

Summary of the action

Title of the action:	Supporting Participation, Accountability and Civil society Empowerment (SPACE)
Location(s) of the action: — <i>specify country(ies), region(s) that will benefit from the action</i>	Country: Myanmar Regions: Kachin, Shan, Kayah, Kayin, Mon, Chin, and Rakhine States; Bago, Tanintharyi, Mandalay, Yangon, Magway, Sagaing, and Ayeyarwady Regions
Total duration of the action (<i>months</i>):	36 months
EU financing requested (amount)	EUR 899,995.00
EU financing requested as a percentage of total budget of the Action	74.85%
Objectives of the action	Overall objective: To strengthen civil society actors' capacity to address and effectively influence the marginalisation and underdevelopment that affects their communities and country. Specific objectives: 1) To strengthen the organisational capacity of CSOs ¹ across 14 states and regions in Myanmar and support them to implement programmes on issues that affect their communities; 2) To contribute to an enabling policy framework and environment for civil society in Myanmar and strengthen their capacity to engage with different power holders.
Target group(s)	Staff and beneficiaries of 100 CSOs, power holders and policy makers, stakeholders from international agencies and donors.
Final beneficiaries	Over 63,000 men, women and children benefiting from the targeted CSOs' programmes, particularly socially excluded communities and groups, and wider civil society in Myanmar.
Estimated results	1) Strengthened capacity of 100 CSOs in Myanmar, particularly those representing marginalised and vulnerable groups, to engage in development and rights programmes on issues affecting them. 2) Increased engagement of Myanmar CSOs in policy and advocacy processes at different levels to influence power holders and hold them to account. 3) Strengthened linkages and networking between Myanmar CSOs to address development issues and promote an enabling environment for civil society to thrive. 4) Empowered Myanmar citizens, particularly from marginalised communities, are able to engage in issues that affect them, thus strengthening democracy and governance.
Main activities	1) Conducting organisational capacity assessments and mentoring CSOs to develop strategies and access the resources they need to achieve these. 2) Provision of small grants for community-led projects. 3) Providing learning opportunities to CSOs. This includes exposure visits, training, and technical support. 4) Facilitating linkages and networking among CSOs to enhance influence, share learning, enable collective action and to access resources. 5) Building an evidence base as a basis for a common framework for community empowerment among development partners, civil society and government. 6) Undertaking advocacy initiatives to influence a legal and policy framework conducive to the growth of a vibrant civil society in Myanmar. 7) Creating wider public awareness on the role of civil society in development, accountable governance and democracy. 8) Supporting the organisational development of Paung Ku as it transitions into an independent national agent for civil society development.

¹ CSOs in this action refer to non-government organisations, community based organisations, networks of NGOs, civil society/people's movements and other associations such as farmers' groups and women's self-help groups.

1 THE ACTION²

Description of the Action (max 13 pages)

1.1.1. Description

Objectives and expected results of the action:

The overall objective of the action is:

To strengthen civil society actors' capacity to address and effectively influence the marginalisation and underdevelopment that affect their communities and country

This proposed action, 'Strengthening Participation, Accountability and Civil Society Empowerment' (SPACE), will focus on strengthening the capacity of civil society actors across all 14 states and regions in Myanmar and contribute to an enabling policy framework and environment conducive to a strong and vibrant civil society in the country. It will target 100 civil society organisations (CSOs) annually over three years through a cyclical action-reflection process of capacity strengthening. Through this progressive process, the CSOs will move up the capability scale, thereby performing their roles as independent civil society actors more effectively. Advocacy for policy change will be rooted in the initiatives of communities and CSOs and undertaken by collaborative and strong networks and alliances of CSOs with wide representation. Hence, the action will institutionalise the engagement of poor and marginalised communities with power holders and governance structures for securing their rights. In this way, SPACE will impact the marginalisation and underdevelopment that affects local communities, strengthen their voice, and influence policy-making and implementation in Myanmar. This will ultimately enhance the ongoing processes of fostering a democratic and pluralistic society in Myanmar. CA and PK have jointly built this proposed action based on their significant experience working extensively with civil society actors and strengthening their capacity in Myanmar and over 40 other countries.

CSOs in this action refer to non-government organisations (NGOs), community based organisations (CBOs) including networks of key demographics, e.g. youth groups and women's groups, networks of NGOs, civil society / people's movements, and other associations such as farmers' groups, self-help groups and professionals, e.g. lawyers, journalists.

The specific objectives (SO) are:

SO 1) To strengthen the organisational capacity of CSOs across 14 states and regions in Myanmar and support them to implement programmes on issues that affect their communities

Civil society in Myanmar is undergoing rapid change as the country undergoes the reform processes set in motion in the last few years. The SPACE action will strengthen the capacity of 100 CSOs per year across all 14 states and regions in Myanmar. This is through the provision of financial resources in the form of grants, learning opportunities, and mentoring or accompaniment support. The capacity strengthening model adopted by SPACE recognises that different types of civil society actor require different kinds of support that go beyond traditional organisational development (OD) or a formal training and workshop approach. Hence, this action will provide opportunities for CSOs to learn through various approaches, embed this learning through action by undertaking initiatives or projects on development or rights issues, and then reflect on these actions to learn from them. The action will also facilitate linkages between CSOs and other stakeholders to strengthen their actions and expand their sphere of influence.

SO 2) To contribute to an enabling policy framework and environment for civil society in Myanmar and strengthen their capacity to engage with different power holders

The SPACE intervention sees a vital role for civil society in encouraging and supporting an active citizenry and empowering people and communities to engage with power holders to demand their rights. This will be through strengthening the capacity of CSOs to organise and engage with poor and marginalised communities, thus enabling them to strengthen their voice and effectively influence policies and practices in Myanmar. The action will also increase space for those voices often unheard in the dialogue between civil society and power holders, ensuring for example that women are empowered to play a key role. The advocacy and influencing initiatives of CSOs will be strengthened through effective multi-stakeholder engagement with power holders in the government and outside, donors and the international community, and the private sector. This will, in turn, contribute to an enabling policy framework and operational environment for Myanmar civil society to thrive and play its role of contributing to a democratic, pluralistic and peaceful society.

² The evaluation committee will refer to information provided in the Concept Note as regards objectives and the relevance of the action.

The **expected results** (ER) are:

ER 1) Strengthened capacity of 100 CSOs in Myanmar, particularly those representing marginalised and vulnerable groups, to engage in development and rights programmes on issues affecting them.

Description:

- 75% of target CSOs (100 per year) including the recipients of small grants (sub-grants), demonstrate strengthened capacity in core areas referred to in this action as 'horizontal foundations' and 'vertical influence'.
- Horizontal foundations include the following areas:
 - i. **accountability and transparency** – strengthened organisational governance, self-regulatory mechanisms, strong financial management systems, sharing of information and downward accountability;
 - ii. **diversity and inclusiveness** – including gender mainstreaming, representation of vulnerable and socially excluded groups such as ethnic and religious minorities;
 - iii. **community ownership** – participation of the community; engaged, capable and motivated members; promoting leadership to address their own challenges;
 - iv. **innovation, learning and adaptation** – undertaking action to test new approaches, reflecting on actions to learn from them, and adapting approaches based on this learning;
 - v. **strong linkages** with other CSOs – for increased cooperation, access to resources, and learning from each other; and
 - vi. **vision and leadership** for an equitable society that is inclusive and representative.
- Vertical influence includes:
 - i. **access to power holders** – including state actors and non-state agencies involved in governance processes;
 - ii. **confident, skilled and capable members** engaged in development and rights initiatives;
 - iii. **credibility** – through evidence based approaches;
 - iv. **mobilized citizens** – access to information, capable citizens motivated to take action;
 - v. **strong linkages** with other actors – this includes other CSOs, donors, private sector, to strengthen collective action and influence; and
 - vi. **voice** – to advocate and to hold the state accountable.

ER 2) Increased engagement of Myanmar CSOs in policy and advocacy processes at different levels to influence power holders and hold them to account.

Description:

- Advocacy for changes in policies, procedures and practices at Township, State/Region, National and International levels is rooted in the initiatives of CSOs and communities.
- This includes *inter alia* public forums, press conferences, public talks, campaign events, art shows, and social accountability workshops.
- Advocacy efforts are based on evidence, collected through research, documentation and studies by CSOs.
- Informed and capable individuals, communities, and CSOs, whose capacity is being strengthened through this action, are effectively engaged with the State machinery at the community and township levels to strengthen pro-poor policy implementation and practice.
- Collaborative and strong networks and alliances of CSOs with wide representation undertake advocacy initiatives through engaging with the state and other power holders.
- This continuous process enables the institutionalisation of engagement by the poor and marginalised communities with governance structures and actors for securing their rights.

ER 3) Strengthened linkages and networking between Myanmar CSOs to address development issues and promote an enabling environment for civil society to thrive.

Description:

- New linkages are formed and existing linkages strengthened between CSOs and with other actors for collaborative action, learning, and accessing resources.
- This includes linkages with actors such as other CSOs, CSOs in other countries, media, donors, and the private sector.
- Coalitions and networks are formed and/or strengthened for increased cooperation to increase voice and influence. This includes collaborative action and advocacy to influence the legal and policy as well as operational environment for CSOs in Myanmar at a national, state, and local level.
- A new model for donor support that gives Myanmar civil society greater ownership over decision-making processes in the civil society strengthening initiatives is piloted, documented, and shared. As a result, decisions are more rooted in local realities, responsive, and inclusive.

- Successful transition of Paung Ku's (PK) to an independent Myanmar CSO that effectively supports its partner CSOs and achieves its vision in its new strategic phase (2015 onwards).

ER 4) Empowered Myanmar citizens, particularly from marginalised communities, are able to engage in issues that affect them, thus strengthening democracy and governance.

Description:

- Community involvement and ownership in CSOs and networks is strengthened, leading to empowered citizens engaging in collective action to address issues that affect them. The action will support CSOs to ensure those most marginalized in the communities, especially women, are specifically empowered to engage in collective action.
- Events/spaces created enable communities to raise their voice or engage with power holders on issues that affect them.
- Public awareness is created on the role of civil society in strengthening democracy and influencing the marginalization and underdevelopment that affects communities across the country, thus enhancing public support for civil society.
- The private sector is engaged in economic activity and development that is inclusive and takes into account the interests of poor and marginalized communities.
- Power holders are more responsive and accountable to citizens, thus deepening the democratic processes that have been initiated.

