

**Cooperative Agreement no. AID-482-A-14-00004**

**FHI 360 Civil Society and Media Project,  
Burma**

**Year Three Work Plan  
October 1, 2016 – September 30, 2017**

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## Abbreviations

ALARM	Advancing Life and Regenerating Motherland
AOR	Agreement Officer's Representative
APD	Advocacy and Public Dialogue
APEA	Applied Political Economy Analysis
BNI	Burma News International
COC	Code of Conduct
COP	Chief of Party
CBO	Community Based Organization
CSO	Civil Society Organization
DAI	Development Alternatives Inc.
DET	Disability Equality Training
EITI	Extractive Industries Transparency Initiative
EOF	Emerging Opportunities Fund
EOP	End of Project
EQMM	Equality Myanmar
GoB	Government of Burma
ICT	Information and Communications Technology
IIP	Institutional Improvement Plan
IRISS	In-depth Reporting and Innovation Support Scheme
ISO	Intermediate Support Organization
LGBTQ	Lesbian Gay Bisexual Transgender
LOE	Level of effort
LRC	Local Resource Centre
M&E	Monitoring and Evaluation
MFPD	Myanmar Federation of People with Disabilities
MISO	Media Intermediate Support Organization
MJA	Myanmar Journalists Association
MJN	Myanmar Journalist Network
MP	Member of Parliament
MEP	Monitoring and Evaluation Plan
MMK	Myanmar Kyat
MMSS	Media Management Indicator Scoring System
MYF	Myanmar Youth Forum
NED	National Endowment for Democracy
OCA	Organizational Capacity Assessment
OD	Organizational Development
OSF	Open Society Foundation
OTI	Office of Transition Initiatives
PEA	Political Economy Analysis
PILPG	Public International Law and Policy Group
PIR	Public Interest Reporting
Q	Quarter
QA	Quality Assurance
PWD	Persons with Disabilities

RFA	Request for Applications for grants
SA	Senior Advisor
SI	Strategic Information
TIM	Technology Innovation Marketplace
TNA	Training Needs Assessment
TOT	Training of Trainers
UNICEF	United Nations Children's Emergency Fund
USAID	United States Agency for International Development
USD	United States dollars
USG	United States Government
VSO	Volunteer Service Overseas
WL	World Learning

## I. Summary and Introduction

The Civil Society and Media Project (hereafter, “the Project”), implemented by FHI 360, is intended to improve advocacy and public dialogue and the free flow of information in Burma through support for civil society and independent media, thus helping to sustain democratic reform and promote center-periphery relations. It has three objectives:

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 dialogue and political space

Within this framework the Project aims to help create, develop and ensure the sustainability of a core group of civil society organizations (CSOs) and independent media organizations whose capacity is measurably improved by support that the Project provides. This assistance is being provided by three Intermediate Support Organizations (ISOs) to CSOs and will be provided to media outlets by three to five Media Intermediate Support Organizations (MISOs). Technical support also will be provided to the ISOs and MISOs by FHI 360 and our partners – Internews, Public International Law and Policy Group (PILPG) and Volunteer Service Overseas (VSO). The Project also provides a platform and facilitates networking and collaboration among these organizations, both in the major cities of Burma, especially Yangon and Mandalay, and in ethnic states.

This Work Plan describes activities planned for Year 3 of the Project (October 1, 2016 to September 30, 2017). They are described under the three objectives listed above. They will build on key activities undertaken to-date, among them:

- 10 independent media organizations awarded Public Interest Reporting (PIR) grants valued at \$399,441<sup>1</sup>, and media activities carried out;
- 19 CSOs awarded Advocacy and Public Dialogue (APD) grants valued at \$903,126, and advocacy activities carried out;
- 6 grants valued at \$496,428 awarded with Emerging Opportunities Funds;
- Training conducted for ISOs and Project staff resulting in agreement on Quality Assurance Standards for Project capacity building;
- 10 follow-on PIR grants valued at \$615,185 awarded to independent media organizations<sup>2</sup>;
- Proposals from 18 civil society organizations for follow-on APD awards received and in process;

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<sup>1</sup> Grants to Myanmar organizations are made in Myanmar kyat. Dollar values are based on an exchange rate of USD 1 = 1212 MMK, the value on the date of calculation. USD actual expenses may vary based on fluctuations of the exchange rate from the time of fund disbursement.

<sup>2</sup> At the time of submission, 9 follow on grants were awarded. The tenth is expected to be awarded by the end of Year 2.

- 15 proposals from independent media organizations from Tanintharyi, Bago, Mandalay, Sagaing and Magway Regions and Shan State under review in response to a Request for Applications (RFA) for new PIR awards;
- 3 ISOs awarded grants valued at \$298,035; launching of organizational and advocacy capacity building series engaging 19 CSOs;
- Support to 6 reporting teams for in-depth reporting under the In-depth Reporting and Innovation Support Scheme (IRISS)
- A Training of Trainers (ToT) conducted for senior journalist trainers; five out of 11 participants from ethnic minority groups, and a Public Interest Reporting Workshop on Transition Issues, attended by 12 journalists conducted in Yangon and followed up by a forums bringing together 27 representatives of media and CSOs in Mon State and 45 in Kayah State.
- 35 youth delegates of the Myanmar Youth Forum representing 14 states and regions receive support to develop recommendations on a National Youth Policy and present them to government leaders and UN representatives in Nay Pyi Taw;
- Technical training on “Civil Society Engagement with State and Regional Government” conducted for 53 representatives of 27 Project grantee organizations;
- Disability Equality Training conducted for ISO, Internews, World Learning and FHI 360 staff to provide a basis for mainstreaming disability organizationally and programmatically;
- Legal and policy briefs tailored to grantee needs and advocacy provided on the Farmers’ Protection and Promotion Law, Burma’s Community Forestry Instructions, Core Elements of the Legislative Process in Bicameral Parliaments, the Myanmar Mining Law and the Environmental Conservation Law;
- Hands-on technical, organizational and grants management support through site, monitoring and mentoring visits and ongoing support to grantees by FHI 360 and partner staff.

In Year 3, the Project will continue its core work with grantees, supporting follow-on and new awards and providing extensive capacity building for civil society and independent media grantees. These initiatives will be complemented by a range of capacity building activities and technical assistance targeting youth, former political prisoners, civil society leaders and journalists, as well as support for advocacy on issues related to inclusion of vulnerable populations and communities and other key elements of the democratic transition.

The Project will continue to work in close collaboration with USAID on the design and development of all Year 3 activities. Strategies for new grants and other activities will be assessed early in Year 3 in accordance with findings of an applied civil society sector Political Economy Analysis (PEA) being conducted in the final month of Year 2.

Highlights of activities to be undertaken in Year 3 include:

- a) Follow on APD awards are made to 18 CSOs valued at approximately \$1,009,144’
- b) The fourth ISO grant valued at \$145,607 is finalized with the Learning Resource Centre (LRC) and capacity building to CSOs by LRC is initiated;
- c) 3 MISO awards are made for approximately \$277,184 to support the provision of media capacity building;

- d) 5 new PIR grants valued at approximately \$200,000 are awarded to independent media organizations;
- e) Based on recommendations from the PEA, new APD grants are awarded to at least 5 CSOs;
- f) 3 grants valued at approximately \$120,000 are awarded to CSOs under the Technology Innovation Marketplace (TIM);
- g) Training is conducted for up to 150 youth to provide them with skills and knowledge needed to work in CSOs;
- h) Scholarships are awarded to up to 150 former political prisoners for vocational education;
- i) Executive mentoring and coaching program benefits up to 25 civil society leaders;
- j) VSO volunteers provide in-house technical support for research and organizational development to at least 4 think tank grantees of the Open Society Foundation (OSF) and National Endowment for Democracy (NED);
- k) 10 journalists participate in rural-urban exchanges;
- l) PIR grantees receive mentoring on business management and sustainability; 6 grantee organizations develop or improve business plans;
- m) Equipment is provided to 6 media centers to promote sustainability and use of the centers to foster public information around the reform process, as well as dialogue and debate;
- n) Media Codes of Conduct around key Project issues are developed and tailored in-house editorial policies around those issues are created;
- o) 3 legal and policy technical workshops are held on issues grantees determine to be the most relevant;
- p) Policy and legal briefs are prepared to support grantee advocacy for issues including CSO Monitoring Mechanisms, Alternative Justice Systems and Complying with Codified Human Rights Law, the Myanmar Investment Law and the Petroleum and Petroleum Products Law.

