

Internal Document – Not for Circulation

Country: Myanmar

Programme Document: 2025-2028



*Women satisfied with her agroecological harvest, Gui Htu Village, Kachin State.  
Credits: 2024 SWISSAID Myanmar, KBC.*

Country and Duration		Myanmar; January 2025 to December 2028 (4 Years)		
Programme title		Myanmar Country Programme		
Outcome	Nr of persons reached <sup>1</sup> Nr of persons who benefit <sup>2</sup>	Strategic areas / Key approaches	Strategic Partners	% of funds <sup>3</sup>
<input checked="" type="checkbox"/> O1 agroecological transformation of food systems	Participants: 42,000 Women = 16,800 Men = 25,200  Beneficiaries: 165,000 Female = 80,000 Male = 85,000  Beneficiaries include family members of participants, including children.  Sensitised persons: 8,000 Female = 4,000 Male = 4,000	<input checked="" type="checkbox"/> PUSH (Production, Demo plots, Farmer seed systems, Farmer Field Schools, etc.) <input checked="" type="checkbox"/> PULL (Market access, value addition, etc) <input type="checkbox"/> POLICY <input type="checkbox"/> WASH <input checked="" type="checkbox"/> Emergency	KBC-HDD LCD Golden Ground	35%
<input type="checkbox"/> O2: natural resource governance	Direct: m/w Indirect: m/w	<input type="checkbox"/> Access and control over natural resources (NR -Governance) (Eco-system focussed) <input type="checkbox"/> Extractive industries (LSM) Human rights, Compensation/ Transparency <input type="checkbox"/> Extractive Industries (ASM) <input type="checkbox"/> Climate Change Adaptation/Disaster Risk Reduction		0%

<sup>1</sup> People we (directly) work with, double counting allowed between outcomes.

<sup>2</sup> Indirect beneficiaries, double counting allowed between outcomes.

<sup>3</sup> Percentage of funds planned to be spent for each strategic area.

<input checked="" type="checkbox"/> O3: gender equality	Participants: 12,000 Women = 8,000 Men = 4,000  Beneficiaries: 50,000 Female = 27,000 Male = 23,000  Beneficiaries include family members of participants, including children.  Sensitised persons: 6,000 Female = 3,000 Male = 3,000	<input type="checkbox"/> Gender-based violence <input checked="" type="checkbox"/> Women's social mobilization and leadership <input checked="" type="checkbox"/> Women's economic empowerment <input type="checkbox"/> Masculinity <input type="checkbox"/> Empowerment of youth	KBC-HDD	15%
<input checked="" type="checkbox"/> O4: Locally led development	Strategic partners: 3 Total partners: 60	<input checked="" type="checkbox"/> Core Support to partners for outcome 1,2,3 <input checked="" type="checkbox"/> Civil Society Strengthening in general <input checked="" type="checkbox"/> Learning and advocacy	KBC-HDD LCD Golden Ground	40%
<input checked="" type="checkbox"/> Management (CoOf)		<i>Management funds (after cost allocation) should not exceed 10% of the programme budget.</i>		10%
			<i>Total</i>	<i>100 %</i>

Financial data		
	Local Currency: MKK	Exchange rate: 1 CHF to 3,500 MMK
Expenses <sup>4</sup>	MMK	CHF
Total Estimated overall budget 25-28		
Expenses Cooperation Office (CoOf) <sup>5</sup>	6 300 000 000	1 800 000
Expenses in Core programme	3 500 000 000	1 000 000
Expenses in Build-up programme	14 700 000 000	4 200 000
Expenses in Humanitarian/Emergency <sup>6</sup>	2 100 000 000	600 000
<b>Total expenses</b>	<b>26 600 000 000</b>	<b>7 600 000</b>
Incomes <sup>4</sup>	MMK	CHF
LIFT	12 600 000 000	3 600 000
EU	2 100 000 000	600 000
Humanitarian Donors	2 100 000 000	600 000
Other Donors Fundraising South	980 000 000	280 000
<b>Total income</b>	<b>17 780 000 000</b>	<b>5 080 000</b>
Required additional funding SDC/free donations/earmarked donations Inst. FR North (see details in table 11)	8 820 000 000	2 520 000

#### Brief Programme Description

The Myanmar Country Programme's underpinning model of change is to support civil society organisations and networks at multiple levels (community, township, state) to be the driving agents in addressing their own priorities and achieving their social change goals. At community-level, the Programme will support communities to self-organise, self-protect and self-promote to protect their lives, livelihoods, and human rights. At township and state level the Programme will work in equal partnerships with local civil society organisations, to contribute to an empowered civil society that is delivering quality, conflict sensitive humanitarian relief and livelihoods support; is well networked, including across religious and ethnic lines; and has voice and civic space to influence the policy and practice of local, national and international stakeholders and duty-bearers. Within this overall frame, the Myanmar programme will work on two thematic focus areas:

*Food Security and Resilient Livelihoods* – the programme will support rural households to realise their right to food and improve their livelihoods, particularly vulnerable and marginalised people. The context of increasing and deepening poverty combined with escalating humanitarian needs requires a nexus approach; by providing direct relief support to vulnerable households to meet their immediate food and livelihoods needs and reduce their negative coping strategies, while using strategies to strengthen livelihoods resilience in the longer-term. As part of this, Agroecology (AE) is the key programme strategy to increase the resilience of local food systems. This includes building capacity for climate-sensitive AE practices to reduce dependency on external inputs, improving access to quality local seeds, food processing and marketing. A further key resilience strategy is to increase access to affordable credit for livelihoods activities through community-managed revolving funds. Opportunities and risks for policy and practice engagement with duty-bearers are different in each township and therefore will be considered case by case, based on the livelihoods priorities of specific communities. Gender equality will be deeply

<sup>4</sup> Here only estimated figures are expected. Detailed guidance of the repartition of Core and Build-up programmes will be decided annually in the budget process.

<sup>5</sup> Before cost allocation to projects.

<sup>6</sup> Figures for information purposes only, the budget for emergency relief projects will be integrated in the SWISSAID Global Humanitarian Fund.

mainstreamed through all interventions, combined with specific transformative strategies to empower women and sensitise men.

*Women, Peace and Security* – conflict and the multiple crises in Myanmar have a disproportionate impact on women and girls due to pre-existing and prevailing gender inequalities. However women are not simply victims during wartime, they can play a powerful role as a unifying force for peace and stability, as recognised by UN SCR 1325 and the Women, Peace and Security (WPS) agenda. The Myanmar country programme therefore aims to support civil society initiatives to advance the implementation of the four pillars of the WPS agenda. This will be a new area for the programme and therefore interventions will be small-scale, pilot activities that can create a foundation for scaling up activities during the next strategic period.

Finally, it should be noted that the context in Myanmar is fluid and unpredictable. This Country Programme plan is mainly based on a scenario that conflict in Myanmar will continue in the coming years, resulting in worsening poverty and humanitarian needs for millions of people, continued and new operational challenges, and a patchwork of governance actors with territorial control and increasingly trying to take on public service administration roles. If this scenario is not correct and the situation improves, the programme will have less emphasis on emergency response and an increased focus on rehabilitation and sustainable development of livelihoods, including increased policy engagement with duty-bearers.

Total number of people directly involved (persons we work with) in the programme (m/w)<sup>7</sup>: 42,000 (25,200/16,800)

Total number of people benefitting from the programme (indirect beneficiaries) (m/f): 165,000 (85,000/80,000)

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<sup>7</sup> No double counting allowed here.

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# 1. Thematic foci

## A. Thematic Focus A: Food Security and Resilient Livelihoods

### A.1. Problem statement

After over three and a half years since the military coup, Myanmar is in the midst of a prolonged political, socioeconomic, human rights and humanitarian crisis that is affecting the whole country, with little sign of resolution in the medium-term. Since the coup, armed conflict between **the Myanmar Military and Ethnic Armed Organisations (EAOs) / People's Defence Forces (PDFs)** has increased and become more widespread, including in our operating areas. Countrywide, over 3 million people<sup>8</sup> are estimated to be displaced and the trend is increasing. 18.6 million people are now in humanitarian need, up from 1 million people at the start of 2021. Almost half the population (49.7%) was living below the national poverty line by the end of 2023<sup>9</sup>. Food insecurity is on the rise with 13.3 million people – almost a quarter of the population - now estimated to be in phase 3 (crisis) or 4 (emergency) levels of insecurity<sup>10</sup>.

Health and education services have been severely disrupted. Livelihood systems are vastly under stress and community needs continue to increase. Households face risks to agricultural productivity due to rising input costs (seed, fertiliser, etc) which has led some farmers to reduce their crop growing areas, affecting their household income and pushing some farmers into migration. Farmers have reduced their use of agrochemicals (fertiliser, pesticide, etc) and there is a growing interest in locally produced alternatives, including for quality seeds, however access to technical support, including on agroecological techniques, is very limited. Access to affordable credit is increasingly constrained, with brokers charging 5-10% per month and some requiring collateral. Small-scale producers also face constraints in the market chain, including high transportation costs and insecurity, insufficient information on market price trends, and little bargaining power with buyers and traders. Since farmers are facing many difficulties, daily farm labourers also face less employment opportunities and average daily wages are often not sufficient for their family needs as the price of goods is continually increasing. Exacerbating the complex conflict context, Myanmar is also among the world's most hazard-prone countries<sup>11</sup> and is vulnerable to a wide range of natural disasters - including cyclones, tsunamis, rainfall induced flooding, landslides, earthquakes, droughts - creating additional challenges for poor households.

Women are especially affected by the continuing multiple crises in Myanmar. Women are more likely to be the ones eating less and selling their personal assets to help their families survive; they are managing increased workloads of unpaid care and domestic work; the reduction in health care services has a specific impact on maternal health during pregnancy and childbirth; and women are exposed to increased risk of sexual violence, abuse and trafficking. There is an ongoing disproportionate impact on women's capacity to earn sustainable livelihoods, mostly because the conflict makes it difficult for women to move around safely and means they have less access to employment opportunities. The situation has led to a notable backslide in progress on gender equality and women's empowerment, with Myanmar ranking 125 out of 146 countries on the 2023 Gender Inequality Index (GII) and being in the “low grouping” of countries for both the **Women's Empowerment Index and the Global Gender Parity Index**. Furthermore, long-standing cultural beliefs and practices that discriminate against women are deeply rooted in society, and deeply internalised by both women and men. Women are underrepresented in decision-making

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<sup>8</sup> OCHA Humanitarian Update #40 – 16<sup>th</sup> August 2024

<sup>9</sup> At the end of 2022, estimated poverty rates reached 68% in Kachin and 61% in Shan State, with rates rising faster than at national level, notably among farm households, and those dependent on farm wages. LIFT Call for Concept Notes, October 2023

<sup>10</sup> Humanitarian Response Plan Myanmar (addendum), UNOCHA, issued in June 2024.

<sup>11</sup> The 2021 Global Climate Risk Index ranked Myanmar as the second most vulnerable country in the world to extreme weather events.



bodies at all levels, from national to local<sup>12</sup>, and many lack the opportunity to influence decisions that ultimately affect their lives and needs.

The country has seen the emergence of a broad coalition of resistance groups, including Ethnic Armed Organisations<sup>13</sup> (EAOs), the National Unity Government (NUG), and dozens of **local People's Defence Forces (PDFs)**, which continue to wage guerrilla war against the junta. Townships covering **86% of the country's territory and including 67% of the national population are no longer under stable junta control<sup>14</sup>**. EAOs with a long history of "governing" populations and with established "civilian" departments, are fully cognizant of the challenges of keeping public services functioning. However, newly emerging governance actors have had little exposure to the role of accountable governance practice, and even the experienced groups may struggle as territory increases and urgent humanitarian needs grow. SAC state-administration structures and ministries also continue to exist from national to local level, although with limited service-provision capabilities.

While there is a tradition of communities working together in social and religious activities, there is less experience in coming together to negotiate for collective economic and social development priorities, and to advocate their priorities to external stakeholders. Societal relations have also been further complicated since the coup by pressure to adhere to one political position or another which can lead to social tensions between, and even within, families. The coup and resulting conflict have also exacerbated pre-existing tensions between and within ethnic groups. At community level, traditional structures and leaders e.g. village elders, monks, church leaders are playing an increasingly important role to fill the gaps left by limitations in public sector service provision, and there has been some emergence of new younger leaders. However while these community leaders often have good intentions, they have had limited exposure to or support to develop participatory and inclusive leadership skills.

Shrinking civic space, safety and security concerns, banking challenges and access to cash, price increases, restrictions on transporting goods and fluctuating access to communities all affect the ability of CSOs to provide assistance. However local organisations have demonstrated their ability to navigate these challenges. Local CSOs have strong contextual knowledge, existing relationships and trust with their community constituencies and experience in navigating local dynamics, including finding alternative entry points for action in the face of new restrictions. The programme aims to provide appropriate support to their efforts, that is responsive to the changing context and does not create excessive administrative burden, while maintaining accountability to communities and donors. Strategically robust localisation requires international actors to prioritise sustainable civil society strengthening, seeing their primary role as investing in the ability of Myanmar civil society to survive this era of military rule.

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<sup>12</sup> For example, of the SAC cabinet, 5.8% are women. In the NUG cabinet, 15% are women.

<sup>13</sup> Significantly, some EAOs are firmly positioned as part of the resistance movement, e.g. launching renewed offensives against the military, providing shelter for activists and citizens fleeing from arrest, etc. However, while a **tentative "alliance" has been** formed between the NUG and these EAOs, this is likely more based on fighting a common enemy rather than a fully articulated and shared political vision. Other EAOs are tentatively working with the regime or have remained "neutral".

<sup>14</sup> Special Advisory Council for Myanmar (SAC-M) briefing paper "Effective Control in Myanmar – 2024 Update", May 2024.

## A.2. Solution statement

### A.2.1. Theory of change

60 CSOs in North-east and South-east Myanmar<sup>15</sup> have increased their capacities to implement programmes with a focus on food security and livelihoods resilience using a gender-just, triple nexus approach reaching 165,000 vulnerable people (at least 40% female).

Our Theory of Change is:

*If our civil society partners are able to effectively support conflict-affected communities to build their resilience, leadership and influencing capacities, to meet their immediate food needs and to enhance their social, economic and natural assets, inclusive improvements of livelihoods for rural women and men will be achieved.*

In the social, economic and political context in Myanmar, we assess that empowered communities, combined with a strong, gender-just civil society are critical drivers of change to achieve improved food security and livelihoods<sup>16</sup>. In a scenario that the current crisis continues throughout the timeframe of the Country Programme (CP) plan, both are essential to meet immediate needs and to protect the lives and livelihoods of vulnerable people. In a scenario that the context improves, both will be needed to ensure that the voice and priorities of poor women and men are heard by emerging power-holders. Therefore, our underpinning model of change is to strengthen the resilience of civil society groups and networks at multiple levels (community<sup>17</sup>, township, state), so that they are able to engage with and influence local livelihoods systems<sup>18</sup> for inclusive improvements in the food security and livelihoods of marginalised men, women and children.

The context of increasing and deepening poverty combined with escalating humanitarian needs, requires a nexus approach to improve food security and livelihoods, i.e. by providing direct relief support to vulnerable households to meet their immediate food and livelihoods needs and reduce their negative coping strategies, while using strategies to strengthen the resilience of pro-poor livelihoods systems<sup>19</sup> in the longer-term. Balancing the urgent needs of the most vulnerable with the general decline in income, security and living standards is also an important element of a conflict-sensitive approach and ensuring that no one is left behind.

