

MYANMAR PEACE PROJECT

2017-2018 CSO CAPACITY BUILDING PLAN (14TH JUNE 2017)

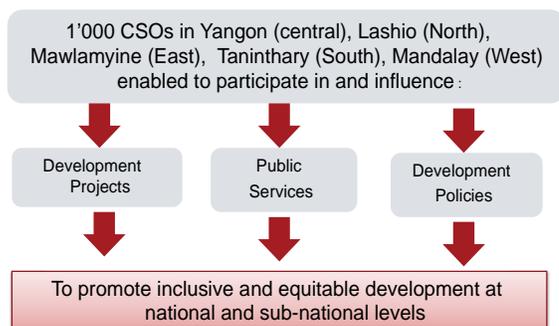
1. Introduction. This note presents the proposed 2017-18 (Project Year 2) CSO Capacity Building developed during the visit of Dr. Vinay Bhargava, Senior Capacity Building Adviser for the PEACE project, PTFeV for the period 8-12 May 2017. During the visit Dr, Bhargava held extensive discussions with LRC staff in the meetings set up by LRC. He also met with Ms. Nilar who conducted the CSO needs assessment and made a presentation on the plan at the PEACE project Steering Committee meeting on 11th May 2017. We would like to thank Ms. Pansy Tun Thein, Executive Director, LRC and Mr. Nyi Nyi Aung, Program Director, LRC and Mr. Peter Schmidt and Mr. Nyein Chan Win of Helvetas for the excellent cooperation, support and hospitality extended during the mission. The Note has the following sections:

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2. This note does not discuss training of LRC staff (Activity 2.3) being led by Helvetas and Thematic Trainings (Activity 3.5) to be organized by LRC.

3. Overall objective for the PEACE project is shown below. The **Specific Objectives** are:

Chart 1: PEACE Project Objective



a. 50 Core trainers mobilized and trained to provide multiplier (Activity 3.3) training;

b. 250 CSOs receive training in improving local development through civic engagement (*R2.1* and *SO1 Indicator 2*);

c. 375 CSOs increase their knowledge of grant and project cycle management; (*R2.2*); and,

d. 375 CSOs increase their knowledge in three sets of issues including OGP, civic engagement and socio-ecological development (*R2.4*)

4. CSO Needs Assessment highlights were presented at 11th May 2017 Steering Committee meeting. A draft report was submitted on 14th May 2017. The assessment is based on interviews with several government officials and LRC staff, focus group discussions with CSOs in all 5 project areas; and organizational development assessment of 62 CSOs. Highlights are as follows:

- a. *Operating environment* for CSOs in the project areas is characterized by easier access to authorities, particularly at the regional levels, but a lack of information on government services and policy making. Fear and lack of trust is there among CSO-government relationship and many government officials question legitimacy and role of CSOs. CSO-state relations are informal arrangements as there are no laws mandating public participation. This is likely to change as Myanmar is aspiring for OGP membership and initiating SDG national plan. Both of these require formal CSO-state consultative bodies/mechanisms.
- b. *Profile of CSOs.* About 60 % CSOs interviewed were local CSOs. Others were local office of national and/or regional CSOs. Main activities of CSOs (in decreasing order of importance) were: network/research/advocacy; human rights; capacity building/awareness raising/education; social services/self-help group; and peace. 50% of the 52 CSOs reported having less than 5 staff while about 40% had between 5-10 staff, and 10% had more than 10 staff. The larger CSOs had Board of Directors and/or Managing Directors. Smaller ones had committees. The groups of people who have passion to run the organizations as well as to implement activities lead most of the interviewed CSOs. Women CSO leaders were in minority except when they were co-founders or founders.
- c. *Needs relative to PEACE project.* Although most CSOs/networks in project areas were interested in getting involved in development activities of the government, they had no experience in the past. Only two participating CSOs are familiar with the government's development activities and the rest does not have enough resources and information. The strong areas of the organizations when dealing with local authorities/government are communication, negotiation and facilitation skill. The project needs to start from community consultation and evidence based advocacy skills while building relationship with the government as well as with the public. Generally, interviewed CSOs like the idea of training of trainers that can leave behind at the end of the project period. But selection criteria need to be prepared well and recommend:
 - i. Committed, dedicated trainers for the community should be selected
 - ii. They must have time for giving training (it means that not busy CSOs leaders)
 - iii. Should network regularly to share experiences and motivate each other
 - iv. Ethnic language speaking trainers especially for Lashio area and Dawei area
 - v. Training curriculum should be flexible and adapted to the needs of local CSOs
 - vi. Recruit more trainers than targeted.
- d. *Key Findings.*
 - i. Many of participating agencies lack even basic human resources, financial and operational management policies and systems.
 - ii. Awareness raising and capacity building activities are very common among CSOs. Few CSOs use participatory community-based needs assessment as part of their project development process.
 - iii. In general, the policy analysis and development and advocacy capacities of the CSOs are still weak.
 - iv. Civil Society Organizations need to be well prepared before meeting with the government or other stakeholders. LRC can facilitate this.
 - v. Before project activities are implemented in their areas, CSOs and government implementing agencies want LRC to check if there are overlapping activities with existing projects as well as overlooked areas. For example, Dawei has one project of Loka Ahlinn called "Promotion of Participatory and Accountable Local Governance in Tanintharyi Region" supported by European Union and the project will end in January 2018.
 - vi.