Details on these and other proposed Year 3 activities are provided in the Project Activities section of this Work Plan, and are presented by Objective and Intermediate Result. Annex 1 provides a quarterly timeline of these activities. Also detailed in the Project Activities section are M&E indicators, outputs and outcomes by activity with Year 3 and end of project (EOP) targets. The indicators, outputs, outcomes and targets are those proposed by FHI 360 in a revised Monitoring and Evaluation Plan (MEP) submitted to USAID on July 18, 2016. Annex 4 contains a newly revised version of the MEP which includes responses to USAID feedback received on August 10, 2016. Changes proposed in the MEP pending USAID approval and included in the Program Activities section narrative and Annex 1 timeline are highlighted in yellow.

The program outlined in this Work Plan represents a significant scale-up of Project activities from Years 1 and 2. FHI 360 is confident, based on our Project experience to-date, that this increase in output is viable. Current management and staff form a strong and experienced team and with additional members, as proposed in the Project Management section below and detailed in Annex 5, will be well equipped to ensure efficient and high-quality implementation.

## II. Project Activities

### Objective I: Improve civil society capacity for engagement in democratic processes and policy dialogue

#### **OBJECTIVE I ACTIVITIES**

#### ***Intermediate Result I.1: Strengthen organizational and technical capacity of partner civil society organizations***

##### **Activity I.1.<sup>3</sup> Effective ISO partners identified.**

Three ISOs were selected in Year 1 to help provide the Project's CSO and media grantee partners (and in selected cases others too) with organizational and technical capacity building.

In Year 3, the project will conclude the award process for a fourth identified ISO: Learning Resource Centre (LRC). **[Quarter (Q) 1]** LRC will cover such topics as staff management, web administration, communication and presentation, gender, ethnicity and disability inclusion, facilitation skills, and accountability and transparency. **[Q1] [Q1-4]**

The project also plans to add Media Intermediate Support Organizations (MISOs). The process of competitively selecting approximately three MISOs began at the end of Year 2 and awards will be made early in Year 3. Operating in a manner similar to the ISOs for civil society, the MISOs will aid the Project in carrying out capacity building workshops and mentoring visits for local partner organizations. The MISOs, working closely under the direction of Internews and the FHI 360 media team, are expected to cover two overarching areas of capacity building. The first is in journalism skills and the second is in media management skills. **[Q1]**

Finally, the project anticipates that the ISOs will be kept on beyond their original period of performance, which ends in April 2017, to continue to provide capacity building support to project partners. Should ISO performance prove sufficiently strong, costed extensions will be granted in Q3.

***Output: Number of ISOs strengthened for capacity development of other CSOs and media outlets. Target (Year 3): 7; Target EOP: 7<sup>4</sup>***

**Activity I.2. Project CB specialists and Project-supported ISOs trained to FHI 360 standards.** In Year 2, the project established a set of principles for capacity building, developed and agreed upon at a collaborative workshop with the ISOs. The project produced a Compendium of Capacity Building Materials which includes these principles, as well as a plan

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<sup>3</sup> Activity numbers are based on the Activity numbers in Cooperative Agreement no. AID-482-A-14-00004 modified on April 4, 2016 which provides the basis for the structure and content of this draft Work Plan.

<sup>4</sup> Outputs and targets are taken from the proposed revised MEP submitted to USAID on July 18, 2016. All proposed targets pending approval based on USAID comments received on August 10, 2016 are highlighted in yellow. Details are provided in the revised MEP in Annex 4.



for implementing a Quality Assurance (QA) system, and several templates and tools to use in capacity building and QA.

In Year 3, the project will oversee the use and improvement of the QA system to ensure capacity building remains at a high level of quality and meets partner organization needs. The QA system has several components:

- quarterly meetings with ISOs to discuss capacity building progress, lessons learned, feedback from grantees, and best practices.
- review of capacity building materials before the ISOs use them in workshops and trainings.
- site visits performed by Project staff (including Technical Team members and partners) to observe capacity building events and verify that the agreed-upon guidelines are put into practice.

The Project Technical Team and Partners will work closely with the Program Team, ISOs, and MISOs and grantees to incorporate appropriate technical criteria into organizational development as appropriate. This will include ongoing support from VSO's Disability and Advocacy Advisor, and FHI 360's inclusion, disability and gender staff to MISOs, and ISOs on mainstreaming inclusion into organizational policies and practices as well as programming.

PILPG will continue to work closely with Equality Myanmar (EQMM) on grantee advocacy training and plans, including support on drafting materials, planning and analyzing advocacy assessment results and developing action plans based on these assessments.

After the MISOs are fully engaged, the Project will work with Internews to conduct a workshop to agree on capacity building approaches for media partner organizations. This workshop will be similar in scope and objectives to the Aligning Approaches event held in Year 2 that led to the QA system for the use of ISOs. After the workshop, the project will work with MISOs to carry out the agreed-upon QA system, which is likely to include materials review, site visits of capacity building events and quarterly review meetings. **[Q1-4]**

In August of Year 2, the project held part one of a Disability Equality Training (DET) to sensitize ISOs to issues concerning Persons With Disabilities (PWDs). The DET part one will be repeated for MISOs in the first quarter of Year 3, and will be followed by a part two for all ISOs and MISOs in the first quarter of Year 3. ISOs and MISOs will use the information they acquire at the DET to improve the inclusivity of their capacity building approaches with partners, and will pass on to the partners the importance of inclusivity in their own programming and organizational management. In the third quarter of Year 3, the project may hold a similar event on the subject of gender inclusivity for ISOs and MISOs. **[Q1, 3]**

In Year 2, Internews initiated the development of a Project Media Management Indicator Scoring System (MMSS)—an indicator-based assessment system to measure how well a media organization can produce quality content and operate as an efficient media unit. It covers: content quality; newsroom procedures; and audience measures. The MMSS will add media-specific indicators to complement Organizational Capacity Assessments (OCAs) and provide the evidence needed to determine appropriate training needs around editorial and newsroom development. Internews will complete the development of this tool and train Internews and MISO trainers to conduct the MMSS. **[Q1]**

**Output: See I.1**

**Activity I.3. Capacity of Project grantees strengthened.** The ISOs and MISOs identified under I.1 above will use the guidelines and tools developed under I.2 above to carry out capacity building with project grantees. These interventions will follow the capacity building calendar maintained and regularly updated by the project, and will take place throughout the project year. (Annex 2 contains a copy of the capacity building calendar). As in Year Two, capacity building interventions will consist of workshops, mentoring visits, and ongoing electronic and in-person communications with grantees. Program Officers for Capacity Building, with support from a VSO volunteer for Organizational Development (VSO-OD), will oversee and ensure the quality of the interventions under Activity 1.3. FHI 360 has reserved spaces in each of the formal training sessions for up to 5 representatives of OSF, NED or Office of Transition Initiatives (OTI/Development Alternatives, Inc. (DAI) grantees.

The Project Technical Team and Partners will work closely with the Program Team, ISOs, and MISOs to incorporate capacity building on technical issues into organizational development when appropriate. This will include ongoing support from VSO's Disability and Advocacy Advisor, and FHI 360's inclusion, disability, gender staff to MISOs, and ISOs on mainstreaming inclusion into organizational policies and practices as well as programming.

New grantees under the second round of Advocacy and Public Dialogue (APD) and Public Interest Reporting (PIR) grants will be brought into the capacity building system after their grants are signed. The APDs will first undergo Organizational Capacity Assessments (OCAs) and develop Institutional Improvement Plans (IIPs), conducted by the ISOs (as well as Advocacy Assessments, to be conducted by Equality Myanmar).

The PIR partners will undergo similar assessments conducted by MISOs with support from Internews with the addition of the Media Management Indicator Scoring System (MMSS). These processes will identify capacity building priorities on news room management and editorial quality needs of PIR partners.