How the action will improve the situation of the target groups and final beneficiaries and the technical and management capacities:

SPACE will ultimately serve to improve the situation of **poor and marginalized communities** across Myanmar by strengthening their leadership and engagement in collective action, enhancing their voice, and making the State and power holders more responsive and accountable to them, thereby fostering good governance and deepening democracy.

The action will improve the situation of **target groups** as follows:

1. Members and staff of 100 CSOs annually:

This action will contribute to and leverage PK's larger programme of strengthening civil society in Myanmar, which benefits approximately 100 CSOs per year through the interventions of micro-grants (up to an average of USD 5,000 or EUR 3,600), mentoring, learning platforms, and linking and network building. Hence, this action will contribute to strengthening the capacity of at least **75 CSOs** per year (75% of the total number supported) in their horizontal foundations and vertical influence mentioned above (under ER 1). These groups tend to be nascent and emerging, with an average of 15 members; a total of **1,500 persons** will directly benefit through clarity in their vision, perspective, and strengthened capabilities.

2. Members and staff of CSO recipients of up to 18 small grants:

These CSOs will directly benefit from small grants or sub-grants under this action (EUR 30,000-40,000). They will include those who have already benefited from smaller scale support from PK and are ready to grow to a higher level of capacity as well as other CSOs that approach the action for support. **A maximum of 18 CSOs** will gain strengthened capacities in terms of their horizontal foundations and vertical influence listed above. Specifically, they will enhance their managerial, operational and technical capacities through the SPACE action-reflection process. This will consist of planning and implementing small grant funded projects that seek to promote positive social change, paired with mentoring, learning platforms, and linking and network building (explained in detail in the methodology section below). Since these CSOs are not pre-selected but will be selected based on demand, estimates indicate that **879 staff and members** will directly benefit through strengthened capabilities.

3. Paung Ku:

PK is currently undergoing a process of transition to an independent national organisation for civil society development, and is implementing a strategy to strengthen the organisation. This action will build upon this strategy and support the organisational strengthening of PK, particularly in the areas of financial management and monitoring and evaluation, including documentation of its results and achievements. **More than 50 PK staff** will benefit from this. The action will also expand PK's current programme by enabling it to scale up their provision of financial resources in the form of small grants as part of their capacity strengthening support to partner CSOs, building upon the existing programme which can offer micro-grants (up to EUR 3,600). This, in turn, will increase the poor and marginalized communities that can benefit from engagement with these CSOs, since they can undertake larger initiatives.

The action will improve the situation of the **final beneficiaries** as follows:

4. Beneficiaries of CSOs receiving small grants and other capacity strengthening support:

The direct and indirect beneficiaries of all the 100 CSOs receiving support annually through the action will be final beneficiaries of this action. They will benefit through improved social and economic conditions, including greater gender equality, and an ability to engage with and influence power holders on issues that affect them, leading to empowered and active citizens. Since these CSOs are not pre-selected but will be selected based on the process defined under Activity 1.2 and 1.3, a conservative estimate based upon the target populations of current partners indicates at least **21 million** people will benefit.

5. Government officials and agencies:

This action will result in interventions that seek to influence power holders and hold them to account, in particular the governments from the local to the national levels, through strengthening the voice of communities, including those from marginalised groups, e.g. women, and engagement by civil society. This will enable them to gain insight into the demands from the communities and civil society in order to craft legislation and policies that are pro-people and democratic, as well as implement policies and programmes in a manner that strengthens good governance and democracy in Myanmar. SPACE will engage with at least **500 government actors** per year.

6. Donors and development stakeholders:

The action will document lessons learned about the positive role of Myanmar CSOs in driving positive social change and the good practices developed through and adopted by SPACE for strengthening civil society. This will enable donors and other stakeholders to better understand the role of CSOs in Myanmar’s development as well as the models of civil society strengthening and community empowerment that are locally appropriate and have proved to work. SPACE will target **50 donors and international agencies** through a dissemination workshop to share lessons learned; a much wider audience will be reached through publications of good practices and lessons learned. SPACE will also link CSOs with the private sector and media. Estimates indicate that the action will reach approximately **500 private sector** players and **1,000 media** personnel.

7. CSOs at large in Myanmar:

CSOs in Myanmar will benefit from an improved policy and operating environment as the action undertakes civil society strengthening initiatives as well as influences power holders and other stakeholders. In particular, they will benefit from networking and alliance building opportunities, resources, and learning from successful community empowerment and advocacy initiatives. **2,000 civil society actors** will be reached through linkages with the CSOs engaged in this action.

8. Poor and marginalised communities in Myanmar:

Stronger CSOs will be better able to represent the voice of poor and marginalized communities in Myanmar. Further, the advocacy and influencing interventions they undertake will lead to strengthening good governance and democracy, thus strengthening the accountability of the State to its citizens, which will ultimately benefit the entire population of Myanmar.

Direct and final target groups and beneficiaries:

	Direct	Indirect/final
1. CSOs supported to strengthen their capacities	100 per year	2,000 per year
2. Members and staff of 100 CSOs annually	2,526 per year	-
3. Beneficiaries of CSOs and networks receiving capacity strengthening support	200,000	-
4. Government officials and agencies	500	-
5. Other stakeholders that CSOs link and network with (media and private sector)	1,500	-
6. Donors and international agencies	50	300
Final beneficiaries: Poor and marginalized communities in Myanmar and the entire population of Myanmar of 52.2 million ³		

Note: Since the CSOs that will receive support are not pre-selected, the figures above are taken from past experience and the average reach of sample CSOs supported in the past. Hence, it provides an estimate but actual figures will vary for the three years covered by this action.

Activities to be undertaken and the role of each co-applicant:

³ As estimated by the Asian Development Bank

The activities for this action are inter-related and build on CA and PK's strong experience and track record on working with CSO partners. The key activities to be undertaken are as follows:

Activities for ER 1: Strengthened capacity of 100 CSOs in Myanmar, particularly those representing marginalised and vulnerable groups, to engage in development and rights programmes on issues affecting them.

Activity 1.1: Conducting organisational capacity assessments and mentoring CSOs to develop strategies and access the resources they need to achieve these.

The capacity strengthening approach adopted by SPACE is **based on mentoring**. This is a process of accompaniment where the mentor facilitates CSO partners to reflect on existing capacity, develop and articulate aims, and identify what resources are needed to work towards these aims.

Six teams based in three offices (Yangon, Mandalay, Bogale) will divide responsibility for providing mentoring and other support to civil society actors in their respective areas. Mentoring underpins the whole capacity strengthening process of this action, and will guide how the action will work with CSO partners to ensure necessary resources (Activity 1.2 and 1.3), learning opportunities (Activity 1.4), and linkages (Activity 3.1) and advocacy support (Activity 2.1) are accessed.

a) Mentoring process:

The process initially is for the mentor to build trust and relationship with the CSO, and over time help them to take their own steps to strengthen capacity. Mentoring will be undertaken by PK Programme Officers aided by a pool of trained external mentors. It will take the form of:

- i. Exercises and process for **reflecting** on existing capacity and future capacity needs, developing objectives and plans, and identifying required resources;
- ii. **Strategic advice**, including for influencing and engagement with various stakeholders, becoming more inclusive and gender sensitive, and supporting the development of activity plans and proposals;
- iii. **Facilitating** activity implementation and project management such as planning of events, design of formats, coordination and logistics, and technical support;
- iv. Supporting or facilitating **linkages** with potential CSO allies, media, international agencies, religious groups, the private sector;
- v. Facilitating assessment and management of **risk**, particularly to inform the development of advocacy strategies;
- vi. **Mediation** and advice to help resolve conflicts and issues within or between groups; providing moral support, advice and solidarity to isolated and marginalized groups.

These mentoring activities are designed to both assist effective action by partners, as well as facilitate reflection on lessons learned and new ideas developed through this action (the action-reflection cycle).

A 'Mentoring Intensity Tool' will be used to track and quantify the mentoring investments made by the action, supported by documentation of inputs made. As part of the mentoring process, the teams will use the Independent Capacity Assessment Tool (iCAT) and Participatory Capacity Assessment Tool (pCAT) to document capacity baselines for CSOs, changing capacity, and identify specific areas for follow up. iCAT and pCAT are third-generation tools developed by PK, and this action will continue to refine and fine-tune these tools, particularly through bringing in learning from CA's experience of working on capacity assessment tools in other countries.

b) Selection of CSOs:

The action will select CSOs to support through a strategic focus on *identifying promising opportunities for strengthening civil society*. This is a focus on the nature of the potential CSO partner, rather than the issue or sector in which it works. Focusing on the CSO and its potential, rather than the issue or sector, will be a core aspect of SPACE's approach for two reasons: First, it will enable partnerships with CSOs as they evolve, growing the scope of their vision and deliberately expanding the space in which they can work. This will allow the action to support partner CSOs as they grow from a collection of village-level development organizations, to networks that can cooperate to facilitate regional trade and improved farming practices, to networks that speak with a collective voice and impact national-level policy reform. It will also help the action to encourage grassroots ownership of these visions and avoid doing harm by dictating agendas. It is an approach that can keep pace with Myanmar's dynamic environment. And most importantly, it is an effective way to support development of CSOs that will work towards positive social change – and avoid those that are regressive, exclusionary or violent.

Second, the Myanmar context is changing quickly, and limiting support into pre-identified issue and activity silos constrains CSOs, limiting innovation necessary to drive positive social change. CA and PK's experience has been that there are key moments of opportunity where small amounts of support can be disproportionately effective, because exogenous factors have helped to mobilize society or put power relations in flux. Past examples include local response to Cyclone Nargis or mobilization to influence a specific national development project. While the action has identified four broad areas to support (discussed under Activity 1.2), selecting partner CSOs within these areas thus will be guided by regular context analysis and reflection. The action will adopt the following process for partner selection:



The context analysis will be captured in team-level Quarterly Reflection Sessions, which will focus on analysing risks and opportunities and determining how they influence CSO partner selection and supporting activities for the quarter. Regional context analysis will be shared across teams, with further analysis from the Senior Management Team of PK and monthly updates from team leaders. Regularized context analysis allows SPACE to make decisions about strategic opportunities for civil society strengthening.