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<sup>15</sup> UTF II currently includes Chin State in the North-west of Myanmar. It is not yet known if Chin will be included in any future UTF project. We aim that UTF will continue in Chin but this will depend on the structure of LIFT's future funding windows.

<sup>16</sup> Our definition of livelihoods is holistic and includes increased social, human, natural, financial and physical capitals. A livelihood is sustainable and resilient when it can cope with and recover from the various shocks and stresses arising from conflict, climate change and both macro- and micro-economic pressures, while not undermining the natural resource base.

<sup>17</sup> A community may be defined by location, e.g. a village or a IDP camp, but also includes groups of people with a common interest or identity, e.g. women, youth, producer groups, PWD, PLHA, etc.

<sup>18</sup> A system is a collection of components (e.g. actors, actions, policies) that are inter-connected in a common theme i.e. for SW-MY, this is food security and livelihoods.

<sup>19</sup> Our Theory of Change assesses that a livelihoods system requires the following characteristics to result in increased resilience and improved livelihoods for poor and marginalised people: meaningful civic participation; a high degree of social and economic equity; strong social values and social capital for inclusion and participation, including for diverse and marginalized groups; effective governance, and public and private sector policy, practice and institutions which enhance community socio-economic capitals; recognises changing power and influence dynamics and is thus consistently conflict sensitive; continually learns and effectively puts learning into action.

## A.2.2. On what we build?

Despite the challenges in the operating context, the SW-MY team and partners continue to find workaround solutions, and in 2023 the country programme reached over 20,000 households in Myanmar, working in partnership with over 60 CSOs. Local partners have strong contextual knowledge, existing relationships and, importantly, trust with their community constituencies and experience in navigating local dynamics, including finding alternative entry points for action in the face of new restrictions. SW-MY and partners are established in their areas, have experienced and well-connected staff and have experience in adapting management and implementation strategies if there are changes in the context / risk environment. For example an external evaluation of the Uplands Township Fund (UTF) conducted by LIFT in 2023 recognised the effectiveness of the project in ensuring an emergency response for especially vulnerable households, improving livelihoods, increasing access to essential services, and building community resilience to tackle significant social and economic challenges – all while the UTF teams and civil society grant-holders faced **severe constraints and risks themselves. UTF’s commitment to integrating gender equality and social inclusion was noted, as was UTF’s strong coherence in conflict sensitivity approaches.** The UTF approach of localisation was also found to be highly effective. Overall, in all 10 key metrics reviewed by the evaluation, UTF was rated at the highest level.

Since Covid, followed by the coup, partners have gained experience in implementing relief response activities, including experience of humanitarian principles and standards. Partners in the core programme have been working with SW-MY on agroecology, community empowerment and **development, value addition and promoting gender equality and women’s empowerment** for some years and their teams include experienced agricultural officers, community facilitators and management, finance, monitoring and admin staff. All partners have received an orientation on the SW-CH Agroecology Policy and, as part of knowledge management, Friday knowledge sharing sessions on agroecology and other livelihoods related topics are held with staff, partners and guest speakers. Furthermore, during 2023 Agroecology Refresher Trainings were organized for staff and partners in Kachin and Southern Shan. The trainings were appreciated by participants, and they recommended that in future SW-MY staff, partners and targeted farmers need to see more evidence of successful work on Agroecology e.g. through cross visits to other successful farms, or through videos and photos. During 2023, six user-friendly IECs for Agroecology were also produced and published in Myanmar language, for Staff and Partners to use with communities to improve understanding of basic agroecology practices. In line with the AE policy, steps have also been taken to improve the capacity of staff and partners on Climate change adaptation, by linking mitigation strategies with the Agroecological practices currently promoted by SW-MY and partners. SW-MY also continues to be part of AE related networks in Myanmar, including ALiSEA (Agroecology Learning alliance in South-East Asia), however these have not been fully operational since covid and the coup.

Gender equality was a priority of the previous Myanmar country programme plan, and during its implementation good steps forward have been taken. As confirmed by the result of the Gender Mainstreaming Assessment carried out in spring 2024, the Myanmar Programme has reached excellent levels with regard to mainstreaming gender in its projects and activities. With support from the Senior Programme Officer Gender, partners have received training and accompaniment to develop and implement Gender Action Plans (GAPs) for every project. The GAPs aim to increase visibility and accountability for gender mainstreaming and include detailed gender actions, appropriate targets and quotas, an implementation timeline, responsible people, support and budget needed. Partners have also been supported to develop their own organisational Gender policies and PSEAH policies. As an additional capacity support tool, in 2023 SW-MY published a Gender Handbook for CSOs, written in Myanmar language and designed to be relevant to the context and easy to use. As part of knowledge management, Friday knowledge sharing sessions on gender are held with staff, partners and guest speakers. All staff and partners have also received an orientation on the SW-CH Gender Policy and PSEAH Policy. Investment has also been made in the capacity of the SW-MY team to support partners, including 29 staff members participated in a Gender Studies course facilitated / organised by the SPO Gender in 2022. SW-MY is also engaged in various networks of INGOs, CSOs and UN agencies in Myanmar, which provide opportunities for

sharing learning and resources. For example, the Gender Equality Network, the PSEA Network, etc.

### A.2.3. Principles, approaches, instruments and roles of SWISSAID

#### Approaches:

*Locally-led protection and development* – in the fluid and complex context, the ability of communities to self-organise, self-protect and self-promote will be key to protect their lives, livelihoods, social capital / cohesion and human rights. Local action is a necessary condition for short-term survival, increased resilience and longer-term change. The programme will therefore support community-based groups to be the driving agents in addressing their own priorities. This approach focuses on the *process* of supporting community decision-making and inclusive grassroots leadership, including supporting women to gain increased confidence and capacities to be leaders and decision-makers. Based on our experience to date, community-identified priorities can often include a broader range of protection interventions, for example contingency plans and actions to protect themselves in the event of displacement or increasing conflict; victim assistance (e.g. legal assistance; referral to specialist organisations, including specialists in supporting survivors of gender-based violence; family support); actions to protect land and natural resources; access to impartial information, etc.

Our reach to Community-Based Organisations (CBOs) will be *through* our civil society partners. **Partner's** will provide direct support (financial, mentoring, connections) for communities to analyse, influence and lead local systems change to achieve their priorities and increase their resilience. This includes supporting civic leaders, especially emerging new youth leaders and women, to gain increased awareness of and capacity for inclusive local governance (participation, inclusion, pluralism, gender equality, conflict management, civic rights and responsibilities) and to negotiate and advocate with external stakeholders on behalf of their own communities. Recognising the importance of cooperative action and shared learning, partners will also facilitate peer-to-peer networking and connections between communities in the same geographical area (e.g. within the same village tract) or belonging to the same interest group.

*Provision of direct relief support* - Relief support will focus on vulnerable households, for example Internally Displaced Persons (IDPs), especially vulnerable small-holder farmers, female-headed households, etc. The specific inputs provided will be based on the needs of the target vulnerable households, however the main sectoral focus is food security and livelihoods. Examples of interventions include conditional or unconditional cash transfers, food distributions, farming input distributions, provision of hygiene materials, etc. Relief support is provided as direct grant support that does not need to be repaid to the community group. It is expected that 97,000 people will be reached with humanitarian assistance by 2028 (core and build up programme).

*Increasing resilience through agroecology* - Agroecology (AE) remains the key programme strategy to sustainably improve farm productivity and viability. Women and men farmers will gain improved access to agroecological skills to transition from conventional farming to agroecology. During the timeframe of this CP plan, the focus will be on transitions in food crops used for household consumption and for small-scale cash crops that are sold in local food markets (e.g. paddy, vegetables, legumes). The specific transitions targeted will be based on the priorities of the communities, i.e. the transitions that they judge will be most useful and impactful. However, based on our current analysis, this is likely to include AE techniques for reducing the use of external bio inputs for soil fertility management and management of weeds, pests and diseases. This includes (but is not limited to) support for increased production of local, natural alternative inputs at scale, both for use by farmers themselves and as a potential income generation activity. During the timeframe of this CP plan, it is expected that 3,000 small-holder farmers will be supported to adopt AE practices.

SW-MY's programme experience has shown that farmers can adopt agroecological practices if co-creation of knowledge is grounded in appropriate learning systems that use both formal and non-

formal approaches and that capture the inherent value of farmer peer to peer support. Therefore the programme approach is grounded in strengthening farmer learning systems (e.g. through field schools, demonstration farms, field days and cross visits) that use a combination of theory and practice demonstration, supported through continuous follow-up mentoring and accompaniment from SW-MY and partners' agricultural technicians. As access to communities and the ability to gather groups of people can fluctuate in the current conflict context, the content of the Agroecology trainings will be streamlined based on community priorities, will be simplified to require less formal training days, and increased emphasis on supporting the implementation of learning through mentoring will be given.

Improving access to local quality seed will also be a key intervention. This will include supporting local seed producers and farmer seed networks to produce and sell quality seeds in their local areas. **This "business orientated" model brings income benefits to the producers and increased access to quality seeds for smallholder farmers.**

Direct support for AE and quality seeds will be complemented by community-level advocacy actions to raise awareness of the benefits of AE and local seeds, including the positive impacts of AE on mitigating the effects of climate change. In this way, the programme and partners aim to contribute to building a movement for agroecology - of smallholder farmers as facilitators of agroecology in their communities and of consumers of organically grown agricultural products. (See also markets below).

Although nutrition and water supply will not be specific priorities of the programme, small scale interventions to support improved access to nutrition and access to safe water / water for agriculture may be supported if these are critical priorities for specific communities.

*Increasing access to affordable credit* - A further key resilience strategy is to increase access to affordable credit to reduce risky coping methods, reduce dependency on costly broker financing which leads to long-term debt traps and to encourage investment in livelihoods for increased productivity / income. Our assumption is that if vulnerable HHs have less unsustainable debt, their livelihoods will be more resilient. Access to affordable credit will be through community-managed revolving funds for agriculture, livestock and other income generation activities. Building on programme experience since covid-19 and the coup, interest rates and repayment rules are established by the community groups to ensure that terms are appropriate for their specific communities. It is expected that 8,000 small-holder farmers / labourers will have accessed these community micro-credit funds by end of 2028. Building on the experiences of previous projects with KBC, the programme will also explore options for replicating the "Purchase and Hold fund" in projects with additional partners. The fund consists of capital held at partner-level, which is used to purchase organic produce from farmers, giving the farmers a direct market with minimal risk and a good price.

*Strengthening local market opportunities* - Reduced market opportunities due to increased costs, import and export restrictions, banking and cash restrictions and inflation also require continued engagement with the private sector for creating or protecting equitable markets for producers and will continue to be part of the programme's systems engagement approach. Where opportunities exist, this will include engaging with private sector companies (e.g. commercial sellers of organic produce). However in the period of this CP plan the main focus will be on engagement in the local economy, for example, supporting producers to add value to their products (e.g. packaging, quality), to gain greater access to market information, to directly connect and promote their products to consumers (e.g. to foster consumer demand for organically grown produce and quality local seeds by raising awareness of the food quality, health and agronomic performance benefits through consumer education awareness campaigns, digital marketing, etc), or to identify local alternatives in the supply chain.

*Gender Transformative approach* - the country programme aims to contribute to a transformative impact on gender inequality at household and community level and includes approaches for gender mainstreaming through all interventions, combined with specific transformative strategies to empower women and sensitise men. Gender analysis, gender action plans and gender monitoring and evaluation systems will be developed and implemented with the partners with the support of the SW-MY Senior Programme Officer Gender. The action

plans will identify concrete steps (including budget needed) for mainstreaming gender in each of the planned project activities. Programme activities **to promote women's empowerment** will include gender equality and co-responsibility awareness raising (e.g. trainings, community social dialogues) with women and men in order that social and cultural norms favouring gender equality are reinforced and those that discriminate against women are questioned and changed. Focussed support will also be provided to women to gain increased confidence and capacities to drive their own development agenda and to be decision-makers and leaders within their families, their groups **and their communities. This will include (but is not limited to) supporting specific "women-only" groups (e.g. women's SHGs) that create safe environments for women to meet, share information and tackle their priority issues together.** To provide specific opportunities for women to economically empower themselves and to build social capital among women in their communities, dedicated **women's investment funds** will be provided. The use of the funds will be decided by **the women's groups based on the group's collective priorities. Partners will also support networking between community-based women's groups for shared learning and, where opportunities exist, collective advocacy with duty-bearers.**

The programme also seeks to mainstream gender organisationally in the structures and systems of the partners through coaching and building capacity. This will include the use of Gender Auditing tools, to assist partners to identify strengths and capacity gaps, and develop plans to address them. In addition, we will invest time in building networks between partner organisations in Kachin and Southern Shan (core and build-up partners), with the aim of increasing peer-to-peer learning, sharing of resources and building connections between partners and other like-minded organisations (e.g. national level networks, UN Women, etc).

Prevention of gender-based violence will focus on integrating awareness raising and sharing information on referral services into the gender equality awareness raising interventions. In the same way, although masculinity will not be a core focus area, the concepts will be integrated in gender awareness interventions. Specifically, in the CP timeframe SW-MY and its partners plan to target 4,000 men in the intervention areas. Lastly, Youth (defined as people between 18-24 years old) as well as LGBTIQ+ are not a specific target group of the programme but will be included based on general vulnerability criteria.

*Policy and practice engagement* - In the current context, township governance systems are becoming more complex, with the emergence of new actors and changing roles and influence of pre-existing actors. While the programme has paused substantive engagement with military government entities, engagement with other governance actors and community leaders remains important, for both facilitating direct community support and protection, and to ensure that any emerging social and political contexts are inclusive and accountable to the needs and rights of all citizens. However, the opportunities and risks in each township are different and therefore engagement will continue to be considered case by case and will be based on the livelihoods priorities of specific communities. If the context improves during the time frame of the CP plan, the programme strategy will adopt an increased emphasis on policy and practice change of local governance actors, with a focus on creating an enabling environment for the improvement of rural livelihoods and achievement of the right to food, **including women's rights to a livelihood (i.e. to develop enabling systems, structures and practices that improve women's livelihoods and reduce poverty).**

## Principles

*LNOB (Leave no one behind)* – this principle is explicitly integrated in various forms and degrees in the project portfolio of SW-MY and given the worsening context in which we operate, it will be an even more central approach of the new CP. Concretely, all interventions recognise the multiple dimensions of poverty as human right violations that have devastating consequences and are often inherently coupled with unjust power relations. To take this into account, SW-MY will systematically integrate the most vulnerable rights holders – either through direct targeting of left-behind groups or mainstreaming of the LNOB principle in a wider target group – and focus on their right to effective participation and empowerment by providing a platform in which they can express their rights and needs.