After their topics of interest are determined, a schedule of interventions will be set up for each grantee, with learning objectives, and incorporated into an Intent to Collaborate letter. The project has found these letters a useful tool to document in a single place the capacity building that an organization will receive, and to secure the good-faith commitment of the organization itself, the ISOs, the Project, and any other stakeholders to participate and work actively toward the agreed learning objectives. [Q1-4]

**Output: Number of CSOs and media organizations receiving organizational capacity development from ISOs. Target (Year 3): 40; Target EOP: 40**

**Activity I.4. Today's CSO leaders empowered for new era.**

Up to 25 promising CSO leaders – including women, ethnic minorities PWDs and those working for their rights– may be selected, primarily from Project grantees, and offered support for high-level coaching in Myanmar in management, strategic planning, advocacy, applied innovation, and/or communications.

This activity will be led by a VSO OD, with guidance from the Senior Technical Advisor and support and input from the Program Officers for Capacity Building. The VSO-OD has been recruited at the end of Year 2 and brings a wealth of expertise in executive coaching for non-profits. The coaching approach will allow the VSO-OD to give sustained and customized technical assistance in the areas the participants need most.

The opportunity to participate in this activity will first be given to current APD and PIR grantees, illustratively two personnel in leadership positions in each of 12-14 organizations. If there is still room in the program after the needs of the APDs and PIRs have been met, opportunities may be opened up to ISOs and Emerging Opportunities Fund (EOF grantees. Spaces that remain at that point may potentially be opened up to other leaders of USAID or State Department partner organizations who are considered a priority for capacity building assistance. A post-course evaluation will help inform future executive mentoring efforts. [Q1-2]

***Output: Number of CSO leaders that complete executive leadership training course. Target (Year 3): 25; target EOP: 25 (40% women, 10% PWD).***

**Activity I.5. Tomorrow's CSO leaders strengthened.** Following on analysis and stakeholder consultation performed in Year 2, this activity is divided into two parts. In the first part, up to 150 youth will be given the opportunity to attend an intensive training course that provides key employment skills for working in civil society. This activity is expected to take place in five regional locations to ensure deep participation from outside the major population centers. The project will likely engage an implementing partner with experience in providing intensive training courses of this type in Burma. The training design will be informed by consultation with key stakeholders such as Myanmar Youth Forum (MYF), Project youth-focused partners and other local CSOs to solicit input on the training design as well as to distribute the advertisement for the opportunity to apply. While MYF members themselves are likely to be overqualified for the program, the organization's extensive nationwide reach makes them an effective conduit for spreading the word of the opportunity and gathering applications. Youth selected to participate will be consulted on their interests and needs (including language needs, with provisions being made as needed for non-Burmese speakers) before the curriculum is created. Similar consultations will be held with CSOs to identify employment skills they look for when hiring young staff. In order to provide students with an intensive and focused learning experience, a setting such as a camp or training center may be used. The program will be continuously monitored by project Program Officers for Capacity Building, under the guidance of the Senior Advisor, and improvements to the methodology will be made as necessary to each successive iteration of the course. After the completion of the activity, graduates will remain in touch through an active, existing network of trainee alumni and trained professionals, who communicate with each other via Facebook and other means and also receive updates about job opportunities. [Q1-3]

***Output: Number of people trained in key civil society employment skills, disaggregated by age, gender, disability and former political prisoner status. Target (Year 3): 300; target EOP: 300***

***Intermediate Result I.2: Improve civil society and media sector infrastructure for democratic processes***

**Activity I.6. Informal CBOs grow stronger.** Both as part of its regular capacity building activities, which sometimes include organizations that are partners of other USG-affiliated programs, and through its support through the EOF to partners such as Paung Ku and several of our APD partners who engage CBOs, the project includes informal CBOs in its work of strengthening organizational capacity. [Q1-4]

**Output: Included under Activity I.3.**

**Activity I.7. Serving as a resource for collaboration.** In the course of implementing Year 3 activities, the project will continually take advantage of opportunities to help local partners collaborate more often and more effectively.

First, the project will continue to help APD and PIR partners sustain the mechanisms for coordination—whether formal networks, temporary alliances or single-issue coalitions—that are already part of their grant activities. Future APD and PIR grants are likely to contain networking and collaboration activities as well. [Q1-4]

Second, the partner will hold a second iteration of the successful Partners’ Meeting it held in March of Year 2. This event will gather all APD and PIR grantees not just to share approaches and lessons learned and to give feedback to FHI 360 on its grants and capacity building programs, but also to consult with them on their interest and need for ongoing platforms for collaboration, formal or informal. These platforms may be topical, gathering the CSOs and media outlets working and reporting on land law, for example. Moreover, the event will feature a session for partners to organize exchange visits, through which they can visit each other’s offices and fieldwork and learn from both successes and setbacks of their colleagues in advocacy. All will depend on partner interest. Partners are regularly brought together for other events as well, such as Advocacy Workshops to which a large number of APD grantees may be invited. The Project has not determined it would add a useful layer to create a new online networking tool since Partners organically use Facebook, ubiquitous in modern Myanmar. Between the Partners Meetings, the exchanges, and the other Project events, two or more partner organizations will be brought together several times a quarter. [Q2, Q3, Q4]

Following on the Partners’ Meeting and in response to partner interest, in the third quarter the project may gather interested partners in five geographic clusters, for Regional Partners Meetings to discuss what can be done through collaboration at the regional level. Both APDs and PIRs will be invited to these events, to take advantage of the possibilities for mutual reinforcement of advocacy activities and public interest reporting. [Q3]

Fourth, the Political Economy Analysis (PEA) will examine the state of collaboration within and between the spheres of civil society and media, and will identify any opportunities for appropriate project support. Should the PEA or other sources identify a need for expanded project support for collaboration, the project may include networking or coalition building among the illustrative activities highlighted in future grants solicitations. Once finalized and the recommendations reviewed, FHI 360 will provide an addendum to this workplan to incorporate adjustments or new activities to incorporate into this plan. [Q1]

Finally, Internews will reach out to and consult with media networks such as Burma News International (BNI), Myanmar Journalist Network (MJN), Myanmar Journalists Association

(MJA), Southern Myanmar Journalist Network (SMJN) and Independent Ethnic Media Association, providing technical assistance and support for their ongoing work and collaboration. Internews will provide technical assistance on networking, facilitation and other key skills to media network partners leading these activities. They will also work with these media networks to conduct media-CSO Forums or other forms of collaboration among media and civil society. Four forums to improve understanding and communication among the sectors and promote better reporting and advocacy among participants will be conducted in Year 3. Participants will include at least twenty representatives of media, civil society and local communities. Internews will reach out to Project APD and PIR grantees as priority participants. The topics of the Forums will be chosen from among timely and local PIR issues and based on interest of participants. [Q1, Q2, Q3, Q4]

***Outcome: Number of target CSOs and media organizations that successfully initiate media reports on the democratic transition and reform process. Target (Year 3): 16; Target (EOP): 20***

**Activity I.8. Developing public spaces to connect media and CSOs.** With support for one to three years from United Nations Development Program, International Media Support and Fojo Media Institute, the SMJN (Mawlamyine, Mon State), the Southern Shan State Media Network (Taunggyi, Shan State), the Mandalay Media Center (Mandalay), the Chin Media Network (Hakha, Chin State), MJN (Yangon) and the Myanmar Woman Journalist Society (Yangon) all currently operate facilities that could be developed as public spaces to serve as platforms to connect media and CSOs, to cultivate dialogue and debate in the community, and for advocacy around public interest issues. Based on preliminary discussions with these networks in Year 2, the Project has gathered information regarding both interest among the networks and the needs of the facilities. In Year 3, the Project will continue its consultations with these media networks to map out precise equipment needs of the centers to accommodate activities such as press conferences, forums, training, and policy and other public dialogues. Equipment to make public spaces more sustainable might include TV cameras, photo equipment, computers, TVs, mobile sound-boxes and microphones, copiers/printers, and projectors. The Project may provide this equipment through in-kind grants to the networks. [Q3]

***Output: Number of public spaces to connect media and CSOs supported. Target (Year 3): 6; Target (EOP): 8.***

**Activity I.9. Innovation Marketplace furthers use of mobile applications and social media.** Through the Technology and Innovation Marketplace (TIM) the Project will seek to catalyze the use of innovative approaches, including ICT, by civil society to address social and political issues and increase citizen engagement. TIM will seek to: incentivize civil society organizations to consider technology solutions in their interventions to improve citizen engagement with government and public policy issues, and to increase information available to citizens on public interest issues; connect civil society organizations with technologists who can help them develop solutions, and make technologists aware of civil society needs and opportunities; support the development of solutions co-developed by teams of civil society organizations and technologists with grants; and promote continued interactions between civil society organizations and technologists.