Based upon this context analysis, SPACE will select CSOs to support in two ways: 1) respond to CSO requests, and 2) proactively seek out CSO partners. CSOs must meet the following criteria:

- i. Aligned with a vision for a Myanmar with a civil society that can drive positive social change, shaping the country to have freedom, justice, rights, peace and development that is pro-poor and environmentally sustainable. This would be a pluralistic society in Myanmar that values all of the diverse ethnicities, cultures and beliefs, and ensures equity and respect for the rights of all particularly those who are marginalized;
- ii. Committed to non-violent positive social change through cooperation, engagement and social mobilization;
- iii. Trusted and respected by their communities or peers and able to maintain and develop both upward and downward accountability;
- iv. Committed to reflection and learning, and will build empowering internal and external relationships through a culture of participation and inclusiveness;
- v. Have potential to sustain themselves and grow in capacity, linkages, scope of vision and ability to make positive social change.

Developing partnerships with CSOs will be an iterative process that unfolds in two ways: 1) Initial low-intensity investments are made, such as basic mentoring advice or support accessing learning platforms. If the partnership is developing positively and leading to positive changes in capacity, it will be followed by assessments using iCAT and further decisions about the benefits of increased support. This will enable the teams to innovate and test relationships and potential partnerships before making decisions about further investments of time or resources. 2) If higher-intensity investments are desired, such as for micro-grants or small grants, an iCAT assessment will be conducted as part of deepening the relationship. For this reason, at any given time each team will manage both a set of approximately 17-20 established relationships along with an additional 10-13 nascent ones. This is the basis for the action's target of supporting 100 partner CSOs on an annual basis, with at least 75% demonstrating strengthened capacity to drive positive social change.

Activity 1.2: Provision of *micro-grants* for community-led projects, typically in relation to four broad areas: i) community development and service delivery; ii) peace, social justice and human rights; iii) land; iv) democratization and good governance.

As part of the SPACE capacity strengthening model, the provision of resources through micro-grants goes hand in hand with the mentoring and action-reflection process (activity 1.1) as well as the learning platforms (activity 1.4). This will enable CSOs to 'do' or to undertake actions/initiatives through which they can put their learning, skills and knowledge into practice and through this practice refine them. Reflecting on these actions/initiatives then enables them to learn and identify new areas for strengthening their capacities. This is referred to as the 'action-reflection cycle.'

Micro-grants of up to USD 5,000 (EUR 3,600) have traditionally been PK's mechanism for supporting action-reflection and encouraging innovation by nascent and emerging groups that would not otherwise be able to access support for their activities. Funds for micro-grants will be provided by other donors, however the micro-grants component is included in this action as it is an integral part of PK's overall programme that will

be leveraged and form the foundation upon which the sub-granting component detailed under activity 1.3 will be built.

a) The objectives and results to be obtained with the financial support:

The objective to be obtained through financial support is 'To strengthen the organisational capacity of CSOs and support them to implement programmes on issues that affect their communities and country'. This will particularly focus on four broad areas:

- i. Community development and service delivery
- ii. Peace, social justice, and human rights
- iii. Land – access to land and land rights
- iv. Democratization and good governance

The results will be: 1) At least 75 CSOs annually demonstrate strengthened organisational capacity and horizontal foundations; 2) At least 75 CSOs annually demonstrate strengthened capacity in the areas of vertical influence; 3) CSO actions/initiatives support communities to engage in development and rights issues affecting them.

b) The different types of activities eligible for financial support:

The broad types of activity eligible for financial support will include:

- i. Delivery of essential services in underserved areas, ensuring that existing service provision is not duplicated and parallel systems are not created
- ii. Social mobilization around development or rights issues
- iii. Livelihoods and economic development activities
- iv. Creating awareness and sensitization on rights, diversity, non-discrimination, including gender
- v. Activities to monitor government and hold them accountable
- vi. Monitoring human rights violations
- vii. Policy advocacy, lobbying, and campaigning on development and rights issues
- viii. Humanitarian assistance in the case of natural or man-made disasters or conflict

c) The types of entities eligible to receive financial support:

The entities eligible to receive financial support will be CSOs as defined in this action, i.e. non-government organisations (NGOs), community based organisations (CBOs) including networks of key demographics, e.g. youth groups and women's groups, networks of NGOs, civil society / people's movements, and other associations such as farmers' groups, self-help groups and professionals, e.g. lawyers, journalists. Groups receiving micro-grants will primarily be groups that are nascent, emerging, and/ or otherwise unable to secure support from traditional international donors. Groups may work at a township, state/region, or national level.

d) The criteria for selecting these entities and giving financial support:

Micro-grants will be awarded based on a project proposal, proposed budget and work plan that are developed either by the CSO themselves or jointly as a part of the mentoring process. To be awarded a micro-grant, a CSO applicant must meet the process outlined in activity 1.1 for selection of CSOs. Once it is determined that an applicant CSOs is appropriate for support, individual micro-grant requests are assessed against the following criteria:

- i. **Commitment:** The organization is committed to addressing the issues and carrying out the activities described in their proposal.
- ii. **Capacity:** The organization has the capacity to implement the proposed activities (based on previous projects, if any).
- iii. **Realistic:** The proposed activities and objectives can be achieved within the proposed timeframe.
- iv. **Relevance:** The proposal will contribute to addressing key issues for positive social change and/or meet the needs of the target group if the objectives of the proposal are realized.
- v. **Beneficiaries:** The proposal seeks to benefit marginalized and disadvantaged communities, either directly or indirectly.
- vi. **Networking and coordination:** The organization seeks to develop or engage in platforms for collaboration and coordination with other actors. Where this is not possible initially, the CSO implementing the project understands the importance of this and is open to developing activities in this area.
- vii. **Advocacy:** The proposal seeks to address the root causes of the problem and influence policy and practice change to promote social justice. Where this is not possible initially, the CSO implementing the project understands the importance of this and is open to developing activities in this area.
- viii. **Gender inclusiveness and diversity:** Women, men, and community members from different ethnic and religious groups can participate in and benefit from the proposed activities.
- ix. **Participation:** The proposal actively seeks to gather the input of the direct target groups in identifying, planning and decision-making about the proposed activities. Where proposals target

communities indirectly and direct participation of communities is not possible, the proposal may incorporate inputs from communities through information gathered from secondary sources.

- x. **Sustainability:** The proposed activities have a longer term impact beyond the period of the project and/or there is a potential for community members to sustain the impact of the project for the longer term.
- xi. **Environmental impact:** The project ensures that it does not have a negative environmental impact.
- xii. **Planning:** There is an achievable, practical and thoroughly considered plan
- xiii. **Budget:** The budget is accurate and reflects current market prices.

Further desirable criteria include:

- xiv. **Innovation:** The proposal seeks to address the issue in new ways to be more effective in addressing the problem/needs of the community.
- xv. **Added value:** The action can provide added value, e.g. proposals which other donors cannot fund due to their sectoral limitations, when a rapid response is needed, to a new group with unproven capacities but strong potential.
- xvi. **Strategic opportunities:** The proposal is of a strategic importance in the evolving context of relevant to the particular CSO.

e) The process for deciding upon entities to support:

Following the assessments described above, grants may be awarded to CSO partners. The decision-making processes, depending on the grant amount, are as follows:

- i. If the proposed grant is less than Kyat 500,000 (EUR 370), the grant may be approved by the Programme Coordinator.
- ii. If the grant results in a cumulative award of less than Kyat 7,000,000 (EUR 5,200) to a CSO in that financial year (January to December), the grant must be collectively approved by the respective Programme Team, including the Programme Coordinator.
- iii. If the proposed grant results in a cumulative award of more than Kyat 7,000,000 to that partner in one financial year (January to December), the grant must be forwarded to PK's Senior Management Team for approval after review by the Programme Team along with their feedback and recommendations.
- iv. If the proposed grant results in a cumulative award of more than Kyat 20,000,000 (EUR 15,000) to a CSO partner in one financial year (January to December) or for grants which involve activities considered potentially high risk or for which there might be a potential conflict of interest, the grant must be forwarded to the Board Chair or one of the two Vice-Chairs for approval after review by the Programme Team and Senior Management Team.

Activity 1.3: Provision of *small grants* for community-led projects, typically in relation to four broad areas: i) community development and service delivery; ii) peace, social justice and human rights; iii) land; iv) democratization and good governance.

The existing programme enables PK to support CSO partners to strengthen their own capacity through action-reflection by utilizing micro-grants that typically average less than USD 5,000 (EUR 3,600; activity 1.2). This enables support to nascent and emerging groups, and has been instrumental in assisting CSO partners to grow from small-scale and village-level initiatives into larger groups and networks that span entire townships and regions.

However, in 2014 important civil society initiatives have continued to grow. CSOs supported thus far have begun to need support larger than the typical micro-grants. While additional funding has become available for civil society in Myanmar and is enabling a large number of projects to be implemented through international-local partnerships, CSOs face two gaps:

- i. Available funding for amounts over Euro 30,000 is limited by activity/issue restrictions, and cannot be effectively used by large networks that seek to serve geographic areas, including the varied issues and activities required therein. One of the key lessons learned is that such networks and coalitions are most effective where they are both participating in poverty reduction and sustainable development activities *as well as* seeking increased involvement and influence in relevant policy making processes and practices.
- ii. Available funding is difficult to access for nascent, but geographically large and impactful, networks and coalitions that have the ability to collectivize civil society action but do not have established fundraising and donor-interface secretariats. In order to genuinely nurture grassroots civil society organizing, the SPACE action must be able to support these groups as they 'graduate' from micro-grant projects to activities with ambition that requires support via sub-grants.