5. Key recommendations of CSO Needs Assessment and Implications for CSO Capacity Building under the PEACE project.

CSO Needs Assessment Conclusions and Recommendations	Implication for Capacity Building
The top priority for participating CSOs includes strategic planning, program development, monitoring and evaluation, participatory assessment and design methodologies, coalition building, networking, partnership, advocacy, and fundraising.	<i>These topics can be covered in ToT Part 1 and Thematic Training.</i>
At initial stage, the project can focus on essential components of the organization development such as improving accountability and transparency of CSOs providing training on basic essential strategic planning skills, basic accounting skills with simple and comprehensive financial guidelines while emphasizing more on project related skills such as community consultation, participatory assessment, evidence based advocacy skills;	This validates all the topics that were proposed in the Action. Design of ToT should ensure that all these are covered.
Clarify CSO role and value within the whole society not only as service providers but also as advocates – and in establishing better mutual understanding between themselves and the government including local authorities and the service providers.	Include this topic in ToT, multiplier and thematic trainings.
The CSOs recommended LRC and other actors to provide action-led capacity building support instead of focusing on training alone.	PEACE project combines capacity building with action learning sub-grant program.

6. **CSO skills to be developed.** Based on project objectives and CSO needs assessment the CSO capacity building activities will focus on the following topics during the Training of Trainers (ToT) and multiplier trainings.
- Role of CSOs in development processes
 - Essentials of Organizational development (*strategic planning, accounting, financial management, fundraising and proposal writing, M&E, and communications including documentation of success stories*)
 - Civic engagement skills (*accessing and sharing information, consultations, grievance redress, performance monitoring, and engaging constructively*)
 - Management of grant funds
 - Conflict sensitive project management (CSPM)
7. **Selection of Participants in the Capacity Building Program.** LRC is conducting briefings for CSOs on the PEACE project and seeking Expression of Interest (EOI) for participation in capacity building (including in ToT) as well as the sub-grant program. One such briefing has been done in early May in Yangon and generated good interest. An Expression of Interest (EOI) form is being designed by LRC. PTFeV has provided inputs for design of the EOI (See Annex 1). Potential participants are likely to be motivated by opportunity of enhancing their own skills as Trainers as well as receiving grants from PEACE and elsewhere. LRC is organizing two more briefings in May 2017 in areas outside of Yangon. Based on these no difficulty is anticipated in selecting 20 candidates for first round of ToT. To enhance trainer retention, LRC intends to set an eligibility requirement for ToT that a specific number of training sessions be delivered.
8. **Timetable for CSO capacity building and sub-grant activities in 2017-18**, as agreed at the Steering Committee, is shown in Chart 2.

Chart 2: Capacity Building and Sub-Grants Activities Cycle (2017-18)

Timing	Activity	Days	Content	By
May	3-4 CSO Meetings	NA	Briefing on project followed by EOI in TOT and sub-grants. Regions? Target xx EOI?	LRC
July 24-27	ToT 1 (2.4)	4	How to be a trainer, OD, FM, CSPM Communications, M&E	HM/ LRC
August-September	ToT 2 (3.2)	1	ToT participants go home and meet local CSOs for 1 day. LRC grant managers and regional coordinators participate as available. . Count for SO1.	LRC/
Sept.	CFP	NA	Call for proposal (CFP) for small + large sub-grants	LRC
Sept 11-15	ToT 3 (2.4)	4+1	Civic Engagement and Project Cycle Management: CSO role and constructive engagement ; Information and awareness; Consultation; Grievance; and Feedback. Followed by full dress rehearsal on Friday	PTF/ LRC
Oct.16-31	Multiplier (3.3)	5	Grant management, Civic engagement, OD, FM, Communications, Write-shop (100 CSOs),4-5 Locations. ToT, Grant Managers, LRC Trainers.	LRC-ToT
Nov/Dec	Grants submitted		Grant applications received and appraised/evaluated.	LRC +PTF+ HM
Jan'18	Award	NA	Round 1 of Sub-grants awarded	LRC
Jan-July'18	Round 2- CB+Grnts	NA	ToT (Jan-March'18) + Multiplier (April'18) + Sub-grants (March-Aug'18)	All

9. Training of Trainers (Activities 2.4 and 3.2). Two rounds of this ToT training will be done in Year 2 of the project with 20 participants per round. Each round of ToT will be delivered in three parts over a 3-month period. Key particulars of first round of ToT are shown in Chart 2 below. The second round is envisaged during January –March 2018 period with second round of Multiplier-Grant Management trainings of CSOs in April 2018 in time for award of second round of Sub-grants.

Chart 3: Content of ToT and Multiplier Training

Dates	Activity	Days	Contents /Topics to be covered	By
24-27 July	2.4. ToT Part 1	4	How to be a trainer, Organizational Development, Financial Management, CSPM, Communications, M&E	HM/LRC
August	3.2 ToT Part 2	1	ToT Participants go home and meet local CSOs for 1 day. LRC grant managers and regional coordinators participate as available. (Count as Small Training workshops for reflection in regions+ for SO1).	LRC
11-14 Sept	2.4 ToT Part 3	4	Civic Engagement and Project Cycle Management: CSO role and constructive engagement; Information and awareness; Consultation; Grievance; and Feedback.	PTF/LRC
15 Sept.		1	Rehearsal for Multiplier Training	All

10. Expected outcomes of TOT program

Level	Improvements
Individual Level	To be a trainer Self-Awareness Increase knowledge and Capacity Related Peace, Development and humanitarian issues
Organizational Level	Support their own organization/ Partner Organizations Coordination and Networking Constructive Engagement
Regional and National Level	Advocacy and Policy Change
Community Level	Awareness civic rights Improve public services

11. Multiplier and Grant Management Trainings. According to Activity 3.3 in Action the purpose of these trainings is to provide an initial overview of the major themes of the project to some 250 representatives of CSOs that meet the sub-grant application eligibility criteria across the five project areas. This will enable the CSOs to fully understand the scope, plan, and methodology of the project and will further prepare them to apply for sub-grants. After the training CSOs will be invited to submit proposals. LRC taking the lead will prepare the training materials and content jointly with PTF and Helvetas. The expected outcome is to give local CSOs the confidence and ability to start implementing sub-grants.