FHI 360 will work with a locally-based ICT organization, to be identified through an open competition, to convene 30-40 activists and technologists in Yangon and Mandalay to analyze problems around such issues as human rights, democratic engagement, freedom of association and freedom of speech in the country, generate ideas for tech-based solutions, and select the most promising ideas to potentially receive grants of up to \$40,000.

Before the main event, there will be a pre-event to familiarize participants with the goals and methodology of the main event. The two-day main event will facilitate participants as they consolidate into mixed civil society/technologist teams that generate and refine ideas on how to use a technology solution to overcome a civil society issue. These teams will be winnowed to a smaller set, from which participant voters will choose 3-4 that will receive the grants. The Project will support the winning teams post-event, to help them co-develop and implement their solutions. [Q1-4]

***Output:*** *Number of grants funded for ICT tools drawing on Innovation Marketplace Workshop ideas. Target (Year 3): 3; Target (EOP): 6.*

**Activity I.10. Support to Philanthropy.** During Year 3 the project will explore possibilities for activities to support philanthropy. The project will conduct a rapid assessment of the philanthropy landscape, in relation to partner priorities, and determine whether it is feasible and appropriate to include philanthropy activities and other potential options to work with partners to facilitate sustainability of Project achievements in Year 4. [Q3]

***Output:*** *Number of events organized to promote corporate social responsibility and collaboration between the private sector and civil society. Target (Year 3): 0; Target (EOP): 3*

## **Objective II: Increase availability of and access to information on democratic governance and reform issues**

### **OBJECTIVE II ACTIVITIES**

***Intermediate Result II.1: Improved professional capacity of journalists to report accurate and reliable news and information***

#### **Activity II.1.i. Training**

In Year 2, Internews conducted rapid training needs assessments (TNAs) of PIR grantees to determine immediate training needs while waiting for MISOs to be selected. TNAs are conducted through participatory methods and aim to identify training needs of the journalists and staff, on both thematic issues (topical or time-sensitive news-cycle based) and journalism skills such as radio, feature writing or photo journalism. As PIR grantees are diverse in nature and by media type, TNAs will be critical in designing customized technical assistance plans and trainings. Once MISOs are on board, Internews will conduct more in-depth TNAs with the PIR grantees to determine longer term needs and produce a plan identifying priority capacity building needs of each PIR grantee. [Q1]

In Year 2, Internews conducted a Training of Trainers (TOT) workshop for senior journalists to be able to conduct basic journalism training, in their own language and communities. The

curriculum covers training techniques, participatory methods, curriculum planning, delivery, M&E and reporting. A second workshop, led by an international consultant, will be held in Year 3 for trainers from MISOs and media networks to ensure they are prepared to lead advanced journalism workshops and provide effective mentoring. [Q1]

Internews also conducted two thematic trainings in Year 2 – one on transition issues and another on regional governance—and a news lab on Peace Reporting in conjunction with the 21<sup>st</sup> Century Panglong Conference. In Year 3, Internews will work with MISOs to design and deliver additional thematic training, training (and mentoring) for editors, news labs, and technical training in issues such as ICT, social media, TV and radio broadcasting (designed and delivered by Internews). The topics will be determined based on final negotiations with MISOs and in consultation with PIR grantees. The trainings will be tailored to accommodate diverse journalists who are from urban and rural areas, who speak Burmese and ethnic minority languages, and who bring different levels of experience.

MISOs will also provide organizational capacity building based on Organizational Capacity Assessment (OCA) and MMSS findings. Up to ten training workshops will be conducted by Internews and MISOs in Year 3. [Q1-4]

***Outputs: (1) Number of non-state news outlets assisted by USG. Target (Year 3): 20; Target (EOP): 30. (2) Number of training days provided to journalists with USG assistance, measured by person days of training. Target (Year 3): 1300 person days; Target (EOP): 1500 person days.***

### **Activity II.1.ii Mentoring**

Mentoring by Internews and MISOs will follow up and complement training. Trainers and staff will provide on-site support to participants and other staff at PIR media organizations.

Mentoring activities will be guided by findings from the MMSS. As each follow on and new PIR grant is awarded, Internews and MISOs will conduct a baseline MMSS assessment. The tool indicates particular needs of each PIR grantee relating to operating an efficient media unit. Internews will work with each organization to tailor goals for improvement and ensure mentoring is most effective. [Q1, 2]

Internews will conduct mid-term and end line assessments intended to show if and how each media outlet has changed its newsroom management as a result of mentoring and other technical assistance. [Q2, 4]

Editorial mentoring will be provided in Year 3 to workshop participants as well as editors and senior editorial staff of PIR grantees. MISO mentors, with support from Internews capacity building staff, will mentor journalists who participated in training and editorial staff. Special attention will be paid to choosing journalist mentors with sufficient experience to mentor senior editors. A total of 16 in-house mentoring visits will be conducted in Year 3. Mentors will provide reports quarterly. [Q1-4]

An international consultant will begin to provide mentoring for select organizations to improve management and financial sustainability at the end of Year 2. The mentoring will focus on

topics such as marketing, circulation, revenue generation, developing an online or mobile presence, and monetizing digital content. As appropriate and needed the consultant will also support business plan development. In Year 3, the same consultant will return for a two-week visit to continue with business management mentoring for a total of at least 10 PIR grantees over the course of the year.

The consultant will provide support remotely with additional mentoring and technical assistance provided by Internews, specialist consultants and MISOs. [Q1- 4]

In Year 2 the Project launched In-depth Reporting and Innovation Support Scheme (IRISS) awards to support journalists and media organizations to respond to rapidly evolving changes and opportunities. The support covers travel, per diem, and other direct costs for in-depth reporting trips or for launching new media initiatives or innovative reporting that requires rapid start-up. Seventeen applications were received in Year 2. In Year 3, IRISS support will be available for in-depth reporting on the key PIR issues discussed in thematic workshops. Journalists from small media outlets with limited resources will be encouraged to apply, as will those from national media outlets who are interested in covering ethnic or remote areas. PIR grantees will be eligible to apply as long as the support does not overlap with activities or reporting covered by the organization's PIR grant. Complementary technical support and mentoring will be provided to IRISS recipients. At least 25 awards are expected to be made resulting in at least 75 stories in Year 3. [Q1-4]

***Output: Number of media organizations provided with mentoring support. Target (Year 3): 15; Target (EOP): 25***

**Activity II.2. Inclusive Democracy Workshops (Media and CSOs improve knowledge of inclusive democracy).** Internews will conduct two training workshops: one for CSOs and a second for public officials. The training for CSOs will focus on communication and media skills; the training for public officials will focus on media relations and communication skills to strengthen participants' outreach and communication with the public at large, including journalists. Underscoring the skills development and practical communications methods in both workshops will be an emphasis on the role of media in a democracy and effective engagement. The 3-day trainings will cover media literacy, the media landscape, newsgathering and editorial process and include practical sessions for the participants to engage with journalists. The workshop will be designed after consultation with the APD grantees and the Ministry of Information. Public officials at the state and regional level government or parliament are expected to participate in the training. [Q1, 3, 4]

***Output: Number of journalists, CSO members and Government of Burma (GoB) officials trained at Inclusive Democracy Workshops. Target (Year 3): 100; Target (EOP): 140.***

