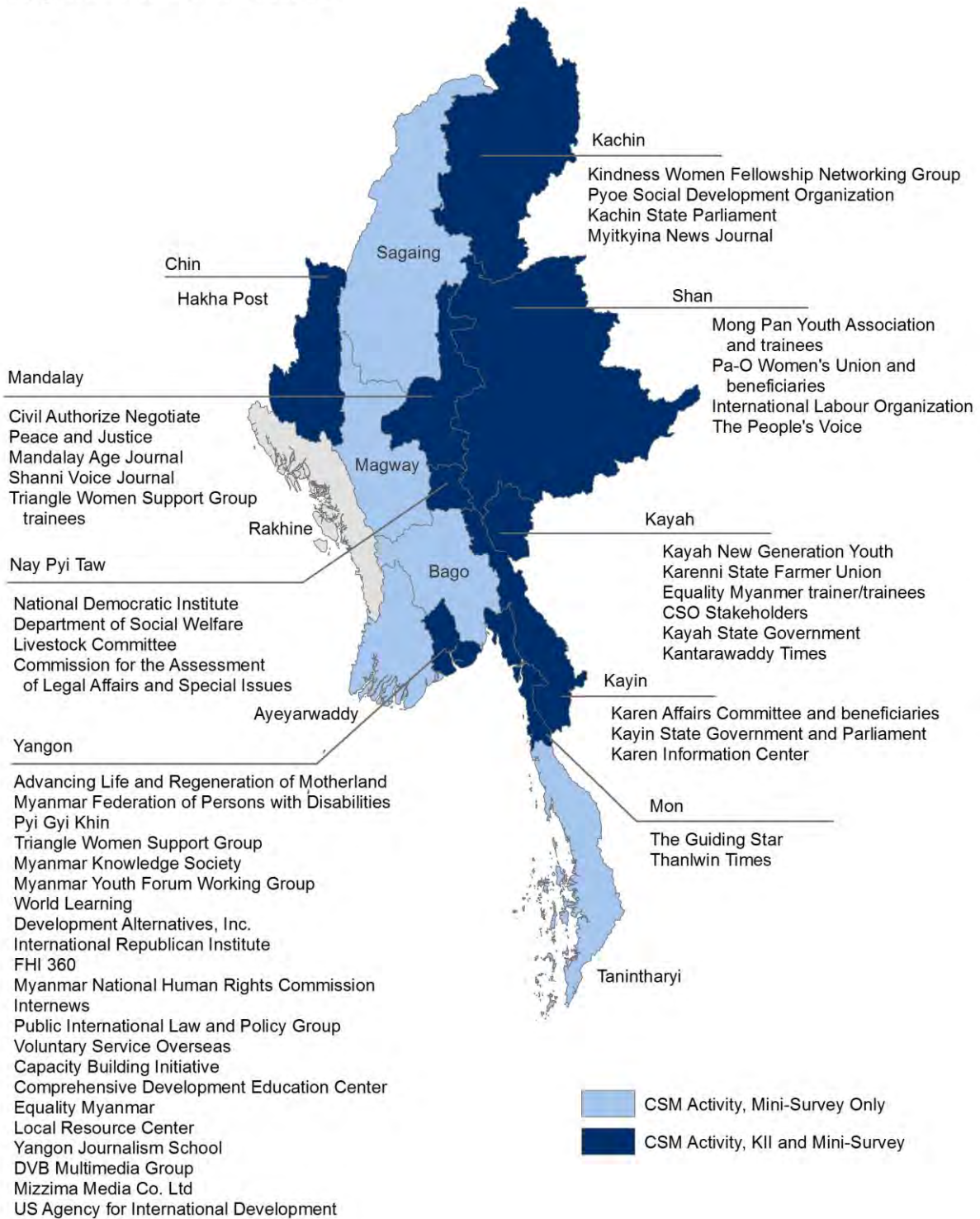
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ANNEX V: MAP OF IMPLEMENTATION AND EVALUATION SITES

Key Informant Interviews



ANNEX VI: KEY INFORMANTS INTERVIEWED

STATE/ REGION	KII RESPONDENT TYPE											SEX		
	USAID	FHI 360	INTL PARTNER	ISO/ MISO	APD GRANTEE	PIR GRANTEE	EOF GRANTEE	BENEFY	GOVT	EXTERNAL ACTOR	TOTAL	MALE	FEMALE	TOTAL
Chin						1					1	1		1
Kachin					9	4			1		14	4	10	14
Kayah					5	1		6	1	4	17	11	6	17
Kayin					1	2		9	2		14	6	8	14
Mandalay					5	13		2			20	12	8	20
Mon						2					2	2		2
Nay Pyi Taw									27	1	28	19	9	28
Shan					5	1		10		1	17	6	11	17
Yangon	2	21	6	13	7	8	6		3	4	70	40	30	70
Total	2	21	6	13	32	32	6	27	34	10	183	101	82	183

