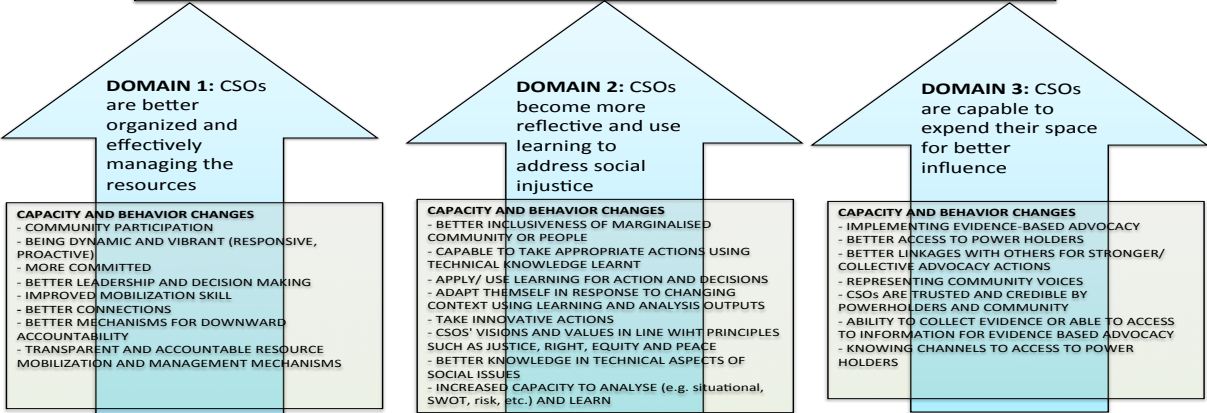# Paung Ku Theory of Change (ToC)

VISION: A pluralistic society 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.

GOAL: CIVIL SOCIETY IN MYANMAR IS DRIVING POSITIVE SOCIAL CHANGE

HIGHER-LEVEL OUTCOMES
- *PRACTICE, POLICY and SYSTEM changes in POWERHOLDERS*
- *STRONG CIVIL SOCIETY*
- *COMMUNITY LEVEL ACHIEVEMENTS contributed by civil society actions*

PAUNG KU'S CORE INTERVENTION (OUTPUTS & REACH will be tracked at this level)
It can be in different configurations depending on context and CSOs' capacity

1. REFLECTION & LEARNING

2. RESOURCING (FINANCIAL AND TECHNICAL)

3. FACILITATE CONNECTING

The nature of these interventions are ongoing/ one-off, long-term/ short-term, reflective and responsive, contribution rather than attribution, principle & value oriented and may be in different configurations based on Paung Ku's internal analysis. The whole process is not a leniar but cyclical with adaptation and responsiveness against changing context and space for Myanmar civil society

OUTCOMES (CAPACITY & BEHAVIOR CHANGES AT CSOs)

DOMAIN 1: CSOs are better organized and effectively managing the resources

CAPACITY AND BEHAVIOR CHANGES
- COMMUNITY PARTICIPATION
- BEING DYNAMIC AND VIBRANT (RESPONSIVE, PROACTIVE)
- MORE COMMITTED
- BETTER LEADERSHIP AND DECISION MAKING
- IMPROVED MOBILIZATION SKILL
- BETTER CONNECTIONS
- BETTER MECHANISMS FOR DOWNWARD ACCOUNTABILITY
- TRANSPARENT AND ACCOUNTABLE RESOURCE MOBILIZATION AND MANAGEMENT MECHANISMS

DOMAIN 2: CSOs become more reflective and use learning to address social injustice

CAPACITY AND BEHAVIOR CHANGES
- BETTER INCLUSIVENESS OF MARGINALISED COMMUNITY OR PEOPLE
- CAPABLE TO TAKE APPROPRIATE ACTIONS USING TECHNICAL KNOWLEDGE LEARNT
- APPLY/ USE LEARNING FOR ACTION AND DECISIONS
- ADAPT THEMSELF IN RESPONSE TO CHANGING CONTEXT USING LEARNING AND ANALYSIS OUTPUTS
- TAKE INNOVATIVE ACTIONS
- CSOS' VISIONS AND VALUES IN LINE WIHT PRINCIPLES SUCH AS JUSTICE, RIGHT, EQUITY AND PEACE
- BETTER KNOWLEDGE IN TECHNICAL ASPECTS OF SOCIAL ISSUES
- INCREASED CAPACITY TO ANALYSE (e.g. situational, SWOT, risk, etc.) AND LEARN