**Activity II.3. Media monitoring demonstrates progress.** When the first round of PIR grants were awarded, the Project developed and initiated a media monitoring system to review grantees' reporting on the following criteria: strength of research, reliability, balance/impartiality; and accuracy. This monitoring, coupled with monitoring of PIR grantees' milestones and general grant performance, provides a broad picture of editorial quality of PIR outputs. In Year 3, this will be combined with Internews's direct monitoring of media outputs in training workshops and



other Project initiatives. Internews will track quality improvement of stories produced by workshop participants on select PIR issues. They will develop a baseline to monitor and conduct content analysis indicating the quantity and quality of editorial output and story representation by PIR grantees; and will produce specific issue related media monitoring reports along with quarterly monitoring reports. [Q1-4]

In Year 3, the Project will continue its non-partisan reviews of current PIR grantees and conduct similar reviews of new PIR grantees to ensure the materials developed with Project funding are non-partisan, do not contain hate speech nor show undue bias and are not inflammatory. The monitoring is designed to verify that grantee materials demonstrate and promote the type of inclusive and tolerant society that the Project wants to see in Myanmar. [Q1 – 2]

***Output: Media monitoring frameworks established with regular ongoing content analysis.***  
***Target: (Year 3): 1; Target EOP: 1***

**Activity II.4. Annual media awards recognize excellence.** Internews will engage a consultant to assess current award and recognition programs. S/he will seek input from PIR grantees as well as other independent media to assess whether current awards actually encourage excellence in journalism and provide inspiration and support for quality reporting. The report will provide recommendations for Project support or expansion of current programs or new initiatives. Further activities will be determined based on the results of the assessment. [Q1, 3]

***Output: Number of award events organized recognizing high quality public interest reporting.*** ***Target: (Year 3): 1; Target (EOP): 1 event***

***Intermediate Result II.2: Increase coverage of key reform issues in historically ethnic areas***

**Activity II.5. Rural-urban exchanges build durable ties.** Internews will pilot a one-month exchange for four journalists in Year 2. The results and lessons learned will be evaluated in Q1 of Year 3 and based on the findings scaled up with support from MISOs. By the end of the year 10 journalists will participate in rural-urban exchanges. [Q1 - 3].

***Output: Number of journalists benefiting from rural-urban exchanges.*** ***Target (Year 3): 10. Target (EOP): 21.***

**Activity II.6. New distribution connections are built.** Internews has commissioned a consultant to conduct an assessment on the current media distribution landscape, especially for PIR grantees and ethnic media organizations. The assessment will provide recommendations to the Project for future technical assistance and support to news agencies or periphery-based smaller media organizations. The report will be available in November. Activities will be initiated later in the year based on the findings of the report. [Q1-4]

***Outcome: Number of ethnic media outlets signing distribution agreements with news consolidators.*** ***Target: (Year 3): 8; Target (EOP): 8***

***Intermediate Result II.3: Strengthen independent media outlets and support institutions to advocate for legal and policy reforms related to a robust media enabling environment***

**Activity II.7. Media organizations advocate for change.** In November, media stakeholders

will convene the ‘Fifth Media Development Conference’ in Yangon. This year the Conference will review the status and operating environment for independent media and develop a strategy to address the most pressing challenges. The Conference, as in years past, brings together national, ethnic/regional, state, and international media, experts, media networks, academics, government officials and policy makers. The Project is involved in the design of the Conference and will support the participation of up to fifty participants from ethnic media organizations, PIR grantees and other media and civil society applicants. The Project will help to organize two panels -- one on the role of women journalists as part of the democratic transition and the other on regional and ethnic media development. The Project will also provide support for participating panelists. [Q1]

Although the democratic transition has brought enormous improvement and opportunities for independent media, there is still need for additional legal and policy reform. The current government has expressed its willingness to amend the News Media Law and the Broadcasting Law. Media networks and outlets are anxious to advocate for better access to information, journalist safety and leveling of the media and broadcasting playing field. Internews will consult with media networks, outlets and other stakeholders to identify priority advocacy topics and coordinate activities. In Year 3 they will provide technical assistance to select media networks to facilitate a series of four media advocacy roundtables or dialogues. Reports and recommendations will be produced after each event and disseminated among key policymakers and other stakeholders. As needed, PILPG will provide legal technical assistance to support these roundtables as well as any other PIR activities that could benefit from legal research and preparation of briefs. [Q1, 2, 3, 4]

***Outcome: Number of CSOs and media outlets receiving project support that engage MOI on media laws and policy. Target: (Year 3): 8; (EOP):Target 8***

**Activity II.8. Media training for parliamentarians supports reforms.** The new government has given mixed signals and been reluctant to support Parliamentarians’ participation in civil society-sponsored events. Additionally, new Members of Parliament (MPs) have been given a range of training by internationally-supported programs. Given this environment, the Project has been monitoring the environment and consulting with MPs, public officials and other stakeholders to determine what if any media training has been done or is planned and what is needed. Once availability of MPs for training and approval for CSO led interventions is more easily obtained, the Project may design and conduct training based on parliamentarian needs. [Q1]

***Output: Number of parliamentarians completing media literacy training. Target (Year 3): 20; Target (EOP): 60.***

**Activity II.9. Media Codes of Conduct enhance credibility.** Standard Media Codes of Conduct (COC) have been developed in the country. However, gaps remain on key issues such as reporting on women, religious tolerance and minorities. Internews will consult with the Press Council, journalist associations and networks to carry out an analysis of the state of existing codes of conduct on select PIR issues such as gender, peace and disability. This informal analysis will provide information on the current COC landscape on the two selected issues and further areas for development. The issues selected will be determined in consultation with the Myanmar News Media Council and PIR grantees.

Internews will follow up the analysis with workshops for media professionals, including senior editors, women journalists and ethnic media journalists, as well as other stakeholders to discuss COCs and generate broader public discussion on key issues. [Q1]

Similarly, media outlets often lack in-house editorial policies to guide reporters and editors in making editorial decisions. For example, an ethnic media organization may need an editorial policy that guides reporters and editors in the appropriate use of language and tone to be used against other ethnical nationalities. Many PIR grantees operate in conflict-affected regions and lack detailed in-house editorial policies for reporting on women and other vulnerable populations so that the content produced is not only of quality editorial standard but also is conflict and gender sensitive. Internews and MISOs will identify interested PIR grantees and work with them to develop in-house editorial policies and COCs around selected issues. [Q2-4]

### Objective III: Expand inclusive public dialogue and political space

#### **OBJECTIVE III ACTIVITIES**

##### ***Intermediate Result III.1: Increased civil society participation in, and contributions to, public policy debates and resulting legal and political reforms***

**Activity III.1. CSOs advocate for democratic reforms and engage in public dialogue.** The project foresees issuing and managing four main types of grants in Year 3. The structure of grant programs described below is in response to the joint decision between USAID and FHI 360 in April 2016 to attempt to achieve impact by giving sustained financial support and capacity building to a targeted group of beneficiary organizations, as opposed to giving smaller amounts of support to a larger number of organizations, with the potential for results to fade more quickly.

Ten existing PIR grantees were awarded follow-on grants in the final quarter of Year 2. Activities expand on the foundations laid and initial successes from the original PIR grants. These grants will carry out their activities for 12-month periods of performance in most cases, with activities ending in the final quarter of Year 3. The Media Team and Internews will make site visits to PIR grantees to give technical assistance, gather success stories and perform quality assurance checks. PILPG will provide legal and policy research and support to PIR grantees as requested. [Q1-4]

New PIR grants, focusing on ethnic states not covered by previous PIR awards, will be signed during the second quarter. Grant applications were solicited with an RFA in the final quarter of Year 2. Selection took place in the same quarter. Negotiation with grantees, the finalization of program descriptions and budgets, submission to USAID for approval and the signature of award will require the first months of Year 3. After the expected five awards are signed in the second quarter, the project Media Team, Internews and MISOs will perform site visits as described above for the follow-on PIR grants.

Follow-on grants to existing APD grantees will be made—in cases where grantee proposals and past performance meet a set of pre-established criteria—in the first and second quarters of Year 3. Like the follow-on PIR grants, APD follow-ons build on existing successes and lessons learned, and aim to further the strides made in advocacy and public dialogue in the first round. Applications were solicited during Year 2. Grant negotiation and approval will be complete during the second quarter, and the Program and Technical Teams, as well as experts from PILPG

and VSO, will give regular support to partners in the achievement of their advocacy goals during the life of the grants.