Finally, because PK cannot currently provide support that matches the size of the most successful and growing partners, these partners are either stunted or, where possible, PK must assist them to access funds

from other international sources. This comes with two pitfalls: the PK-CSO partner mentoring relationships are sometimes disrupted. In others, there is clear loss of value and inefficiency: the international agencies making the granting decisions operate more expensively than PK, but are unable to access important civil society partners without PK acting as an intermediary.

This activity entails SPACE developing a pilot initiative to support CSO partners with small-grants in the range of Euro 30,000 to 40,000 (Sub-lot 1.3 of the Call for Proposals, through financial support or sub-granting). This will ensure that successful and growing CSOs that need larger sizes of support can access necessary financial resources to continue growing, along with mentoring and other support. Second, the action will pilot a new, cost-effective model providing small-grant support to civil society. No local or international actor in Myanmar can match the size and scope of PK's financial support to grassroots civil society – Sub-lot 1.3 presents an opportunity to build upon this with Myanmar's first-ever small-granting mechanism operated by Myanmar civil society.

The specific aspects of the small grants will be as follows:

a) The objectives and results to be obtained with the financial support:

The objective and results to be obtained through financial support will match those of Activity 1.2. However, the crucial difference will be in terms of *scope*. CSO partners benefiting from small-grants will primarily be those larger and growing partners that have needs which cannot be met by micro-grants. That is, the objective is 'To strengthen the organisational capacity of CSOs and support them to implement programmes on issues that affect their communities and country'. This will particularly focus on four broad areas:

- i. Community development and service delivery
- ii. Peace, social justice, and human rights
- iii. Land – access to land and land rights
- iv. Democratization and good governance

The results will be: 1) A maximum of 18 CSOs (with no less than 6 CSOs in the first year) demonstrate strengthened organisational capacity and horizontal foundations; 2) A maximum of 18 CSOs (with no less than 6 CSOs in the first year) demonstrate strengthened capacity in the areas of vertical influence; 3) CSO actions/initiatives support communities to engage in development and rights issues affecting them.

b) The different types of activities eligible for financial support:

The broad types of activity eligible for financial support will be the same as under 1.2, including:

- i. Delivery of essential services in underserved areas, ensuring that existing service provision is not duplicated and parallel systems are not created
- ii. Social mobilization around development or rights issues
- iii. Livelihoods and economic development activities
- iv. Creating awareness and sensitization on rights, diversity, non-discrimination
- v. Activities to monitor government and hold them accountable
- vi. Monitoring human rights violations
- vii. Policy advocacy, lobbying, and campaigning on development and rights issues
- viii. Humanitarian assistance in the case of natural or man-made disaster or conflict

c) The types of entities eligible to receive financial support:

The entities eligible to receive small-grants are defined as in Activity 1.2. However, small-grants will be reserved for those CSOs working at a township, state/region, or national level.

d) The criteria for selecting these entities and giving financial support:

The criteria for selecting the CSOs for financial support are the same as the ones described in Activity 1.2 as eligible for micro-grant support. Some of the CSOs receiving small grants would have received capacity strengthening support including micro-grants from PK earlier but now have the capacity to undertake larger actions/initiatives with more larger amounts of resources through small grants. Other CSOs that are interested in undergoing a capacity strengthening process under this action and have the potential to undertake actions/initiatives at this level will also be supported through this action.

As described in activity 1.2, financial support in the form of small grants will also be given based on a project proposal, proposed budget and work plan that will be developed either by the CSO themselves or jointly. The criteria for selection of eligible projects for small grant funding will be the same as that described in activity 1.2.

e) The criteria for determining the exact amount of financial support for each entity:

In line with the above criteria for the selection of projects, the exact amount of financial support or small grant will be determined by the proposal, budget and work plan submitted by the CSOs, within the parameters set by the EU of a minimum of EUR 30,000 and a maximum of EUR 40,000.

f) The maximum amount which may be given:

The maximum amount which may be given under this action will be set at USD 40,000, i.e. close to EUR 40,000 as per the guidelines to the call for proposals.

g) The process for deciding upon entities to support

The SPACE action will pilot an approach to strengthen genuine partnerships and civil society ownership by convening a Civil Society Grants Committee ("Grants Committee") of Myanmar civil society representatives, based on the selection criteria outlined below, who will make decisions on award of small grants under this action.

This pilot initiative is necessary for two reasons: First, to pilot the effectiveness and cost efficiency of CSOs receiving international support for small-granting purposes. Second, because the current funding environment in Myanmar risks doing harm to civil society, as increasingly large amounts of funding are becoming available quickly. This has the potential for creating conflicts between civil society actors and developing a perception that civil society is donor controlled, whilst also at times shaping the agendas and activities of civil society in ways that undermine the local ownership that is necessary for sustainable development outcomes and successful democratic transition.

This action proposes deepening the discourse of civil society participation to strengthen genuine **partnerships** and civil society **ownership**. This will be through convening a Grants Committee to make decisions regarding award of small grants under the action. The role of the Grants Committee will be further strengthened as the action progresses, based on ongoing learning. The main benefits of this are: 1) civil society actors have the best knowledge and understanding of the situation and needs on the ground in the communities, analytical capacity and access to information; 2) it provides an opportunity to test alternative modes of engagement between donors and civil society in Myanmar, which can be learned from, documented and scaled up beyond the proposed action and to other donor funding as well, particularly as donors develop their strategies and approaches post-2015; and 3) it will be a powerful mechanism for facilitating learning within civil society, as the advisory group members would learn from their participation, and participation in such a process would build solidarity and learning between CSOs that receive funding through cross-learning visits and joint reflection.

The Grants Committee will be comprised of nine members from civil society that include a good gender, sector, ethnic, religious, and age balance. Grants Committee members must be aligned with the vision for a Myanmar with civil society driving positive social change, described above, and a commitment to active learning and reflection.

The Grants Committee will meet at least three times yearly: for orientation and induction, for grant-review and decision-making, and for sharing and reflection at the end of each year. Additional meetings will be convened as necessary for grant-review and decision-making.

PK's role will be to prepare grant assessments and presentations for the Grants Committee, as well as monitoring and oversight following grant awards with support from CA. In the first year, PK and CA will be a part of and confirm the decisions of the Grants Committee. Results and learning from Year 1 will determine the nature of PK and CA's involvement in Year 2 and Year 3, with an aim for the Grants Committee to function independently by the end of the action. The EU will be consulted on the list of selected CSOs receiving sub-grants for the EU's due diligence process prior to awarding the grants.

A detailed Terms of Reference (ToR) for the Grants Committee will be developed during the first quarter of the action confirming selection criteria, roles and responsibilities. The EU Delegation will be consulted during the development of this ToR. An orientation workshop will be held for the Grants Committee members to discuss the ToR and agree on their roles and responsibilities.

In order to aid development of this ToR and role of the Grants Committee, CA will facilitate a cross-learning visit to a similar programme operated by CA. The visit will also enable learning from successful civil society strengthening approaches and grant-making in other countries, as well as internal systems and processes to effectively manage such an initiative. Learning from other large civil society strengthening programmes implemented by CA will also feed into this action through visits by CA's Programme Performance Advisers and documentation of success stories.

Activity 1.4: Providing learning opportunities to CSOs. This includes exposure visits, training, and technical support.

The model of capacity strengthening that the SPACE action will build upon includes a final key element besides mentoring and providing resources: learning platforms. SPACE will contribute to PK's overall programme in extending this support to the target group of 100 CSOs per year.

This includes:

- a) **Meetings and workshops:** The action will organise or facilitate CSOs to attend meetings or workshops in areas identified by PK and/or the CSO on technical issues such as laws and policies or best practices, such as gender sensitive programming, or on organisational development issues such as financial management.
- b) **Exposure, learning and cross-visits:** The action will enable CSOs to learn from other CSOs or projects within Myanmar as well as regionally and internationally through exposure visits. Learning exchanges between the advisory group and CSOs receiving small grants will also be facilitated by the action. CA will bring in learning through its Programme Performance Advisers' visits to Myanmar to share experiences from civil society strengthening initiatives in other countries and sharing good practices. CA will also learn from this action and share this learning with its other programmes that work on civil society strengthening.
- c) **Linking and network building:** The action will facilitate networking among CSOs in Myanmar and linking with existing networks, as well as facilitate linkages between CSOs and other stakeholders such as power holders and policy makers, potential funding partners, and the private sector.

Plans for support to CSOs will be made as a function of the mentoring process described in Activity 1.1.

Activities for ER 2: Increased engagement of Myanmar CSOs in policy and advocacy processes at different levels to influence power holders and hold them to account.

Activity 2.1: Undertaking advocacy initiatives to influence a legal and policy framework conducive to the growth of a vibrant civil society in Myanmar.

As CSOs' capacity is strengthened, particularly in the vertical axis, they make the shift from addressing localized symptoms towards driving broader policy and strategic change at the township, state/region and national levels that address the root causes of poverty and marginalization. This is a crucial function of the small-grant component, which will enable CSO partners to grow and develop into networks and coalitions that represent civil society – and engage power holders – at higher levels, including state/region and national authorities. The action will support CSOs undertaking initiatives that engage in advocacy processes to influence power holders and hold them to account. This will be based on priorities and plans from the CSOs themselves. Support will be through the three key elements of capacity strengthening, i.e. access to resources through micro and small grants, mentoring, and learning platforms, in particular linking and network building. The power holders referred to in this action include state agencies and government officials at all levels, from the local, township, state/region to the national level, non-state actors such as the ethnic organisations and non-state armed groups. At a local level it could also mean traditional village elders and religious leaders.