State/Region	Target Group	Affiliation	Males	Females
Chin	PIR Grantee	Hakha Post	1	
Kachin	APD Grantee	Kindness Women Fellowship Networking Group		5
Kachin	APD Grantee	Pyoe Social Development Organization	2	2
Kachin	Government	Kachin State Parliament	1	
Kachin	PIR Grantee	Myitkyina News Journal	1	3
Kayah	APD Grantee	Kayan New Generation Youth	2	
Kayah	APD Grantee	Karenni State Farmer Union	3	
Kayah	Beneficiary	Equality Myanmar trainer/trainees	3	3
Kayah	External Actor	CSO stakeholders	2	2
Kayah	Government	Kayah State Government	1	
Kayah	PIR Grantee	Kantarawaddy Times		1
Kayin	APD Grantee	Karen Affairs Committee	1	
Kayin	Beneficiary	Karen Affairs Committee beneficiaries	3	6
Kayin	Government	Kayin State Government	1	

State/Region	Target Group	Affiliation	Males	Females
Kayin	Government	Kayin State Parliament	1	
Kayin	PIR Grantee	Karen Information Center		2
Mandalay	APD Grantee	Civil Authorize Negotiate	1	
Mandalay	APD Grantee	Peace and Justice	3	1
Mandalay	Beneficiary	Triangle Women's Support Group Community-based Support Group		2
Mandalay	PIR Grantee	Mandalay Age Journal	5	5
Mandalay	PIR Grantee	Shanni Voice Journal	3	
Mon	PIR Grantee	The Guiding Star	1	
Mon	PIR Grantee	Thanlwin Times	1	
Nay Pyi Taw	External Actor	National Democratic Institute	1	
Nay Pyi Taw	Government	Department of Social Welfare		8
Nay Pyi Taw	Government	Livestock Committee	16	
Nay Pyi Taw	Government	Commission for the Assessment of Legal Affairs and Special Issues	2	1
Shan	APD Grantee	Mong Pan Youth Association	1	1
Shan	APD Grantee	Pa-O Women's Union		3
Shan	Beneficiary	Mong Pan Youth Association trainees	3	3
Shan	Beneficiary	Pa-O Women's Union beneficiaries		4
Shan	External Actor	International Labor Organization	1	
Shan	PIR Grantee	The People's Voice	1	
Yangon	APD Grantee	Advancing Life and Regeneration of Motherland	3	
Yangon	APD Grantee	Myanmar Federation of Persons with Disabilities	1	
Yangon	APD Grantee	Pyi Gyi Khin	1	
Yangon	APD Grantee	Triangle Women's Support Group		2

State/Region	Target Group	Affiliation	Males	Females
Yangon	EOF Grantee	Myanmar Knowledge Society	2	1
Yangon	EOF Grantee	Myanmar Youth Forum Working Group	2	
Yangon	EOF Grantee	World Learning		1
Yangon	External Actor	Development Alternatives Inc.		1
Yangon	External Actor	International Republican Institute		1
Yangon	External Actor	United States Embassy in Burma	2	
Yangon	FHI 360	FHI 360	12	9
Yangon	Government	Myanmar National Human Rights Commission	3	
Yangon	International Partner	Internews	2	1
Yangon	International Partner	Public International Law and Policy Group		1
Yangon	International Partner	Voluntary Service Overseas		2
Yangon	ISO/MISO	Capacity Building Initiative	1	
Yangon	ISO/MISO	Comprehensive Development Education Center		3
Yangon	ISO/MISO	Equality Myanmar	1	1
Yangon	ISO/MISO	Local Resource Center	1	3
Yangon	ISO/MISO	Yangon Journalism School	1	2
Yangon	PIR Grantee	DVB Multimedia Co Ltd	4	1
Yangon	PIR Grantee	Mizzima Media Co Ltd	2	1
Yangon	USAID	United States Agency for International Development	2	
			101	82

ANNEX VII: KEY INFORMANT INTERVIEW PROTOCOLS

Key Informant Interview Protocols

Target Groups: USAID, FHI 360, International Partners, ISOs, MISOs

Informed Consent and Confidentiality: Hi, my name is X, and I work for Social Impact, which is an independent research company based in the Washington, DC area. We are collecting data about the USAID/FHI 360 Civil Society and Media Activity that launched in September 2014. As you may know, the Activity was designed to build the capacity of civil society organizations, increase information about democratic processes, and promote inclusive public dialogue. The evaluation is intended to inform the Activity's implementation for the remainder of the project period and to inform USAID's strategic decisions about future programming in this area.

We selected you and other respondents to interview because we understand that you may have perspective on the Activity itself and/or on relevant subject matter. We expect the duration of this interview to be one hour. We plan to ask you about legal and policy reforms in Burma, as well as related activities conducted with funding from FHI 360. There are no known risks or direct benefits related to your participation in this study; however, your inputs may lead to recommendations that benefit civil society and media organizations in Burma—and, thereby, the general public.