12. In October 2017 Multiplier cum Grant Management trainings will be organized in 4-5 locations with 20-25 participants each. Grant Managers, other LRC staff and the trainers completing the ToT will deliver this training based on a curriculum prepared by the LRC and PTF as part of the ToT. The topics covered will include all those listed in paragraph 4 above to equip the participating CSOs with skills to design, implement and monitor sub-grants funded activities (Part A-Multiplier Training-count for R 2.1) and to manage the sub-grant funds (Part 2-Grant Management Training-count for R 2.2.). A 5-day duration is envisaged (instead of 3 days proposed in the Action) to cover Part A as well as Part B. A sub-grant proposal write shop on the fifth day will be organized under Part B to help the participating CSOs with Sub-grant application. Completion of this 5-day training (Parts A and B) by the Participants will deem to have fulfilled the requirement that Sub-grant applicants attend two trainings.

13. The CSO capacity building program will be aligned with the activities eligible for Sub-grant program as envisaged in the Action. Objective here is to ensure that the sub-grants are a conduit for action learning by providing an opportunity for applying the skills learned in the Multiplier Training and Grants Management Training. Accordingly the sub-grants applicants would be asked to choose from one or more of the pre-defined activities for implementation under the Sub-grant. The following table presents a simplified framework that can be used to frame the sub-grant applications. The CSO capacity building program would build CSO skills to plan outcome based activities in the four areas listed in the Table 1 below and learn how to measure outputs, outcomes and success stories. The TOT program and the associated course materials will be organized to equip the Core Trainers to train CSOs in how to do information sharing, consultations, grievance redress, and performance monitoring. The Sub-grant program would allow them to apply what they learn.

Table1: Proposed framework for a result oriented Sub-grant program

Sub-grant Program		
<i>Will support CSOs to participate in and influence design, implementation, and monitoring of development projects, public services delivery, and development policies to promote inclusive and equitable development by:</i>		
Activity Eligible or funding (See section on type of activities in 4.1)	Core Output*	Core Outcome (mentioned in Activity 4.1)*
Holding workshops and seminars to raise awareness of a development issue or a government public services delivery program or a	Kinds of information accessed and shared, communication materials on accessing information, information sharing events and media outlets	Increased awareness among citizens of their rights and responsibilities,
Holding meetings between community members and authorities to express community views and advocacy	Consultation events, Proportion of marginalized and priority groups in consultations	Increased support for projects/policies, increased use of services. Improved governance through citizen groups advocacy and participation
Collecting performance feedback from beneficiaries of government services and sharing it with service providers	Feedback data report produced, performance data sharing events, corruption/fraud and allegations received and shared,	Government authorities meeting with communities, Remedial actions taken based on feedback, Improved access and quality of public services
Helping citizens' resolve their grievances/complaints using government/donor systems	Persons helped, Grievances registered, awareness raised on GRM process.	Grievances resolved, remedial actions triggered, Improved implementation and services

- *Core results indicators (with standard definitions) could be specified to facilitate aggregation of output and outcome results. The Sub-grant applicants would than choose at least one or two core indicators for the activity they choose for funding.*

14. Organizational arrangements for implementing the CSO capacity building plan.

- a. **Materials to Support Trainings (Activity 3.4).** LRC (in lead) and Helvetas will be in-charge of preparing course materials for ToT Part 1 and ToT Part 2. LRC (in lead) with PTF and Helvetas help will be responsible for preparing course materials for Multiplier-Grants Management Training. LRC has prepared 11 training manuals under the FHI360 project last year and had delivered the training. These manuals comprise of two parts. One part deals with "Trainer Notes" that provides guidance on how to conduct the training. This part is process oriented and very usable for ToT with minor adaptation. It is already translated in Myanmar and LRC trainers are already familiar with it. The second part deals with the content. Many of the topics covered¹ are relevant for the capacity building under the PEACE project and maximum use should be made of these and any other materials that LRC may already have used and that is in its files. The goal here is to have similar manuals for use by core trainers in

¹ The Manuals cover the following topics: (1) Social Accountability; (2) Humanitarian Accountability; (3) Team Management and Strategic Management; (4) Participatory Rural Appraisal and Participatory Learning and Action; (5) Public relations and networking; (6) Organizational development; (7) Focus group discussion workshop on evaluation; (8) Leadership; (9) Gender and Disability Awareness; (10) Facilitation Skills; (11) Gender Awareness and Participatory Gender Policy Development; and (12) Awareness Training on Gender Policy and Child Policy.

multiplier/grant management training and use them for ToT and proposed dress rehearsal.