The project anticipates a new round of APD grants during Year 3, with the solicitation to be released in the first quarter and the grants to be signed in the third quarter. The technical content of the new APD grants will be determined in part by the results of the PEA, and will seek to respond to changes in the political climate after the recent transition in government to achieve maximum impact as well as reach out to periphery-based CSOs. Five grants are expected to be awarded through this solicitation. After award, as with the APD follow-on grants, Project staff will give technical assistance and guidance to local partners as requested. [Q1,2,3,4]

***Outputs: (a) Number of CSOs receiving USG assistance engaged in advocacy interventions. Target (Year 3) 24; Target (EOP): 40. (b) Number of PEAs commissioned and produced. Target (Year 3): 1; Target (EOP): 3.***

**Activity III.2. Periphery-based CSOs engage citizens in advocacy and dialogue.** See Activity III.1 above.

***Output: Number of CSOs working in ethnic states receiving grants. Target (Year 3): 11; Target (EOP): 20.***

**Activity III.3. Advocacy capacity of CSOs developed through “learning by doing.”**

A key element of ISO EQMM’s support to grantees will be the development of an advocacy strategy as partners advance through EQMM’s advocacy training. Mentoring will help the grantees apply the learning and skills from workshops and training sessions to their daily work. PILPG will support EQMM and the Technical Team on their mentoring visits and in this work. PILPG anticipates attending technical mentoring visits three times per quarter of Year 3. PILPG will make additional visits to CSO offices and consult with CSOs over the phone when visits are not possible to further support these efforts, with a target of a total of five consultations per month. Based on Year 2 consultations, PILPG envisions providing continued support to Green Peasant Institute, Pa-O Women, Helping Hands, and Magway Extractive Industries Transparency Initiative (EITI), in addition to other existing and, if applicable, new CSO grantees. As a result of these consultations, PILPG will provide resource materials and legal memoranda to CSO grantees, as requested, for use in their advocacy work. Current memoranda in progress and proposed by CSO grantees include: a Revised Draft Right to Information Law Analysis, Alternative Justice Systems and Compliance with International Human Rights Law, Analysis of Myanmar’s Foreign Investment Law, and Analysis of Myanmar’s Petroleum and Petroleum Products Law. PILPG anticipates delivering two resource materials or legal memoranda per month during Year 3.

The resource materials and legal memoranda are produced as part of a long-term relationship strategy. The Project generally delivers the materials during consultations and discusses with CSOs the utilization and application of the information in the materials. Following up, the Project works with the CSOs to develop and implement next steps, such as workshops with constituencies, government advocacy, or additional research requests. The Project tracks which requests come from which CSOs, as well as requests from CSOs to apply and implement covered in delivered materials. In addition, the Project will track reforms, application of the law or other changes in those laws and policies grantees are working on.

Technical assistance visits and support from other members of the Technical Team to support advocacy on inclusion, women's rights and other key grantees will take place as requested by grantees.

Commemoration of international rights days are an important way grantees can raise awareness of their issues and recognize and inspire the daily work and commitment of their teams and supporters. At the Partners Meeting to be held in November, the Project will form thematic working groups to develop Project statements commemorating international days on key grantee issues – International Day of People with Disability (December 3), International Human Rights Day (December 11), International Women's Day (March 8) and International Day Against Homophobia and Transphobia (May 17). The statements will be translated into Burmese and ethnic languages and disseminated through PIR outlets and at APD events and activities.

***Output: Number of CSO and media grantees provided with technical assistance in advocacy strategy. Target (Year 3): 35; Target (EOP): 40.***

**Activity III.4. Joint disability rights initiatives to advance inclusivity.** The Project's grants to World Learning (WL) and Myanmar Federation of People with Disability (MFPD), will be combined with specialist advice and support on disabilities initiatives from the Project's disabilities staff and a VSO volunteer. These initiatives will be undertaken in close consultation with WL, MFPD and USAID partners engaged in disability support including OTI/DAI. The Project will also provide support to the Core Group for a follow-up advocacy workshop, tentatively scheduled for March, on the by-laws for the Disability Rights Law. Project support for the event will include technical assistance from the Project's disabilities staff and the VSO disabilities expert, and logistical and financial support. The Project will continue its regular coordination and consultation with OTI/DAI, MFPD, and WL at monthly coordination meetings, attend Disability and Education monthly meetings chaired by UNICEF and Myanmar Independent Living Initiative and coordinate with other agencies including Save the Children, World Education and UNICEF who are actively engaged in disability rights initiatives.

***Output: Joint initiatives funded on disability advocacy, awareness raising or public engagement. Target (Year 3): 1; Target (EOP): 3.***

***Intermediate Result III.2: Increased civil society engagement with public officials to promote the democratic reform process.***

**Activity III.5. Civil society initiatives engage GoB on reforms.** Through the training and technical assistance on advocacy provided to CSO grantees (above, III.3), the Project will continue to encourage advocacy CSOs to engage government. PILPG will take the lead in developing and prioritizing the content for and carrying out three workshops for existing and new CSO grantees on priority areas for advocacy and reform, as identified by the CSOs. Based on the inputs of CSO grantees regarding the substantive areas of interest for future workshops that was received during the Partner's Meeting in March 2016 and Advocacy Assessment Review in January 2016, PILPG plans to conduct the first workshop, tentatively scheduled for early December on land rights issues. Potential substantive areas for additional workshops (based on the input of CSOs received in early 2016 include): Human Rights, Women's Rights,

Right to Information, Lesbian Gay Bisexual Transgender (LGBT) issues and a follow up to the 2016 workshop on regional governance. PILPG will consult with CSO grantees in the first quarter of Year 3 to ensure that these additional topics are still of interest and prioritize the substantive areas to be covered during the subsequent three trainings to be conducted in Year 3.

PILPG also will continue to participate in workshops hosted by CSO partners, through the preparation of materials and delivery of modules, upon the request of the grantees. For example, Magway EITI has requested a workshop to follow on the event PILPG helped facilitate in July 2016 for government, civil society, and business owners. This workshop would be tailored to persons with a higher level of knowledge in the law and environmental issues and would delve more deeply into Myanmar's Mining Law and Environmental Conservation Law than was possible with the audience at the July 2016 workshop. Magway EITI has also requested technical workshops on the Foreign Direct Investment Law and By-Laws, the Gemstone Law and By-Laws, and the 1934 Petroleum Act as it relates to transport of oil and gas. PILPG also will continue to use the workshops during Year 3 as platforms for provision of additional resource materials and legal memoranda to assist CSOs in their advocacy efforts and facilitate continued consultations. [Q1-4]

The Project's EOF served in Year 2 as an important source of support for CSO engagement with the government. For example, support was provided to Pyi Gyi Khin and International Center for Not-for-Profit Law to conduct a discussion on the implementation of the by-laws for the Association Registration Law between the Civil Society Working Group and over 100 representatives of the Ministry of Home Affairs and select members of parliament. The EOF also supported the Myanmar Youth Forum to develop recommendations on a national youth policy and travel to Nay Pyi Taw to present them to the Ministry of Social Welfare, Relief and Resettlement, the Ministry of Health and Sports and the Ministry of Education, as well as the United Nations Joint Team members. It is expected that the EOF will provide support for these types of initiatives as they arise in Year 3.

***Output: Number of CSO grantees which have implemented strategies for engaging GoB decision-makers. Target (Year 3): 12; Target (EOP): 20.***

**Activity III.6. Public forums unite civil society, public officials, citizens, and media on policy.** Internews will build on the media – CSO forums described in Activity I.7 above to determine key policy issues to be discussed at two regional public forums bringing together public officials – media representatives, CSOs, local citizens and public officials including local authorities and parliamentarians relevant to speak on the chosen issues and policy development and implementation. As needed, PILPG support Internews with legal research and policy briefs or memorandum. [Q3, 4]

As possible, Project grants to CSOs will continue to support CSO efforts to organize public forums on key reform topics. [Q1, 2, 3, 4]

***Output: Number of USG-supported public sessions held regarding proposed changes to the country's legal framework. Target (Year 3): 40; Target (EOP): 40.***

***Intermediate Result III.3: Increased information dissemination by CSOs on GoB policies, processes, and services***

**Activity III. 7. CSOs research and disseminate policy information to public.**

A number of APD grantees in Year 2 developed and disseminated important policy information including Human Rights Foundation of Mon Land, Pa-O Women, Advancing Life and Regenerating Motherland (ALARM), Karenni State Farmers Union, MFPD and Kindness Women Fellowship Networking Group. Similar initiatives are expected to follow on APD grants. Technical support will be provided as requested from the technical team and PILPG.