*Social Cohesion / triple nexus* – as noted above, the context requires a nexus approach to programming. A key element of this is to assist communities to strengthen their social cohesion. This includes mainstreaming conflict sensitive approaches in all programme interventions (see below) plus targeted action to support communities to analyse their situation (e.g. through social cohesion awareness trainings, community dialogues) and develop community-led solutions (e.g. strengthening community-based conflict resolution mechanisms). Our programme experience is that increased awareness, combined with practical opportunities for collective action (e.g. by joining together in CBOs, farmers groups, women’s groups, etc) leads to positive social cohesion outcomes. Deteriorating mental health is a key arising issue with increased numbers of people expressing experiencing stress, worry, fear, anxiety, depression and trauma caused by the challenges of the current, and previous, crises. Solid and lasting social cohesion cannot be built without addressing existing traumas at individual and group levels. Partners will therefore also be supported to link with specialist service providers for trauma healing if they do not have their own in-house expertise.

*Conflict sensitivity* – At country programme level, our strategy recognizes that we work in townships that include a rich mix of groups, people and communities of different ethnicity and religions. Therefore, overall, SW-MY applies a “portfolio approach” to conflict sensitivity – i.e. while some partners may focus specifically on constituencies of their common religion or ethnicity, in the overall partnership and project portfolio SW-MY aims to work with a mix of groups to ensure representativeness and inclusivity. At project level, the conflict-sensitive management approach includes regular reflection and analysis of the village and area context, actor mapping, dividers and connectors, how conflict/tensions are impacting different gender and social groups, and whether project strategies and engagement with different actors need to be adapted to enhance opportunities for social cohesion.

### Role of SW-MY

The SW-MY team has multiple roles that are interrelated and not mutually exclusive. These include:

*Grant management* – the Team are involved in accompanying partners in all stages of projects, from inception to completion. In particular, the Team is responsible for identifying and selecting new and existing civil society partners, working with civil society actors to design projects and develop proposals, preparing these in English for approval, negotiating finer details, preparing for contracting and fund transfers, facilitating the project’s implementation and monitoring progress, facilitating suitable reflection, giving feedback on reports, negotiating changes in project, closing grants, and assisting in planning for what might come next. This role also includes absorbing as many donor compliance requirements as possible, so that CSO partners are not overwhelmed.

*Action partnership* – our aim is that the time spent on grant management is as stream-lined as possible so that the Team can give increased emphasis to their role as “active change agents” – actors in their own right. This includes a convening and facilitating role to spur networking and shared learning, building connections between different stakeholders, direct advocacy with stakeholders when appropriate and building/maintaining donor relationships.

*Monitoring, Evaluation, Accountability and Learning (MEAL)* – the Team contribute to developing and implementing the MEAL framework for projects and the overall programme, including giving feedback to ensure it can be continually improved. They are involved in direct monitoring of activities, monitoring downward accountability, collating case studies, consolidating data and analysis, financial monitoring, producing reports in English, and assisting partners when needed to have suitable reflection and learning processes and documenting the process and results for follow-up. They also have a key role to ensure compliance to SWISSAID’s standards including for PSEAH and anti-corruption and fraud.

*Mentoring, coaching, co-learning and CSO capacity building* – the Team have an active role in mentoring and coaching, which particularly means an ability to empathise, practice active listening, ask questions that stimulate reflection (rather than give the necessary instructions), create space for learning, provide feedback and encourage innovation. Adopting a co-learner role is useful. While

capacity building activities include some direct provision of training, the team also plays a role in linking CSOs with external resource people, sharing knowledge from international communities of practice and acting as a convenor to share knowledge at sub-national, national and international level.

#### A.2.4. Risks and assumptions

*Key assumptions:*

- Partners and CBOs remain able to operate in the target geographies and, although compromised, there is still relative freedom of movement throughout the target area.
- The banking system remains functioning to an extent that transfers and sufficient withdrawal of cash is possible, or operational workaround solutions can be found and agreed.
- Meetings of groups of people remains possible.
- Coordination and communication between relevant stakeholders remain possible.

*Key risks:*

Risks and mitigation measures			
External risks	Probability	Impact	Mitigation measures
Reduced / frequently changing space for INGOs and civil society, especially for unregistered organisations e.g. due to 2022 Organisational Registration Law. Increased scrutiny of INGO and CSO operations restricts ability of partners & SW-MY to implement and affects funding flows.	High	High	Continuously monitor the political situation, with partners and CSO/INGO networks. Maintain flexibility to support CSOs in their own individual risk mitigation measures as the situation will be different in different townships and for different organisations. At a practical level, this means being open to delays and changes in planned activities. At a higher level, it includes SW-MY being responsive how to best support civil society as civil society adapts its own mitigation strategies. Key to this is the relationship SW-MY has with civil society actors, so we are aware of an increase in the risk environment as it develops.  Shared risk analysis with SW-CH before any external public communications in Switzerland (online and print). All public communications require sign off by the MC, CR and SW-CH Programme Manager.
Administrative contact with SAC authorities for registration risks misperceptions of legitimizing them.	Medium	High	Strong communication with partners about <b>SW-MY's position, mandate and support</b> to communities. Cooperation and exchange with the INGO Forum – this is an active network of over 100 INGOs working in Myanmar. When possible, we aim to follow common positions and approaches with other INGOs.
Ongoing and potential worsening of the banking crisis, meaning that financial transactions remain difficult.	Medium	Medium	Continue to use, explore and test solutions to transferring funds and withdrawing cash under the current situation in coordination with SW-CH and donors.
Risk of being in the wrong place at the wrong time. For example, being caught in the crossfire of fighting, IEDs and	Medium	Medium	Ongoing risk analysis by the Management Committee (MC) and regular updating of the safety and security operating protocols. Continue with remote monitoring measures if



bombings especially in the towns.			face to face monitoring is not possible. Support provided to CSO partners to develop their own protocols as requested / needed.
Arrest / harassment of staff or beneficiaries if they are perceived to be handling compromising information or due to communications about the project.	Medium	Medium	Ongoing risk analysis by the Management Committee (MC) and regular updating of the safety and security operating protocols, including digital security measures, as required based on the analysis. Names / photos of community project participants will not be used publicly without their expressed consent. If arrest related to the project occurs, the family will be supported to connect with ICRC, legal advice, etc.
Escalation of armed conflict in the towns where SWISSAID offices are located necessitates the relocation of staff and results in the loss of office equipment and documents.	Medium	High	SWISSAID offices have prepared an emergency contingency plan and have secured important materials and documents. The MC will continue to closely monitor the situation, update the plans and respond as necessary.
Myanmar is one of the most disaster-prone countries in the world, with unstable weather systems (including heavy rainfall, storms and cyclones). Earthquakes, typically ranging between 1-5 on the scale of Richter are fairly regular.	Medium	Medium	Closely monitor the situation through early warning systems. Safety and security guidelines include operating protocols for natural disasters. SW-MY has demonstrated it can be flexible and responsive if new humanitarian needs arise. Partners have experience in quickly adapting their interventions if there are new emerging priorities.
Programme risks	Probability	Impact	Mitigation measures
Financial – maintaining operations in Myanmar will require flexible approaches in funding transfers to partners which creates a risk that our financial records will not meet accounting & audit standards, and in a worst-case scenario could create a safety risk for staff.	Low	Medium	Any specific exceptional measures for financial transactions and supporting documents discussed with donors (e.g. accepting scans / photos as supporting evidence of expenditure).
Sexual Exploitation, Abuse or Harassment (SEAH) by staff of SW-MY or partners.	Low	High	SW-MY has a Prevention of SEAH Policy & Staff Code of Conduct. The policy includes clear reporting processes. Project capacity building activities include supporting partners to develop or strengthen their own PSEAH systems and community accountability mechanisms.
Internal risks	Probability	Impact	Mitigation measures
Insufficient budget to meet commitments of the MoU, risking cancellation of the agreement. The MoU commits to a programme budget of approx. 1.1 million USD per year for 3 years	Low	High	Proactive fund-raising by SW-MY and SW-CH to ensure that at a minimum, this level is reached.

High turnover of staff due to funding uncertainties	Medium	Medium	Monitoring of staff satisfaction and well-being by the Management Committee. Continue team building and morale building activities.
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### A.3. Programme outcome(s)

N°	SWISSAID outcome(s):
OC1	1 million people - all genders equally – contribute to inclusive local food systems and have improved their nutrition (incl. water) through accelerated agroecological transition.
OC2	500'000 people - especially the most vulnerable people - benefit from fair natural resource governance and have increased their climate resilience and natural resources management capacities
OC3	250'000 women – with the co-responsibility of men – increasingly enjoy a life without gender-based discrimination and violence and strengthen their full sociopolitical and economic potential in a more gender inclusive society.

Table 1: Program outcomes thematic focus A

N°	Programme outcomes (max 3).	Related to SWISSAID outcome(s)	Short description, explanation for the adaptation or the split into different outcomes
<i>Thematic focus A: Food Security &amp; Resilient Livelihoods</i>			
1	60 CSOs in North-east and South-east Myanmar have increased their capacities to implement programmes with a focus on food security and livelihoods resilience using a gender-just, triple nexus approach reaching 165,000 vulnerable people (at least 40% female).	1 / 3 / 4	In this outcome CSO partners will provide relief support to vulnerable households to meet their immediate food and livelihoods needs, while using strategies to strengthen the resilience of pro-poor livelihoods systems in the longer-term. It targets marginalised women and men in Kachin and Southern Shan (Core and Build-up) and in additional states (to be determined - build-up only). It targets conflict-affected, food-insecure small-holder famers of different ethnicity and religion, and especially vulnerable households and individuals including IDPs, landless, women and women-headed households; poor households with high dependency ratios; and people with disabilities or households with people with disabilities.  Gender equality is a pre-requisite for achieving sustainable livelihoods and will be mainstreamed through all activities. Prevention of gender-based violence will not be a specific focus of the programme, however awareness raising / sharing information on referral services will be integrated into gender equality awareness raising interventions. In the same way, masculinity will not be a core focus area but will be integrated in gender awareness interventions and explicitly target 4'000 men. Youth (defined as people between 18-24 years

			old <sup>20</sup> ) as well as LGBTIQ+ are not a specific target group of the programme but will be included based on vulnerability criteria.
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## A.4. Indicators

Table 2: Indicators thematic Focus A

N°	Indicator name	N°	SWISSAID indicator
<i>Thematic Focus A: Food Security &amp; Resilient Livelihoods</i>			
<i>Outcome MY 1: 60 CSOs in North-east and South-east Myanmar have increased their capacities to implement programmes with a focus on food security and livelihoods resilience using a gender-just, triple nexus approach reaching 165,000 vulnerable people (at least 40% female).</i>			
1.A	Percentage of households with moderate or severe food insecurity (based on FIES assessment) <i>(Target: reduction of 20% to baseline).</i>	SW 1.a	SWISSAID Indicator 1.a SUFOSEC indicator 1.a
1.B	Percentage of households applying a diverse set of agroecological practices <i>(Target: baseline + 20%)</i>	SW 1.c	SWISSAID Indicator 1.c SUFOSEC indicator 1.c
1.C	Percentage of women indicating a substantial improvement of living conditions <i>(Target: Increase of 20% to baseline).</i>	SW 3.b	SWISSAID Indicator 3.b SUFOSEC indicator N/A
1.D	Number of vulnerable people provided with food and livelihoods relief support <i>(Target: 97,000)</i>	SW Output 1.4b	SWISSAID Output Indicator 1.4b SUFOSEC Output Indicator 1.3b
1.E	Number of people involved in resilience building activities (disaggregated by community leadership building, access to revolving funds, etc). <i>(Target: 8,000)</i>	SW Output 1.4b	SWISSAID Output Indicator 1.4b SUFOSEC Output Indicator 1.3b
1.F	Number of SW-MY partners with 30% of women in leadership positions <i>(Target: 100% of partners in the core programme)</i>	SW 3.a	SWISSAID Indicator 3.a SUFOSEC indicator 3.a

Additionally, Sufosec indicators will be measured at project level.

<sup>20</sup> This is the definition used by United Nations Agencies.

## B. Thematic Focus B: Women, Peace and Security

### B.1. Problem statement

In Myanmar, conflict and crises have unique and disproportionate impacts on women and girls due to pre-existing and prevailing gender inequalities. Gender norms and roles influence the causes and consequences of conflict, shaping the experiences of women, men, girls, and boys differently. In particular, women and girls are disproportionately affected by sexual and gender-based violence during conflicts, while men may be pressured to conform to rigid notions of masculinity that promote aggression. Particular groups of women are affected more: women headed households, ex-combatants, returnees or internally displaced, minorities, and women with disabilities. However women are not simply victims during wartime. They are also active agents. Most notably, women are often charged with the food security, economic subsistence, physical care and protection of the young, the elderly, the disabled, and the ill when men are in combat, in prison, killed or disappeared. Often these activities are undertaken in the context of continual displacement, and in many instances, they call on women to take on new and untraditional roles.

In October 2000, the disproportionate impact of conflict and instability on women and girls and the critical roles women play in preventing conflict and building peace were recognised for the first time at a global level through the landmark United Nations Security Council Resolution (UNSCR) 1325. UNSCR 1325 and its subsequent nine resolutions to date form the Women, Peace and Security (WPS) agenda. However, even prior to the February 2021 coup, little progress had been **made in meeting Myanmar's commitments** to WPS and Myanmar did not have a National Action Plan (NAP) on WPS. Barriers included lack of awareness on WPS of government officials and a failure to understand their related international obligations. Furthermore, the deeply patriarchal political culture and governance systems **did not uphold women's rights, and there was also a** widespread reluctance to work on issues that are deemed to be politically sensitive, including peace, conflict and security. Previous peace and security structures and processes also failed to meaningfully integrate gender perspectives. All of these barriers have been exacerbated following the coup as revealed in the 2023 Women, Peace and Security (WPS) Index in which Myanmar ranked 165 out of 177 countries, **revealing low levels of women's inclusion, justice and security**<sup>21</sup>.

### B.2. Solution statement

#### B.2.1. Theory of change

Three partner CSOs have advanced the implementation of the WPS agenda by supporting women to have increased confidence and capacity to be leaders and to actively participate in building social cohesion and positive peace.

Women represent a group with common practical protection needs and strategic interests of peace and stability, that cut across religious, ethnic and political divides. Therefore in situations of conflict women, and especially elderly women, as mothers and grandmothers can play a strong unifying force in the interests of peace.

Therefore, our Theory of Change is:

*If women are supported to gain increased confidence and capacity to take on leadership roles, and if promising local female leaders are provided opportunities to communicate together and form networks and alliances, their voice will be heard louder and their practical needs and strategic interests will be better represented at the local level, and in any future nation-building level negotiations.*

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<sup>21</sup> UN Women 2024-2025 Country Profile

While SW-MY has experience in supporting **women's leadership and women's roles in** community peace and social cohesion, framing this under the WPS agenda will be a new area for the team. Furthermore, the WPS agenda is sensitive in the current Myanmar context and therefore the programme will need to proceed cautiously and use alternative language than WPS. Due to these factors, combined with an uncertain funding environment, it is expected that during the time frame of the CP 25-28 our partnerships and interventions in this thematic area will be small-scale, pilot activities (mainly in Kachin State) that can create a foundation for scaling up activities during the next strategic period.

## B.2.2. On what we build?

Gender equality was a priority of the previous Myanmar country programme plan, and during its implementation good steps forward have been taken. As confirmed by the result of the Gender Mainstreaming Assessment carried out in spring 2024, the Myanmar Programme has reached excellent levels with regard to mainstreaming gender in its projects and activities. Partners and staff **have a strong understanding of the importance of women's leadership roles** and experience of supporting women to action these roles.