The action will support two spheres of advocacy:

a) Advocacy on CSO-identified issues:

This will include local, state/region level and national issues that the CSOs focus on. It will be achieved through CSOs themselves or working in a network or coalition with other CSOs. This enables CSOs to influence issues related to poverty and marginalisation but it also helps to expand and maintain a conducive environment for civil society to act. For example, whilst the government has sought to use the public assembly law to restrict public talks, demonstrations, etc., the fact that civil society groups continue to be active has prevented the government from restricting the space too far.

b) Advocacy on an enabling framework and environment:

As partners grow in size and strength (via activities 1.1, 1.2, 1.3 and 1.4) and opportunities arise for engagement with the local and national governments, CSOs will be supported to advocate for an enabling environment conducive to growth of a vibrant civil society in Myanmar, both in terms of the legal and policy framework as well as the operating environment – access to information, funding, ability to voice issues, space to engage, etc. It is envisaged that these advocacy initiatives will develop organically and be based on the priorities and plans of CSOs themselves rather than imposed by the action. This will be underpinned by a strong evidence base developed through research and documentation undertaken as part of this action

(Activities 3.2 and 4.1). In the past, PK-supported CSOs have taken up initiatives to influence policy such as the Association Law that affects the ability of CSOs to operate in Myanmar.

Activities for ER 3: Strengthened linkages and networking between Myanmar CSOs to address development issues and promote an enabling environment for civil society to thrive.

Activity 3.1: Facilitating linkages and networking among CSOs to enhance influence, share learning, enable collective action and to access resources.

The action, through its strategies of mentoring, resourcing, and learning platforms, will facilitate linkages and networking among CSOs. This will be through making introductions and connecting groups with each other and with stakeholders or creating events and learning platforms where groups come together and develop relationships.

This will be for four main purposes:

- a) **Learning:** The action will facilitate linkages among CSOs so groups can form a relationship and learn from each other on an ongoing basis.
- b) **Resourcing:** The action will facilitate linkages with donors enable CSOs to access resources.
- c) **Cooperation:** The action will facilitate networking and coalition building among CSOs for undertaking collective action and joint initiatives to address the development and rights issues faced by their communities.
- d) **Influence:** The action will facilitate networking and coalition building for undertaking joint advocacy initiatives to influence power holders and hold them to account. These initiatives will also be supported with mentoring and resources from the small grants under action and from micro grants from PK's programme.

Activity 3.2: Supporting the organisational development of Paung Ku as it transitions into an independent national agent for civil society development.

As PK makes the transition from a consortium project to an independent national organisation, they currently have in place a grant from Amatae for organisational strengthening. This action will build on the work already done and address further organisational needs that will be identified jointly by PK and CA. Specifically, these will include:

a) Financial management:

CA, through contracting external support as well as through accompaniment support by its staff, will work with PK in strengthening its financial management. CA has extensive experience in this, being a partnership-based organisation itself that makes grants to national and local CSOs.

b) Develop a Small Grant mechanism:

The action will build on learning from CA's other programmes such as DfID's Poorest Areas Civil Society (PACS) programme managed by a CA-led consortium in India (www.pacsindia.org). Learning in this area will be strengthened through an international learning visit for PK's key staff to one of its country programmes in Asia. The action will expand the Small Grants mechanism piloted under Activity 1.3, pending results, which will be continued after the duration of the action by PK as an independent Myanmar civil society agency.

c) Monitoring & Evaluation and Learning:

CA will support PK in strengthening its M&E systems through external support as well as ongoing support from its staff. The action will also enable PK to document good practices, lessons learned, and successful models of civil society strengthening and empowerment to be shared more widely. It will also support them to ensure their M&E systems are gender sensitive.

d) Downward accountability:

Formation of the proposed Grants Committee (activity 1.3) will contribute significantly to strengthening PK, as it would ensure greater downward accountability and improve their decision-making regarding providing grants to ensure it is responsive and inclusive. Success of the pilot initiative may result in, for example, formation of regional Grant Committees to advise each PK regional team. CA also has expertise on downward accountability as it is a Humanitarian Accountability Partnership (HAP) certified agency and a member of the Accountability Learning Working Group in Myanmar, and will share learning around this to further strengthen the downward accountability of PK and the partner CSOs.

Activities for ER 4: Empowered Myanmar citizens, particularly from marginalised communities, are able to engage in issues that affect them, thus strengthening democracy and governance.

Activity 4.1: Building an evidence base as a basis for a common framework for community empowerment among development partners, civil society and government.

A framework for community empowerment and civil society strengthening in the Myanmar context will be promoted through the following:

a) Documentation of good practice:

The documentation under this action, as outlined in Activity 3.2 b and 3.2 c, will provide case studies, good practices, and successful models of community empowerment in Myanmar based upon the pilot Grants Committee. These will be shared more widely through a dissemination event among international development partners and civil society to recommend new modalities for donor support for civil society action.

b) Research study on the status and role of civil society in Myanmar:

CA will lead a research study to document the nature and role of civil society in driving positive social change in Myanmar, since this is not always well-recognized. It will document key case studies and lessons learned, and publish these. This will complement the iCAT baselines of individual CSOs supported by the action in providing a more conceptual picture of civil society at large in Myanmar. The study will also be shared with other CA country programmes and be available on CA's website.

c) Sharing learning and good practice:

A dissemination event will be held in year 2 of the action to share lessons learned, good practices, and learning from the research study and mid-term review of the action. Lessons from the Grants Committee model will also be showcased at this event. It will target donors and international agencies and NGOs that work with civil society in Myanmar.

Activity 4.2: Creating wider public awareness on the role of civil society in development, accountable governance and democracy.

The action will promote public awareness on the essential role of civil society in development, accountable governance and democracy in Myanmar. This will serve to foster public support for civil society and maintain or expand the space for civil society to operate, as well as countering negative perceptions which have the ultimate effect of shrinking the space for civil society voice. This will be through:

a) Media coverage of CSOs:

This will be through facilitating linkages between CSOs and media, and encouraging good quality media and social media activity through incorporating media personnel into training for CSOs.

b) Coverage in CA and PK's activities:

Stories of positive change arising from CSOs' initiatives will be showcased in the materials and publications produced by CA and PK such as the research study, case studies and social media.

c) Outreach to the public by the CSOs:

This will be through initiatives of CSOs that include the general public, such as campaigns, social media activity, public meetings and lectures.

Details of financial support to third parties

Financial support to third parties will be in the form of small grants under the action. The criteria and process for determining these are explained under Activity 1.3 above.

Describe/highlight eventual changes of the information provided in the concept note.

1. The concept note mentioned 100 CSOs will be targeted by this action. In the full proposal, the figure is 100 CSOs per year.
2. The concept note mentioned sub-grants to 9 CSOs through the financial support mechanism. In the full proposal, the figure is 18 sub-grants, which is a maximum of 18 CSOs with no less than 6 CSOs in the first year supported through sub-grants.

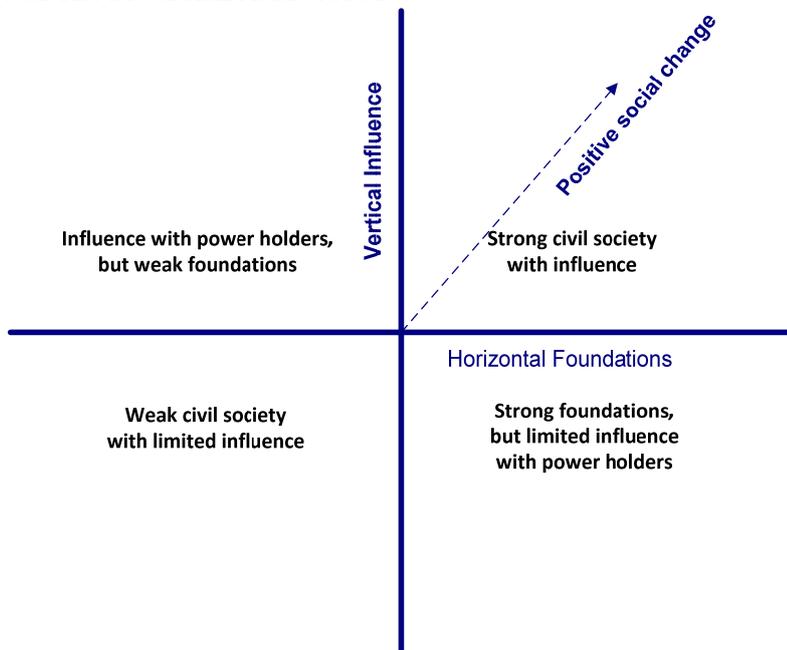
1.1.2. Methodology (max 5 pages)

The methods of implementation and rationale for methodology:

1. Civil society capacity strengthening: The logic of the proposed SPACE action starts from a recognition of the **existing capacity** of civil society in Myanmar. This shapes the action's theory of change: if you create an empowering and enabling process, civil society partners will build on this to drive equitable development outcomes and a just future for Myanmar. If you can strengthen a broad and diverse range of CSOs who share a common vision, this will create momentum for positive social change, and is a prerequisite for successful continuation of Myanmar's transition process. The theory of change requires that civil society exhibit strengthened capacity that can be conceptualised along two axes: (1) horizontal foundations and (2) vertical influence. If civil society is strengthened along both axes, it can help to transform Myanmar's future:

<p>Horizontal foundations:</p> <ul style="list-style-type: none"> • Accountability and transparency • Diversity and inclusiveness (gender, ethnicity, religion, socio-economic, geographic) • Engaged, capable and motivated members, with a sense of ownership • Innovation, learning and adaptation • Strong linkages with other actors to increase cooperation • Vision and leadership for an equitable society 	<p>Vertical influence:</p> <ul style="list-style-type: none"> • Access to power holders (direct and indirect) • Confident, skilled and capable members that engage in social justice • Credibility, with evidence-based approaches • Mobilised citizens with access to information • Strong linkages with other actors to increase influence • Voice, to be heard and that can hold power holders and duty bearers accountable
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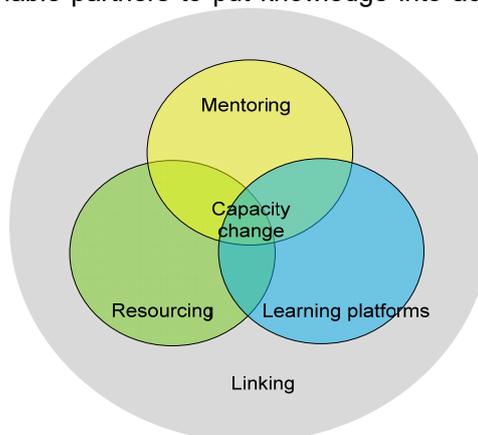
This can be visualized as follows:



Success requires CSOs to gain strength along both axes. Civil society strengthening initiatives that focus on only one capacity cannot successfully empower CSOs; groups that gain strength along only the horizontal axis may develop stronger foundations, but they do not increase their ability to influence power holders and hold them accountable. At the same time, groups that gain strength on the vertical axis, becoming more influential, may be problematic or harmful if they do not also strengthen their horizontal foundations, including commitments to accountability and transparency, and diversity and inclusiveness. Finally, efforts to strengthen capacity in only one area or along one axis may drive changes that have unintended consequences and thus result in unintentional harm. The pCAT and iCAT assessment processes adopted by this action examine capacity areas along both axes, and encourage CSOs to reflect both on their existing strengths as well as areas for strengthening.