- b. **Quality considerations in preparing course materials and training approach.**
The Needs Assessment as well as PTF meetings with CSOs provide useful advice on preparing course materials. Key suggestions are:
- i. Do an analysis of participants' current knowledge of topic and language skills and tailor training materials and approach accordingly.
 - ii. Use trainers that can train in ethnic languages particularly in Lashio and Dawei areas
 - iii. Use ice-breaking games and get participants to talk to each other.
 - iv. Reading assignments are Ok provided they involve a few pages (3-5) per day.
 - v. Supplement reading assignments with curriculum materials in sufficient detail so that attendees for training sessions can take the materials home and refer to them as and when needed in their work.
 - vi. The CSOs also recommended that attendees who are going to be trainers be provided with course presentation materials for use in delivering future training sessions.
 - vii. Course materials should use case studies and examples from actual work/experiences in Myanmar.
 - viii. Role-playing and other interactive team exercises should be used often.
- c. **Suggested course materials package:** It is suggested that the course material for each topic covered in the ToT program should include the following:
- i. Materials for use of PTFeV and LRC Trainers (power point, lecture notes, etc)
 - ii. Hand outs for reading and homework by ToT participants before and during the ToT training
 - iii. Manual for use by Core Trainers when they deliver Multiplier Training
 - iv. Further reading and reference materials that the participants in ToT and Multiplier Training can use as needed when they apply the knowledge acquired during the ToT and Multiplier Trainings.
- d. **LRC Training Team will be in-charge of implementing this capacity building plan** with the support of PTF and Helvetas as shown in the Chart 2. in paragraph 7. The team at present includes:

Name	Title	Contribution to ToT
Dr. Myint Myint,	Training Program Coordinator	ToT 1: Planning and Coordinating
Mr. Si Thu Maung Maung	Senior Trainer	Information Access, Consultation
Mr. Kyaw Zin Ko Ko	PEACE Program Manager	Grievance, Performance Monitoring
Ms. May Ja Mai Mr. Tun Lwin Oo	Training Assistant Training Assistant	Logistics support Role playing, interactive team exercises

In addition the following team will be responsible for handling training topics: Managing Grant Funds; Organizational Development; CSPM; M&E and reporting; Civic Engagement and Proposal Writing (Grant Application): *Dr. Myint Myint, Si Thu Maung Maung, Ni Ni Mar, Moe Chit Khaing, Regional Grants Managers.*

- e. **PTF team:** The generic TOR for PTFeV trainers is attached at **ANNEX 2.**

Name	Title	Contribution to ToT
Dr. Vinay Bhargava	Senior Expert CSO Capacity Building	Program design and quality assurance
Ms. Dinky Soliman	PTF Adviser	Role of CSOs in Development Processes, Participating effectively in consultations, Constructive CSO- government engagement at local, regional and national levels
To be decided.	PTF Adviser	Accessing and sharing information to raise awareness, Performance Monitoring of public services and development projects
Mr. Fred	PTF PEACE	Grievance Redress, Alignment with Sub-grants program, coordination

- f. **Training Locations and Facilities.** This planned training activities will take place in the four LRC field offices: Yangon Region (Yangon office – head office of LRC, Northern Shan State (Lashio field office), Mandalay region (Mandalay field office), Mon and Kayin (Mawlamyine field office). Training activities in Yangon will be able to use LRC’s main office but training in other locations will normally take place in other premises – often hotels – that will be rented as necessary. Most of the larger project-wide training will take place in Yangon in order to benefit from the logistical support of the LRC offices.

15. Expected capacity building results in Year 2: As shown in the Chart below the Year 2 capacity

Expected Results (Per Log-frame) – Capacity Building (CB)

Results Indicator	Project Target	Year 2 end target (proposed)
SO1+R2.1: # of CSOs trained in Core and Multiplier*. 4 locations (regional offices) per grant cycle=4x2=8	300	[100 x2=200]
SO1: # of Participants in project cycle and key approaches training	700	400 (R2.1+R2.2)
SO1: # Training manuals and booklets	4+4=8	6 (ToT 2)
SO2+R1.2: # of Core Trainers -ToT 2 Rounds - Yr-2	50	20 x 2 = 40
R2.2: # of CSOs Increase knowledge of grant management and project cycle (Part A of Multiplier)	375	200
R2.4: # of CSOs that increase thematic knowledge (OGP, Civic engagement , Socio-ecological dev.)	375	4-5 Trainings involving xx CSOs

building program will contribute significantly to progress in achieving results projected for the PEACE project. It is proposed that: (i) a Post Training Evaluation form should be used at the end of the training to assess increase in knowledge; (ii) a database of training participants should be created to form a ‘Alumni’ network and to track how the participants’ are using the skills in their work i.e. training colleagues and other CSOs, using the skills in Sub-grant operations, fundraising, advocacy.

- 16. Baseline for assessing results under SO1 Indicator 1** for measuring changes in skills and capacities improved as a result of PEACE project needs to be established. This can be done as the participants in ToT as well as downstream Multiplier Trainings are selected. Data on their initial knowledge in training topics should be gathered as part of EOI (See Annex 1) or using a suitably modified Pre Test Form used by LRC during the trainings under the **fhi360** project last year.

- 17. Reference Materials/Sources** relevant to this capacity building program can be found within LRC, PTF and Hevetas as well as outside sources. They are listed below for use by PTF and LRC trainers as they prepare course materials. This is not an exhaustive listing of all materials that may be available or of use.

