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

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

Year Two Work Plan

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Abbreviations

ACDD	Action Committee for Democracy Development
ALC	Actionable Learning Cycle
AOR	Agreement Officer's Representative
APS	Annual Program Statement
BNI	Burma News International
CAP	Capable Partners Program
COP	Chief of Party
CBI	Capacity Building Initiative
CBO	Community Based Organization
CDEC	Comprehensive Development Education Centre
CSO	Civil Society Organization
CRPD	Convention on the Rights of Persons with Disabilities
CSR	Corporate Social Responsibility
DAI	Development Alternatives Inc.
DPO	Disabled People's Organization
DRL	Bureau of Democracy, Human Rights and Labor, U.S. State Department
DVB	Democratic Voice of Burma
EITI	Extractive Industries Transparency Initiative
EOP	End of Project
FOG	Fixed Obligation Grant
GoB	Government of Burma
ICT	Information and Communications Technology
IIP	Institutional Improvement Plan
IMS	International Media Support
IRI	International Republican Institute
ISO	Intermediate Support Organization
IVR	Integrated Voice Response
LRC	Local Resource Center
M&E	Monitoring and Evaluation
MILI	Myanmar Independent Living Initiative
MP	Member of Parliament
MPC	Myanmar Peace Center
NED	National Endowment for Democracy
ND-Burma	Network for Human Rights Documentation-Burma
NDI	National Democratic Institute
OCA	Organizational Capacity Assessment
OGP	Open Government Partnership
OTI	Office of Transition Initiatives
PDEV I & II	Peace through Development Projects
PEA	Political Economy Analysis
PGIMS	Performance and Geographic Information Management System
PGK	Pyi Gyi Khin
PILPG	Public International Law and Policy Group
PIR	Public Interest Reporting
PMEP	Performance Monitoring and Evaluation Plan
PRA	Participatory Rural Appraisal
Q/QQ	Quarter/Quarters
PWD	Persons with Disabilities

RFA	Request for Applications for grants
STTA	Short-term Technical Assistance
TA	Technical Assistance
TBD Org	An organization to be decided
TCN	Third Country National
TOT	Training of Trainers
USDP	Union Solidarity and Development Party
USG	United States Government
VAW	Violence Against Women
VOA	Voice of America
WLB	Women's League of Burma

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 at least 35 civil society organizations (CSOs) and at least 20 independent media organizations whose capacity is measurably improved by capacity building support that the Project provides. They will be supported by as many as 5 Intermediate Support Organizations (ISOs) whose capacity will again be measurably increased. The Project will also ensure measurable networking and collaboration among these organizations, which will be based both in the major cities of Burma, especially Yangon and Mandalay, and in ethnic states.

This Work Plan describes activities planned for Year 2 of the Project (October 1, 2015 to September 30, 2016). They are described under the three objectives listed above. They will build on key activities undertaken in Year 1, among them: (a) the making of 10 grants to independent media organizations and 17 grants to CSOs; (b) the training by Internews of some 70 journalists from media grantees and other media organizations; and (c) contracting of 4 ISOs that will provide targeted capacity building support to CSO and media grantee partners in Year 2.

Among the most important activities to be undertaken in Year 2 are:

- a) Grants to 4 ISOs for capacity building support to CSO and media grantees and others;
- b) Capacity building support to ISOs to strengthen their ability to provide training and capacity building to others
- c) Training and mentoring for organizational capacity building for CSO and media grantees and others, done by Project staff and ISOs;
- d) Training and mentoring for capacity building in advocacy for CSO grantees, and media grantees if they need it, done by Project staff and advisors and one ISO;
- e) Training, mentoring and TA for capacity building for CSOs and others in selected technical fields including the legal aspects of human rights reform, gender and disability, done by Project staff and specialists;
- f) Selection of a long-term media support organization (henceforth “Media Partner”) through a Request for Applications for grants (RFA);
- g) If agreed with USAID, selection of a 5th Burma-based ISO, this one for capacity building for media organizations;
- h) As needed, potential selection of a further ISO, illustratively a for-profit organization, to provide targeted capacity building services;
- i) Training, mentoring and other support for media grantees and others, done by Project staff, Internews and Media Partner;
- j) Leadership training for selected CSOs;

- k) Support for public forums involving CSOs, media outlets, government officials and others on democratic reform issues;
- l) Support and training for policy research by CSOs;
- m) Grants to CSOs and media organizations under the terms of the Project's existing Annual Program Statement (APS) on its Emerging Opportunities Fund (EOF) and two new APSs, one for CSOs and the other for media organizations;
- n) Support through grants and technical assistance (TA) to organizations working for people with disabilities;
- o) Support for activities in grants and elsewhere relating to gender awareness, the rights of other disadvantaged groups, human rights in other fields, Extractive Industries Transparency Initiative (EITI) and Open Government Partnership (OGP).