While the programme has little direct experience in promoting the WPS agenda, a small number of our partners in Kachin do bring specific knowledge in this area, and SW-MY has existing connections with civil society networks and international organisations that can be allies and useful sources of tools and learning. Lastly, SW-MY is an active participant in the SW Gender Community of Practice (CoP) where it profits from the knowledge exchange from the SWISSAID countries with broad experience for example on women political participation and prevention of Gender-based violence (GBV).

## B.2.3. Principles, approaches, instruments and role of SWISSAID

### Approaches

*WPS agenda* - our approaches will be based on the four pillars of the WPS agenda:

- *Participation*: with a focus on supporting women to lead and participate in decision-making by building the capacity of women leaders and supporting women to network together for shared learning, peer support and collective advocacy, including across ethnic and religious lines. **Work in this pillar also includes supporting women's leadership and participation in conflict resolution and social cohesion building at the local level.**
- *Protection*: **with a focus on building awareness of women's rights among both women and men, including women's rights under SCR 1325.**
- *Prevention*: awareness raising on prevention of GBV and sharing information on referral services will be integrated into gender equality awareness raising interventions (See Thematic Focus A)
- *Relief and recovery*: **with a focus on increasing women's leadership and participation in humanitarian action.**

*Stakeholder Engagement* – **local stakeholders' and local authority leaders' understanding and willingness to engage on issues of women's rights** and gender justice is different in different locations, therefore the opportunities and risks are also different. As part of the pilot activities SW-MY will explore possibilities with partners for engagement with other stakeholders on a case-by-case basis, **based on the partners' local knowledge, relationships and guidance.**

### Principles

*LNOB (Leave No One Behind)* – While as a group women face common challenges, the specific roles, problems and priorities of Myanmar women vary across different ethnicities, ages, locations, and social and economic positions. Therefore, in promoting the WPS agenda the programme will

give strong focus to inclusion and on empowering women from especially marginalised and vulnerable groups and communities.

See also Thematic Focus A for other relevant approaches which are also fundamental to Thematic Focus B, including supporting locally-led development and conflict sensitivity.

Role of SW-MY

Direct interventions in this Thematic Focus will be implemented by partners, therefore SW-MY's role is mainly the same as in Thematic Focus A – i.e. Grant Management, Action Partnership, MEAL, and Co-learning and Capacity Building.

B.2.4. Risks and assumptions

See Thematic Focus A above for overall assumptions, risks and mitigating actions. In addition:

*Key assumptions:*

- SW-MY is able to build sufficient knowledge of and skills in the WPS agenda to be a relevant and “value-adding” partner to CSOs.
- Men and community leaders do not block activities related to women’s empowerment and WPS.
- SW-MY and partners are able to retain staff with commitment to women’s empowerment and skills in gender transformative approaches.

*Risks:*

Risks and mitigation measures			
External risks	Probability	Impact	Mitigation measures
The WPS agenda is sensitive in the Myanmar political context and is unlikely to be welcomed by local and national authorities, creating risks to continued operation and staff safety.	Medium	High	Continuously monitor the political situation, with partners and CSO/INGO networks. Maintain flexibility to support CSOs in their own individual risk mitigation measures. Use appropriate language (rather than specific WPS language). Shared risk analysis with SW-CH before any external public communications in Switzerland (online and print). All public communications require sign off by the MC, CR and SW-CH Programme Manager.
Programme risks	Probability	Impact	Mitigation measures
Gender norms and dynamics are hard to change, and may cause a backlash from men, impeding the ability of women to participate and, in a worst-case scenario, leading to GBV.	Medium	Medium	Systematic, robust strategies to challenge barriers and support enablers in relation to <b>Gender Equality and Women’s Empowerment</b> . This include sensitively recognising local culture, gender norms and stereotypical expectations and adapting approaches to find <b>entry points that don’t</b> create conflict, but while respecting and protecting the rights of both women and men. Partners have experience in finding appropriate approaches in communities of various ethnicity and religion.
Strategies that promote <b>women’s participation and leadership</b> increase the work burdens already shouldered by women.	Low	Medium	Specific action on recommendations from women on how not to increase their work burden.

### B.3. Programme outcome(s)

N°	SWISSAID outcome(s):
OC1	1 million people - all genders equally – contribute to inclusive local food systems and have improved their nutrition (incl. water) through accelerated agroecological transition.
OC2	500'000 people - especially the most vulnerable people - benefit from fair natural resource governance and have increased their climate resilience and natural resources management capacities
OC3	250'000 women – with the co-responsibility of men – increasingly enjoy a life without gender-based discrimination and violence and strengthen their full sociopolitical and economic potential in a more gender inclusive society.

Table 3: Programme outcomes thematic focus B

N°	Programme outcomes (max 3).	Related to SWISSAID outcome(s)	Short description, explanation for the adaptation or the split into different outcomes
<i>Thematic focus B: Women, Peace and Security</i>			
2	Three partner CSOs have advanced the implementation of the WPS agenda by supporting women to have increased confidence and capacity to be leaders and to actively participate in building social cohesion and positive peace.	3	The Myanmar Country Programme implements <b>both gender mainstreaming and women's empowerment</b> initiatives throughout the programmatic interventions. WPS initiatives specifically aim to recognize and address gender inequalities and power imbalances that prevent women from achieving their rights and undermine prospects for sustainable peace. Approaches will include engaging men and boys for achieving gender equality as allies and partners to support the human rights of women and girls. During the CP 25-28 our partnerships and interventions in this thematic area will be small-scale, pilot activities (mainly in Kachin State) that can create a foundation for scaling up activities during the next strategic period.

### B.4. Indicators

Table 4: List of Indicators thematic focus B

N°	Indicator name	N°	SWISSAID indicator
<i>Thematic Focus B: Women, Peace and Security</i>			
<i>Outcome MY2: Three partner CSOs have advanced the implementation of the WPS agenda by supporting women to have increased confidence and capacity to be leaders and to actively participate in building social cohesion and positive peace.</i>			
2.A	Number of women that have effectively organised and formed networks within social and political spheres relevant to the WPS agenda (e.g. related to social cohesion, conflict resolution, relief response) ( <i>Target: 1,000</i> )	SW Outcome 3	SWISSAID Indicator 3.2.b SUFOSEC Indicator 3.2.b
2.B	Documented examples demonstrating the outcomes of gender equality in protection and peace promotion ( <i>Target: minimum 4 case studies</i> )	SW Outcome 3	SWISSAID Indicator 3.2.b SUFOSEC Indicator 3.2.b

Additionally, Sufosec indicators will be measured at project level.

## 2. Sufosec Outcome 4: who we work with and how?

### 2.1. Stakeholder analysis, partners and strategic partners

N°	SWISSAID outcome 4:
OC4	100 empowered national and local partners have increased their agency and decision-making power, and SWISSAID has embraced a more equitable partnership approach, reinforcing locally led development.

As noted in the Thematic Focus sections above, the underpinning model of change of the SWISSAID Myanmar programme is to strengthen the resilience of civil society groups and networks at multiple levels (community, township, state), so that they are able to engage with and influence local livelihoods systems for inclusive improvements in the food security and livelihoods of marginalised communities.

While we assess that the engagement of all sectors (public, private, civic) is necessary to achieve a pro-poor livelihoods system, SW-MY's **engagement in the livelihoods system starts from a civil society perspective**. This is especially relevant in the current context in which opportunities for engagement with private sector and governance actors are more limited than ever before and vary substantially in different localities. Therefore, the core focus of the country programme is on the "*civic sector*" - to contribute to a strong, connected and gender-just civil society at community, township and state level, that can make the most of opportunities as they arise and is able to promote positive social change that benefits vulnerable and marginalised people *even when powerholders are unable or unwilling*. Our aim is to contribute to a civil society that is accountable; is able to deliver quality support to protect and improve food security and livelihoods leaving no one behind; is well networked across diverse elements including across ethnic lines; and has a voice in society which can influence and hold others accountable.

As SW-MY has been working in a partnership programme for more than two decades in Myanmar, "**localisation**" is not a new concept for the programme and we have established strong relationships with local civil society and gained extensive partnership experience. Our Partnership approach is grounded in the principles of partner decision-making and empowerment, mutual respect and accountability, open communication, solidarity and shared risk. Our focus for direct partnership and funding support will mainly be State and Township level civil society. This "**intermediate level**" civil society has the strong trust and relationships with communities that is critical in the diverse ethnic, religious and cultural areas in which we work and importantly in the current context, has better access to communities. In 2023, SW-MY worked with over 60 CSOs<sup>2</sup> in Myanmar, including **Non-Governmental Organizations (NGOs), Women's Rights Organizations (WROs), Faith-Based Organizations, Ethnic Literature and Culture Associations, Farmers' networks**, and networks of local CSOs. We aim to continue with a similar number of partnerships during the timeframe of this CP (core and build up programmes).

As noted in the Thematic Focus sections above, our reach to *Community Based Organisations* (CBOs) will be through our civil society partners. CBOs are increasingly crucial in the current context of Myanmar to reach communities and to ensure that programme strategies meet with the local situation and needs. The roles of CBOs are increasing to strengthen community resilience and community self-reliance in the situation of less public services and goods because of conflict and the political situation. A core element of support at community level will be to build capacity for grassroots leadership, i.e. enabling communities to be the driving agents in addressing their own priorities, using approaches that foster strong social values, gender justice and pluralistic and democratic practice (i.e. locally-led development).

Due to our long history of working in partnership, the SW-MY programme already meets or exceeds key indicators of the SWISSAID Outcome 4 Global results framework. For example in 2023, 68% of the SW-MY programme funding was allocated to partners (SWISSAID global 2024-28 target is 30%), all project proposals are co-designed with partners through joint Project Steering Committees



which also meet regularly during implementation to steer the project, and SW-MY follows a demand-driven approach to capacity support in all partnerships. However, we will continue to monitor these indicators during the CP plan timeframe. In addition, three potential strategic partners have been identified (see table below) and we will track progress in the SW-CH Power Assessment Tool with these partners.

Table 5: Outcome for locally led development and equal partnerships

N°	Localization and Partnership	Related to SWISSAID outcome(s) <sup>22</sup> :	Short description, explanation for the adaptation or the split into different outcomes
<i>Empowered Civil Society and Locally Led Development</i>			
3	60 civil society partners have gained increased capacity, confidence and connectedness, and asses that SW-MY has an equitable partnership approach, re-enforcing locally-led development.	4	<b>To be stronger / “more capable”</b> , civil society has support needs in resourcing, exposure and learning. The programme’s core approaches for civil society to access these support needs are a) funding; b) supporting demand driven capacity building; and c) facilitating connections including both <i>horizontal</i> civil society coalitions within the same township and <i>vertical</i> (state, national) networks. To ensure that our partnerships are equitable, our team culture and partnership principles will continue to promote partner decision-making and empowerment, mutual respect and accountability, open communication, solidarity and shared risk.

Table 6: List of Indicators locally led development

N°	Indicator name	N°	Swissaid indicator:
<i>Empowered Civil Society and Locally Led Development</i>			
<i>Outcome MY 3: 60 civil society partners have gained increased capacity, confidence and connectedness, and asses that SW-MY has an equitable partnership approach, re-enforcing locally-led development.</i>			
3.A	Proportion of partners with increased capacity to deliver their social change goals (measured by the Sufosec Partner Organisation survey for Core funded partners and project-specific MEAL processes in build up projects). <i>(Target: 80%)</i>	4	SWISSAID Indicator 4.3.b SUFOSSEC indicator 4.3.b
3.B	Proportion of strategic partners that have reached at least Level 3 (co-decision) on the Power Assessment Tool in their collaboration with SWISSAID <i>(Target: 100% / 3 strategic partners)</i>	4	SWISSAID Indicator 4.a SUFOSSEC indicator 4.a
3.C	Proportion of SWISSAID funds allocated to national/local actors <i>(Target: 60%)</i> .	4	SWISSAID Indicator 4.b SUFOSSEC indicator N/A

<sup>22</sup> Just put the Swissaid outcome (SOC) number here.

3.D	Proportion of project proposals co-designed from the beginning ( <i>Target: 100% of core funded projects</i> )	4	SWISSAID Indicator 4.2.b SUFOSEC indicator N/A
3.E	Documented examples demonstrating the outcomes of locally led practice, shifting power to national and local actors ( <i>Target: minimum one</i> )	4	SWISSAID Indicator 4.c SUFOSEC indicator 4.b

Table 7: List of strategic partners

Nr	Stakeholder's name	Description (+ since when the partner works with SW)	Stakeholder's role and added value, indicate links and existing collaborations of partners
<i>Thematic focus A: Food Security &amp; Resilient Livelihoods</i>			
<i>Strategic partners</i>			
1	Kachin Baptist Convention Humanitarian and Development Department (KBC-HDD)	KBC is a faith-based organisation. SW-MY has been working in partnership with KBC Humanitarian and Development Department since 1997. KBC-HDD has 15 Zonal Association Community Development Departments and is one of the largest development and humanitarian relief actors in Kachin State. KBC is also a key advocate for peace and the protection of human rights in Kachin State.	Implementation of activities related to community empowerment, Agroecology (AE) and Gender Equality at community level. Research on AE and dissemination / promotion of AE. Humanitarian Response. KBC has strong experience and commitment to Agroecology and has established the Sustainable Development and Learning Centre (Ake Eco-Farm) for the promotion of AE. KBC has given increased emphasis to integrate gender issues into their programmes over the last few years and the HDD has a dedicated Women Protection and Empowerment (WPE) team. The HDD is experienced in Humanitarian programming and is able to quickly shift programme activities based on changes in the context (i.e. a nexus approach). KBC as an organisation has connections and influence with a variety of stakeholders in Kachin. <b>KBC doesn't require accompaniment support in organisational development and hence is a relatively "easy" partner</b> compared to the many other small SW-MY partner organisations that need more support. Furthermore, the opportunity for the SW-MY programme that this partnership brings is the chance to share the documentation and learning from the partnership with the smaller, less experienced partners. KBC receives funding through the Baptist church networks (local and international, and the Kachin diaspora) and a variety of institutional donors. KBC is one of the 7 consortium members receiving funding from the European

