The International Nongovernmental Development Organizations and Aid Coordination for Youth in Myanmar

Chirada Na Suwan
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NIDC Research Project Report on Aid Coordination[1]

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[2] This paper was written by Chirada Na Suwan, a researcher and lecturer of International Development programme at School of Social Innovation, Mae Fah Luang University, Chiang Rai Thailand. All correspondences should be addressed to chirada.mfu@gmail.com

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List of Abbreviations and Acronyms

ACF	Action Contre la Faim
ADB	Asian Development Bank
AHCT	Area Humanitarian Country Team
AHRN	Asian Harm Reduction Network
AIT	Asian Institute of Technology
ALWG	Accountability Working Group
ASEAN	Association of Southeast Asian Nations
BBO	Border-based Organization
BC	British Council
BI	Burnet Institute
CBO	Community-Based Organization
CESR	Comprehensive Education Sector Reform
CSO	Civil Society Organization
DC	Delegated Cooperation
DFID	Department for International Development
DP	Development Partner
DPG	Development Partners Group
DPWC	Development Partners Working Committee
DRRWG	Disaster Risk Reduction Working Group
ECCD	Early Childhood Care and Development
ECHO	European Community's Humanitarian Organization
ECOSOC	United Nations Economic and Social Council
ETWG	Education Thematic Working Groups
EU	European Union
FERD	Foreign Economic Relations Department
FESR	Framework for Economic and Social Reform
FSWG	Food Security Working Group
GBV	Gender Based Violence Sub Sector
GEN	Gender Equality Network
GFATM	Global Fund to fight AIDS, TB and Malaria
GoM	Government of the Union of the Republic of Myanmar
GPEDC	Global Partnership for Effective Development Cooperation
HCT	Humanitarian Country Team
HKI	Helen Keller International
ICRC	International Committee of the Red Cross

ICVA	International Council of Voluntary Agencies
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
INGO	International Nongovernmental Organization
INGYO	International Nongovernmental Youth Organizations
LEARN	Leveraging Essential Nutrition Actions to Reduce Malnutrition
LIFT	Livelihoods and Food Security Trust Fund
LNGO	Locally registered NGO
LRC	Local Resource Center
M-HSCC	Myanmar Health Sector Coordinating Committee
MDCF	Myanmar Development Cooperation Forum
MDG	Millennium Development Goals
MEC	Myanmar Education Consortium
MIMU	Myanmar Information Management Unit
MNPED	Ministry of National Planning and Economic Development
MOU	Memorandum of Understanding
MRCS	Myanmar Red Cross Society
NAG	Network Activities Group
NCDP	National Comprehensive Development Plan
NFM	New Funding Model
NGO	Nongovernmental organization
NIDC	Network for International Development Cooperation
NNGO	Nationally registered NGO
NYC	National Youth Congress
OECD	Organization for Economic Cooperation and Development
OSF	Open Society Foundations
PBA	Program-based approach
PR	Principal Recipient
PYDF	Pacific Youth Development Framework
RCV	Red Cross Volunteers
SCI	Save the Children International
SDC	Swiss Agency for Development and Cooperation
SR	Sub-Recipient
SUN	Scale Up Nutrition Movement
SWA	Sector-wide approach
SWG	Sector Working Group
TLMI	The Leprosy Mission International

UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Assistance
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNPY	United Nations Programme on Youth
UNRC/HC	United Nations Resident and Humanitarian Coordinator
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization
WVI	World Vision International
YABC	Youth Agent Behavior Change

Abstract

The growing centrality of youth as a productive social category and concept has made young people not only the main beneficiary of development programs, but also the main participants in policy making process, research efforts and aid delivery across development sectors. Their involvement is an increasingly visible and active component in the operation of international nongovernmental organizations (INGOs). There is limited information; however, about how these INGOs contribute to development effectiveness despite paradigm shift characterized by the rise of non-state development actors in the past decade. Particularly how they capitalize on youth population and rationalize donor activities for cost-effective results. The paper presents the findings of a research project about the structures and institutional arrangements of INGOs in aid coordination efforts to support young people. Exploring a new dynamic Myanmar or Burma amid its ongoing political transition, the project showcases the government-led national coordination mechanisms that exist to allow development actors to interact, include and relate to one another in a coordinated manner. It attempts to position selected youth-related INGOs within a new, largely fragmented, funding landscape of the country, and examines in-depth information about their activities as donors providing financial and/or technical assistance for young people; Save the Children, International Federation of Red Cross and Red Crescent Societies, Myanmar Red Cross Society and Oxfam. The findings reveal their common coordination practices and highlight their unique contribution to development cooperation for, and by, youth of Myanmar/ Burma.

Keywords: Aid Coordination, INGO, Youth Development, Donor Mapping, Myanmar/ Burma.

Executive Summary

- The research project explores Myanmar's newly constructed country-level aid coordination mechanisms that allow development partners to interact and include or relate to one anther in a coordinated manner. Mapping of donors active in Myanmar youth sector with the focus on international nongovernmental organizations (INGOs) highlight various aspects of coordination landscape and relationship among donors. Discussion with selected non-state development aid organizations gives insightful information about their collaborative efforts with other donors as well as with the Government of Myanmar (GoM). Semi-structured interviews with personnel from Save the Children, International Federation of Red Cross and Red Crescent Societies, Myanmar Red Cross Society and Oxfam provide in-depth information about INGO's activities as a donor and as a source of technical assistance to support young people aged between 15-35 years.