2. A holistic approach with interrelated elements: The core idea behind the SPACE capacity strengthening model is 'action-reflection.' This is the premise that training alone or resources alone do not result in strengthened capacity. Training can support the development of technical skills, but these must be embedded through practice. Practice, meanwhile, presents opportunities for new learning – if time is taken for reflection, to identify lessons and plans for future action. The action-reflection cycle therefore comprises four inputs that are interrelated and tailored to each CSO based on an ongoing mentoring relationship: 1) Mentoring, to facilitate reflection (Activity 1.1); 2) Resourcing, to facilitate action (Activities 1.2 and 1.3); 3) Learning through training and exposure (Activity 1.4); and 4) linkage building. In practice, the mentoring process establishes trust and familiarity between PK and CSOs and enables PK to assist partners in

reflecting on strategic aims, identify needs for capacity strengthening, and provide hands-on advice and accompaniment in the implementation of initiatives that reinforce the skills and knowledge acquired. Specific technical skills and knowledge are strengthened through formal workshops or exposure visits in areas identified as relevant through the mentoring process. Exposure visits also generate new ideas and innovative ways of addressing development challenges. Resources enable partners to put knowledge into action and learn by doing. As partners implement initiatives, the action will facilitate opportunities to reflect on what is working and what is not, the differing impact of these initiatives on men and women, what can be learned and what can be done differently in the future. All these activities occur against a background of facilitating linkages to other actors in Myanmar and internationally – building connections between CSOs and other actors as trainers or peers, as allies or advocacy targets, or to provide additional resources. The four components of this approach can be represented as show here. Further, this approach encourages **innovation** as CSOs go through the cycles of learning, doing, and reflecting, which again leads to learning and doing better



3. Partnership and ownership: Participatory approaches are used throughout, from the capacity assessments through to reflection and learning from initiatives, which ensures ownership of the capacity strengthening process. This also ensures that capacity strengthening is an **empowering and enabling** process for CSOs. The criteria for selecting CSOs and projects for small grants and micro-grants includes community participation, thus strengthening the vertical and horizontal linkages between the CSOs and their members and the communities they work with. **Myanmar civil society ownership** of the action and of the capacity strengthening process, particularly of allocating resources, will be piloted and strengthened by this action through formation of the Grant Committee, who will make decisions about how to allocate small grants and convene an annual meeting to share lessons and learning between groups receiving sub-grants. Both CA and PK are partnership-based organisations and **working in partnership** is fundamental to their identities. Partnership means collaboration around shared values and objectives, to create added value. Relationships with partners are based on the principles of mutual trust, respect and accountability

4. Relevance to context: Because the Myanmar context is changing rapidly, it is crucial that interventions be designed with the agility to remain relevant. This is particularly important with regards to interventions that entail support for civil society, as if such a project fails to remain relevant it may do unintentional harm. In order to ensure that support to civil society is relevant and responsive to the dynamic environment, PK teams will undertake quarterly context analysis as part of their quarterly all-team reflection process. This is updated on a monthly basis by team leaders. PK's senior management team also discusses key context updates at their fortnightly management meetings. All this analysis enables the SPACE action to tailor its capacity strengthening support based on the context. In particular, the action will also share this information with CSOs and facilitate them to plan their initiatives and activities based on the context.

How the action is intended to build on the results of previous actions:

This action is not the continuation of a previous action. However, it will draw upon learning on civil society strengthening from other EU-NSA funded and institutionally funded actions undertaken by CA country programmes in Asia and elsewhere.

How the action is coordinated with larger programmes, synergies with other initiatives by the EU:

This action fits within PK's larger civil society strengthening programme, which is also supported by other donors and INGOs. European donors include the UK Department for International Development, Swiss Agency for Development Cooperation, and other European foundations and INGOs. The action **builds upon and extends** PK's current programme by enabling it to offer CSOs small grants of EUR 30,000 to 40,000 in addition to the micro-grants that average less than EUR 3,600 that it currently provides. It will also enable CA to provide organisational strengthening support to PK and additional provisions for documentation and learning from a new pilot initiative. The proposed EU-NSA action will **contribute to and leverage** PK's overall programme, helping to maximize its overall activities, results and impact. As such, the results of this action will be a proportion of the overall results of PK's programme and not segregated from the programme as a whole. This is to ensure that the programme builds synergies and strengthens civil society in Myanmar according to their own priorities in the long term. The action also fits within CA's Myanmar country programme, in particular with the strategic objective 'To strengthen civil society's capacity to influence and to hold the powerful to account demanding good governance and respect for human rights'. This, in turn, is in line with CA's global strategy 'Partnership for Change'. The action will build **synergies with EU-funded**

initiatives such as the LIFT, MDEF, and AUP programmes by supporting CSOs involved in these actions to strengthen their capacity, facilitate linkages between CSOs involved in these initiatives and those supported by this action, and share learning between them of good practices and successful models for community empowerment.

The procedures for follow up and internal/external evaluation:

CA and PK will have **overall responsibility for the implementation** of the action. CA will be responsible for overall programme, financial and contractual management of the EU-funded action. The procedures for monitoring and follow-up of the action will build upon current practices at CA and PK and are as follows.

1. **Baseline:** Overall, the research study under Activity 4.1b will provide an assessment of the status and role of civil society at large in Myanmar at the beginning of the action, and the final evaluation will take this into account whilst assessing the outcomes of the action. For individual CSOs supported under the action, iCAT assessment as part of the partner selection process (detailed in Activity 1.1) will provide a baseline of the CSOs in this action.

2. **M&E at CSO level:** PK teams will assess changing CSO partner capacity by undertaking additional iCAT or pCAT reviews and comparing them to results documented in the baseline iCATs. These “iCAT Review” and “pCAT Review” results will then be presented at team Quarterly Reflection Meetings for validation. The result of Validated iCAT and pCAT reviews will be collated by PK quarterly and shared with CA. PK teams also conduct regular monitoring visits to partners, as well as document notes during mentoring interactions. To develop a data set to inform the above assessments, on a monthly basis each PK team collects these monitoring and mentoring notes into a monthly report that details snapshots of changing partner capacity, achievements, and PK inputs including grants provided, learning platforms accessed, and the intensity of mentoring provided to each partner (via Paung Ku’s Mentoring Intensity Tool).

3. **Database (MIS):** As a part of the PK M&E Framework, at a central level PK maintains a database that tracks and collates reports by programme teams covering 4 areas: i) grants given - with related information, ii) learning platforms, iii) mentoring intensity, iv) achievement stories. These databases are populated with information extracted from the monthly and quarterly reports submitted by programme teams, as well as independent data collection by the PK M&E team. The action will also strengthen the collection of quantitative and qualitative gender disaggregated data.

4. **M&E of the action:** PK will share their quarterly progress reports and utilization statements with CA and CA and PK will discuss any arising issues therein. CA’s Senior Programme Officer will also undertake joint monitoring visits to selected CSOs along with PK three times a year and share documentation of observations, lessons and recommendations arising from these visits with PK. CA’s Senior Programme Funding Officer will accompany them once a year to support contractual compliance, including programme and financial aspects. An **internal mid-term review** will be done in Year 2 using participatory approaches that will enable CA and PK to look at progress and undertake any course correction measures if needed to strengthen the action and overall programme. It will assess the Grants Committee mechanism and recommend ways to strengthen and build on it. An **external evaluation** will be conducted at the end of the action to look at progress towards the overall and specific objectives, the impact, effectiveness, and sustainability of the action, and make recommendations for future actions of this nature from lessons learned.

5. **Financial monitoring:** This will be done for the CSOs by PK’s Programme Officers and by CA’s Finance Officer/Finance Assistant. PK will share quarterly utilisation statements with CA and CA will monitor overall budget utilisation quarterly. PK will undertake **annual organisational audits** and share these reports with CA. An **expenditure verification** will be done at the end of the action as per the EC’s General Conditions.

6. **Reporting:** CA will prepare **interim technical and financial reports** for submission to the EU with support from PK. This will incorporate information from the quarterly progress reports from PK, additional inputs, and findings from the CA and PK monitoring visit reports. It will demonstrate how the action is achieving its objectives and progress on the expected results.

The role and participation in the action of the various actors and stakeholders:

1. **CSOs** are the main stakeholders of this action, which has been developed around their needs and to strengthen their capacities. They will have ownership over how they develop their own capacity, including what activities they want resources for, what trainings they want, etc. facilitated by a mentor that encourages learning and reflection. The CSOs that this action will engage with will be those that are trusted and respected by their communities and are able to maintain and develop both upward and downward accountability, thus ensuring that they are representative of their communities and strengthen the voice of these communities.

2. The **Civil Society Grants Committee** will comprise 9 Myanmar CSO representatives and will have ownership over the action, in particular the small grants component. They will make decisions on how resources are allocated to CSOs in line with the specified criteria and ToR discussed under Activity 1.4.

3. **Paung Ku**, the co-applicant in this action, means ‘bridging’ or ‘connecting’ and was established to act as bridge and connector, linking civil society actors within Myanmar with each other, with financial and technical resources, and with allies and targets in the Myanmar government, ASEAN region and on the global stage. It is a unique organisation with wide reach among Myanmar CSOs as well as other actors, capable of providing the support described above at scale, and a partner of CA over several years. They have a strong track record, with positive evaluations undertaken by AusAID, DfID, and other agencies. They will be the key implementing organisation in this action, fully involved in every stage from the conceptualising of this proposal, and their capacity will also be strengthened through this action.