During Year 2 the Project expects to cooperate as actively as possible with USAID Burma and the US Embassy in Rangoon, as well as with relevant USAID partners working in similar or related fields. These include the US Embassy small grants program, DRL, OTI and DAI, IRI, IFES, NDI, NED, and the Open Society Foundation.

Gender-related concerns and concerns relating to people with disabilities will be mainstreamed into Project activities. (Two Project staff are mandated to monitor and help develop activities relating to both of these, and will work with CSO and media grantees to ensure that this is done.)

This Year 2 Work Plan has been developed in draft with the full involvement of Project staff, with a one-day workshop on August 26, 2015, devoted to sharing ideas and developing the draft. The Year 2 Work Plan is also being developed in consultation with USAID and its relevant partners, likely to include those listed above.

PROJECT MANAGEMENT

The Project will continue to be managed by a full Project team in the FHI360 office in Yangon numbering some 20 technical and administrative staff. A diagram of the organizational structure is attached as Annex 1. As before, the structure will consist at the senior level of the Chief of Party, the Deputy Chief of Party, and Directors or their equivalent in charge of work on media, M&E, advocacy, capacity building and finance & operations. The project team will also include other technical and administrative staff, as well as a specialist lawyer from PILPG and volunteers from VSO (currently covering the field of disabilities rights, and expected to include experts in areas such as organizational capacity building, advocacy and media monitoring). For media matters Project staff will work closely with Media Partner, whose specialist staff will work from Media Partner's own office but will spend time each week in the Project office.

The Chief of Party is answerable to the FHI360 Country Director for Myanmar (Burma), and back-up support for the Project is provided by the FHI360 Asia Pacific Regional Office in Bangkok Thailand and by FHI360 offices in Durham North Carolina and Washington DC.

Upcoming staff changes at the senior level include prospective appointments for the positions of Chief of Party (since the current Chief of Party will be leaving the Project in Year 2 Quarter 1), Grants Coordinator and Advocacy Advisor (since the previous holders of these positions left the Project in Year 1 Quarter 4). Steps to fill these positions were being taken before the end of Year 1.

At the center of the Project's technical work is the Program Team, composed of the Grants Director, two Program Managers and six Program Officers (POs). The POs are, in a nutshell, the face of the project to the grant partners. They perform the day-to-day work of managing the Project grants portfolio, which includes maintaining relations with CSOs, ISOs and media outlets to which the program is giving grants under the APD, PIR and EOF grants streams; ensuring grant activity quality and timely submission of deliverables; communicating Project goals to our local partners while putting a priority on learning partners' own priorities and concerns; and working with Project finance staff to ensure grants are compliant and spend according to budgets. While the POs are the first and main point of contact for grantees, they will often liaise with other members of the team for guidance and technical support. For example:

- The Strategic Information Director will advise on the formulation of grantee indicators, review the M&E data submitted by grantees, address any questions partners may have on data collection, and perform site visits to verify data and collect qualitative information periodically.
- The Media, Capacity Building and Advocacy team members will give input on the technical quality of deliverables, and perform site visits to advise on technical quality and to observe project events. POs will have a general understanding of technical activities; other technical team members provide a resource that can give more detailed guidance and input.
- The Finance Team will receive statements that deliverables are complete and effect payment, and may also perform site visits to check on financial systems of grantees.

While each of these team members may be consulted or may give input on various aspects of managing the grants, they always work with and communicate through the PO assigned to each grant. POs will authorize direct communication, for example, between a Media Officer and a grantee; and will always be copied on that communication. POs as much as possible will be present on the site visits described above.

Each PO will be assigned a portfolio of grants to manage, averaging four. POs will make at least quarterly visits to each grantee and will maintain regular communication.

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.1.¹ Effective ISO partners identified.

¹ Activity numbers are based on the Activity numbers in the proposed revised Cooperative Agreement submitted to the USAID Burma AOR on July 28, 2015, which provides the basis for the structure and content of this draft Work Plan. If a number in sequence is missing there is no Activity under that number for Year 2.

Four 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; three of the four ISOs, Capacity Building Initiative (CBI), Comprehensive Development Education Centre (CDEC), and Equality Myanmar, will join a coordination meeting convened by the Project's Capacity Building Director in Quarter 1 Year 2 to create a single Organizational Capacity Assessment (OCA) and advocacy capacity assessment tool. (For more on the 4th ISO, Local Resource Center (LRC), see below.) The tool, which will also include elements relating to gender and disability, will draw on existing OCAs and on the Project's existing Advocacy Readiness Index. [Q1]

Following the coordination meeting 6-week or 2-month grants or contracts will be issued to CDEC and CBI for them to carry out OCAs using the new, integrated tool with all those among the Project's grantees that agree to the need for OCAs to be done. The OCAs will be divided between the two ISOs, each of which will do them with 13 or 14 grantees. [Q1] The timeline for capacity building activities is attached as Annex 2.