All information that you share will be kept confidential. We will aggregate and present our findings to USAID in a way that cannot be attributed to any individual or organization. Therefore, please feel free to speak openly and candidly with us. Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering, end this interview at any point, or withdraw your responses after the interview. If you have questions about this study, please contact Kerry Bruce of Social Impact via e-mail at kbruce@socialimpact.com.

Do you confirm your consent to participate in this interview? Yes No

Interview Date:

Interviewer(s):

Name(s):

Sex: Female Male

Affiliation:

State/Region:

EQ 1

1. Since September 2014, has there been any change in the level of engagement between the public/civil society and the Government of Burma related to legal and policy reforms? If yes, please describe.
2. In your opinion, what role, if any, have media reports and news stories on legal and policy reform had on this engagement?
3. To what extent, if any, have advocacy and public dialogue activities affected this engagement?
4. Which other factors do you think have facilitated or limited this engagement?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
5. CSM grantees' reports and new stories contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					
6. CSM grantees' advocacy and public dialogue activities contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					

EQ 2

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
7. Institutional and technical capacity building support provided by the CSM Activity has been relevant to the local operating environment.	1	2	3	4	5
a. Please explain.					
8. Institutional and technical capacity building support provided by the CSM Activity has enabled grantees to advance their goals.	1	2	3	4	5
a. Please explain.					

9. Were there opportunities for increased efficiencies related to the structure and mechanisms used to provide capacity building support? If yes, please describe.

10. To what extent, if any, do you think CSM grantees have applied skills from capacity building support? Please describe.
11. To what extent, if any, do you believe changes in the institutional and technical capacity of grantees are sustainable? If yes, why? If no, why not?

EQ 3

12. Since September 2014, to what extent do you think there has been a change in the availability of and access to information in Burma? What are the reasons for that change (or lack thereof)?
13. Since September 2014, do you think there have been any changes in the media enabling environment? What are the reasons for that change (or the lack thereof)?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
14. CSM grantees' reports and new stories increased media coverage on democratic reform in rural areas.	1	2	3	4	5
15. CSM grantees' reports and new stories increased media coverage on democratic reform in urban areas.	1	2	3	4	5
16. CSM grantees' advocacy and public dialogue activities contributed to improvements in the media enabling environment.	1	2	3	4	5
a. Please explain.					
17. The CSM Activity improved the quality of reporting by grantees.	1	2	3	4	5
a. Please explain.					

EQ 4

18. Did the CSM grantee selection process account for inclusivity with respect to gender, ethnic minorities, youth, and people with disabilities? If yes, please describe. If no, why not?
19. Were any groups underserved by the CSM Activity? If yes, which groups? How so?
20. To what extent, if any, do you think capacity building support provided by the CSM Activity affected inclusivity?
21. Were there any unanticipated results (positive or negative) of the CSM Activity for men, women, or LGBTIQ individuals?
22. Were there any unanticipated results (positive or negative) of the CSM Activity for youth, ethnic minorities, and people with disabilities?

Wrap-Up

23. Overall, were there any other unanticipated results (positive or negative) of the CSM Activity?
24. If you could repeat the CSM Activity, would you recommend doing anything differently? If yes, please describe.
25. Our task is to provide as accurate and comprehensive an assessment of the CSM Activity as possible. Is there anything we did not ask about that is important for us to know?

Target Groups: APD, EOF Grantees

Informed Consent and Confidentiality: Hi, my name is X, and I work for Social Impact, which is an independent research company based in the Washington, DC area. We are collecting data about the USAID/FHI 360 Civil Society and Media Activity that launched in September 2014. As you may know, the Activity was designed to build the capacity of civil society organizations, increase information about democratic processes, and promote inclusive public dialogue. The evaluation is intended to inform the Activity's implementation for the remainder of the project period and to inform USAID's strategic decisions about future programming in this area.

We selected you and other respondents to interview because we understand that you may have perspective on the Activity itself and/or on relevant subject matter. We expect the duration of this interview to be one hour. We plan to ask you about legal and policy reforms in Burma, as well as related activities conducted with funding from FHI 360. There are no known risks or direct benefits related to your participation in this study; however, your inputs may lead to recommendations that benefit civil society and media organizations in Burma—and, thereby, the general public.

All information that you share will be kept confidential. We will aggregate and present our findings to USAID in a way that cannot be attributed to any individual or organization. Therefore, please feel free to speak openly and candidly with us. Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering, end this interview at any point, or withdraw your responses after the interview. If you have questions about this study, please contact Kerry Bruce of Social Impact via e-mail at kbruce@socialimpact.com.