- a. **LRC** has been engaged (under the *Grant by Family Health International (FHI360) to LRC for Capacity Building to the Grantees of USAID funded “ Civil Society and Media Project)* to provide a series of trainings, workshops, and on-site mentoring visits focusing on organizational development, human resource development, and program development to 14 CSO grantees so that they can in turn train other CSOs. LRC has conducted training in the areas shown below. LRC is also: (i) supporting the CSOs to document results and make case studies of good practices and lessons and make site visits to monitor, mentor and coach as needed; and (ii) organizing peer-learning exchange and consolidation of results. Most of these are 1-2 day courses. 11 Training manuals as listed below were used by LRC and some of them are useful and relevant for PEACE project.

Table 2: List of Training of Trainer (ToT) Manuals
(Pre-test was used to assess initial knowledge. Post-test to assess learning.)

Module and duration		Content	Methods
1. Social Accountability (Good introduction to concepts-SA101).			
0.5 days	1: Introduction to good governance and accountability.	Definitions of citizen, government, and state and accountability relationships. Good governance indicators. Concepts of accountability.	Group work, PPT presentation, Q&A, Role Play
0.75 day	2: Introduction to SA tools	Overview of tools for civil society engagement and constructive engagement (1 hour): participatory budgeting and monitoring; citizen report card, social audit and public hearing. Understand when and where to use what and why.	PPT, Q&A, Group discussion, group work.
2. Humanitarian Accountability -2 days course			
1 day	1. Introduction to humanitarian accountability	Concepts, codes, 9 commitments, principles, Accountability Four obligations. Listed in the Manual.	Case study, group work, discussion, PPT, video, picture cards
1 hour	2. Using HA standards and tools	Range of HA standards and tools that can be used in different circumstances and situations	PPT, discussion
3 hour	How to set up Feedback and complaint mechanisms	Understand what is complaint and what is feedback. Their benefits and barriers. How to set the mechanisms up? Principles of mechanisms	PPT, discussion, exercises, group work on action plan,
3. Team Management and Strategic Management			
1 day	Intro to team management and strategic management	Concept of team, strategy and strategic management. What is team?	Group work, discussions, PPT,
1 day	Skills for team and strategic management	MBTI concepts, questionnaire.	
4. Participatory Rural Appraisal and Participatory Learning and Action			
1 day	Introduction	Concepts, types and levels of participation. Principles, key principles of applying participatory methods and tools (pages 17-18). Participatory attitudes and behaviours (pages 25-26).	Group work, PPT, Discussion, Q&A
1 day	Skills of participation	Tools for civil society engagement and constructive engagement--PRA tools, roleplaying and energisers. Adaptation and modification of tools. Combining and grouping tools.	Group work (page 31), PPT, Discussion, Q&A
5. Public relations and networking			
1 day	Introduction to PR	What is PR? Concepts, core PR skills, concepts and models of PR campaign	Group work, discussion, PPT, role play
1 day	Intro to networking	What is, why do, benefits, how to build, designs,	Group work, case study, PPT
<i>The following manuals do not appear to be of high relevance to governance and SA themes</i>			
6. Organizational development			
7. Focus group discussion workshop on evaluation			
8. Leadership			
9. Gender and Disability Awareness			
10. Facilitation Skills			
11. a. Gender Awareness and Participatory Gender Policy Development			
11.b. Awareness Training on Gender Policy and Child Policy			

b. Helvetas. Manual for a 3 day training course on Conflict Sensitive Project Management

c. World Bank.

- i. How to support passage and implementation of right to information laws
- ii. Participatory and Third Party Monitoring in World Bank Financed projects: What can Non-state Actors do?
- iii. Rapid Feedback: The Role of Community Scorecards in Improving Service Delivery

- iv. Feedback Matters: Designing Effective Grievance Redress Mechanisms for Bank Financed Projects ([Part 1](#) and [Part 2](#)).
 - v. Grievance Redress System of the Conditional Cash Transfer Program in the Philippines
 - vi. Source book for 21 Social Accountability Tools (PRAN)
 - vii. Social Accountability for Better Education (PRAN)
 - viii. Compilation of Case Studies (GPSA Forum 2015)
 - ix. The World Bank's Approach to Grievance Redress System in projects
 - x. Myanmar- Grievance Redress in Community Demand Driven program in Myanmar (c/o Sanjay Agarwal-willing to collaborate)
- d. **Princeton** – ran an on-line MOOC course on '[Making Government Run in Hard Places](#)' in Myanmar language last year with World Bank sponsorship. Over 400 persons registered. It has case studies translated in Myanmar. Some of these could be useful for the PEACE program. (C/O Zubair Khurshid Bhatti, Governance Specialist, World Bank Yangon Office, zbhatti@worldbank.org). Vinay met Zubair in May 2017 and he is willing to explore collaboration.

ANNEX 1: Draft Expression of Interest (31st May 2017)

Subject: Call for Expression of Interest in Local Resource Center's (LRC) CSO Capacity Building and Sub-grants Programs

Project Title: Promoting Equitable, Accountable Civic Engagement in Myanmar (PEACE)

Target Area: Mon, Kayin, Tanintharyi, N-Shan, Mandalay, Magway, Yangon

PEACE Project Duration: 1 July 2016 - 31 July 2020

Funded by: European Union

Partner Organizations of LRC: HELVETAS and PTFeV

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Description of the Call for EOI

The Local Resources Center (LRC) invites interested civil society organizations (CSOs) based in Myanmar to:

(i) Express interest (EOI) to participate in a CSO capacity building program and a grants program under the European Union funded PEACE project in Myanmar (see Annex 1 for more information); and,

(ii) Nominate individuals to participate in the Training of Core Trainers (ToT) program expected to start in mid-July 2017.