Once the OCA findings have been gathered and analyzed at a second coordination meeting convened by the Project, longer-term grants will be made to CDEC and CBI for them to provide CB support to CSO grantees (and if needed media grantees) on the basis of the OCA findings during Quarters 2, 3 and 4. During Year 2 CDEC and CBI's CB support will focus on organizational support (governance and leadership, financial management, procurement, fundraising and financial sustainability, including corporate social responsibility, administration, program management, human resource management, and M&E). Tasks will be divided between CDEC and CBI on the basis of their skills and preferences, with a further ISO to be potentially added as needed to fill in any capacity building gaps. To complement the OCAs the Project's Institutional Improvement Plan will be used as suitable by the 2 ISOs and Project staff, including the CB Director and the Strategic Information Director. [QQ1, 2,3,4]

The 3rd ISO, Equality Myanmar, will also be given a grant, in its case to provide advocacy training and mentoring to CSO grantees in Quarters 1, 2, 3 and 4. This training and mentoring will be complemented as needed by training and mentoring by the Project's Advocacy Advisor and PILPG specialists (see below Activity III.) [PILPG, EQMM et al; QQ1, 2,3,4]

Depending on further discussion with USAID and LRC itself, the 4th ISO, LRC, may be given a grant to provide CB support to regional CSO grantees (and if needed media grantees) and others from Mandalay, where it has an office and works closely with Paung Ku, which also has a meeting place it reportedly would be ready to provide. The content of the CB given by LRC will be guided by the IIPs and will be in the form of mentoring, technical assistance visits and workshops, as needs demand and resources allow. [QQ2,3,4]

The ISOs will be responsible for co-designing plans for CB, working with Project specialists to customize materials, to make regular site visits and undertake other follow-up activities as necessary. [QQ1, 2,3,4]

In Quarter 1 Project specialist staff including the CB Director will review ISOs' own internal organizational and technical needs so that the grants to them can if necessary include provisions

for CB directed towards addressing their own CB needs. These needs will also be addressed by PILPG, VSO and other Project specialists as necessary. [QQ1,2,3,4]

Output: Number of ISOs strengthened for capacity development of other CSOs and media outlets. Target (Year 2): 4; EOP target: 4²

Activity I.2. Project CB specialists and Project-supported ISOs trained to FHI 360 standards. The Project’s CB Director, Advocacy Advisor and others will hold a workshop to ensure that the Activity I.1. ISOs identified in Quarter 4 Year 1 meet FHI 360’s standards in the provision of CB and advocacy training and services, and are responsive to local needs. Meeting international standards in capacity building will help ISO partners become independent providers of technical assistance to local CSOs after the completion of the Project, and their sustainability in this regard will be seen as an end goal from the beginning. As noted above under I.1., this responsiveness will partly take the form of regular (quarterly or more) consultations with ISO grantees. FHI 360 staff (Disabilities Officer, Gender Specialist) will also ensure ISOs’ grants and activities are inclusive of women, people with disabilities and other disadvantaged groups. [Q1]

Output: See I.1

Activity I.3. Capacity of Project grantees strengthened. See also above, I.1 and I.2. Project staff will ensure follow-up to Year 1 orientation workshops for new grantees with training, mentoring and one-on-one CB support for specific grantee needs, especially with respect to new and inexperienced grantees, including procurement and financial management needs. This training, mentoring and one-on-one support will complement the training and mentoring provided by ISOs. Exchange visits for mutual learning will be arranged between and among CSOs and (if appropriate) media grantees. Five TCN volunteers from VSO will also provide organizational and technical CB mentoring and training, and be placed by mutual agreement with suitable grantees. Two of these will be part of the Project team throughout Year 2, having joined late in Year 1; two will join the Project in Quarter 2. (There will be six VSO volunteers in all; the fifth will focus on disabilities and the 6th will focus on advocacy, with timing to be determined as project needs unfold. (see below, III.3 and III.4).) [VSO et al; QQ1,2,3,4]

The follow chart illustrates the breakdown of roles in the capacity building cycle among the Project partners:

Partner	Role in Capacity Building Cycle			
	OCA/ARI	IIP	Capacity Building	M&E
FHI 360 <i>Leads the entire process. Provides templates, content,</i>	Provide initial tools. Lead OCA adaptation. Train ISOs in use. Oversee administration.	Provide initial tool. Lead adaptation. Train ISOs in use. Oversee administration. Lead creation of	Drawing on IIPS, map partner need against resources. Plan timing, location and content of workshops and on-	Perform quality control visits during administration of CB. Collect indicator data. Collect stories

² Outputs and targets are taken from the proposed revised M&E Plan, drawn up to match the proposed revised Cooperative Agreement already submitted to USAID. See Annex 4.