Do you confirm your consent to participate in this interview? Yes No

Interview Date:

Interviewer(s):

Name(s):

Sex: Female Male

Affiliation:

State/Region:

EQ 1

1. Since September 2014, has there been any change in the level of engagement between the public/civil society and the Government of Burma related to legal and policy reforms? If yes, please describe.
2. In your opinion, what role, if any, have media reports and news stories on legal and policy reform had on this engagement?
3. To what extent, if any, have advocacy and public dialogue activities affected this engagement?
4. Which other factors do you think have facilitated or limited this engagement?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
5. Our organization’s CSM-funded advocacy and public dialogue activities contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					

EQ 2

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
6. Institutional and technical capacity building support provided by FHI 360 and its partners has been relevant to the local operating environment.	1	2	3	4	5
a. Please explain.					
7. Institutional and technical capacity building support provided by the CSM Activity has enabled our organization to advance its goals.	1	2	3	4	5
a. Please explain.					

8. Were there opportunities for increased efficiencies related to the structure and mechanisms used to provide capacity building support? If yes, please describe.
9. To what extent, if any, do you think your organization applied skills from capacity building support? Please describe.
10. To what extent, if any, do you believe changes in the institutional and technical capacity of your organization are sustainable? If yes, why? If no, why not?

EQ 4

11. To what extent, if any, do you think capacity building support provided by the CSM Activity affected inclusivity with respect to gender, ethnic minorities, youth, and people with disabilities? If yes, how so?
12. Were any groups underserved by the CSM Activity? If yes, which groups? How so?
13. Were there any unanticipated results (positive or negative) of your CSM-funded activity for men, women, or LGBTIQ individuals?
14. Were there any unanticipated results (positive or negative) of your CSM-funded activity for youth, ethnic minorities, and people with disabilities?

Wrap-Up

15. Overall, were there any other unanticipated results (positive or negative) of your CSM-funded activity?
16. If you could repeat your CSM-funded activity, would you recommend doing anything differently? If yes, please describe.
17. If FHI 360 could repeat the CSM Activity, would you recommend doing anything differently? If yes, please describe.
18. Our task is to provide as accurate and comprehensive an assessment of the CSM Activity as possible. Is there anything we did not ask about that is important for us to know?

Target Group: PIR Grantees

Informed Consent and Confidentiality: Hi, my name is X, and I work for Social Impact, which is an independent research company based in the Washington, DC area. We are collecting data about the USAID/FHI 360 Civil Society and Media Activity that launched in September 2014. As you may know, the Activity was designed to build the capacity of civil society organizations, increase information about democratic processes, and promote inclusive public dialogue. The evaluation is intended to inform the Activity’s implementation for the remainder of the project period and to inform USAID’s strategic decisions about future programming in this area.

We selected you and other respondents to interview because we understand that you may have perspective on the Activity itself and/or on relevant subject matter. We expect the duration of this interview to be one hour. We plan to ask you about legal and policy reforms in Burma, as well as related activities conducted with funding from FHI 360. There are no known risks or direct benefits related to your participation in this study; however, your inputs may lead to recommendations that benefit civil society and media organizations in Burma—and, thereby, the general public.

All information that you share will be kept confidential. We will aggregate and present our findings to USAID in a way that cannot be attributed to any individual or organization. Therefore, please feel free to speak openly and candidly with us. Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering, end this interview at any point, or withdraw your responses after the interview. If you have questions about this study, please contact Kerry Bruce of Social Impact via e-mail at kbruce@socialimpact.com.

Do you confirm your consent to participate in this interview? Yes No

Interview Date:

Interviewer(s):

Name(s):

Sex: Female Male

Affiliation:

State/Region:

EQ 1

1. Since September 2014, has there been any change in the level of engagement between the public/civil society and the Government of Burma related to legal and policy reforms? If yes, please describe.
2. In your opinion, what role, if any, have media reports and news stories on legal and policy reform had on this engagement?
3. To what extent, if any, have advocacy and public dialogue activities affected this engagement?
4. Which other factors do you think have facilitated or limited this engagement?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
5. Our organization's CSM-funded reports and new stories contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					
6. If applicable, our organization's CSM-funded advocacy and public dialogue activities contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					

EQ 2

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
7. Institutional and technical capacity building support provided by FHI 360 and its partners has been relevant to the local operating environment.	1	2	3	4	5
a. Please explain.					
8. Institutional and technical capacity building support provided by the CSM Activity has enabled our organization to advance its goals.	1	2	3	4	5
a. Please explain.					

- 9. Were there opportunities for increased efficiencies related to the structure and mechanisms used to provide capacity building support? If yes, please describe.
- 10. To what extent, if any, do you think your organization applied skills from capacity building support? Please describe.
- 11. To what extent, if any, do you believe changes in the institutional and technical capacity of your organization are sustainable? If yes, why? If no, why not?

EQ 3

- 12. Since September 2014, to what extent do you think there has been a change in the availability of and access to information in Burma? What are the reasons for that change (or lack thereof)?
- 13. Since September 2014, do you think there have been any changes in the media enabling environment? What are the reasons for that change (or the lack thereof)?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
14. My organization's CSM-funded reports and new stories increased	1	2	3	4	5

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
media coverage on democratic reform in rural areas.					
15. My organization's CSM-funded reports and new stories increased media coverage on democratic reform in urban areas.	1	2	3	4	5
16. My organization's CSM-funded advocacy and public dialogue activities contributed to improvements in the media enabling environment.	1	2	3	4	5
a. Please explain.					
17. The CSM Activity improved my organization's quality of reporting.	1	2	3	4	5
a. Please explain.					