DOMAIN 3: CSOs are capable to expend their space for better influence

CAPACITY AND BEHAVIOR CHANGES
- IMPLEMENTING EVIDENCE-BASED ADVOCACY
- BETTER ACCESS TO POWER HOLDERS
- BETTER LINKAGES WITH OTHERS FOR STRONGER/ COLLECTIVE ADVOCACY ACTIONS
- REPRESENTING COMMUNITY VOICES
- CSOs ARE TRUSTED AND CREDIBLE BY POWERHOLDERS AND COMMUNITY
- ABILITY TO COLLECT EVIDENCE OR ABLE TO ACCESS TO INFORMATION FOR EVIDENCE BASED ADVOCACY
- KNOWING CHANNELS TO ACCESS TO POWER HOLDERS

PAUNG KU'S SPECIAL INTERVENTIONS (OUTPUTS/ REACH)

1. PROVIDING DIRECT SUPPORTS (E.g. hosting events)

2. DOCUMENTATION AND SHARING

3. TECHNICAL RESOURCE POOLING

The nature of these interventions are STRATEGIC, DIRECT, SPECIFIC AND INTENTIONAL and each aims to reinforce the core interventions for achieving PK's intended outcomes, impacts and goal.

KEY PROGRAMMING PRINCIPLES:
DIVERSITY, GENDER, EQUITY, JUSTICE, PEACE, RIGHT AND SUSTAINABLE DEVELOPMENT

STRATEGIC DECISIONS MADE BY PAUNG KU THROUGOUT ITS PROGRAM LIFETIME (these continuously inform the program and drive the whole program from behind)
- Deciding to select appropriate CSO/ actor/ network partner (those with high potential to strengthen well, those with potential areas of interest in or influence on political sphere, etc.)
- Identifying appropriate actors or partner organization for collaborative actions for effective, efficient and bigger social and civil scoeity movements
- Identifying appropriate learning opportunities for CSOs (including appropriate resource persons for specific issues or capacity area)
- Identifying appropriate issue areas that can be used as a space for civil scoeity strengthening and to effectively influence social and policical change through civil scoeity actions
- Identifying appropriate channels for influencing policies or engagement with relevant political actors
- Deciding to make program adptation based on learning

Paung Ku M&L Framework

Level	Result Statement	Indicators	Target 2017	Target 2018	Target 2019	Data Source	Timing	Who will lead
HLO1	Practice, policy and system changes in power holders	Examples of government policy and system changes contributed by PK supported civil society initiatives				Case studies	Six-monthly	Led by Program SPCs supported by M&L
		Examples showing that power holders engaged constructively in response to community issues addressed by partners				Case studies and case examples	Six-monthly	Led by Program SPCs supported by M&L
HLO2	Paung Ku supported civil societies are strengthened	Examples of Paung Ku supported civil society partners becoming strong and capable				Case studies showing partners with increased capacity across all domains	Six-monthly	Led by Program SPCs supported by M&L
HLO3	Community level achievements contributed by civil society actions	Examples of benefits achieved by the local communities related to the issue addressed by PK supported civil society initiatives				Case studies and case examples	Six-monthly	Led by Program SPCs supported by M&L
OC 1	Paung Ku partners are better organized and effectively managing the resources	Examples demonstrating that partners are better organized and effectively managing the resources				Case studies and case examples from partner capacity assessment	Six-monthly	SPC
		# of partners perceived to be better organized and effectively managing the resources		40	40	Partner project end report, EOP Reflection	Six-monthly	PC
OC 2	Partners become more reflective and use learning to address social injustice	Examples of partners that become more reflective and use learning to address social injustice				Case studies from partner capacity assessment	Six-monthly	SPC
		# of partners perceived to be reporting more reflective and use learning to address social injustice		40	40	Partner project end report, EOP Reflection	Six-monthly	PC
OC 3	Partners are capable to expand their	Examples showing that partners are capable of expending their space for better influence				Case studies from partner capacity assessment	Six-monthly	SPC