<i>schedules, quality control.</i>		CB schedule, drawing on all IIPs.	site visits. Provide content/modules and oversee any adaptations. Train trainers FHI 360 CB philosophy. Hire STTA to fill any gaps.	and evidence for reporting to external stakeholders.
VSO <i>Supports CB on specific technical areas</i>	Review and comment on OCA.	Review and comment on IIP.	Provide CB in form of workshops and on-site visits, according to CB mapping created by FHI 360. Submit materials for quality review to FHI 360. Content to cover disabilities rights, think tanks and other subjects TBD.	Contribute to indicator and qualitative data collection.
PILPG <i>Supports CB on advocacy</i>	Lead ARI adaptation. Work with EQMM to administer.	Work with EQMM to help partner decide advocacy CB priorities.	Provide CB in form of workshops and on-site visits, according to CB mapping created by FHI 360. Submit materials for quality review to FHI 360. Content to cover disabilities rights, think tanks and other subjects TBD	Perform quality control visits during EQMM CB. Contribute to indicator and qualitative data collection.
CDEC/CBI <i>Carries out CB on OD topics, with FHI 360 guidance</i>	Give input to OCA. Administer with FHI 360 oversight.	Use IIP to help partner prioritize CB needs, with FHI 360 oversight.	Provide CB in form of workshops and on-site visits, according to CB mapping created by FHI 360. Submit materials for quality review to FHI 60. Content to cover OD topics (sections 1-5 of OCA).	Contribute to indicator and qualitative data collection.
EQMM <i>Carries out CB on advocacy topics, with FHI 360/PILPG guidance</i>	Administer ARI with support from PILPG.	Use IIP to help partner plan advocacy CB priorities, with support from PILPG.	Provide CB in form of workshops and on-site visits, according to CB mapping created by FHI 360. Submit materials for quality review to FHI 360. Content to cover advocacy.	Contribute to indicator and qualitative data collection.
Media Partner	Provide template for assessment on content (OCA for	Work with Media ISO to help partner decide	Lead CB in form of workshops and on-site visits,	Perform quality control visits during media

Leads technical-focused CB for media	media is OD-based). Oversee administration.	media CB priorities.	according to CB mapping created by FHI 360. Content to cover media.	CB. Contribute to indicator and qualitative data collection.
Media ISO <i>Carries out technical-focused CB for media, with Media Partner Guidance</i>	Give input to template. Administer to partners.	Use IIP to help partner plan media CB priorities, with support from Media Partner.	Provide CB in form of workshops and on-site visits, according to CB mapping created by FHI 360. Submit materials for quality review to Media Partner. Content to cover media.	Contribute to indicator and qualitative data collection.

As a general rule, the Project prefers to deliver capacity building through on site visits, and to aggregate enough of these visits to a single organization that they may be considered mentoring. This is the Project’s aspiration, and deviations may only come about in the face of one or more constraints. When deciding between workshops and on-site mentoring visits, factors to consider are grantee preference; the importance of the CB topic to the grantee (higher priorities will be favored for mentoring); logistics, including travel to remote regions; the likelihood the topic would require customization; and capacity building resources, including the available staff of each partner during the given time frame.

The table below gives an illustrative indication of how capacity building for a given grantee may be planned.

CB SCHEDULE - NGO Sample, Mon State						
CB Areas	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
IIP Priority 1: Advocacy skills	Intro workshop PILPG/EQMM	On site visits Research EQMM	On site visits Engaging Gov EQMM	On site visits Campaigns EQMM	On site visits M&E EQMM	Closing workshop PILPG/ EQMM
IIP Priority 2: Financial Management	Workshop Accounting I FHI 360/CBI	Workshop Accounting II FHI 360/CBI	On site visits Procurement CBI	On site visits Procurement CBI	On site visits Budgets CBI	Audit exercise CBI
IIP Priority 3: Public outreach	Intro workshop FHI 360	On site visits Social media MEDIA PARTNER	Workshop on press releases MEDIA PARTNER	Workshop on press relations MEDIA PARTNER	On site visits Surveys VSO	Closing workshop FHI 360

ISOs’ M&E plans will be developed and regularly (quarterly or more) assessed and discussed by the M&E and Liaison Director and other FHI 360 staff. Grantees’ M&E data will include information needed for the Project’s Performance and Geographic Information Management System (PGIMS). [QQ1,2,3,4]

Output: Number of CSOs receiving organizational capacity development from ISOs. Target (Year 2): 25; EOP target: 40

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

15 promising CSO leaders – including women, ethnic minorities, and those working for the rights of PWDs – may be selected, primarily from Project grantees, and offered support for high-level courses in Myanmar in management, strategic planning, advocacy, applied innovation, and/or communications, paired with executive mentoring provided by FHI 360 staff and consultants and site visits. The provider for this training will be selected through a competition in Quarter 2. [Q2, 3, 4]

Output: Number of CSO leaders that complete executive leadership training course. Target (Year 2): 15; EOP target: 25. EOP target 40% women.