The CSO Capacity Building program will comprise: (a) a Training of about 50 Core Trainers (ToT) program, and (b) Multiplier Training to be delivered to interested CSOs by the Core Trainers after they have successfully completed the ToT program. The Multiplier Training, expected to start October 2017, will be open to interested CSOs in the target geographical areas over the next three years (2018-2020) in the following subjects:

1. Role of CSOs in development processes
2. Essentials of organizational development (*strategic planning, accounting, financial management, fundraising and proposal writing, M&E, and communications including documentation of success stories*)
3. Civic engagement skills (*accessing and sharing information, consultations, grievance redress, performance monitoring, and engaging constructively*)
4. Management of funds provided under the grants program
5. Conflict sensitive project management (CSPM)

The grant program is expected to provide about 200 small grants [maximum Euro 2,000 each] and about 10 large grants [Maximum Euro 8,000 each] to CSOs in the target areas over the project duration for one or more of the following purposes:

1. Workshops and seminars to raise awareness of a development issue
2. Meetings between community members and authorities to express community views and advocacy
3. Collecting performance feedback on government services and sharing it with service providers
4. Helping citizens' resolve their grievances/complaints using government/donor systems

To be eligible for a grant, CSOs must attend a Multiplier Training session organized by LRC. The grants program will be implemented in 4 cycles. The first grant cycle is scheduled to start with a call for grant proposals in September 2017.

Participation in capacity building and grants program is open to [all CSOs]. The selection process will consider gender, diversity, regions and rural/urban areas. If you are interested in participating in one or more of these programs please provide the information requested in PARTs A and B. All those expressing interest at this time in participating in CSO Capacity Building program (ToT and/or Multiplier) and grant program will be registered to receive the Multiplier and grant application packages. Applications for participation in the Multiplier Training and grants programs will be requested at a later date.

If any one of your staff are interested in applying for participation in the Training of Trainers (ToT) programs they should submit the information requested in PART C.

Expression of Interest and/or Application for Participation in ToT may please be submitted by -
---to -----, before (date).

PART A:
Information about your CSO interest.

		Interested	
		Yes	No
Is your CSO interested in participating as a Core Trainer? (TOT)			
Is your CSO interested in attending the CSO trainings (Multiplier Training)			
Will your CSO likely apply for a grant with the following purpose:	<i>Holding workshops and seminars to raise awareness of particular development project/issues relevant to our community?</i>		
	<i>Holding meetings between community members and authorities to express community views and advocate?</i>		
	<i>Participate in performance feedback collection on government services in our community and then sharing with service providers?</i>		
	<i>Helping citizens' in our community to resolve their grievances/complaints (using government/donor system)?</i>		

PART B:
Information about your CSO:

Name of CSO:		
Contact Information:	Email Address	
	Mailing Address	
	Phone/Fax	
Area (s) of operation: Mon, Kayin, Tanintharyi, N-Shan, Mandalay, Magway, Yangon (list all applicable)		
Focus of Operations: Rural or Urban		
Number of your staff:		
Years in Operation:		
List recent projects/activities (maximum four)		
Experience in civic engagement (Please check all that apply)		
Accessing Information/Right to Information		
Sharing information to raise awareness		
Advocacy		
Community development		
Promoting social inclusion		
Delivery of development services		
Participation in consultations		
Community feedback (score cards)		
Complaints and grievance handling systems		
Others (please list)		

PART C.

Application for Participation in Training of Core Trainer (ToT) program

1. **Your Name:**
2. **Name of CSO where you work:**
3. **Contact Information:**
 - a. **Email address**
 - b. **Mailing address**
 - c. **Phone number**
4. **Your motivation to participate in ToT:**
5. **Please briefly respond to the question: Why am I the right candidate?**
6. **How will your organization (CSO) benefit?**
7. **Are you able and willing to devote time required to participate in the ToT and to train other CSOs through Multiplier Training as specified in the selection criteria?**
8. **Your knowledge.** The key training topics likely to be covered in the ToT program are listed below. Please indicate the extent of your knowledge of these topics. This will help us plan the training program. Thanks

Topics	I would rate my knowledge of the topic as				
	Expert	Very Strong	Moderate	Beginner	Little or None
How to be a trainer					
Organizational Development of CSOs					
Financial Management of CSOs					
Project cycle management					
Conflict sensitive project management					
Communications					
Advocacy					
Monitoring and Evaluation					
CSO role in development processes					
Accessing and sharing information					
Community participation in consultations					
Complaint and grievance resolution mechanisms					
Performance monitoring of public services					
CSO-Government Constructive engagement					
Grant management					

9. **Your Training Experience:** Please indicate below the number of trainings you have attended or delivered in the past two years.