EQ 4

- 18. To what extent, if any, do you think capacity building support provided by the CSM Activity affected inclusivity with respect to gender, ethnic minorities, youth, and people with disabilities? If yes, how so?
- 19. Were any groups underserved by the CSM Activity? If yes, which groups? How so?
- 20. Were there any unanticipated results (positive or negative) of your CSM-funded activity for men, women, or LGBTIQ individuals?
- 21. Were there any unanticipated results (positive or negative) of your CSM-funded activity for youth, ethnic minorities, and people with disabilities?

Wrap-Up

22. Overall, were there any other unanticipated results (positive or negative) of your CSM-funded activity?
23. If you could repeat your CSM-funded activity, would you recommend doing anything differently? If yes, please describe.
24. If FHI 360 could repeat the CSM Activity, would you recommend doing anything differently? If yes, please describe.

Our task is to provide as accurate and comprehensive an assessment of the CSM Activity as possible. Is there anything we did not ask about that is important for us to know?

Target Group: Government Entity

Informed Consent and Confidentiality: Hi, my name is X, and I work for Social Impact, which is an independent research company based in the Washington, DC area. We are collecting data about the USAID/FHI 360 Civil Society and Media Activity that launched in September 2014. As you may know, the Activity was designed to build the capacity of civil society organizations, increase information about democratic processes, and promote inclusive public dialogue. The evaluation is intended to inform the Activity’s implementation for the remainder of the project period and to inform USAID’s strategic decisions about future programming in this area.

We selected you and other respondents to interview because we understand that you may have perspective on the Activity itself and/or on relevant subject matter. We expect the duration of this interview to be one hour. We plan to ask you about legal and policy reforms in Burma, as well as related activities conducted with funding from FHI 360. There are no known risks or direct benefits related to your participation in this study; however, your inputs may lead to recommendations that benefit civil society and media organizations in Burma—and, thereby, the general public.

All information that you share will be kept confidential. We will aggregate and present our findings to USAID in a way that cannot be attributed to any individual or organization. Therefore, please feel free to speak openly and candidly with us. Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering, end this interview at any point, or withdraw your responses after the interview. If you have questions about this study, please contact Kerry Bruce of Social Impact via e-mail at kbruce@socialimpact.com.

Do you confirm your consent to participate in this interview? Yes No

Interview Date:

Interviewer(s):

Name(s):

Sex: Female Male

Affiliation:

State/Region:

EQ 1

1. Since September 2014, has there been any change in the level of engagement between the public/civil society and the Government of Burma related to legal and policy reforms? If yes, please describe.
2. In your opinion, what role, if any, have media reports and news stories on legal and policy reform had on this engagement?
3. To what extent, if any, have advocacy and public dialogue activities affected this engagement?
4. Which other factors do you think have facilitated or limited this engagement?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
5. [Name of CSM grantee]'s advocacy and public dialogue activities contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					

EQ 3

6. Since September 2014, to what extent do you think there has been a change in the availability of and access to information in Burma? What are the reasons for that change (or lack thereof)?
7. Since September 2014, do you think there have been any changes in the media enabling environment? What are the reasons for that change (or the lack thereof)?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
8. [Name of CSM grantee]'s advocacy and public dialogue activities contributed to improvements in the media enabling environment.	1	2	3	4	5
a. Please explain.					

EQ 4

9. To what extent, if any, do you think [Name of CSM grantee] affected inclusivity with respect to gender, ethnic minorities, youth, and people with disabilities? If yes, how so?
10. Were any groups underserved by [Name of CSM grantee]? If yes, which groups? How so?
11. Were there any unanticipated results (positive or negative) of [Name of CSM grantee]'s activity for men, women, or LGBTIQ individuals?
12. Were there any unanticipated results (positive or negative) of [Name of CSM grantee]'s activity for youth, ethnic minorities, and people with disabilities?

Wrap-Up

13. Overall, were there any other unanticipated results (positive or negative) of [Name of CSM grantee]'s activity?
14. If [Name of CSM grantee] could repeat the activity, would you recommend doing anything differently? If yes, please describe.
15. If USAID/FHI 360 could repeat the CSM Activity, would you recommend doing anything differently? If yes, please describe.
16. Our task is to provide as accurate and comprehensive an assessment of the CSM Activity as possible. Is there anything we did not ask about that is important for us to know?