Activity I.5. Tomorrow’s CSO leaders strengthened. Similarly, scholarships will be provided to up to 100 former political prisoners and/or youth, including college students and recent graduates, to attend courses in Myanmar on such topics as advocacy, human rights, CSO program management and M&E. Special provisions would be made as needed for former political prisoners being awarded scholarships. As with Activity 1.4 above, the provider for this training will be selected; options include the American Center in Yangon and Mandalay. [Q3, 4]

Output: Number of people trained in key civil society employment skills, disaggregated by age, gender, disability and former political prisoner status. Target (Year Two): 100; EOP target: 300

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

Activity I.8. Developing public spaces to connect media and CSOs. Project staff will seek ways to encourage its CSO and media grantees, especially in ethnic states, to develop the use of public spaces for public forums. Technical assistance on the development of these spaces will be provided as needed by the Media Partner, selected in Year 1. [TBD Org, QQ 2,3,4]

Output: Number of public spaces to connect media and CSOs supported. Target (Year Two): 4; target (EOP): 8.

Activity I.9. Innovation Marketplace furthers use of mobile applications and social media. Media Partner will draw on Project support to organize one three-day **Innovation Marketplace Workshop**. FHI 360 IT specialist Wayan Vota will visit Myanmar and act as resource person if needed. As will be determined together with USAID, participants could include media and CSO actors beyond Project grantees. Partners of other USAID programs, for example, could be considered for participation. [Media Partner et al, Q3]

Output: Number of grants with funding for ICT tools drawing on Innovative Marketplace Workshop ideas. Target (Year Two): 2; target (EOP): 6.

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

OBJECTIVE II ACTIVITIES

Because Objective 2 activities center around access to information and improving the media environment, the to-be-selected Media Partner will play a key role. Selection of the Media Partner will take place in Q1, and after the award is signed the organization will have the opportunity to give input on the nature and sequencing of Work Plan activities. The activities described in this section provide a strong indication of what will be carried out; any potential deviations that arise from discussions with the Media Partner will be subject to USAID approval.

The work of the Media Partner will be coordinated with the Project media team. Media Partner presence will contribute to all relevant planning meetings and strategy discussion. As with the work of VSO and PILPG, the work of the Media Partner will be considered part of a single, coordinated Project effort. Technical coordination and synergy between the partners of the project will be overseen by the Senior Technical Advisor.

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

Activity II.1.i. Training

Training will be linked to continual grant-making to media outlets through a media APS, to be issued in Quarter 1. As agreed with USAID, media APSes will supersede media RFAs from Year 2 on. Grant applications from non-state (i.e. independent) media outlets will be considered and approved as needed at quarterly meetings of a media Grant Evaluation Committee (GEC). Media Partner will advise on applications and Project specialist media staff will join the GEC. Up to 10 new grants will be made to media organizations. Additionally, when organizations prove especially effective and are addressing a need that seems likely to remain critical for beneficiaries and aligns with project objectives, FHI 360 may consider cost extensions to existing grantees. [**Media Partner et al; Q1, QQ1,2,3,4**]

Depending on needs, the Project may select one media ISO through a limited-circulation RFA. Media Partner would work with the Project to select the ISO. A CB plan would then be developed with the media ISO and supported by means of a grant. If needed Media Partner would provide ToT to the media ISO and advise it on the development of training curricula. [**Media Partner et al; QQ1,2; QQ 2,3,4**]

Outputs: (1) *Number of non-state news outlets assisted by USG. Target (Year Two): 20; target (EOP): 30.* (2) *Number of days of training provided to journalists with USG assistance, measured by person days of training. Target (Year Two): 1250 person days; target (EOP): 3175 person days.*

Activity II.1.ii Mentoring

To build on the basic and advanced journalist training done in Year 1 by Internews, Media Partner will carry out prolonged on-site mentoring activities with interested media grantees and such others as are agreed with USAID. Mentoring topics, to be developed through participatory needs assessments, may include financial management, sales, marketing, and revenue generation, distribution management, editorial leadership and journalist skills. [Media Partner, QQ 1,2,3,4]

Output: Number of media grantees provided with mentoring support on topics identified by participatory needs assessment. Target (Year Two): 10; target (EOP): 25

Activity II.2. Inclusive Democracy Workshops. Two workshops will be organized by Media Partner with Project advice and support that will bring together media professionals, CSO representatives, and GoB officials. TBD Org will lead in the selection of journalist attendees, and will collaborate with the Project on the development of the training materials and the delivery of the training. [Media Partner et al, QQ 2,4]

Output: Number of workshops involving media, CSOs and government officials. Target (Year Two): 2; target (EOP): 4.

Activity II.3. Media monitoring demonstrates progress. Media Partner will work with the Project, and as appropriate, Myanmar Journalism Institute and UNESCO, to monitor systematically the frequency, quality and topics of PIR grantee reports, with content analysis for baseline data and thematic monitoring to measure the extent to which voices of women, PWDs, and ethnic minorities are represented. [Media Partner et al; QQ1,2,3,4]

Output: Increase in PIR news as a percentage of all news published by media grantees. Target (Year Two): 10%; target (EOP): 30%.