Topics	The number of trainings that I have attended and/or delivered in 2015-2017 period				
	None	1-2		More than 2	
		<i>Attended</i>	<i>Delivered</i>	<i>Attended</i>	<i>Delivered</i>
How to be a trainer					
Organizational Development of CSOs					
Financial Management of CSOs					
Project cycle management					
Conflict sensitive project management					
Communications					
Advocacy					
Monitoring and Evaluation					
CSO role in development processes					

Accessing and sharing information					
Community participation in consultations					
Complaint and grievance resolution mechanisms					
Performance monitoring of public services					
CSO-Government Constructive engagement					
Grant management					

10. Please attach a CV

**PART D:
Expectations of the Core Trainers and criteria for selection:**

Expectations:

1. To make best efforts to enhance the skills to be a Core Trainer of CSOs in the following subjects:
 - a. Subject (i): Role of CSOs in development processes
 - b. Subject (ii): Essentials of Organizational development (*strategic planning, accounting, financial management, fundraising and proposal writing, M&E, and communications including documentation of success stories*)
 - c. Subject (iii): Civic engagement skills (*accessing and sharing information, consultations, grievance redress, performance monitoring, and engaging constructively*)
 - d. Subject (iv): Management of sub-grant funds
 - e. Subject (v): Conflict sensitive project management (CSPM)

The above specific TOT modules will consist of technical sessions reflecting above-mentioned thematic areas and practical sessions and they will also cover the methodological areas as design, facilitation methods and instruments, evaluation etc.

2. To contribute to LRC in preparing the training materials including case studies.
3. To devote time to participate in the ToT and to train other CSOs through Multiplier Training. After completing TOT, he/she is expected to provide multiplier trainings to the respective community/CSOs in their area. First round of ToT is expected to take place during the July to September 2017 period. The second round will take place during January –March 2018 period. over about three month period with two Parts of 5 days each
4. After providing multiplier trainings he/she has to submit the activities/training report and financial report by Myanmar language in a timely manner
5. The candidate, if selected, is able to provide the time required for the participation in the TOT as well as in follow-up training activities on regional level.

Selection Criteria

The following criteria will be used to select participants for TOT trainings.

1) Qualification and experience

- Prefer practical experience in training and human competence development as well as the participation as a main trainer or co-trainer in at least 5 training activities

2) Technical skills

- Fluency in Ethnic language and Myanmar
- MS Office 2007 (Word, Excel, PowerPoint)
- Some knowledge on dealing with local authorities
- Some knowledge in results-based program planning and management

3) Personal skills

- Good participatory approaches

- Good managerial skills
- Good communication skills
- Good self-management in high commitment to work.

ANNEXURE: Project Background

The specific objective of the PEACE project is to enhance resources and strengthen capacities of local CSOs for an empowered and accountable civil society in Myanmar that embraces diversity, promotes social inclusiveness, accountability, transparency and civic responsibility.

PEACE project has [three main results](#) .

Result-1. The LRC, local CSOs umbrella network is strengthened as an accountable, inclusive and professional service provider and coordination structure among its peer networks and approximately 1000 local CSOs member organizations

<p>Targets</p> <ul style="list-style-type: none"> • LRC will implement an institutional development plan which strengthens and capacitatesitto respond to and serve its network of 1000 CSOs (see 2.2 below) in line with Istanbul principles on CSO effectiveness and accountability. • LRC staff will become more professional and specialized • LRC will develop and be able to mobilize 50 core trainers able and willing to facilitate and increase the capacity of other CSOs. • LRC will gain the ability to support the effective delivery of sub-grants to local legitimate and trusted CSOs.
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Result-2. Approximately 1000 local CSOs supported in strategic initiatives promoting community engagement and responsive local governance

<p>Targets</p> <ul style="list-style-type: none"> • At least 300 CSOs are trained and capacitated on sub-grant management, accountability and governance. • At least 375 CSOs increase their practical knowledge of grant management including project cycle management • 210 sub-grant projects are implemented successfully, achieving most of their stated objectives • At least 375 CSOs increase their practical knowledge of three sets of concrete issues including the OGP, civic engagement, and socio-ecological engagement.
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Result-3. Approximately 500 local CSOs are equipped and capacitated participate in multi-stakeholder platforms, development projects and decision making with local authorities and public/private service providers for influencing policies and plans at national and sub-national levels.

<p>Targets</p> <ul style="list-style-type: none"> • At least 500 CSOs will increase their capacities through engagement and application in the sub-grant mechanism • At least 210 CSOs will successfully access resources for implementing small-scale governance and rights based livelihood related projects in their local areas. These will increase their capacity and strengthen their legitimacy in communities, making them more effective. • At least 75 locally coordinated actions will be taken at the regional level. • At least three thematic learning platforms for CSOs will be formed. • Two national level advocacy campaigns will be undertaken.

ANNEX 2: Generic Terms of Reference for PTFeV ToT Trainers

Background

1. The PEACE project includes training to strengthen the capacity of about 375 CSOs to promote inclusive and equitable development at the national and sub-national levels in Myanmar. The CSO capacity building training will cover the following topics:
 - a. Role of CSOs in development processes
 - b. Essentials of Organizational development (*strategic planning, accounting, financial management, fundraising and proposal writing, M&E, and communications including documentation of success stories*)
 - c. Civic engagement skills (*accessing and sharing information, consultations, grievance redress, performance monitoring, and engaging constructively*)
 - d. Management of grant funds
 - e. Conflict sensitive project management (CSPM)

2. The training will be delivered in three rounds through a cascading approach in which about twenty trainers will participate in Training of Trainers (ToT) and subsequently conduct multiplier trainings for 20-25 CSOs in each of 4-5 locations in each round (i.e. about 60 trainers and 375 CSOs in total). The ToT training will focus on civic engagement and project cycle management, including CSO role and constructive engagement, information and awareness, consultation, grievances, and feedback.