In addition, VSO volunteers will support between four and six OSF or NED think tank grantees in research methodology and best practices, as well as in organizational development. [Q2-4]

***Output: Number of CSO grantees gain skills to disseminate well-researched information on GoB policies, procedures and services vis-à-vis the reform process. Target (Year 3): 6; Target (EOP): 19.***

### III. Sustainability

By the close of Year 2 Project grantees had begun to make notable contributions in their communities, on their core issues and towards promoting democratic reforms. Furthermore, with capacity building initiatives fully underway, progress has also been made in providing the knowledge, strategies and skills grantees will need to ensure their organizations are able to pursue their missions beyond the life of their Project grants. In Year 3, the Project will employ a consultant in Year 3 to assess with grantees, ISOs and other stakeholders how best to ensure progress on the ground is sustainable and identify options for obtaining or generating resources. The consultant will look at planned capacity building and technical support, and map out options, including potential donor support, local philanthropy and CSR, for support to civil society organizations and provide recommendations that can be incorporated into our late Year 3 and Year 4 activities.

Internews is working with PIR grantees through its business management mentoring program (see Activity II.1.ii above) to provide targeted technical assistance to at least 10 grantees on developing and initiating a business plan for long term revenue generation. In addition, under Activity II. 6, Internews will provide recommendations and support to PIR grantees on new distribution connections.

### IV. Project Management

#### Staffing

As the Program Activities section above indicates, the Project anticipates significantly increasing the volume of programming in Year 3. In order to manage this expansion, FHI 360 will augment as well as re-organize its current staffing plan.

The current structure has 23 staff members at 100% level of effort (LOE) with additional support from the Country Office for finance, operations and management. The Project is organized into Media, Advocacy, Program, Strategic Information and Finance & Operations teams. These teams

are managed by the Chief of Party (COP) and Senior Advisor (SA) with support from the Country Director. Given the fact that the technical areas the Project addresses – civil society and media advocacy – were up until 2011 areas of engagement that constituted significant risk for Myanmar nationals, finding qualified staff, especially at senior levels, has been a challenge for the Project. For example, after three rounds of recruitment, FHI 360 has yet to identify a qualified Advocacy Director.

However, through our contacts in the civil society and media communities and through our recruitment efforts, we have identified candidates with potential and with partial experience in the areas the Project requires. FHI 360 proposes to re-structure the team to a new total of 30 staff at 100% LOE with additional support from the Country Office on finance, operations and management. Under the proposed structure, FHI 360 will hire a Technical Team Director to oversee the media, advocacy and inclusion components. S/he will work directly under the COP. Other director-level positions will continue in their current capacity: the Program Director will continue to oversee the capacity building and grants team; the Strategic Information (SI) Director will continue to manage the M&E and communications team; and the SA will oversee both the Program and SI teams. Once a Technical Team Director is identified, FHI 360 will hire Media, Advocacy and Inclusion Managers. Potential candidates have been identified through ongoing recruitment for other positions and the Project expects that the shift can be completed by the start of Q2.

The Program Team will expand to accommodate increased responsibilities without shifting the shape of the team. Our experience has shown that given the importance of maintaining relationships with grantees and the high level of support grantees require to understand and comply with USAID and USG rules and regulations, each Program Officer or Program Manager should not oversee more than five grants. Given this, over the course of the year we will add one Program Manager for Media and two additional Program Officers to the team. The Program Team will also add a Budget Officer to support the team's work on the budgetary and financial aspects of preparing and implementing grants.

PILPG will extend its long term technical assistance position to run through Year 3. The position became vacant at the end of Year 2 but is expected to be filled in Q1.

VSO will also bring on new volunteers to support Project grantees and activities in Year 3. One volunteer has been identified to design and deliver the "Today's Leaders Empowered for New Era" activity. She will join the Project during the first month of Year 3. Recruitment is underway for volunteers who are expected to join the Project early in Year 3. They will support gender/advocacy, think tank organizational development, think tank research, Project grantee organizational development and to replace the Disability Advisor who completed her assignment at the end of Year 2.

Annex 5 provides an organogram detailing the project staffing structure.

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Internews completed recruitment for Project staff in Year 2 and will continue to work with FHI 360's media team and the MISOs to deliver support to independent media.

### Communication and Coordination with USAID

The Project team will continue in Year 3 to coordinate closely with the USAID Project AOR. The COP and SA meet with him on a monthly basis to discuss in detail project activities, administration and deliverables. Further updates and information are also provided as requested.

In addition, each week the Project prepares a write up highlighting at least two grantee or Project activities, and submits it to the AOR along with a comprehensive list of upcoming grantee and Project activities and a Performance and Geographic Information Management System (PGIMS) Report listing all grant awards. This information supplements regular and ongoing submission of quarterly narrative and financial reports, quarterly accruals and the annual report.

## V. Incorporating PEA Recommendations into FY 2017 Programming

The Project commissioned an Applied Political Economy Analysis (PEA) in September – October 2016, following the submission of this work plan. Once the research findings and recommendations for programming were completed at the end of Q1 FY 2017, a review of the proposed work plan was conducted to ensure that planned programming supports the findings of the PEA and incorporates recommendations as possible. The following lays out the report's recommendations, organized by the PEA research guiding questions, and details Project strategy and specific FY 2017 programming to address findings and incorporate recommendations.

Language from the PEA, edited for this format, is presented in italics.

***1. Which issue areas (as determined by research findings and donor priorities) or other criteria such as geographic focus, ethnic community, continuity, etc. should be targeted for new or continued support?***

*Five issues areas [...] are identified as key concerns for CSOs, and are recommended for support where possible and practical: Constitution reform, peace, federalism/decentralization, land and the environment, and legal reform.*

A number of planned initiatives, as well as current grantee follow on projects address the issues laid out in response to this guiding question. Details follow below. A new RFA for APD grants is planned for release in Q2. The design of the RFA will incorporate suggestions in the PEA for priority issues the Project should fund (see below) in conjunction with USAID guidance on current USG policy priorities. **(Activities III.1 and III.2).**

- *Decentralization - Prepare civil society to gradually increase constructive engagement with local government and in turn create demand for decentralization to local government.*

Decentralization has been highlighted by CS and Project partners throughout the program. As a result, the Project has in previous years provided training designed by PILPG for all APD and PIR grantees on engaging state and regional governments as well as by Internews on key transition issues for PIR grantees.

In FY 2017, PILPG will provide a follow on workshop for grantees to deepen their understanding of federalism, decentralization and the role of state and regional governments (**Activity I.3 and I.6**).

Follow on grants to KAC, HURFOM, KNGY and GPI support community and regional understanding of decentralization and citizen engagement at the regional levels (**Activity III.1 and III.2**)

- *Legal Reform - Further research is needed to determine which laws in particular are both most pressing and most aligned with CSO interests. Illustratively, support for reform of the RTI policy could bring together CSOs and media on this issue. The drug policy may also provide opportunities for collaboration between CSOs and government, particularly local government, as this is seen as an area of shared concern where further technical assistance is needed. Cooperation on this issue could additionally empower and include youth groups working at the village level, paving the way for sustainable grassroots advocacy efforts.*

The Project's follow on grants include support to address legal and policy reform on the following issues: land, infrastructure and natural resource foreign direct investment, RTI, ARL, PWD access and rights, and violence against women. (**Activity III.1 and III.2**)

A follow on grant was awarded to DVB at the end of FY 2016 for the production of a weekly call-in panel "Law Lab" which each week will address a reform or policy issue. (**Activity II.7, III.1 and III.6**)

- *Improve understanding of CSO and GOB roles - Partner with independent media and CBOs to promote broad civic education and deepen understanding of the roles and responsibilities of CSOs, branches of government, citizens, private sector, and media through TV, radio, and community-based learning. Investment in enhancing local understanding of civic rights and responsibilities can help mitigate the perception that all decision-making needs must take place at the*

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*highest level of the NLD, and help stakeholders recognize that engagement at the community and township level is critical for long-term stability.*

In FY 2016, PILPG conducted a training for GPI on Legislative Processes, to build staff and key stakeholders' understanding of how the legislative processes work in Myanmar and how they compare to international standards and practice. The workshop proved highly relevant and well received. In response, PILPG will expand the workshop and offer it to all APD and PIR grantees in Q2. **(Activity I.3 and I.6).**

Moreover, the new APD RFA may be able to support activities to educate stakeholders or the general public on the roles and responsibilities of the government, civil society and media sectors.