Activity II.4. Annual media awards recognize excellence. Media Partner will assess whether making awards to publicly recognize achievement in journalism is appropriate, and if so arrange to make one or more media award. [Media Partner QQ1,2,3,4]

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

Activity II.5. Rural-urban exchanges build durable ties. Media Partner will organize two sets of rural-urban exchanges. For each set of exchanges it will identify exchange partners and arrange for a total of up to 12 journalists from up to 3 media outlets in outlying areas to spend 2-4 weeks working with up to 3 media outlets in Rangoon or Mandalay. It will also arrange for a total of as many as 6 mentors from up to 3 urban media outlets to spend 1-2 weeks at up to 3 media outlets in outlying areas. After the first set of exchanges Media Partner will assess its value and adjust plans for the second set of exchanges accordingly.

Two sets of exchanges and one intermediate assessment during Year 2 [Media Partner, QQ2,4].

Output: Number of journalists benefiting from rural-urban exchanges. Target (Year Two): 12. Target (EOP): 21.

Activity II.6. New distribution connections are built. In cooperation with the Project, Media Partner will look into negotiating distribution agreements with news consolidators and news agencies to publish and broadcast public interest reports developed as a result of Project

support. If suitable such agreements will be reached. The Project will discuss distribution issues in depth with news agencies such as BNI and Myit Ma Kha to see where interventions could be most successful. [Media Partner, Q2, 3, 4]

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. See below, III.1. [QQ1,2,3,4]

Activity II.8. Media training for parliamentarians supports reforms. In close coordination with USAID and the U.S. Embassy Public Affairs Section, Media Partner will design and carry out at least one media literacy training workshop for parliamentarians in Naypyitaw to help them understand the benefits of an independent media. [Media Partner Q3]

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

Activity II.9. Media Codes of Conduct enhance credibility. If appropriate, the Project and Media Partner will collaborate with relevant stakeholders to develop Media Codes of Conduct for various topics, with at least one drafting workshop. [Media Partner 2,3,4]

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. CB in advocacy and related initiatives will be linked to continual grant-making to CSOs. The grant-making will take place by means of a CSO APS, to be issued in Quarter 1. As agreed with USAID, APSes for CSOs will replace RFAs for Advocacy and Public Dialogue grants from Year 2 on. CSO grant applications will be considered and approved at quarterly meetings of a CSO GEC. Project specialist staff including the CB Director and the Advocacy Advisor will participate in the Committee. Up to 10 grants to CSOs will be made, with perhaps some of them to earlier CSO grantees. Cost extensions will be considered in cases where grantees perform exceptionally and are addressing a need that seems likely to continue to be a high priority both for beneficiaries and the Project. There may be emphasis in the APS on particular technical fields (human rights, gender, land, media laws, etc.) and particular regional foci, depending on agreement with USAID in light of USAID priorities and periodic Project Political Economy Analyses (PEAs, a.k.a. Situational Analyses). The Project will endeavor to give a strong focus to activities in ethnic states in this round of grants. [QQ1,2,3,4]

At least one PEA will be commissioned from a suitable specialist, as agreed and approved by USAID, on aspects of Myanmar civil society and media. Selection will begin in the first quarter of Year 2. [Q1]

Grants will be combined with CB activities (see above, I.1, I.2, I.3 and below).

Outputs: (a) *Number of CSOs receiving USG assistance engaged in advocacy interventions. Target (Year Two) 25; target (EOP): 40.* (b) *Number of PEAs commissioned and produced. Target (Year Two): 1; target (EOP): 3.*

Activity III.2. Periphery-based CSOs engage citizens in advocacy and dialogue. The Project may provide grants to support advocacy and public dialogue initiatives led by CSOs in target ethnic states, depending on regional foci agreed with USAID (see above, III.1). [QQ1,2,3,4]

Output: *Number of CSOs working in ethnic states receiving grants. Target (Year 2): 10; target (EOP): 20.*

Activity III.3. Advocacy capacity of CSOs developed through “learning by doing.” Project staff including the Advocacy Advisor, working with the advocacy ISO Equality Myanmar, will assess CSO grantees’ advocacy needs, using as needed FHI 360’s advocacy tools including the Advocacy Readiness Index. Customized training and TA will then be provided in the form of training, mentoring and the provision of specialist advice from PILPG and one VSO volunteer. [PILPG, VSO et al; QQ1,2,3,4]

Output: *CSO and media grantees provided with technical assistance in advocacy strategy. Target (Year Two): 25; target (EOP): 40.*

Activity III.4. Joint disability rights initiatives to advance inclusivity. The Project’s grants to World Learning and MCPD (Myanmar Council of People with Disability), made in Year 1, will be combined with specialist advice and support on disabilities initiatives from the Project’s Disabilities Officer and one VSO volunteer. These initiatives will be undertaken in close consultation with World Learning, MCPD and USAID partners engaged in disability support including OTI/DAI. The Project may also provide support to the Core Group on the by-laws for the disability rights law, in the form of STTA from the Project’s Disabilities Advisor and VSO disabilities expert, and logistical support for events.