			Union for the DPP project that SW-MY is also part of. They are not dependent on SW-MY funding, however SW-MY has previously been a key partner for the Ake Eco-Farm and their community-based AE activities.
2	Loiyang Bum Community Development (LCD)	LCD started as a Sub-Department for Community Development under the Mohnyin District Catholic Church and became an independent organisation in 2013. SW-MY has been working in partnership with LCD since 2013. They focus on livelihoods, peace education, gender sensitivity and humanitarian response.	Implementation of activities related to community empowerment, resilient livelihoods, Gender Equality at community level and Humanitarian Response. Civil Society networking and coordination within Mohnyin District. LCD have strong experience in community empowerment approaches, livelihoods support and humanitarian relief response. They are well networked and have taken a leadership role in civil society coordination within Mohnyin District, including providing mentoring support to smaller CSOs. They have a strong analysis of the context in their area and provide strategic advice to SW-MY, including as a member of the UTF Grant Approval Committee. They have connections with a variety of stakeholders in Mohnyin District and the wider Kachin State.
3	Golden Ground Organic Agro-Eco Development Association	The organization was founded in 2009 and began by providing technical assistance and training to small-holder farmers in various locations across the country. Based in Pindaya Township in Southern Shan State, it has established an organic training centre and two demonstration farms and has been connecting organic markets with organic farmers. The organization initiated the Danu Organic Farmers Network by organizing organic producers and farmers in Pindaya, Ywa Ngan, and Kalaw townships in Southern Shan. Additionally, it produces value-added products by processing local crops.	The organization has strong technical knowledge and resources to support organic farmers by providing technical assistance and support for the organic certification process, including both internationally recognized documents and PGS. SWISSAID has provided grants to the organization through the UTF project and maintains good relations with them. Golden Ground will significantly contribute to SW-MY's strategy by linking agroecological food markets with local farmers and connecting wider networks of local and national agroecological market stakeholders. The organization will collaborate with other SW-MY AE partners to promote value-added food production, creating market opportunities for local AE farmers.
<i>Other relevant (current and future) partners</i>			
4	ALinn Banmaw Local Development Organisation	ALinn started as a field unit office of Metta Development Foundation in 1999 and became an independent organisation in 2004. Its overall programme target area includes all 4 Townships of Banmaw District. ALinn Banmaw has been working in partnership with SWISSAID since 2005.	Implementation of activities related to community empowerment, livelihoods including Agroecology, Gender Equality at community level and Humanitarian Response. ALinn has strong experience in community empowerment approaches, livelihoods support and humanitarian relief response. They are building their <b>skills related to AE and women's</b>

		<b>The vision of ALinn is that “local communities in Kachin State build a peaceful, just society with holistic development”. To achieve the vision, ALinn’s mission is to promote adequate food security, better incomes, and achievement of the human and political rights of citizens of Kachin State.</b>	empowerment programming. They are well networked and have taken a leadership role in civil society coordination within Banmaw District, including providing mentoring support to smaller CSOs. They have connections with a variety of stakeholders in Banmaw District and the wider Kachin State.
5	Shwe Danu (SDN)	SDN was formed in 2010 in Pindaya Township, Danu self-administrative Zone, Southern Shan State and has been a partner of SW-MY since 2011. <b>SDN’s work focuses on community capacity building, women’s empowerment, food security (including through agroecology), environmental conservation, and facilitation for village development.</b> SDN also has experience in programmatic work in areas of education, health, access to clean water and humanitarian response.	Implementation of activities related to <b>Women’s empowerment and gender equality, community empowerment, Agroecology (AE) and Humanitarian Response.</b> SDN have strong experience in work on gender equality and have supported the <b>development of Women’s Self-Help groups across their programme target areas, as a mechanism for women’s economic and sociopolitical empowerment.</b> They have also been working with SW-MY on agroecology since the start of the BRILSS project in 2016 and have therefore built-up technical AE skills within their organisation. They have connections with a variety of stakeholders within the Danu self-administrative zone.
6	Muditar Foundation	Muditar has implemented community-based development activities in Myanmar since 2009 and has worked in partnership with SW-MY since 2016. Its mission is to create sustainable and gender-just programmes in health, education, and socio-economic development.	Implementation of activities related to <b>Women’s empowerment and gender equality, community empowerment, livelihoods and humanitarian response.</b> Muditar has strong experience in promoting local capabilities and has a proven collaborative approach in rural villages. They have strong organisational values for gender equality, and experience in and commitment to <b>promoting women’s leadership and economic empowerment.</b> They have connections with a variety of stakeholders within the PaO self-administrative zone.
7	Metta Development Foundation	Founded in 1998, Metta evolved into <b>one of Myanmar’s largest National NGOs.</b> SW-MY has been working with Metta since the founding of the organisation and, in addition to bilateral project partnerships, is also a joint member of the DPP and UTF consortia together with Metta.	During the CP 25-28 period, it is planned that Metta will continue to be a member of the SW-MY coordinated UTF consortium and the facilitator of UTF in N.Shan and Kayah. Metta play a leading role in CSO coordination and networking and have been a key advocate on localisation in Myanmar. The partnership brings the opportunity to increase SW-MY’s learning and networks on locally-led development. Metta also has connections and influence with a variety of stakeholders in Kachin, N.Shan and Kayah. <b>Metta doesn’t require</b>

			accompaniment support in organisational development and hence is a relatively “easy” partner compared to the many other small SW-MY partner organisations that need more support.
8	Township / State level CSOs	As noted above, in 2023 SW-MY worked with over 60 CSOs, that are mainly State or Township level organisations. We plan to continue this level of partners during the CP timeframe. However, names of current individual partners have not been included as these may change during the life of this CP.	Community level implementation of livelihoods and humanitarian interventions. Engagement in township-level livelihoods systems. SW-MY’s engagement with a large number of township / state level organisations is unique among INGOs in Myanmar. It brings opportunities for learning and sharing on “good partnership” approaches and localisation.
<i>Thematic focus B: Women, Peace and Security</i>			
<i>Strategic partners</i>			
9	Kachin Baptist Convention Humanitarian and Development Department (KBC-HDD)	KBC is a faith-based organisation. SW-MY has been working in partnership with KBC Humanitarian and Development Department since 1997. KBC-HDD has 15 Zonal Association Community Development Departments and is one of the largest development and humanitarian relief actors in Kachin State. KBC is also a key advocate for peace and the protection of human rights in Kachin State.	Implementation of activities related to the WPS agenda. As noted above, KBC-HDD has a dedicated Women Protection and Empowerment team. They have some experience in WPS programming and are interested to build this further. <b>They have good networks with women’s organisations and other relevant stakeholders in Kachin.</b>
10	Other local organisations	SW-MY is assessing further organisations that will be strategic partners for the implementation of the thematic focus B	
<i>Other relevant (current and future) partners</i>			
11	Township / State level CSOs	The State or Township level organisations that SW-MY currently works with includes Women’s Rights Organisations and CSOs focussing on Women’s empowerment. Specific additional partners within this Thematic focus have not yet been confirmed. It is planned that work on WPS will start with KBC and will reach to other partners depending on the progress of the pilot activities and the funding opportunities available.	Implementation of actions related to the WPS agenda. If SW-MY is able to engage with other partners in this thematic focus there is also an opportunity to support networking between partners with the aim of increasing peer-to-peer learning, for sharing of resources and for building connections between partners and other like-minded organisations.

#### *Other Stakeholders analysis*

In addition to our direct funding partnerships, SW-MY will also engage with other key stakeholders as follows:

Nr	Stakeholder name	Description	Stakeholder Role and Added Value, indicate links and existing collaborations of partners
<i>Civil Society Networks / International Networks</i>			
12	Joint Strategy Team	A network of 10 local organisations in Kachin and N.Shan that are active in humanitarian response in Kachin. The JST also leads the current DPP consortium project and also implements a small grants mechanism for other civil society groups funded by LIFT.	Key actors in any future DPP project, provision of technical capacity building in humanitarian response for SW-MY's smaller partners, shared learning on small-grants mechanisms. Also important for sharing local knowledge and insights on the context, and for joint engagement with local stakeholders (e.g., ethnic administrations) if the situation requires.
13	Township level CSO networks	SW-MY has connections with various township level networks, including providing funding support to some of them.	Important for shared learning and peer-to-peer support for Township level CSOs.
14	Kachin State Civil Society Network	A network of local CSOs in Kachin and also acts as an "umbrella-body" of the township level networks in Kachin. Active in coordination of humanitarian response, research & analysis, collective advocacy.	Important for shared learning and peer-to-peer support for CSOs in Kachin. Potential ally for analysis and advocacy.
15	Kachin Women Peace Network (KWN)	The KWN was established in April 2012 and is comprised of more than 70 dedicated Kachin women volunteers from Kachin state and Northern Shan state. These Kachin women, from different professional backgrounds, grouped together to effectively and meaningfully participate in the pre-coup peace process and democratisation process in Myanmar. The network has over 6 years of experience in the women, peace and security field together with its partner organizations, especially with Kachin Women organizations in Kachin state and the Northern Shan state. The KWN's work includes research, advocacy and network strengthening among Kachin women leaders and organizations and Kachin civil society to promote democracy, women peace and security, and peace and stability in Kachin region.	There is an opportunity for SW-MY and <b>partners to learn from KWN's direct</b> experience of working on the WPS agenda (Thematic Focus B). KWN is also a potential advocacy ally for WPS as they have experience in working closely with CSOs and access to EAOs. If SW-MY's work on WPS scales up in the future, they are also potentially a good partner for a joint funding proposal to donors.
16	Local Intermediaries Network	A network of local organisations that work on collective advocacy on localisation, including the development of a Good Localisation Partner Index.	Collective advocacy, shared learning and shared tools on Localisation.
17	INGO Forum / Swiss NGO Forum	The INGO Forum is a key network among INGOs based in Myanmar for collaboration, information sharing,	Valuable source of information and collective learning among INGOs. Plus, the INGO forum has representatives on

		and collective engagement and advocacy towards the government, international communities, UN agencies, and donor institutions. We will continue to be a member of the INGO Forum and regularly attend meetings. The Swiss NGO forum does not meet often but we will continue to attend meetings when they are organised.	the UN Humanitarian Country Team, which presents opportunities for collective advocacy with UN agencies and donors. The Swiss NGO forum is a useful source of information on the programmes of other Swiss actors, including SDC.
18	Gender Equality Network Myanmar (GEN)	A Myanmar network of local and international organisations working on gender and women's empowerment. SW-MY is a member and regularly participates in monthly meetings and events.	Collective advocacy, shared learning and shared tools on gender equality and women's empowerment.
19	PSEA Network Myanmar	A network of UN agencies, INGOs and local CSOs. SW-MY is a member.	Sharing resources and information on PSEA and prevention of GBV; sharing information on referral services for GBV; provides training for focal points of the network member organisations.
20	The Agroecology Learning Alliance In South East Asia (ALISEA)	A network of organisations working on agroecology in S.E. Asia. Currently the network is not very active in Myanmar, however SW-MY continues to be a member and engages when opportunities arise.	Potential for shared learning and resources on AE.
21	Swiss INGO Policy Group for Myanmar	A network of Switzerland-based INGOs working in Myanmar. The network started during 2021 as an informal group focusing on operational issues and has developed into a structured working group lobbying Swiss government, FDFA and SDC for the Myanmar cause.	Collective advocacy and lobby work, shared learning and shared tools on operational issues. Potential for joint mandates/contributions acquisition and fundraising.
UN agencies			
22	UN Women	<b>UN Women's strategy in Myanmar</b> is in line with SW-MY's approaches and priorities.	Opportunities for shared learning and access to the IEC materials produced by UN Women. Possibly a future source of funding.
23	Food and Agriculture Organization	FAOs interventions in Myanmar previously included substantial work with the government. Since the coup their programme is now very limited and mainly focuses on relief support to agriculture-dependent communities. They still provide agricultural technical assistance for CSOs.	Continue to share information / coordinate with FAO to spot opportunities for potential engagement and collaboration.
Governance Actors			
24	SAC Department of Agriculture (DOA)	An application for an MoU has been submitted to the DOA.	An MoU is essential for SWISSAID to continue its programme operations in the country.
25	SAC Home Affairs department / Union	SW-MY's <b>current Organisational Registration</b> expires in December	Organisational Registration is essential for SWISSAID to continue its programme

	Registration Board	2025. It will be necessary for us to apply to Home Affairs / the URB for a renewal.	operations in the country.
26	Ethnic Administrations	Non-state actors are also important stakeholders that influence SWISSAID programme targeted areas and EAO-controlled areas are growing. There are several EAOs active in Kachin and Southern Shan including but not limited to KIA (Kachin Independence Army), KPDF (Kachin Region People's Defence Force), PNA (PaO National Army), PNLA (PaO National Liberation Army), and KNDF (Karenni Nationalities Defence Force), with some having administrative control over significant swathes of land. Relationships with EAOs can vary between welcoming and sometimes restricting and controlling.	Engagement is mainly through local partner organizations to maintain essential trust and coordination with the EAOs and Ethnic Administrations active <b>in the target area, in ways that don't put</b> the programme and its target group at risk.
Private Sector Actors			
27	Regional and township-level businesses and associations related to the agroecological farming system.	For example, in Southern Shan, Ayarwaddy Seed, which specializes in the regeneration, multiplication, and distribution of local seeds and Borderless Agriculturalist which focuses on the production and distribution of natural compost and inputs. In Kachin, KBC has established a business called Sut Shanan, which operates a Micro Credit Union and has built a network of agroecological and organic farmers to collect and distribute products in <b>the local market. One of SWISSAID's</b> UTF partners, in Kachin - MRDI (Majoi Rural Development Initiatives) - provides technical support to smallholder farmers for value chain engagement, market research and information.	SWISSAID and local partners in Southern Shan expect to engage with these private businesses to strengthen the agro-food system at the local level.  Continued engagement with Sut Shanan and MRDI for technical support and market linkages for other partners.
28	Myanmar Organic Growers & Producers Association (MOGPA)	A national level association of farmers.	Engagement for support for partners in Value Chain & Market Research for AE farmers, direct market linkages, and market information sharing.
Donors			
29	Livelihoods and Food Security Trust Fund (LIFT) / UNOPS	Current donor for the Uplands Township Fund, plus LIFT is a key civil society support actor in Myanmar and an advocacy ally with other donors.	Potential for future funding as it is expected that LIFT will issue a new call for proposals that will be relevant to UTF during 2025. Regular coordination through our engagement via UTF. This includes feeding in evidence of why and how LIFT could / should continue to



			dedicate specific funds to civil society support.
30	European Union	Current donor for the DPP consortium project. Also, a key civil society support actor in Myanmar and a potential advocacy ally with other donors.	Regular coordination through our engagement via DPP. Possibly potential for future funding, for example for future phases of DPP or by applying for calls for proposals.
31	Swiss Agency for Development Cooperation (SDC)	SDC in Myanmar does not work in our operating geographies, however they are gaining more focus on localisation and they have a regional programme on climate change.	Opportunities for shared learning on localisation, AE and climate change.
32	Nexus Response Mechanism	The Nexus Response Mechanism is designed to fund and implement projects at the nexus of the humanitarian, development, and peace sectors in Myanmar. It is funded by the European Union and managed by UNOPS.	Opportunities for shared learning on nexus approaches. Possible future donor for nexus related activities.

## 3. Knowledge management

### 3.1. Cross-cutting themes

#### 3.1.1. Gender mainstreaming

Addressing gender and social inclusion challenges typically involves a multifaceted approach to ensure that gender equality is effectively integrated into all aspects of the programme. Gender equality will be mainstreamed through all projects to ensure that activities are responsive to **women's and men's needs, experiences and priorities**. **Gender analysis, gender action plans and gender monitoring and evaluation systems** will be developed and implemented with the partners with the support of the SW-MY Senior Programme Officer Gender.

The programme will make use of the Gender Action Plan Tool (GAP Tool) as already experienced in recent years. This will consequently be used with all partners. The action plans will identify concrete steps (including budget needed) for mainstreaming gender in each of the planned project activities. The projects design includes also specific gender approaches such as engaging men, community social dialogues, behavioural change, and positive masculinity approaches. These designs and processes are developed together with partner staff to ensure they are relevant to their context. The gender mainstreaming work of SW-MY is supported by the Gender Handbook for CSOs, a publication that was developed and published in 2023 and distributed to partner CSOs. This handbook – written in Myanmar language - is relevant to the context and easy to use. To ensure gender mainstreaming at the organizational level, gender knowledge management sessions, staff capacity building, organizational gender auditing and the recruitment of gender resource persons among partner staff members will be undertaken continuously.