4. **Local authorities and other government agencies and power holders** will be involved through the CSOs activities of engaging with and influencing them to work towards good governance and the deepening of democracy in Myanmar. This engagement will be from the local up to the national level.

5. **Other stakeholders** such as funding partners and INGOs will be involved through their existing support to PK’s programme, thus leveraging this support and expanding the impact of this action. Wider stakeholders will be involved through linking them with CSOs as appropriate, and to influence them such that their work in Myanmar contributes to a thriving civil society in Myanmar. The learning from this action will be shared among donors and other actors involved in development and rights work in Myanmar.

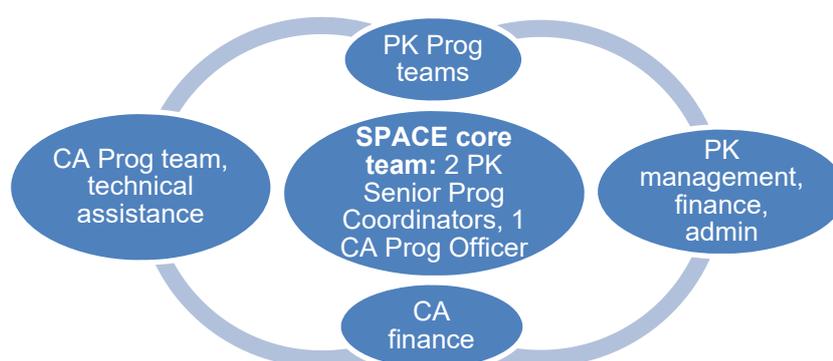
The organisational structure and the team proposed for the implementation of the action:

Position	No.	Roles and Responsibility	Location
Senior Program Officer	1	Full time (100%). Overall coordination and management of the action, ongoing accompaniment support to PK on M&E, supporting documentation of learning and good practices, reporting, coordinate research, mid-term review & final evaluation.	CA Yangon office
Finance Officer	1	Part time (25%). Overall financial management, ongoing accompaniment support to PK, coordinating external financial support.	CA Yangon office
Finance Assistant	1	Part time (50%). To assist the Finance Officer in maintaining financial records and reporting, financial monitoring of the action, and ongoing financial accompaniment support to PK.	CA Yangon office
Senior Programme Funding Officer	1	Part time (20%). Ensuring programmatic, financial and contractual compliance with the Special and General Conditions of the contract, monitoring and reporting.	CA Yangon office
Country Manager	1	Part time (10%). Overall oversight, national and international level stakeholder and donor liaison.	CA Yangon office
Office Manager	1	Part time (10%). Operational and logistical support (meeting arrangements, travel, etc.)	CA Yangon office
Programme Manager	2	Part time (10%). Overall coordination and management of the action.	PK Yangon office
Senior Programme Coordinator	2	Full time. Overall management of PK’s new small grants programme initiated through this action – supporting regional teams to implement the small grants component.	PK Yangon office
Senior Programme Coordinator	3	Part time (10%). Overall coordination and management of the two teams each – regional teams and collaborative initiatives (CI) team.	PK regional offices ⁴
Programme Coordinator	6	Part time (10%). Overall coordination and management of one team each – regional and CI teams.	PK regional offices
Programme Officer	18	Part time (10%). Responsible for identifying and assessing grants to CSOs, mentoring CSOs, facilitating linkages and access to learning platforms.	PK regional offices
Communication and Data Officer	1	Part time (10%). Responsible for data collection and maintaining the database.	PK Yangon office
Director	1	Part time (10%). Overall oversight and management	PK Yangon off
Finance Manager	1	Part time (10%). Overall financial management and oversight.	PK Yangon off
Finance Officer	6	Part time (10%). Responsible for financial support to the regional teams.	PK regional offices
Finance Officer	1	Full time (100%). Overall financial management of PK’s new	PK Yangon

⁴ PK’s regional offices include the 2 teams based in Yangon, 2 teams based in Bogale, and 2 teams based in Mandalay

		small grants programme initiated through this action – supporting regional teams in the financial management of the small grants component and provide mentoring to CSOs.	office
Finance & Admin Assistant	1	Full time (100%) . Responsible to support financial management and provide administrative support to PK's new small grants programme initiated through this action.	PK Yangon office
Admin and HR officer/assistant	1+2	Part time (10%) . Responsible for HR, administrative and logistical support to regional teams.	PK
Office assistant / helper	1+1	Part time (10%) . Logistical and administrative support to PK's Yangon office, maintenance of the office.	PK Yangon office
Advisor	1	Non-funded . Responsible for advising management & governance, resource mobilization and reporting, context analysis and learning.	PK Yangon office

The organisational structure proposed is as follows:



The main means proposed for the implementation of the action:

The offices to implement the project will be rented and the amount will be charged proportionately to the action. Office supplies, communication, electricity and utilities are also chargeable. Four laptops will be acquired for key SPACE staff. For transportation, public transport will be used or vehicles rented and charged. One motorbike will be acquired for PK's field office. The facilities for the workshops and external meetings will be rented and charged to the action. All printing will be outsourced after editing.

The attitudes of all stakeholders towards the action:

The action responds to capacity strengthening needs of **CSOs** by facilitating them to identify their own needs and areas they require strengthening, thus ensuring ownership and buy-in of the capacity strengthening process; support is provided in response to demand. The action contributes to **PK's** overall programme and builds on it by enabling them to offer small grants as a new initiative. They have been closely engaged in the proposal development process and are strongly committed to this action. **CA** took the initiative with **PK** to develop this proposal and it will enable it to build on its programme and contribute to achieving its strategic objective of civil society strengthening. Several **international donors and agencies**, along with **local civil society organizations**, formed **PK** as a consortium initiative and continue to fund it now that it has grown into a locally registered organization, having recognised the need for strengthening civil society capacity in Myanmar, and recognising **PK's** capacity to deliver on this mandate. As the political space in Myanmar is opening up, **government and power holders** are also becoming more responsive and supportive of reform, but if it does not disrupt or challenge their interests. This action will engage with them to support them to fulfil their responsibilities and hold them to account, thus expanding the political space for civil society and deepening the reform process towards achieving greater democracy.

The planned activities in order to ensure the visibility of the action and EU funding:

A detailed visibility plan will be developed at the beginning of the action. However, actions to ensure visibility will include:

- Acknowledgement of EU financial support on publications produced by the action.
- The EU logo will be printed on banners put up at workshops/meetings to acknowledge EU support.
- Any new equipment such as computers will carry EU logo stickers.
- **CA** will acknowledge EU funding in all internal communications about the action within the global organisation such as e-mail news briefings and blog posts.

- CA will also promote the project, acknowledging EU support, in its publications such as its supporter magazine that goes out to supporters in the UK and Ireland.
- CA will draw on the expertise of its communications teams based in London to enhance the communications and visibility aspects of this action.
- The new approach of the Grants Committee will be documented and highlighted as an innovative pilot initiative supported by the EU for the first time in Myanmar.

Given the sensitive nature of the political context in Myanmar, these will be negotiated with the EU whilst developing the detailed visibility plan.

1.1.3. Duration and indicative action plan for implementing the action (max 4 pages)

The duration of the action will be **36 months**.

The action plan will be as follows:

Year 1													
Activity	Half-year 1						Half-year 2						Implementing body
	Month 1	2	3	4	5	6	7	8	9	10	11	12	
Activities for ER 1: Strengthened capacity of 100 CSOs in Myanmar, particularly those representing marginalised and vulnerable groups, to engage in development and rights programmes on issues affecting them													
1.1 Mentoring CSOs	x	x	x	x	x	x	x	x	x	x	x	x	PK
1.2 Provision of micro-grants for community-led projects	x	x	x	x	x	x	x	x	x	x	x	x	PK
1.3 Provision of small grants for community-led projects													
Developing ToR and setting up advisory group	x	x	X										CA, PK
Orientation of advisory group		X	x										CA, PK
Small grants				x	x	x	x	x	x	x	X	x	PK
1.4 Providing learning opportunities to CSOs	x	x	x	x	x	x	x	x	x	x	X	x	PK
Activities for ER 2: Increased engagement of Myanmar CSOs in policy and advocacy processes at different levels to influence power holders and hold them to account													
2.1 Undertaking advocacy initiatives													
a) Advocacy on CSO-identified issues (by CSOs)		x	x	x	x	x	x	x	x	x	X	x	PK
b) Advocacy on enabling framework (by CSOs)		x	x	x	x	x	x	x	x	x	X	x	PK
Activities for ER 3: Strengthened linkages and networking between Myanmar CSOs to address development issues and promote an enabling environment for civil society to thrive													
3.1 Facilitating linkages and networking	X	x	x	x	x	x	x	x	x	x	X	x	PK
3.2 Supporting the organisational development of PK	X	x	x	x	x	x	x	x	x	x	X	x	CA, PK
Activities for ER 4: Empowered Myanmar citizens, particularly from marginalised communities, are able to engage in issues that affect them, thus strengthening democracy and governance													
4.1 Building an evidence base													
a) Documentation of good practice			x			x			x			x	PK
b) Research study on CSOs	X	x	x	x									CA
4.2 Creating wider public awareness													
a) Media coverage of CSOs	X	x	x	x	x	x	x	x	x	x	X	x	PK
b) Coverage in CA and PK's activities			x			x			x			x	CA, PK
c) Outreach to the public	X	x	x	x	x	x	x	x	x	x	X	x	PK
Activities to support the overall action													

Project start-up workshop	X												CA, PK
Quarterly reflection meetings			X			x			x			x	PK
Joint monitoring visits by CA and PK					x			x			x		CA, PK