Output: *Joint initiatives funded on disability advocacy, awareness raising or public engagement. Target (Year Two): 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 TA on advocacy provided to CSO grantees (above, III.3), the Project will encourage advocacy CSOs to engage government as one of their advocacy stratagems. PILPG specialists will provide CSO grantees with training and mentoring by means of 2 workshops and one-on-one interventions in legal issues relevant to particular fields of advocacy and engagement with government in those fields. [PILPG et al; QQ2,4]

Output: *CSO grantees implement strategies for engaging GoB decision-makers. Target (Year Two): 10; target (EOP): 20.*

Activity III.6. Public forums unite civil society, public officials, citizens, and media on policy. As possible, Project grants to CSOs will continue to support CSO efforts to organize public forums on key reform topics. [QQ1,2,3,4]

Output: Number of USG-supported public sessions held regarding proposed changes to Myanmar's legal framework. Target (Year Two): 10; target (EOP): 30.

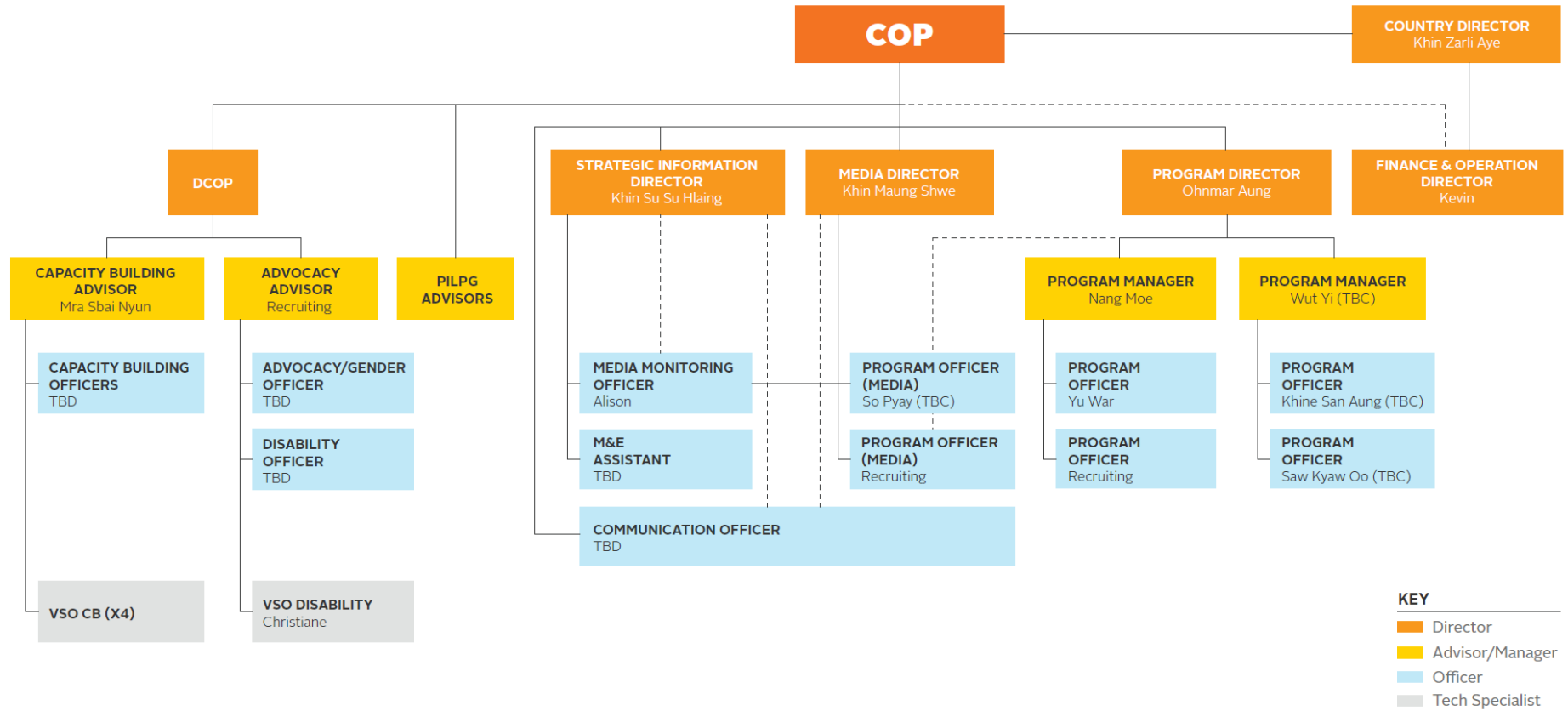
Intermediate Result III.3: Increased information dissemination by CSOs on GoB policies, processes, and services

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

As possible, Project grants to CSOs will help them carry out policy research. When suitable TA and training in research methodologies will be provided, and CSO grantees may be connected with relevant think tanks and policymakers. VSO may provide an expert on think tank work to build capacity of such organizations in Burma. [QQ1,2,3,4]

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 Two): 3; target (EOP): 10.