In addition, a SW-MY gender action plan is developed annually and serves as a document to structure, guide and monitor the mainstreaming of gender at all levels as well as ensuring consistency with the SW Gender Policy and its gender minimal standards.

#### 3.1.2. Climate adaptation

Although the Myanmar programme will not focus on climate change adaption and Disaster Risk Reduction as a specific work stream under the outcome two on natural resources governance, climate change challenges will be addressed and mainstreamed in all project activities. A range of approaches and measures tailored to the specific vulnerabilities and needs of the project regions will be identified and defined together with the project partners. More specifically, as suggested by the result of the mainstreaming assessment on climate change, beside the context analysis including climate projections for the project regions, the programme will undergo a climate adaptation analysis using the CEDRIG analysis tool in 2025. Headquarter will support the programme Myanmar with an introductory training for the CEDRIG tool. The CEDRIG analysis will deliver concrete climate change adaptation objectives and outputs that will shape the new projects starting from 2026. CEDRIG results will also include risk mitigation measures at project and programme level. Such mitigation measures are considered extremely important given the Myanmar context of multiple crises, where the climate crisis impacts and aggravates the social, economic and political crisis.

#### 3.1.3. Conflict sensitivity

At country programme level, our strategy recognizes that we work in townships that include a rich mix of groups, people and communities of different ethnicity and religions. Therefore, overall, SW-MY applies a **“portfolio approach” to conflict sensitivity** – i.e. while some partners may focus specifically on constituencies of their common religion or ethnicity, in the overall partnership and project portfolio SW-MY aims to work with a mix of groups to ensure representativeness and inclusivity.

Furthermore, SW-MY works with the **“Do No Harm” approach to systematically integrate conflict sensitivity** into the programme. The SW-MY conflict-sensitive management approach includes

regular reflection and analysis of programme targeted area context, actor mapping, dividers and connectors, how conflict/tensions are impacting different gender and social groups, and whether projects strategies and engagement with different actors need to be adapted to enhance opportunities for social cohesion.

The preliminary collective conflict analysis of SW-MY and partners indicates a range of conflict concerns in communities including a) inter-ethnic tension and potential conflict between Kachin, Shan, PaO, Bamar and Karenni because of their political affiliation, religious background and ethnicity, b) conflict between armed groups e.g. military, KIA, KPDF, SNA, DPLA, PNLA, PNO, KNDF and ethnic based local militias, c) political divide between SAC supporters and anti-SAC supporters, d) violence and conflict because of crime, drug abuse, social discrimination, political suspicion and other disputes and e) gender-based violence. Behaviours such as discrimination, injustice, lack of transparency, unfair decisions, prejudice, fraud and party politics are dividers. Religious festivals, traditional ceremonies, the social system, sports, personal values, and development project activities are connectors that can reduce tensions and lead to constructive collaboration.

SW-MY and partners recognise the risk that programme interventions can negatively impact social cohesion if any of the above “dividing” behaviours are unintentionally displayed or perceived to be displayed e.g. in aspects such as village targeting, especially when neighbouring villages are of a different religion/ethnicity, beneficiary targeting, women’s empowerment strategies, perceptions by different groups and actors that their views are not being heard, in attitudes of partner or SW-MY staff, etc, or if the projects does not bring the expected benefits and results, or if the resources of the project are stolen or diverted for conflict-related ends (e.g. for paying taxes levied by armed groups). Mitigating these risks is the strong collaboration between local communities and the partners, attributed to the communities’ strong sense of ownership towards the activities and their belief that the partners are genuinely invested in enhancing their capabilities. This mutual solidarity will enable any issues created by the project to be quickly identified and open communication on how best to rectify them.

SW-MY staff have completed conflict sensitivity Training of Trainers with RAFT Consulting Service, have cascaded the training with all partners and will continue to provide accompaniment support to the partners in implementing the tools and approaches. Conflict sensitivity practice experience will be incorporated into the MEAL system, and capacity building for partners and SW-MY to establish a conflict sensitivity MEAL framework has been included in the projects design.

### 3.2. Key knowledge management products

*Table 8: key events / products for institutional knowledge management*

N°	Knowledge management objectives	Knowledge Events/Products	Risks and/or assumptions
A	Project / Partner learning on Localisation is documented and shared.	Minimum one case study or learning paper per year produced and shared with SW Focal point / SUFOSEC network. Topics to be explored in the case studies may include how SW-MY manages compliance and quality with a large number of partners (e.g. how SW-MY identifies new partners, how communication is structured, how learning with partners happens, how SW-MY ensures co-decision making, team culture, etc).	SW-CH networks are functioning and there are opportunities for Myanmar to join / contribute. SW-MY will identify a focal point who speaks English and can join the Sufosec Local Ownership Learning Group.
B	Project / Partner learning on Agroecology implementation and outcomes is	<ul style="list-style-type: none"> <li>▪ Six on-line Friday Knowledge sharing sessions per year with staff and partners</li> <li>▪ Two case studies per year on implementation approaches and results</li> </ul>	On-line connections are functioning. Partners have sustained access to communities for

	documented and shared.	<p>shared with other partners and SW-CH AE CoP</p> <ul style="list-style-type: none"> <li>One AE-produced foods &amp; Native seed exhibition in Kachin</li> </ul>	<p>longitudinal studies / learning.</p> <p>Gatherings of large numbers of people for exhibitions is possible.</p>
C	Project / Partner learning on Gender and <b>Women's</b> Empowerment approaches and outcomes is documented and shared	<ul style="list-style-type: none"> <li>Six on-line Friday Knowledge sharing sessions per year with staff and partners</li> <li>Two case studies per year on implementation approaches and results shared with other partners and SW Gender CoP</li> <li>Gender Analysis Shan State incl. Gender baseline study in 2026</li> <li>Production of a manual for facilitating gender community dialogues in Myanmar language</li> <li>Continued dissemination and use of the Gender Handbook for CSOs published by SW-MY in 2024.</li> <li>Participation in the SW Gender CoP <b>knowledge project on women's networks and gender-based violence</b>. Sharing relevant learning from the CoP with partners.</li> </ul>	<p>On-line connections are functioning.</p> <p>Partners have sustained access to communities for longitudinal studies / learning.</p>
D	Project / Partner learning on Nexus and Conflict Sensitive programming approaches is documented and shared.	Minimum one case study or learning paper per year produced and shared with SW Focal point / SUFOSEC network	SW-CH networks are functioning and there are opportunities for Myanmar to join / contribute.

## 4. Management and Program Quality Management

### 4.1. Management objectives

SW MY has defined four management objectives for the Programme 2025-2028:

*A) Objective Localisation: SW-MY continues to strengthen its partners-centred approach, reinforcing localisation /locally led change processes and co-designing the future programme phase 2029-2032 with its strategic partners.*

*B) Objective Capacity Building: SW-MY staff are satisfied with the working environment and capacity building opportunities for enabling the necessary technical skills for the implementation of the new strategy, CP and roles.*

*C) Objective Compliance: SW-MY ensures audit compliance; maintains essential and functional relationships with local authorities to guarantee programme operations and continues to invest in ensuring that the code of conduct regarding anti-corruption, protection from power abuse and SEAH is respected by staff and partners, as well as investing in staff and partner safety and security.*

*D) Objective Finance & Fundraising: SW-MY, with the support of external fundraising expertise, ensures that relevant high-quality proposals are submitted to international donors and achieves the fundraising South goals for the programme phase 2025-2028.*

#### *Human and knowledge resources*

The programme structure in Myanmar includes 3 centres of management – the 2 field offices in Kachin (Myitkyina) and Southern Shan (Taunggyi) as well as the Cooperation Office in Yangon. This structure reflects our commitment to localisation and goes hand in and with providing effective support to community groups and project partners working on the two thematic foci A) Food security and resilient livelihoods and B) Women, Peace and Security. SW-MY partners require both financial and technical support.

Based on the priorities of the Myanmar Programme 2025-2028, we assess the following specific core competencies will be needed to be held / developed within programme framework:

- *Organizational development* – requires skills in facilitating Organisational Capacity Assessments, OD planning, follow-up and monitoring. These specialist skills are partially covered in-house by the staff of SW MY and partially covered by the staff of selected partner organisations. A demand-driven capacity-building approach will be more relevant to **SWISSAID’s new program outcome, ‘locally led development.’ This approach will provide resources and support for the process of partners’ self-assessment and prioritizing organizational strength-building plans.** For the programme 25-28 we plan to engage with service providers to backstop these skills when needed.
- *Monitoring, Evaluation and Learning (MEL)* – the SW-MY staff will require robust learning within the programme and strengthened monitoring and evaluation processes and tools. Developing these tools and processes will mainly be done by the team, with the assistance of the MEL Advisor of SW-CH and Sufosec MEL unit. In the four-year period it is planned to develop a person for the M&E focal point function, who will also actively participate in SW M&E CoP.
- *Knowledge Management and capitalisation* – **moving monitoring data into “learning”** will be a priority of the next four years. SW-MY has already good experience and in-house skills in capturing and using learning on gender mainstreaming which are highly appreciated by partners and stakeholders. Investment in building our skills for developing and capitalising knowledge around Agroecology will be crucial to strengthen the approach in the projects. SW-MY AE Team will work closely with AE strategic partners and headquarter and/or external experts.
- *Safety and Security* - **As the context of conflict has been escalating and affecting SWISSAID’s program-targeted areas, partners, and SWISSAID offices,** the safety and security of SW-MY staff

and partner staff will be well-prepared and managed within the program period 2025-2028. The SW-MY management committee will regularly review and update safety and security management guidelines, contingency planning, risk assessment and policies for supporting staff. Partners and SWISSAID staff will be provided with information about the context and security situation, knowledge resources on standard safety and security procedures, and regular reviews on emergency preparedness. MC, CR, and PM will conduct more frequent situation reviews, responding to staff requests and feedback for a safer working environment and meaningful support.

- *Financial management* – this is focussed on using financial information for decision-making (i.e. not financial administration / accounting). It is mainly for the programme staff who are required to read, understand and use financial management reports. Support for training and mentoring in these skills will mainly come from the SW-MY finance team.
- *Gender*– the SW-MY programme is continuing its investment in technical knowledge and skills for gender mainstreaming and gender transformation approaches. Most relevant programme staff have been equipped with the necessary tools, concepts, and knowledge to support partners, project design, and gender policy development. These technical resources will continue to be **built upon to enhance the transition to the new country programme’s gender transformative approach**, with the support of SW-MY’s **the gender focal senior programme officer**, and the SW-CH gender focal.
- *Communication & Coordination* - the SW-MY programme will maintain and strengthen its communication among the country team and with SW-CH despite the current challenges of unstable and limited phone and internet connections with different offices. This is to enhance **programme staff confidence and trust in the leadership of SWISSAID and the programme’s** relevance between the global strategy and country context. Increasing participation in global and Sufosec CoPs, trainings, related meetings on different topics, and assessments would improve communication and coordination with staff from SW-CH and other country programmes. In the situation of limited physical cross visits and exposure, creating opportunities for cross visits or virtual visits for country staff will be very supportive for cross-learning and awareness. In the same way, if physical visits to Myanmar by the SW-CH **Programme Manager remain not possible, “on-line visits” will be conducted.**

*Table 9: Management objectives*

N°	Management objectives	Management outputs	Risks and/or assumptions
A	Objective Localisation: SW-MY continues to strengthen its partners-centred approach, reinforcing localisation/locally led change processes and co-designing the future programme phase 2029-2032 with its strategic partners	The future SW-MY programme 29-32 is co-designed by SW-MY and its strategic partners during 2028.	Requests from HQ are not in line with the localisation agenda of SW-MY and its partners.
B	Objective Capacity Building: SW-MY staff are satisfied with the working environment and capacity building opportunities for enabling the necessary technical skills for the implementation of the new strategy, CP and roles	100% of SW-MY staff received relevant training and/or mentoring and are committed to the objectives of the programme, reflecting a high level of motivation and performance. SW-MY developed a staff training plan for the strategy period 2025-2028.	Staff turnover could compromise the continuity and institutional knowledge needed to achieve Country Programme and project objectives. If staff are adequately trained and provided with a motivating work environment, performance levels necessary to achieve the programme's outcomes will be achieved.

			Budget cuts in the core programme undermine capacity building/training plans.
C	Objective Compliance: SW-MY ensures audit compliance; maintains essential and functional relationships with local authorities to guarantee programme operations and continues to invest in ensuring that the code of conduct regarding anti-corruption, protection from power abuse and SEAH is respected by staff and partners, as well as investing in staff and partner safety and security.	MoU and organisational registration are signed and renewed during the CP period 25-28. Code of conduct (anti-corruption, PSEAH) and safety and security trainings/refreshers are performed at least once during the CP period 25-28.	Being accused of collusion and collaboration with a specific political force. Limit relations, cultivate and maintain a low, neutral profile. Budget cuts in the core programme undermine training/refreshers plans.
D	Objective Finance & Fundraising: SW-MY, with the support of external fundraising expertise, ensures that relevant high-quality proposals are submitted to international donors and achieves the fundraising South goals for the programme phase 2025-2028.	The build-up programme maintains a financial volume of at least one million CHF/year	International donors and call for proposal are negatively impacted by the global trend of declining finances for development cooperation. The situation in the country is not sufficiently stable and secure for project implementation. Inadequate financial and personal resources.

## 4.2. Quality management -Programmatic Evaluations

The table below shows the plan for *country programme level* strategic reviews, evaluations, assessments, base- and endline studies. In addition, these will be complemented and informed by project level monitoring, evaluation and learning processes.