Target Group: Beneficiary

Informed Consent and Confidentiality: Hi, my name is X, and I work for Social Impact, which is an independent research company based in the Washington, DC area. We are collecting data about the USAID/FHI 360 Civil Society and Media Activity that launched in September 2014. As you may know, the

Activity was designed to build the capacity of civil society organizations, increase information about democratic processes, and promote inclusive public dialogue. The evaluation is intended to inform the Activity’s implementation for the remainder of the project period and to inform USAID’s strategic decisions about future programming in this area.

We selected you and other respondents to interview because we understand that you may have perspective on the Activity itself and/or on relevant subject matter. We expect the duration of this interview to be one hour. We plan to ask you about legal and policy reforms in Burma, as well as related activities conducted with funding from FHI 360. There are no known risks or direct benefits related to your participation in this study; however, your inputs may lead to recommendations that benefit civil society and media organizations in Burma—and, thereby, the general public.

All information that you share will be kept confidential. We will aggregate and present our findings to USAID in a way that cannot be attributed to any individual or organization. Therefore, please feel free to speak openly and candidly with us. Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering, end this interview at any point, or withdraw your responses after the interview. If you have questions about this study, please contact Kerry Bruce of Social Impact via e-mail at kbruce@socialimpact.com.

Do you confirm your consent to participate in this interview? Yes No

Interview Date:

Interviewer(s):

Name(s):

Sex: Female Male

Affiliation:

State/Region:

EQ 1

1. Since September 2014, has there been any change in the level of engagement between the public/civil society and the Government of Burma related to legal and policy reforms? If yes, please describe.
2. In your opinion, what role, if any, have media reports and news stories on legal and policy reform had on this engagement?
3. To what extent, if any, have advocacy and public dialogue activities affected this engagement?
4. Which other factors do you think have facilitated or limited this engagement?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
5. [Name of CSM grantee]’s advocacy and public dialogue activities contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					

EQ 2

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
6. Activities conducted by [Name of CSM grantee] have been relevant to my needs and priorities.	1	2	3	4	5
a. Please explain.					
7. Activities conducted by [Name of CSM grantee] have enabled me to advance my goals related to legal and policy reform.	1	2	3	4	5
a. Please explain.					

8. Did you apply skills based on activities conducted by [Name of CSM grantee]? If yes, please describe.
9. Are your efforts to impact legal and policy reform sustainable? If yes, why? If no, why not?

EQ 3

Instructions for Evaluator: Ask only of Right to Information CSO Technical Working Group

10. Since September 2014, to what extent do you think there has been a change in the availability of and access to information in Burma? What are the reasons for that change (or lack thereof)?
11. Since September 2014, do you think there have been any changes in the media enabling environment? What are the reasons for that change (or the lack thereof)?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
12. [Name of CSM grantee]'s advocacy and public dialogue activities contributed to improvements in the media enabling environment.	1	2	3	4	5
a. Please explain.					

EQ 4

13. To what extent, if any, do you think [Name of CSM grantee] affected inclusivity with respect to gender, ethnic minorities, youth, and people with disabilities? If yes, how so?
14. Were any groups underserved by [Name of CSM grantee]? If yes, which groups? How so?
15. Were there any unanticipated results (positive or negative) of [Name of CSM grantee]'s activity for men, women, or LGBTIQ individuals?
16. Were there any unanticipated results (positive or negative) of [Name of CSM grantee]'s activity for youth, ethnic minorities, and people with disabilities?

Wrap-Up

17. Overall, were there any other unanticipated results (positive or negative) of [Name of CSM grantee]'s activity?

18. If [Name of CSM grantee] could repeat the activity, would you recommend doing anything differently? If yes, please describe.
19. If USAID/FHI 360 could repeat the CSM Activity, would you recommend doing anything differently? If yes, please describe.
20. Our task is to provide as accurate and comprehensive an assessment of the CSM Activity as possible. Is there anything we did not ask about that is important for us to know?

Target Groups: External Actors

Informed Consent and Confidentiality: Hi, my name is X, and I work for Social Impact, which is an independent research company based in the Washington, DC area. We are collecting data about the USAID/FHI 360 Civil Society and Media Activity that launched in September 2014. As you may know, the Activity was designed to build the capacity of civil society organizations, increase information about democratic processes, and promote inclusive public dialogue. The evaluation is intended to inform the Activity’s implementation for the remainder of the project period and to inform USAID’s strategic decisions about future programming in this area.

We selected you and other respondents to interview because we understand that you may have perspective on the Activity itself and/or on relevant subject matter. We expect the duration of this interview to be one hour. We plan to ask you about legal and policy reforms in Burma, as well as related activities conducted with funding from FHI 360. There are no known risks or direct benefits related to your participation in this study; however, your inputs may lead to recommendations that benefit civil society and media organizations in Burma—and, thereby, the general public.

All information that you share will be kept confidential. We will aggregate and present our findings to USAID in a way that cannot be attributed to any individual or organization. Therefore, please feel free to speak openly and candidly with us. Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering, end this interview at any point, or withdraw your responses after the interview. If you have questions about this study, please contact Kerry Bruce of Social Impact via e-mail at kbruce@socialimpact.com.