Year 2-3					
Activity	Half-year 3	4	5	6	Implementing body
Activities for ER 1: Strengthened capacity of 100 CSOs in Myanmar, particularly those representing marginalised and vulnerable groups, to engage in development and rights programmes on issues affecting them					
1.1 Mentoring CSOs	x	x	x	x	PK
1.2 Provision of micro-grants for community-led projects	x	x	x	x	PK
1.3 Provision of small grants for community-led projects	x	x	x		PK
1.4 Providing learning opportunities to CSOs	x	x	x	x	PK
Activities for ER 2: Increased engagement of Myanmar CSOs in policy and advocacy processes at different levels to influence power holders and hold them to account					
2.1 Undertaking advocacy initiatives					
a) Advocacy on CSO-identified issues (by CSOs)	x	x	x	x	PK
b) Advocacy on enabling framework (by CSOs)	x	x	x	x	PK
Activities for ER 3: Strengthened linkages and networking between Myanmar CSOs to address development issues and promote an enabling environment for civil society to thrive					
3.1 Facilitating linkages and networking	x	x	x	x	PK
3.2 Supporting the organisational development of PK	x	x	x	x	PK
Activities for ER 4: Empowered Myanmar citizens, particularly from marginalised communities, are able to engage in issues that affect them, thus strengthening democracy and governance					
4.1 Building an evidence base					
a) Documentation of good practice	x	x	x	x	PK
c) Sharing learning and good practice		x			CA, PK
4.2 Creating wider public awareness					
a) Media coverage of CSOs	x	x	x	x	PK
b) Coverage in CA and PK's activities	x	x	x	x	CA, PK
c) Outreach to the public	x	x	x	X	PK
Activities to support the overall action					
Quarterly reflection meetings	x	x	x	X	PK

Joint monitoring visits by CA and PK	x	x	x	X	CA, PK
Mid-term review (internal)	x				CA, PK
External evaluation				X	CA, PK

1.1.4. Sustainability of the action (max 3 pages)

Expected impact of the action at technical, economic, social, and policy levels:

Technical level impact:

1. Strengthened capacities of at least 100 CSOs annually in their horizontal foundations, including their management capacity, technical capacity in sectoral expertise, and operational capacity.
2. Strengthened capacities of at least 100 CSOs annually in their vertical influence, including linkages with power holders and other stakeholders as well as with their communities.
3. Establishment of a 9 member Civil Society Grants Committee that can continue to advise granting by PK and serve as a model for future donor-civil society support and engagement.
4. Increased and stronger networks and coalitions within Myanmar that take collective action and advocacy initiatives, with each CSO having an average of 43 linkages with other CSOs, government actors, private sector, media, and international groups, totalling 4,300 linkages per year.
5. Strengthened solidarity between Myanmar CSOs in all states/regions within Myanmar, and with regional and international CSOs and networks.

Economic impact:

1. Improved livelihoods and economic situation of poor and marginalized communities, including of women, as a result of CSO action.
2. Increased access to resources and safety nets by poor and marginalized communities, including women.
3. Increased budgetary allocations by national and regional/state government to address the development needs and rights of poor and marginalised communities in Myanmar.
4. Stronger policies and practices to address poverty in Myanmar, including by the private sector.

Social impact:

1. A reduction of social exclusion and greater equality between social groups as a result of CSO action.
2. Greater gender equality as a result of CSO action and within CSOs themselves.
3. Greater inter- and intra-community social cohesion and a mitigation of the possibility of ethnic and communal conflicts as a result of CSO action.

Policy level impact:

1. Communities, including those that are most marginalised, are able to participate in planning processes at the community level.
2. Policy makers have access to community voice in the policy making process and take cognisance of the issues raised by civil society up to the Parliament level.
3. The policy framework and operational environment for civil society to function and thrive in Myanmar is strengthened.
4. The policies and practices of the international community vis-à-vis Myanmar is influenced.

Dissemination plan and the possibilities for replication and extension of the action outcomes:

The SPACE action contributes to a unique programme in Myanmar that will strengthen civil society and have scope for replication and multiplier effects. These are as follows:

1. The documentation of good practices and models developed through this action will enable these to be shared more widely among practitioners and decision-makers that work on strengthening civil society in other contexts, particularly in conflict-affected settings with ethnically diverse populations. This will be through publications but also through social media and web-based platforms. Specifically, the approach of CSO representatives making decisions on grants to CSOs will be documented and can be replicated by other donors in Myanmar. The Grants Committee members will also learn from this approach and it is likely to influence the work of the CSOs they are a part of.
2. The CSOs benefiting from this action will be beyond the 100 CSOs annually receiving direct support as it will also benefit other organisations through networking, linking, and shared learning spaces.
3. As individual members and staff of CSOs gain skills and expertise, the CSO/NGO sector as a whole in Myanmar will benefit over time as people move to different organisations and take up different roles.
4. Enhanced advocacy capacities amongst communities will enable them to address a range of issues they face in the future, thus deepening citizen engagement and democracy.
5. Learning and the good practices from this action will be gathered on an ongoing basis by CA staff and also by CA's Programme Performance Adviser during their visit to feed into CA's programmes around the world on civil society strengthening and accountable governance.
6. Both CA and PK have a long-term commitment to strengthening civil society capacity in Myanmar. It is their long-term goal that the programme, its methodology, strategies approach, objectives, activities are expanded and built on.

Detailed risk analysis and contingency plan:

In the context of political and economic reform in Myanmar, implementation of this action involves complex change and requires adaptive management strategies guided by a robust M&E framework. A **comprehensive risk management process** will be developed through **critical pathway analysis** during

the inception phase and reviewed on an ongoing basis to ensure risks to project delivery or finances are *identified, prevented, transferred or mitigated*. The main constraints to implementation of the proposed work and strategies to address these risks are as follows:

Risk	Mitigation measures
Programmatic/operational risks	
1) The political space for CSOs shrinks and erodes, leading to increasing pressure on CSOs.	The action will continuously monitor the situation and engage with multiple stakeholders to advocate for maintaining the space for CSOs to operate in Myanmar. Civil society action in itself functions to maintain and expand the space.
2) Increased conflict, either through the unravelling of the ceasefire process or communal tensions, leading to difficulties for CSOs to operate on the ground.	Based on the context, CA, PK and the affected CSOs will assess whether it is possible to continue activities, and a joint decision will be taken in case activities need to be shifted to another location.
Political risks	
3) National elections in 2015 make it difficult for CSOs to operate	The context will be continuously monitored. The elections also provide an opportunity for CSOs and communities to influence power holders and voice their demands.
Financial risks	
4) Volatility in exchange rates	Careful planning and financial monitoring will help mitigate this. Discuss with the EU Delegation in case of significant differences.
5) Delays in fund flows delay activities	Fund flows will be carefully managed, with CA pre-financing activities if there is any delay in fund flows.
6) Regulatory risks associated with misuse of funds	SPACE considered very seriously these regulatory risks associated with significant funds being channelled through to civil society and the SPACE framework will mitigate most significant financial risks associated with misuse of funds.
Environmental risks	
6) Natural disasters affect the ability of CSOs to operate and cause destruction in communities	CSOs will be supported to provide humanitarian assistance where required. Plans will be flexible to take into account natural disasters.

Main preconditions and assumptions during and after the implementation phase:

- CSOs in Myanmar continue to be open to engaging with other CSOs and stakeholders, and collaborate with each other
- Power holders are open to engaging with CSOs at different levels (local, state/regional, national)
- The legal and policy framework continues to allow CSO activity
- Donors continue to prioritise CSO strengthening and PK continues to receive funds to support its larger programme in line with its current budget

How the action will be made sustainable after completion:

a. Financial sustainability:

- The action will contribute to a larger civil society strengthening programme, which will also be supported by other donors, thus ensuring it is able to function beyond the duration of this action.
- A key part of the action involves strengthening PK as an organisation, specifically in relation to improving their financial management systems and supporting them in their transition into a strong and independent national organisation for civil society development.
- The project aims to build the institutional capacity of CSOs so they can be self-sustaining within their communities. The action will facilitate these organisations to come together through linkages and networking to enhance their influence and access to financial resources through joined up planning and coordination, and linkages with funding partners.
- The project will also provide financial assistance to CSOs to conduct community owned sustainable development projects. Through the introduction of creative ideas such as community contributions, these initiatives will be able to continue beyond the project life.

b. Institutional sustainability:

- The action will strengthen the confidence and skills of communities, especially those from marginalised groups, and CSOs to engage in social action. Such behaviour change through increased knowledge power, commitment and participation will remain beyond the end of the action.
- Mentoring and technical support for CSOs to increase their engagement and relationships with their constituent communities will increase CSOs' legitimacy and community ownership over the outcomes.
- Successful advocacy will contribute to community self esteem and long-term confidence building. This will be a transferable skill and help other stakeholders and non-state actors with similar interests through linking them in the action directly or indirectly (participating in networking events, information dissemination through publication of research, advocacy, etc.).
- Successful advocacy will also ensure provision of and access to equitable basic services for marginalised communities. Infrastructure and services will be developed through the action depending on community vulnerabilities and prioritisation, which will remain in place beyond its duration.

c. Policy level sustainability:

- The action will have a strong advocacy, lobbying and campaign agenda from community/local to national level for possible policy reform and strategy development related to a legal and policy framework for the growth of civil society but also in relation to local level issues identified as priority areas by the communities. The impact of this on the legal and policy framework as well as operational practices will continue beyond the duration of the action.
- The activities include technical support relating to development of advocacy strategies, both individual and collective, which will enable the CSOs to continue advocacy initiatives even after the action has finished, thus continuing to influence the legal and policy framework.
- The facilitation of multi-stakeholder dialogue between CSOs, local and national government and other stakeholders such as donors, multilateral agencies and international networks will build trust, relationships and create strong partnerships and alliances among diverse actors, thus contributing to the institutionalisation of dialogue, accountability and responsiveness between civil society and other development actors.
- By building gender and power analyses into the action, the action will ensure the development of a common framework for joint action has gender equality at its heart.

d. Environmental sustainability:

Environmental issues will be considered in all the community development projects. Initiatives in areas such as livelihoods will be developed and implemented through a resilience lens. Disaster preparedness will also be supported for CSOs working on these issues. Thus the action will strengthen the ability of the communities to bounce back from shocks and sustain development gains by building capacities to anticipate, absorb and recover from diverse hazards. This includes ensuring that the activity enhances rather than depletes the natural, physical and social resources upon which it depends.

1.1.5. Logical Framework