*Table 10: Evaluations planned*

N°	External, Peer or internal Evaluations	Comments	Risks and/or assumptions
A	Internal review ACT assessment (2nd semester 2025)	This is organised by the SW-MY AE team members and coordinated by the Focal Point AE. Focus on following projects: MY 2-23-03 KBC AFP, MY 2-23-04 Alinn Banmaw SLR, MY 2-23-02 BRILSS 3. Results will inform the design of the new projects starting 2026.	Partners and projects are operational.
B	Gender Analysis Shan State incl. Gender baseline study (1st semester 2026)	This is co-organised by the SW-MY Senior PO Gender and SW-CH Thematic Advisor Gender. Focus on the new Southern Shan Livelihoods Project (LIVESS) starting in 2026.	SW-MY and Partners staff have sustained access to communities for longitudinal studies. Project funding is guaranteed.
C	Two internal strategic reviews of progress towards the Country	These will be organised by the Myanmar Country	Project level data continues to be sufficiently robust to inform

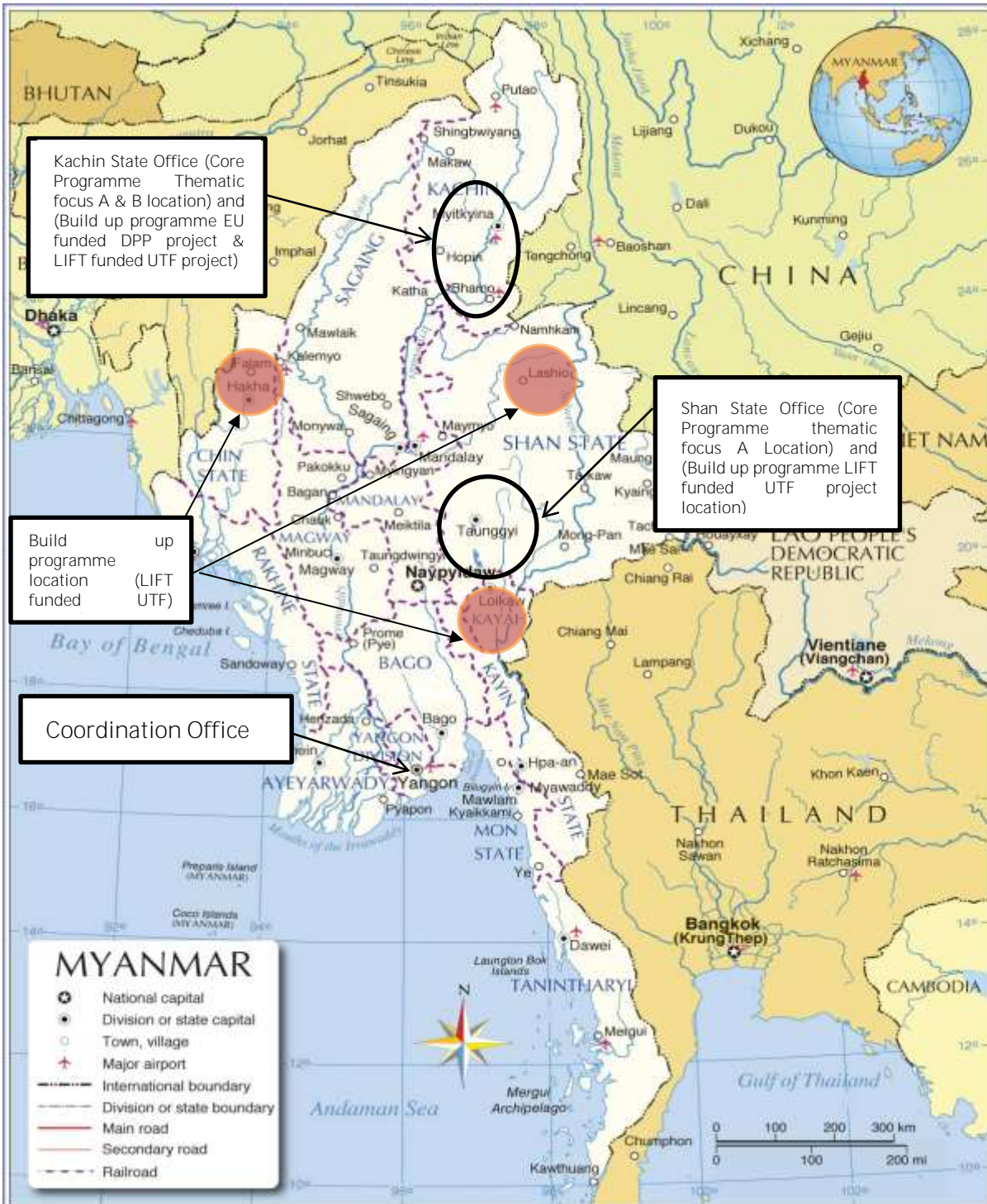
	Programme outcomes and indicators (1st semester 2026 and 1st semester 2027)	Representative and Management Committee, with support from the SW-CH Programme Manager, and from the Sufosec MEAL team if needed. At project level, monitoring and evaluation process will include data collection of progress against the Country Programme indicators and joint learning events between partners/staff. Data and learning from these project-level processes will be consolidated at Country Programme level to provide strategic analysis and learning on the progress of the Country Programme implementation. The strategic reviews will identify areas of good progress / practice, areas for improvement and any strategic shifts needed.	country programme level analysis.
D	Country Programme external evaluation (1st semester 2028)	Focus on the whole MY Country Programme. This is commissioned by SW-CH. The result will inform the development of the future programme 29-32	Freedom of movement in the country re. access to communities for evaluation study. Safety and security standards for field visits are met.



## 5. Programme geography

The worsening poverty and humanitarian situation is creating increased needs across the country. The programme's current core focus areas are Kachin and Southern Shan state, with operations in Northern Shan, Kayah and Chin States through UTF. The programme therefore includes both long-term conflict-affected areas and areas newly affected by the escalation of conflict following the coup. We have existing civil society relationships in these areas. Therefore we plan to continue to focus on these existing geographies, based on both needs and our capacity to implement. However, continuing in areas outside of Kachin and Southern Shan will be dependent on the structure of any future phases of UTF.

Figure 1: Map with project zones



## 6. The program and its projects (funding of projects and project durations)

### 6.1. Fundraising Strategy South and North

The main fundraising strategy for the Myanmar programme is based on submitting proposals for relevant mandates as well as targeted contributions (Build up programme) and the re-financing of projects from the Core programme.

SW-MY has good experience and track records with the so-called “Fundraising South”. **The programme receives funding from the European Union (EU)** as part of the DPP Consortium in Kachin State. The DPP programme is scheduled to end in November 2024 but discussions are already planned with the donor for a possible extension until 2025. The team is committed to looking for alternatives in case the EU is no longer willing to fund our programme after 2025.

SW-MY also receives funding from LIFT as part of the Uplands Township Fund (UTF) consortium. However, this funding is currently due to close end of 2024. We will continue to engage with LIFT to explore possibilities of future funding for UTF and we are positive given the excellent results of the external evaluation. However, LIFT is in the process of developing its new strategy and it is not yet clear how much funding for civil society support will be available in the future. In this regard, the support of external consultancy for fundraising should be budgeted accordingly to the needs.

The current SDC strategy in Myanmar includes promoting peace and civilian protection; humanitarian response; livelihoods and food security for vulnerable people, especially women and conflict affected communities; and strengthening access to basic services in ethnic areas. They currently support direct projects with INGOs / CSOs (mainly in the South-east and Rakhine) and contribute to multi-donor funds (e.g. LIFT, Myanmar Humanitarian Fund, Access to Health Fund, etc) that operate countrywide. It is not yet clear what new mandates for direct partnerships will be issued during the timeframe of the CP plan, therefore we will continue to cultivate the good relation, engage with and explore options with SDC.

Therefore, based on the results of the Myanmar Fundraising South analysis and stakeholder mapping, which is influenced by the uncertain situation in the country, we envisage for the period 2025-2028 **a potential income of CHF 900'000/year via LIFT, CHF 150'000/year via EU and CHF 150'000/year from a Humanitarian Donor.**

Concerning the “Fundraising North”, **as indicated in the table below (Section 6.2) and discussed with the Marketing & Fundraising Department, headquarters in Switzerland are expected to raise funds for the Myanmar Programme in the amount of CHF 245'000 per year (excluding SDC's core contribution).** The SWISSAID Coordination Office in Myanmar and the Programme Manager MY at headquarters will make sure that project proposals are of good quality, that the M&E systems are capturing relevant reporting information for different donors and that reports are submitted on time. As a significative amount is likely to be raised through major donors, the SW Myanmar Programme will make sure that high quality photos are available.

In coordination with the SW-CH Fundraising Department, SWISSAID Myanmar will try to ensure that new projects entail components that are in line with donor interests, e.g. gender equality, women economic empowerment, youth components, or innovative agroecological components. Furthermore, a great deal of attention will be paid to the development of activities and projects around the topic of emergency response, as was done in 2024. These sorts of activities are likely to be funded by major and institutional donors in Switzerland. Other possible donors to the programme include Swiss Solidarity for humanitarian response activities and large philanthropic foundations by participating in global thematic calls with other SW Country Programmes.

## 6.2. Project list and financial volume

Table 11: Project funding list

	Myanmar	SWISSAID	Sufosec	Budgets	amount	Donor South	amount	SDC CC	amount	SDC TC+M	amount	Donor North	Difference
50122501 Myanmar Coof		support	Support (for Coof only)	471 488			472 000	SDC CC					-512
50122304 ALinn Banmaw SLR		Outcome 1	Outcome 1: Zero Hunger	174 611			135 000	SDC CC			40 000	IFR (Emergency)	-389
501225NN New Kachin Project (partner to be defined)		Outcome 1	Outcome 1: Zero Hunger	560 000			270 000	SDC CC			290 000	IFR, AE & Women Fund SW	-
50122303 KBC – Agroecological Farming Project		Outcome 1	Outcome 1: Zero Hunger	159 180			40 000	SDC CC			120 000	IFR(Kt Bern, etc.); Private Donations	-820
501226NN New KBC Project		Outcome 1	Outcome 1: Zero Hunger	470 000			100 000	SDC CC			370 000	IFR; Private Donations	-
50122302 BRILSS III		Outcome 1	Outcome 1: Zero Hunger	292 109			290 000	SDC CC					2 109
501226NN New Gender WPS Project		Outcome 3	Outcome 3: Empowered Civil So	270 000	80 000	Call for proposal tbd							-
501226NN New Southern Shan Livelihoods Project (LIVESS)		Outcome 1	Outcome 1: Zero Hunger	402 612	200 000	Call for proposal tbd	103 000	SDC CC			100 000	IFR Foundations	-388
<b>total core</b>				<b>2 800 000</b>									<b>0</b>
501225NN New Emergency Response Project (EREMY II)		Outcome 1	Outcome 1: Zero Hunger	300 000	100 000	Call for proposal tbd					200 000	Swiss Solidarity+ Emergency Fund SW+IFI	-
501227NN New Emergency Response Project (EREMY III)		Outcome 1	Outcome 1: Zero Hunger	300 000	100 000	Call for proposal tbd					200 000	Swiss Solidarity+ Emergency Fund SW+IFI	-
<b>total humanitarian</b>				<b>600 000</b>									<b>-</b>
50111901 UTF II (LIFT/UNOPS)		Outcome 4	Outcome 4: Empowered Civil So	-									-
501225NN New UTF III (LIFT/UNOPS)		Outcome 4	Outcome 4: Empowered Civil So	3 600 000	3 600 000	LIFT (UNOPS)							-
50122203 DPP III (EU)		Outcome 4	Outcome 4: Empowered Civil So	12 635	12 635	EU							-
501225NN DPP III (EU) or alternative mandate		Outcome 4	Outcome 4: Empowered Civil So	600 000	600 000	EU/ other Donors							-
<b>Total Build up</b>				<b>4 212 635</b>									<b>-</b>
<b>Total SDC TC +M</b>													<b>0</b>
<b>Grand Total</b>													<b>0</b>

## 6.3. Project timeline

Table 12: Project timeline

	start	end	2025				2026				2027				2028				Budgets in the CP 25-28	Annual average	Frame 25-26	
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
50122501 Myanmar Coof																				471 488	117 872	235 744
50122304 ALinn Banmaw SLR	01.09.2023	31.08.2026																		174 611	116 408	174 611
501225NN New Kachin Project (partner to be defined)	01.10.2025	31.09.2028	kick off																	560 000	160 000	170 000
50122303 KBC – Agroecological Farming Project	01.01.2023	31.12.2025																		159 180	159 180	159 180
501226NN New KBC Project	01.01.2026	31.12.2028	kick off																	470 000	156 667	156 667
50122302 BRILSS III	01.01.2023	31.12.2025																		292 109	292 109	292 109
501226NN New Gender WPS Project	01.04.2026	30.03.2029			kick off															270 000	90 000	80 000
501226NN New Southern Shan Livelihoods Project (LIVESS)	01.01.2026	31.12.2028	kick off																	402 612	134 204	132 667
<b>Total Core</b>																				<b>2 800 000</b>	<b>1 226 439</b>	<b>1 400 978</b>
501225NN New Emergency Response Project (EREMY II)	01.07.2025	30.06.2027																		300 000	150 000	
501227NN New Emergency Response Project (EREMY III)	01.07.2027	30.06.2029																		300 000	150 000	
<b>Total Humanitarian</b>																				<b>600 000</b>	<b>150 000</b>	
50111901 UTF II (LIFT/UNOPS)	01.11.2019	28.02.2025																		-	-	-
501225NN New UTF III (LIFT/UNOPS)	01.03.2025	31.12.2028																		3 600 000	900 000	
50122203 DPP III (EU)	01.12.2022	31.02.2025																		12 635	12 635	
501225NN DPP III (EU) or alternative mandate	01.03.2025	31.12.2028																		600 000	150 000	
<b>Total Build up</b>																				<b>4 212 635</b>	<b>1 062 635</b>	

## 7. Organisational set up

Table 133: List of Personnel in core and project-based positions.

Standard Positions of SWISSAID	Structure Staff (add job title the Coof uses and add name)	% refinance d	Project based staff (add job title the Coof uses and add name)
Country Representative	Country Representative – Kamam Zau Hkam	0%	
<b>Programme Unit</b>			
Senior Programme Coordinator		100% 40% 60%	UTF Coordinator – Sithu Htin Aung Southern Shan Programme Coordinator – Saw Min Thant Kachin Programme Coordinator – Linn Htin Hla
Project Coordinator	Senior Programme Officer Gender & Livelihoods – Naw Eunice	20% 100% 0% 0% 0% 100% 100% 100%	UTF / FCU Senior Programme Officer – Vacant KSP Programme Officer Livelihoods & AE - Aung Ko Oo SSP Programme Officer Livelihoods – Naw The The Htoo SSP Programme Officer AE – Myo Kyaw Kyaw UTF Programme Officer SSP – Su Su Hlaing UTF Programme Officer KSP – Han Oo KSP Programme Officer DPP – Hpaudau Sinwa
M+E advisor			
Facilitator/Animator			
Project Assistant	Monitoring and Evaluation Assistant CoOf – Hnin Sabe Win	0% 100% 100%	UTF Programme Assistant SSP – Than Oo UTF Programme Assistant KSP – Soe Zar Ni Maung
<b>Administration Unit</b>			
Responsible Finance, HR, Admin	Programme Administrator – Naw Say Say Win	0% 100% 30%	UTF / FCU Senior Finance Officer – Myat Mon Yee Win KSP Senior Finance Officer – Yin Nwe Aung