Do you confirm your consent to participate in this interview? Yes No

Interview Date:

Interviewer(s):

Name(s):

Sex: Female Male

Affiliation:

State/Region:

Introduction

1. Please tell us about your organization’s approach to promoting democratic processes, civic engagement, and/or media development in Burma. [Probe for program description, geographic reach, target groups, achievements, etc.]
2. Has your organization received funding from USAID/Burma?
3. Do you have any familiarity with the CSM Activity funded by USAID and implemented by FHI 360? If yes, please describe.
4. Has your organization collaborated with FHI 360, its international partners, and/or its grantees? If yes, please describe.

EQ 1

5. Since September 2014, has there been any change in the level of engagement between the public/civil society and the Government of Burma related to legal and policy reforms? If yes, please describe.
6. In your opinion, what role, if any, have media reports and news stories on legal and policy reform had on this engagement?
7. To what extent, if any, have advocacy and public dialogue activities affected this engagement?
8. Which other factors do you think have facilitated or limited this engagement?

<i>Instructions for Evaluator: Ask only when respondent has some knowledge of CSM Activity</i>	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
9. CSM grantees' reports and new stories contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					
10. CSM grantees' advocacy and public dialogue activities contributed to engagement between the public/civil society and the government.	1	2	3	4	5
a. Please explain.					

EQ 2

<i>Instructions for Evaluator: Ask only when respondent has some knowledge of CSM Activity</i>	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
11. Institutional and technical capacity building support provided by the CSM Activity has been relevant to the local operating environment.	1	2	3	4	5
a. Please explain.					

EQ 3

12. Since September 2014, to what extent do you think there has been a change in the availability of and access to information in Burma? What are the reasons for that change (or lack thereof)?
13. Since September 2014, do you think there have been any changes in the media enabling environment? What are the reasons for that change (or the lack thereof)?

<i>Instructions for Evaluator: Ask only when respondent has some knowledge of CSM Activity</i>	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
14. CSM grantees' reports and	1	2	3	4	5

<i>Instructions for Evaluator: Ask only when respondent has some knowledge of CSM Activity</i>	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
new stories increased media coverage on democratic reform in rural areas.					
15. CSM grantees' reports and new stories increased media coverage on democratic reform in urban areas.	1	2	3	4	5
16. CSM grantees' advocacy and public dialogue activities contributed to improvements in the media enabling environment.	1	2	3	4	5
a. Please explain.					
17. The CSM Activity improved the quality of reporting by grantees.	1	2	3	4	5
a. Please explain.					

EQ 4

Instructions for Evaluator: Ask only when respondent has some knowledge of CSM Activity

- 18. Were any groups underserved by the CSM Activity? If yes, which groups? How so?
- 19. Were there any unanticipated results (positive or negative) of the CSM Activity for men, women, or LGBTIQ individuals?
- 20. Were there any unanticipated results (positive or negative) of the CSM Activity for youth, ethnic minorities, and people with disabilities?

Wrap-Up

21. Overall, are you aware of any other unanticipated results (positive or negative) of the CSM Activity?
22. If USAID/FHI 360 could repeat the CSM Activity, would you recommend doing anything differently? If yes, please describe.
23. Our task is to provide as accurate and comprehensive an assessment of the CSM Activity as possible. Is there anything we did not ask about that is important for us to know?

ANNEX VIII: MINI-SURVEY PROTOCOL

Target Groups: APD, PIR, EOF Grantees

Informed Consent and Confidentiality: Hi, my name is X, and I work for Social Impact, which is an independent research company based in the Washington, DC area. We are collecting data about the USAID/FHI 360 Civil Society and Media Activity that launched in September 2014. As you may know, the Activity was designed to build the capacity of civil society organizations, increase information about democratic processes, and promote inclusive public dialogue. The evaluation is intended to inform the Activity's implementation for the remainder of the project period and to inform USAID's strategic decisions about future programming in this area.

We are contacting you because we understand that your organization received financial, organizational, and/or technical support from FHI 360 and some of its partners. We have some questions for you about the quality and effectiveness of that support. There are no known risks or direct benefits related to your participation in this study; however, your inputs may lead to recommendations that benefit civil society and media organizations in Burma—and, thereby, the general public. We expect the duration of this call to be 20 minutes.

All information that you share will be kept confidential. We will aggregate and present our survey findings in a way that cannot be attributed to any individual or organization. Therefore, please feel free to speak openly and candidly with us. Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering, to end the survey at any point, or withdraw your responses after the phone call. If you have questions about this study, please contact Kerry Bruce of Social Impact via e-mail at kbruce@socialimpact.com.

Do you confirm your consent to participate in this survey? Yes No

Survey Respondent Sex: Female Male **Survey Date:**

Organization Name:

Organization State/Region:

Which type of grant(s) did you receive from FHI 360?

- A. Advocacy and Public Dialogue (APD)
- B. Public Interest Reporting (PIR)
- C. Emerging Opportunities Fund (EOF)

Which FHI 360 partner(s) provided your organization with capacity building support?