						Means of Verification	Frequency	Responsible
	space for better influence	# of partners perceived to be capable to expend their space for better influence	■	20	20	Partner project end report, EOP Reflection	Six-monthly	PC
I1	Provision of grants	# of grants provided Disaggregation: grant amount, issue area, geographical distribution, types of activity funded	150	150	150	Grant database	Monthly	PC
		Ratio of funded versus unfunded proposals	■	■	■	Proposal register	Monthly	PC
		# and types of partners receiving grants	120	120	120	Grant database	Monthly	PC
		Estimated # of beneficiaries from grants Disaggregation: direct and indirect, sex				Partner project end report	Monthly	PC
I2	Reflection and learning	# and types of reflection and learning exercises conducted with partners Disaggregated into: Types of reflection and learning exercises	200	200	200	Monthly PC report	Monthly	PC
		# of groups/ organizations receiving reflection and learning exercises	100	100	100	Monthly PC report, Partner database	Monthly	PC
I3	Providing learning opportunities	# & types of learning platforms supported by Paung Ku Disaggregation: types of learning platforms, events organized by PK/ co-organized with other organizations/ referral to other's events, location of the events, issue areas	72	72	72	Learning platform database	Monthly	PC
		# of seats allocated by PK supported learning platforms Disaggregated into sex	2500	2500	2500	Learning platform database	Monthly	PC
		# and types of information materials distributed Disaggregated into book and CD	■	■	■	Admin distribution record	Monthly	Admin officers
I4	Paung Ku's direct support initiatives	# and types of direct supports provided by Paung Ku Disaggregation: types of direct support, location of action, issue area, amount spent.	15	30	30	Direct support database	Monthly	PC
I5	Documentation and sharing	# of learning papers produced and circulated by Paung Ku	1	2			Six-monthly	PPM

The targets presented in this M&L framework subject to making amendments after the first year of operationalizing the new M&L FW.
HLO: Higher-level outcome, OC: Outcome, I: Intervention and Output

Disaggregation of indicators and sub-categories of disaggregation

Indicator no.	Disaggregation	Sub-categories
I1	Grant amount	1. Quick grant (0-10 Lkh) 2. Team decision (10-70 Lkh) 3. SMT decision (>70 Lkh)
	Issue area	1. Emergency & humanitarian 2. Local Governance 3. Natural Resource Governance, Energy and Environment 4. Investment (SEZ, Chinese Investment, IFI) 5. Land 6. Peace (Armed conflict and communal conflict) 7. Education 8. Labour 9. Media 10. Other (specify)
	Geographical distribution	1. Village, City/Township/ state or region
	Types of activity funded	1.Production/distribution of materials 2. Workshops & dialogues 3. Technical training [defined as involving a curriculum or transfer of specific skills/facts, e.g. Land Law training or eel farming training) 4. Cross-visits, networking events 5. Research & evidence-gathering 6. Organizational Support (Salary, Rent, Equipment etc) 7.Advocacy and Campaigns 8. Other [specify]
	Types of partner	1. Coalition 2. Organizations 3. Networks and sub-networks 4. Other [specify]

	Level of engagement	Village/Ward Township State/Region National
	Beneficiaries from grants	1. Direct (M/F)
I2	Types of reflection and learning exercises	1. Partners meeting (Office Visit, Outside meetings) 2. Project monitoring meeting including field visits 3. EOP reflection 4. Other [specify]
I3	Types of learning platforms	1. Technical training [defined as involving a curriculum or transfer of specific skills/facts, e.g. Land Law training or eel farming training) 2. Workshops and dialogues 3. Cross-visits, networking events 4. Movements/Campaign 5. Other [specify]
	Types of organizing	1. Events organized by Paung Ku 2. Events co-organized by Paung Ku with other actor/s 3. Referral to other's events 4. Other [specify]
	Issue area	1. Emergency & humanitarian 2. Local Governance 3. Natural Resource Governance, Energy and Environment 4. Investment (SEZ, Chinese Investment, IFI) 5. Land 6. Peace (Armed Conflict and communal Conflict) 7. Education 8. Labour 9. Media 10. Other [specify]
	Location of events	1. Village, City/Township/ state or region
I4	Types of direct supports	1. Meeting/ Workshop/ Events/campaign/dialogues/forum 2. Publication 3. Cross-visit 4.Other [specify]

	Location of action	1. Village, City/Township/ state or region
	Issue area	1. Emergency & humanitarian
		2. Local Governance
		3. Natural Resource Governance, Energy and Environment
		4. Investment (SEZ, Chinese Investment, IFI, etc)
		5. Land
		6. Peace (Armed Conflict and Communal Conflict)
		7. Education
		8. Labour
		9. Media
		10. Other [specify]

Why direct support
- Partner is new to PK
- PK would like to lead for partner learning through activities
- More than one organization participated in the issue
- Partner – lack financial management
- PK interested issue
- PK would like to wait and see partner status/level
- Short notice
- PK and partner would like to take quick response
- PK would like to introduce the issue to a particular partner.