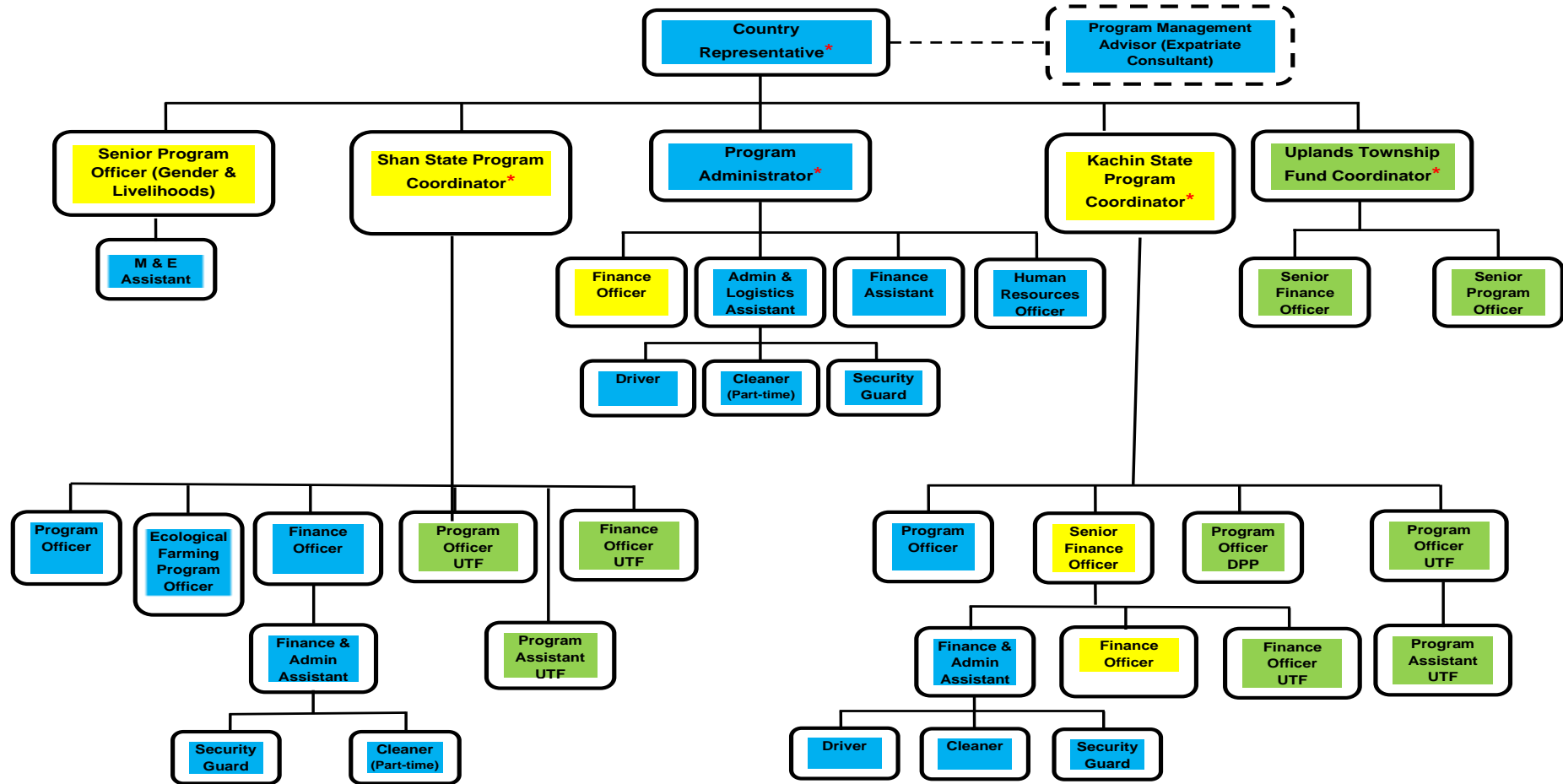
Finance Officer / HR Officer	HR Officer – Hein Htet Aung Finance Officer CoOf – Swe Zin Oo	0% 40% 100% 100% 80% 0%	UTF Finance Officer KSP – Wunna Soe UTF Finance Officer SSP – Nang Sabai Phoo KSP Finance Officer DPP – Khaw Shin SSP Finance Officer – Naw Heh Thay
Procurement Officer			
IT Officer			
Accountant/Finance Assistant	Finance Assistant CoOf – Naw Easther Jack	0% 0% 0%	KSP Admin & Finance Assistant – Han Ni Ko SSP Admin & Finance Assistant – Sao Thu Nandar
Admin. Assistant	Admin & Logistics Assistant CoOf – Naw Hsar Say Paw	0%	
Support Unit			
Receptionist			
Driver	Driver CoOf – Thura Zaw Win	0% 0%	KSP Driver – Jiwa Yaw Htoi
Guard	Security Guard CoOf – Saw Kaw Do Moo Office Cleaner CoOf (Part-time) – Nant Naung Khar Ri	0% 0% 0% 30% 0% 30%	KSP Office Cleaner – Seng Raw SSP Office Cleaner (Part-time) – Thin Thin Aye KSP Office Security Guard – Than Naing SSP Office Security Guard – Ouk Kan
Messenger			

## 7.1. Organization chart

The SW-MY Organisation chart shows the team which is located in the 3 offices (Yangon, Myitkyina and Taunggyi). The positions that are highlighted in blue are financed under the Core programme, those in green under the Build-up programme and those in yellow are co-financed with both programmes. The links with the different programme partners are shown in the chart in section 7.2. Finally, positions marked with a red asterisk are part of the management committee of the SW-MY programme.

*Figure 2: Organigram*

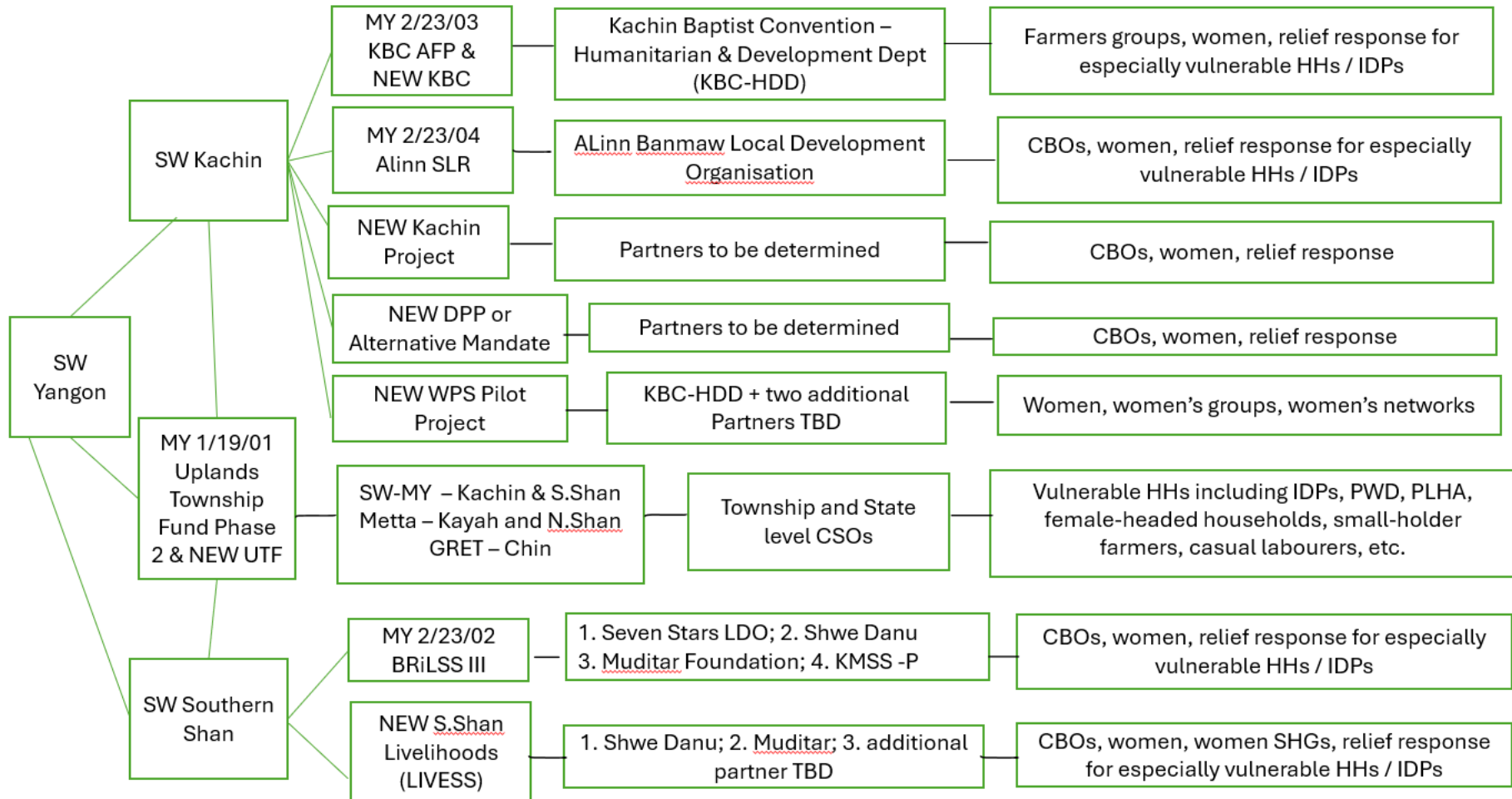
SWISSAID Myanmar  
Organisation Chart



7.2. Units and Projects chart

The Units/Projects chart below does not include the planned new Humanitarian Response project. This will be managed from Kachin, Southern Shan or both depending on the path of the conflict / humanitarian needs.

Figure 3: Project set up





## 8. Annexes

### A. Abbreviations

AE	Agroecology
AFT	Area Fund Team
CBO	Community-Based Organisation
Coof	Cooperation Office
CP	Country Programme
CR	Country Representative
CSO	Civil Society Organisation
CSPM	Conflict Sensitive Programme Management
DOA	SAC Department of Agriculture
DPLA	<b>Danu People's</b> Liberation Army
DPP	Developing and Promoting Peacebuilding project funded by the EU
EAO	Ethnic Armed Organisation
EU	European Union
FCU	Fund Coordination Unit of the Uplands Township Fund
FIES	Food Insecurity Experience Scale
GAP	Gender Action Plan
GBV	Gender Based Violence
HH(s)	Household(s)
IDP	Internally Displaced Person
IEC	Information, Education, Communication (materials)
IED	Improvised Explosive Devices
INGO	International Non-Governmental Organisation
KIO / KIA	Kachin Independence Organisation / Army
KNDF	Karenni National Defence Force
KPDF	<b>Kachin Region People's</b> Defence Force
KSP	Kachin State Programme of SW-MY
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual and others such non-binary and pansexual
LIFT	Livelihoods and Food Security Fund
LNOB	Leave No One Behind
MC	Management Committee
MEAL	Monitoring and Evaluation for Accountability and Learning
MMK	Myanmar Kyats

MOGPA	Myanmar Organic Growers and Producers Association
MoU	Memorandum of Understanding
NUG	National Unity Government
PDFs	People Defence Forces
PLHA	People Living with HIV and Aids
PNO / A	PaO National Organisation / Army
PNLA	PaO National Liberation Army
PSEAH	Prevention of Sexual Exploitation, Abuse and Harassment
PWD	People living With Disability
SAC	State Administrative Council
SHG	(Women's) Self-Help Group
SNA	Shanni Nationalities Army
SPO	Senior Programme Officer (SWISSAID)
SSP	Southern Shan State Programme of SW-MY
SUFOSEC	Alliance for Sustainable Food Systems and Empowered Communities
SW-CH	SWISSAID Switzerland
SW-MY	SWISSAID Myanmar
UN	United Nations
UNOPS	UN Office for Project Services

## B. Outcome and output indicators list

N°	Indicator name	Unit	Baseline (2025, if any)	Target (2028)	Last measured value	Date
<i>Thematic focus A: Food Security and Resilient Livelihoods</i>						
<i>Outcome MY1: 60 CSOs in North-east and South-east Myanmar have increased their capacities to implement programmes with a focus on food security and livelihoods resilience using a gender-just, triple nexus approach reaching 165,000 vulnerable people (at least 40% female).</i>						
1.A	Percentage of households with moderate or severe food insecurity (based on FIES assessment)	Sampled HHs	To be collected in 2026 in at least one project	Reduction of 20% to baseline		

N°	Indicator name	Unit	Baseline (2025, if any)	Target (2028)	Last measured value	Date
1.B	Percentage of households applying a diverse set of agroecological practices	HHs	To be collected at start of new relevant core projects	Baseline + 20%		
1.C	Percentage of women indicating a substantial improvement of living conditions	Percentage of women	To be collected at start of new relevant core projects	Increase of 20% to baseline		
1.D	Number of vulnerable people provided with food and livelihoods relief support	People	N/A	97,000		
1.E	Number of people involved in resilience building activities (disaggregated by community leadership building, access to revolving funds, etc)	People	N/A	8,000		
1.F	Number of SW-MY partners with 30% of women in leadership positions	Percentage of partners	N/A	100% of partners in the core programme		
<i>Thematic focus B: Women, Peace and Security</i>						
<i>Outcome MY 2: Three partner CSOs have advanced the implementation of the WPS agenda by supporting women to have increased confidence and capacity to be leaders and to actively participate in building social cohesion and positive peace.</i>						
2.A	Number of women that have effectively organised and formed networks within social and political spheres relevant to the WPS agenda (e.g. related to social cohesion, conflict resolution, relief response).	Women	N/A	1,000		
2.B	Documented examples demonstrating the outcomes of gender equality in protection and peace promotion.	Case Studies	N/A	4		
<i>Empowered Civil Society and Locally Led Development</i>						
<i>Outcome MY 3: 60 civil society partners have gained increased capacity, confidence and connectedness, and asses that SW-MY has an equitable partnership approach, re-enforcing locally-led development.</i>						
3.A	Proportion of partners with increased capacity to deliver their social change goals.	Percentage of Partner CSOs	To be collected in the Sufosec Partner Organisation Survey	80%		

N°	Indicator name	Unit	Baseline (2025, if any)	Target (2028)	Last measured value	Date
			for Core Partners and Project specific MEAL processes in the Build Up projects			
3.B	Proportion of strategic partners that have reached at least Level 3 (co-decision) on the Power Assessment Tool in their collaboration with SWISSAID.	Percentage of Strategic Partners	To be collected in 2025	100% / 3 strategic partners		
3.C	Proportion of SWISSAID funds allocated to national/local actors.	Percentage of SW-MY annual budget	To use the 2024 result reported in the 2024 annual report	60%		
3.D	Proportion of project proposals co-designed from the beginning.	Percentage of core-funded project proposals	100% of core funded projects	100% of core funded projects		
3.E	Documented examples demonstrating the outcomes of locally led practice, shifting power to national and local actors ( <i>Target: minimum one</i> )	Number of documented examples / case studies	N/A	Minimum one documented example		
<i>Management Objectives</i>						
A	Objective Localisation: SW-MY continues to strengthen its partners-centred approach, reinforcing localisation/locally led change processes and co-designing the future programme phase 2029-2032 with its strategic partners			The future SW-MY programme 29-32 is co-designed by SW-MY and its strategic partners during 2028.		
B	Objective Capacity Building: SW-MY staff are satisfied with the working environment and capacity building opportunities for enabling the necessary technical skills for the implementation of the new strategy, CP and roles			100% of SW-MY staff received relevant training and / or mentoring and are committed to the objectives of		

N°	Indicator name	Unit	Baseline (2025, if any)	Target (2028)	Last measured value	Date
				the programme, reflecting a high level of motivation and performance. SW-MY developed a staff training plan for the strategy period 2025-2028.		
C	Objective Compliance: SW-MY ensures audit compliance; maintains essential and functional relationships with local authorities to guarantee programme operations and continues to invest in ensuring that the code of conduct regarding anti-corruption, protection from power abuse and SEAH is respected by staff and partners, as well as investing in staff and partner safety and security.			MoU and organisational registration are signed and renewed during the CP period 25-28. Code of conduct (anti-corruption, PSEAH) and safety and security trainings/refreshers are performed at least once during the CP period 25-28.		
D	Objective Finance & Fundraising: SW-MY, with the support of external fundraising expertise, ensures that relevant high-quality proposals are submitted to international donors and achieves the fundraising South goals for the programme phase 2025-2028.			The build-up programme maintains a volume of at least one million CHF/year.		

# C. Stakeholder Map