- A. FHI 360
- B. International Partner
 - i. Internews
 - ii. Public International Law and Policy Group (PILPG)
 - iii. Volunteer Services Organization (VSO)
- C. Intermediate Support Organization (ISO)
 - i. Capacity Building Initiative (CBI)
 - ii. Comprehensive Development and Education Center (CDEC)
 - iii. Equality Myanmar (EQMM)
 - iv. Local Resource Center (LRC)

Instructions for Evaluator to explain to Survey Respondent:

Please choose a number on a scale of 1-5 that corresponds with how you feel about each statement that I will read to you (1 = Strongly Disagree → 5 = Strongly Agree). You are welcome to elaborate on your response after choosing the number.

Questions	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. My organization was satisfied with the process used by FHI 360 to award financial support. (EQ2a)	1	2	3	4	5
Option to provide detail:					
2. The capacity building support that my organization received was tailored and responsive to our needs. (EQ2a)	1	2	3	4	5
Option to provide detail:					
3. My organization was satisfied with the mentorship provided by FHI 360 and/or its partners. (EQ2a)	1	2	3	4	5
Option to provide detail:					
4. Support provided by FHI 360 and/or its partners increased my organization's institutional and/or technical capacity. (EQ2)	1	2	3	4	5
5. Why or why not? Please provide an example to support your response.					
6. My organization gained new skills from the support provided by FHI 360 and/or its partners. (EQ2b)	1	2	3	4	5
7. Why or why not? Please provide an example to support your response.					
8. My organization used knowledge gained from support provided by FHI 360 and/or its partners. (EQ2b)	1	2	3	4	5
9. Why or why not? Please provide an example to support your response.					
10. Involvement in the CSM Activity increased my organization's collaboration with other media and/or CSOs pursuing similar goals. (EQ2a)	1	2	3	4	5
Option to provide detail:					
11. Support provided by FHI 360 and/or its partners increased my organization's ability to promote	1	2	3	4	5

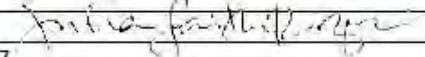
Questions	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
inclusivity with respect to gender (males, females, LGBTIQ individuals). (EQ4)					
12. Please provide an example to support your response.					
13. Support provided by FHI 360 and/or its partners increased my organization's ability to promote inclusivity with respect to youth. (EQ4)	1	2	3	4	5
14. Please provide an example to support your response.					
15. Support provided by FHI 360 and/or its partners increased my organization's ability to promote inclusivity with respect to ethnic minorities. (EQ4)	1	2	3	4	5
16. Why or why not? Please provide an example to support your response.					
17. Support provided by FHI 360 and/or its partners increased my organization's ability to promote inclusivity with respect to people with disabilities. (EQ4)	1	2	3	4	5
18. Why or why not? Please provide an example to support your response.					
19. Would your organization recommend any changes or improvements to similar future capacity building activities? (EQ2)					

ANNEX IX: CONFLICT OF INTEREST DISCLOSURES

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Julia Rizvi
Title	Team Leader
Organization	Social Impact, Inc.
Evaluation Position?	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation RFTOP Number(contract or other instrument)	SOL -482-17-000001
USAID Project(s) Evaluated(Include project name(s), implementer name(s) and award number(s), if applicable)	Mid-term Performance Evaluation of USAID/Burma Civil Society and Media Activity
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(FHI360) whose project(s) are being evaluated, including the subcontractors and partners as following on the list on Annex A. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	


I certify that I have completed this disclosure form fully and to the best of my ability that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	4/28/17

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Mathias Kjaer
Title	Evaluation Specialist
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation RFTOP Number (contract or other instrument)	SOL -482-17-000001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Mid-term Performance Evaluation of USAID/Burma Civil Society and Media Activity
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization (FH360) whose project(s) are being evaluated, including the subcontractors and partners as following on the list on Annex A. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

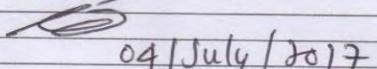
I certify that I have completed this disclosure form fully and to the best of my ability that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	6/17/2017

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Aung Tun
Title	Local DRG Specialist
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number(contract or other instrument)	Contract # AID-486-I-14-00001 Task Order # AID-482-TO-17-00001
USAID Project(s) Evaluated(Include project name(s), implementer name(s) and award number(s), if applicable)	USAID/Burma Civil Society and Media Activity Mid-term Performance Evaluation
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	04/July/2017.

Name	Angela Thuang
Title	Local DRG Specialist
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number(contract or other instrument)	Contract # AID-486-I-14-00001 Task Order # AID-482-TO-17-00001
USAID Project(s) Evaluated/(include project name(s), implementer name(s) and award number(s), if applicable)	USAID/Burma Civil Society and Media Activity Mid-term Performance Evaluation
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	3 July 2017