- *Provide community-based Legal Literacy to deepen understanding of legal rights and responsibilities of citizens and government - This will help embed the ROL and create upward pressure for adherence to ROL, thereby preparing the community to avail itself of local government services as they become available.*

APD follow on grants to MPY, Triangle Women, Peace and Justice, MFU, KNGY, Helping Hands Organization, KAC, and Kindness Women all include work with community CSOs and leaders on legal rights or processes. Many PIR follow-on grantees will report on the rights and responsibilities of government and citizens as well. **(Activity III.1 and Activity III.2)**

- *Increase regional and international exposure to CSO engagement with government in democratic systems - At present, CSOs and government remain insular in their views, making it difficult to consider new methods of engagement and collaboration. Regional exchanges with CSOs in nearby Asian democracies could provide valuable lessons.*

The proposed workplan does not include international exposure visits as recommended. FHI 360 agrees this would be an effective way to promote the objectives of the Project and will incorporate this into our Year 4 plan.

**2. *At what level of government should advocacy efforts be directed - what are the challenges and opportunities of aiming up or down the chain of governance?***

*Both opportunities for and barriers to effective CSO advocacy efforts are present at the Township, State/Regional, and Union levels. The direction of advocacy efforts will depend in part on the issue area and extent of related influence and decision-making power. For instance, the current centralization of power requires CSOs to engage with officials at a high level in order to reach ministers and MPs who have the ability to effect*

*change. However, this limits the ability of smaller and more poorly-resourced CSOs to engage in advocacy efforts. At the local level, officials may have less agency but be more open to CSO influence.*

*The creation of formal mechanisms for public and civil society input can address the outsized importance of personal connections in government processes, as well as spoilers that block progress at the village and township level. Encourage CSO advocacy efforts that target formal approaches to public participation in decision-making such as public hearings, formal stakeholder consultation, and village-level town hall-style meetings rather than direct participation in legal reform. Invest in CSO capacity building that helps them engage with government and other actors by teaching negotiation, conflict resolution and other skills needed for effective multi-stakeholder collaboration. This has the added benefit of managing expectations by demonstrating support for CSOs, who post-election believed they were no longer the focus, whereas other donors will be providing technical assistance to government.*

A new RFA for APD grants is due out in Q2. The design of the RFA is intended to incorporate suggestions for priority issues identified in the PEA for Project funding. These recommendations will be considered in conjunction with USAID guidelines on USG policy priorities. The above recommendation will be considered as a priority area for grantee advocacy. **(Activities III.1 and III.2).**

*To improve participation at the township level, leadership must also nurture and model a culture of inclusion, consultation, and participation. Processes for public engagement on community-identified priorities will lay the foundation for a more participatory style of government that may extend up the chain of governance. Research indicates that stakeholders frequently look to party-level leadership for direction, yet as noted above the local level offers opportunities for more depoliticized and sustainable advocacy efforts.*

A key focus of many current APD grantee activities is promotion of inclusion and citizen participation. Grantees are reaching out to citizens at all levels including farmers, women, ethnic and religious minorities and PWDs to help them understand their rights and how to access them at all levels of government. Emphasis is currently at the state or regional and union levels rather than the township level as governance and authority at that level remains very weak. FHI 360 agrees with the PEA findings that this is indeed a critical component of the democratic transition and could use the new APD RFA to help address this with illustrative activities that target local authority levels and the creation of new citizen input mechanisms and work with partners on a strategy for additional activities in Year 4.

**3. *Should capacity building and other forms of support be directed toward supporting existing CSO networks and encouraging emerging networks?***

*Yes, CSO networks provide organizations with opportunities to effectively collaborate on critical and sensitive issues, often with reduced risk.*

The Project will continue its work to promote collaboration among CSOs and between CS and media which has been a cornerstone of the Project in its first two years. Initiatives designed to build alliances among partners and facilitate learning and cooperation planned for FY 2017 include: national and regional all partners' meetings (**Activity I.7**); APD partner exchanges (**Activity I.7**); PIR urban – rural exchanges (**Activity II.5**); and developing public spaces to connect media and CSOs (**Activity I.8**).

Support for working through existing CSO networks and coalitions include: MFPD; KNGY; MYF; EQMM's ICCPR Action Group; and PGK's CSO Working Group on ARL. (**Activities III.1 and III.2**)

*Expand support for youth group engagement in a national network for inclusive peace, and other such networks to advance the reform process – without which the prospects for long term peace and stability are less promising. The history of student activism from the Generation 88 activists onward occupies a unique and influential role within Myanmar. The current generation of activists are already “network-minded” and digitally adept, and do not carry the burden of the country’s 50-year history of military rule. They are critical stakeholders and need to be actively engaged in building a democratic future.*

- Support for youth will continue during Year 3 and include work with MYF (**Activity III.1**) and current grantees KNGY, MPY (Activity III.1 and Activity III.2) and with the launch of Tomorrow's CSO Leaders program (**Activity I.5**).

**4. *Are there issue areas/policies or laws that are ripe for government/CSO collaboration and how can this cooperation be supported?***

*Yes. Building on lessons learned from collaboration on passage of the ARL and environmental protection activities, CSOs and government can identify further processes and issue areas that will lead to greater coordination.*

*Clarification of stakeholder roles and capabilities will strengthen cooperative efforts. Addressing the misalignment between CSO expectations of government and current government capacity – particularly with regard to the pace of reform and appropriate contributions of all stakeholders – is vital to ensure the continued forward momentum of reform and maintain the goodwill of civil society. While CSO expectations at this time do not align fully with political reality, there are still opportunities to continue the long-term*

*project of building mutual trust. Confidence-building measures can provide a vital counter to the military and can bolster the NLD's continuing effort to advance the reform process. As discussed in Recommendation 1, this may include collaboration on RTI, or on drug law reform as a matter of shared interest with significant possibility for national buy-in. Likewise, supporting public consultation process to identify community priorities may lead to opportunities for cooperation.*

Programming that supports this recommendation is described above under recommendation 1.

**5. Considerations for Further APEA Study:**

- *Is there a difference between States vs. Regions in perceptions of access to State Parliament for greater CSO engagement? What are the implications for Federalism?*
- *In the post-sanction era, what are the new incentives for military to increase democratic reforms?*
- *What are the best targets for investment in the decentralization of government for greater CSO engagement – should it be where government is closest to people, for instance townships? If so, to what extent can the international community provide technical assistance to build local government capacity?*
- *What more can be done to encourage the GOB to institutionalize formal mechanisms (such as public hearings, town hall-style forums, stakeholder consultations) for public participation in important national reforms and issues (including the peace process, reform of the 2008 constitution and devolution of power)?*
- *Can CSO/Government models of successful engagement in the post-election period be mapped and assessed to provide CSOs with a roadmap to constructive engagement?*

The proposed research above would provide useful guidance for the Project, future USAID and donor programming and Myanmar's CS community. Although research outside of partner activities has not been included in the current Year 3 work plan, the Project will be providing technical support with VSO volunteer experts on research methodology and on organizational development to think tanks receiving funding from other USG sources. These or similar organizations could be possible grant recipients for research on the above topics, should such research be deemed priority as a focus for grants under a new CS RFA.