3. The expected ToT outcomes are shown below:

Level	Improvements
Individual Level	To be a trainer Self-Awareness Increase knowledge and Capacity Related Peace, Development and humanitarian issues
Organizational Level	Support their own organization/ Partner Organizations Coordination and Networking Constructive Engagement
Community Level	Awareness civic rights Improve public services

4. The PEACE project also includes a small grants program (about 200 grants of EUR 700-2,000 and 10 grants of up to EUR 15,000) to provide opportunities to CSOs for action learning by applying the skills learned in the multiplier training to achieve tangible results. Participation in multiplier training will be a prerequisite for applying for a small grant.

5. The ToT will be in three parts: (a) ToT Part 1 will focus on organizational development; management of grant funds and conflict sensitive project management. LRC trainers will be responsible for delivering this in July 2017 in Yangon; (b) ToT Part 2 will be self-reflection workshops facilitated by LRC staff; and (c) ToT Part 3 focused on citizen engagement skills is scheduled for September 2017 and will be delivered over a 5-day period in Yangon jointly by PTFeV and LRC staff as shown in the table below:

ToT Part 3: Training Topic	PTFeV Staff Name and Title	LRC Staff Name and Title
Program design and quality assurance	Dr. Vinay Bhargava, PTFeV Senior Expert CSO Capacity Building	Dr. Myint Myint, Training Program Manager
Role of CSOs in Development Processes	Ms. Dinky Soliman, PTFeV Adviser	
Participating effectively in consultations	Ms. Dinky Soliman, PTFeV Adviser	Mr. Si Thu Maung Maung, Senior Trainer
Accessing and sharing information to raise awareness	PTFeV Adviser (To be decided)	Mr. Si Thu Maung Maung, Senior Trainer
Constructive CSO- government engagement at local, regional and national levels	Ms. Dinky Soliman, PTFeV Adviser	

Performance Monitoring of public services and development projects	PTFeV Adviser (To be decided)	Mr. Kyaw Zin Ko Ko, PEACE Program Manager
Grievance Redress, Alignment with Sub-grants program, coordination of ToT work	Mr. Fred Temple, PTFeV PEACE Program Manager (design of	Mr. Kyaw Zin Ko Ko, PEACE Program Manager

6. The first round of ToT Part 3 has been tentatively scheduled for 11-14 September 2017; the second round will be scheduled during January-March 2018. The LRC is responsible for organizing and delivering the CSO capacity building program with the support of PTFeV and Helvetas. ToT training will take place in Yangon. LRC will provide translation as necessary.

Your Responsibilities

7. You will be responsible for:
- a. preparing ToT training modules covering [insert topics]
 - b. delivering training on these topics together with the LRC trainers at the ToT training in September 2017
 - c. work as a team with other PTFeV trainers shown in table in paragraph 5 and provide advice in design of other ToT modules on civic engagement
 - d. delivering one or two seminars (while you are in Yangon and if requested by LRC and PTFeV) to stakeholder groups covering one or more of the above ToT topics relating to civic engagement, and
 - e. being available to provide on-demand support via telephone or electronic communication for evaluation of the September 2017 ToT and the second ToT round during the first half of 2018.
8. You will prepare the following types of documentation² for the training modules/topics for which you are responsible:
- a. training manuals in the format employed by LRC (examples will be provided to you)
 - b. materials to be distributed to participants prior to and during the training, and
 - c. materials to be distributed to participants after the training
9. Quality considerations in preparing course materials and training approach: A CSO Needs Assessment conducted under the PEACE project as well as PTFeV meetings with CSOs provided useful advice on preparing course materials. Key suggestions are:
- a. Analyze participants' current knowledge of topic and language skills and tailor training materials and approach accordingly
 - b. Use ice-breaking games and get participants to talk to each other
 - c. Reading assignments are OK provided they involve a few pages (3-5) per day
 - d. Supplement reading assignments with curriculum materials in sufficient detail so that attendees for training sessions can take the materials home and refer to them as and when needed in their work
 - e. The CSOs also recommend that attendees who are going to be trainers be provided with course presentation materials for use in delivering future training sessions
 - f. Course materials should use case studies and examples from actual work/experiences in Myanmar
 - g. Role-playing and other interactive team exercises should be used often

² LRC has prepared training manuals under another project. These manuals comprise of two parts. One part deals with "Trainer Notes" that provide guidance on how to conduct the training. This part is process oriented and very usable for PEACE ToT with minor adaptation. It has already been translated in Myanmar language, and LRC trainers are already familiar with it. The second part deals with the content. Many of the topics covered are relevant for the capacity building under the PEACE project, and maximum use should be made of these and any other materials that LRC may already have used. The goal objective is to prepare similar manuals for use by LRC core trainers in multiplier/grant management training after the first round ToT in which you will participate.

Travel Arrangements and Coordination

10. You will travel to Yangon twice to prepare and deliver your modules of the ToT training. The purpose of the first visit will be to prepare your modules by coordinating with LRC, obtaining information for Myanmar context, examples, case studies, etc. and meeting others (e.g. World Bank or ADB officials) as necessary. If possible, you should schedule this visit to include 31 July-1 August, when Fred Temple, PTFeV's PEACE Project Coordinator, will be in Yangon to work with LRC on the preparation of the ToT training.
11. The second visit will be to participate in the delivery of the first round ToT training, tentatively scheduled for 11-14 September. From PTFeV, Vinay Bhargava will also participate in this training, delivering the module on grievances and coordinating PTFeV's participation, and [PTFeV Adviser name] will deliver modules on [insert topics].
12. Your supervisor for this assignment will be Vinay Bhargava. You should keep him and Fred Temple informed of your progress and direct any questions to both of them.