Annex 1: Project Organizational Chart



Annex 2: Timeline for Capacity Building Activities

Activity	Responsible Person	Participants	Oct					Nov				Dec					Jan'2016	
			1-2	5-9	12-16	19-23	26-30	2-6	9-13	16-20	23-27	30-4	7-11	14-18	21-25	28-31	4-8	11-15
Organizational Capacity Building including Gender mainstreaming and Disability inclusions																		
Meeting with ISOs discuss on the nature of work to start	Mra Sabai Nyun		X															
Identify target groups with potential ISOs	Mra Sabai Nyun			X														
Organizational Capacity Assessment (OCA) Tool Review: Meet with Yangon-based partners (grantees) and Intermediate Support Organizations (ISOs) to review the OCA instrument and revise based on partner feedback	Mra Sabai Nyun	3 APDS and 3PIRs, 2 ISO and Internews			X													

Inputs taken from the participants into the OCA tool from the review work shop and finalise the tool	Mra Sabai, KZLA and Matt	CBI and CDEC			X	X											
Detailed Planning on time line of OCA roll out and IIP and finalising the ISO budgets	KZLA & Kevin	CBI and CDEC			X	X											
Execute agreement with CBI and CDEC	KZLA	FHI 360, ISOs				X											
Piloting OCA tools with 2-3 partners	Mra Sabai and KZLA	CBI and CDEC and 2-3 APD & PIR grantees					X										
FHI 360 work with CBI and CDEC to prepare for OCA with grantees (Orientation tools to trainers etc)	Mra Sabai and KZLA	FHI 360, ISOs						X									
OCA with 5 APD grantees (out of Yangon based) inviting them to YGN, 2	Mra Sabai Nyun/ CDEC	5 APD grantees							X	X							

organization per day with 2 team.																			
OCA with 6 APD grantees (out of Yangon based) inviting them to YGN, 2 organization per day with 2 team.	Mra Sabai Nyun/ CBI	6 APD grantees							X	X									
OCA with 3 Yangon based APD grantees, visiting to their offices 1 organization per day	Mra Sabai Nyun/ CDEC	3 APD grantees								X									
OCA with 3 Yangon based APD grantees, visiting to their offices 1 organization per day	Mra Sabai Nyun/ CBI	3 APD grantees								X									
OCA Report (Data analysis, report writing including base line bench marking and preparation for field visit) by CDEC and CBI	CDEC and CBI										X								

for APD grantees																		
Submit APD OCA report to USAID	KZLA	FHI 360											X					
IIP (Institutional Improvement Plan) and workplan for capacity building (CDEC visit to APD grantees offices and conduct/develop)	CDEC	APD grantees											X	X				
IIP (Institutional Improvement Plan) and workplan for capacity building (CBI visit to APD grantees offices and conduct/develop)	CBI	APD grantees											X	X				
OCA with 4 PIR grantees (out of Yangon based) inviting them to YGN, 2 organization per day with 2 team.	Mra Sabai Nyun/ CDEC	4 PIR grantees												X	X			
OCA with 2 PIR grantees (out of Yangon based)	Mra Sabai Nyun/ CBI	2 PIR grantees												X	X			

inviting them to YGN, 2 organization per day with 2 team.																		
OCA with 2 Yangon based PIR grantees, visiting to their offices 1 organization per day	Mra Sabai Nyun/ CDEC	2 PIR grantees										X	X					
OCA with 2 Yangon based PIR grantees, visiting to their offices 1 organization per day	Mra Sabai Nyun/ CBI	2 PIR grantees											X					
OCA Report (Data analysis, report writing including base line bench marking and preparation for field visit) by CDEC and CBI for PIR grantees	CDEC and CBI													X				
Submit PIR OCA report to USAID	KZLA	FHI 360														X		
IIP (Institutional Improvement	CDEC	APD grantees												X	X			

Plan) and workplan for capacity building (CDEC visit to PIR grantees offices and conduct/develop)																		
IIP (Institutional Improvement Plan) and workplan for capacity building (CBI visit to PIR grantees offices and conduct/develop)	CBI	APD grantees												X	X			
Final IIP report for OCA including detailed workplan of all grantees	CDEC and CBI															X		
Possible identification of Media ISO	Khin Maung Shwe															X		
Amend agreements with CBI and CDEC ISOs (TOR - to conduct tailored organizational development activities with grantees as	Mra Sabai Nyun/KZLA	FHI 360, CBI, CDEC														X	X	

identified in OCA)																		
Excute agreement with Media ISO if identified	Khin Maung Shwe/KZLA															X	X	
Advocacy Capacity Building																		
Develop and finalise Advocacy Index	Tara	EQMM				X	X											
Detailed Planning on time line of Adocacy Index assessment and finailsing EQMM budgets	KZLA & Kevin, Tara	EQMM				X												
Execute agreement with EQMM	KZLA	FHI 360, EQMM					X											
Orientation and preparation	EQMM and Tara							X										
Conduct Adocacy Index	KZLA	FHI 360, EQMM							X	X		X	X					