- Coordination instruments and structures that are increasingly common in low-income countries including Myanmar/ Burma are the sector-wide approach. Practiced in all thematic focuses including children and youth sector, this approach brings together all development actors and stakeholders within the sector, which deem to strengthen coordination, coherence and efficiency inline with the target outputs of the overall sector. There are evidences of more proactive engagement of GoM and the setting up of the institutional infrastructure for development information and aid management systems on the government side to link with that of the development partners. GoM has been increasingly taking the lead in policy design and implementation as well as mechanisms of cooperation between the government and the community of development partners.

- Important infrastructure that facilitates effective coordination is the Myanmar Information Management Unit (MIMU). It maintains a common data and information repository with data from various sources on all sectors, countrywide, at the lowest administrative unit for which it is available. MIMU provide services to and facilitate consultation/ cooperation between GoM and Development Partners (UN, international and local NGOs, donors etc.) free of charge. The MIMU plays a crucial role in promoting standards and common practices enabling partners for sharing, mapping and storage of different types of data, hence leading to better coordination, improved planning and analysis. According to the data as of March 2015 provided by MIMU and distributed by the Local Resource Center (LRC), national registered NGOs in Myanmar amount to 60 while

more than 89 INGOs are reported to be operating inside Mynamar and/or on the border areas.

- Lesson learned, technical solutions and innovative coordination mechanisms practiced globally have been applied to construct Myanmar's coordination structures in which donors including INGOs are active participants. The Joint Coordination Structure established by GoM in 2013 provides a framework and channel for development cooperation across all sectors. Under this framework, INGOs have been actively participating in all Sector Working Groups (SWGs) as well as in a separate-but-parallel structure of Development Partner Groups (DPG). As for the Working Group, this mechanism acts as a one-stop shop for coordination among Development Partners, including INGOs, in their respective sectors without imposing undue transaction costs, or efforts on the GoM. In the case of DPG, the membership access of this DP-only coordination structure opens to all of Myanmar's bilateral and multilateral development partners. Such structure allows member to share information and exchange views on development issues and national plans, coordinate their work and identify common development policies, positions and messaging. With their voices represented by the Development Partners Working Committee, it provides a mechanism to engage with all levels of government, the parliament and civil society.

- Of all the active Development Partners' forums, the one most relevant and almost exclusive to INGO is the INGO Forum. It aims at ensuring regular facilitated dialogue and strategic discussion between INGO decision-makers for collective strategies within the forum, and with local NGOs and civil society, UN agencies and donors on humanitarian and development issues in Myanmar. The INGO Forum is pursuing its strategic objectives cover the period from July 2014 to June 2016 to have constructive engagement with not only international decision-makers but also the national government in order to adapt to opportunities and challenges resulting from Myanmar's reform process. The Member body of the Forum is a loose grouping of 78 INGOs (as of September 2014) and International Red Cross members, which represents a large proportion of the INGOs active in Myanmar.
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- Innovative aid coordination and delivery mechanisms include Delegated Cooperation, Multi-donor Pooled Funding, and Joint Programming. These are prominent tools applied, often in different names, by all INGOs studied under this project. Programs of Save the Children and IFRC-MRCS showcase successful aid-to-development coordination modality as they satisfy the principle in regards to the alignment with national planning. All

INGOs under the studies have been participating in the Yangon-based INGO forum and the field-based inter-agency forums especially on Protection sector, WASH, Food Security & Livelihood in Kachine and Rakine. MRCS has a unique advantage over the outreach, granted exclusive access by GoM to participate in all including the government-led ones. Save the Children takes a lead in Education sector, Nutrition & Child Rights together with UNICEF. While Oxfam highlights its involvement in the gendered-focused Myanmar NGOs and a consortium model with other INGOs on livelihood and food security programs with community-based approach.

- Explore the landscape of Myanmar youth-related INGOs, this research presents a diagram depicts the donors landscape in Myanmar, with coordination role of UN-OCHA and relevant non-state aid agencies clustered around the six youth-related thematic focus. This diagram conceptualizes the landscape of coordination among relevant actors active on the youth theme, and maps out the nongovernmental organizations according to the areas they are active. However, the constructed diagram lacks national priorities for development outcomes for youth, hence the lack of comprehensiveness to ensure a result-oriented coordination. For Myanmar to realize the full benefit of youth INGO mapping and conceptual framework, it has to identify and seek priorities for development outcomes for Myanmar youth. This will have an implication on specific lower-level outcomes to contribute to overall achievement, as well as key strategies to ensure implementation makes positive changes in young people's lives. Such strategic framework will structure the efforts of all stakeholders and development actors involved not only in aid coordination but also in development cooperation in general.

1. Introduction

The new development thinking have complemented the traditional approach and created even more venues for non-state actors to get involved. This has enhanced the degree of inclusion in the nature of development cooperation, making development a multi-actor process, to be owned by a variety of local stakeholders, including civil society, the private sector and local governments. With the growing centrality of youth in the contemporary global political and academic discourses, such evolving development cooperation has capitalized on the rise of youth as a productive social category and concept. Not only that young people are the main beneficiary of development policies and program activities, they also have been increasingly involved in policymaking, research efforts, aid coordination and delivery across development sectors. This youth rising phenomenon can be witnessed in increasing number of national and international nongovernmental organizations dedicated to youth development and youth participation. There is significant number of youth-oriented nongovernmental organizations (INGOs) operating actively in Southeast Asia – the youthful region that has drawn increasing international supports for humanitarian aid and development assistance over the past forty years. As development cooperation evolves to a multi-actor dynamic, it becomes complicated to understand both the institutionalized and ad hoc nature of the relationships between nongovernmental development agencies and other actors in the development community working to support young people.

A new donor darling Myanmar/Burma emerged in November 2010 to attract more development resources as the country marches toward a more democratic regime with a military-cum-quasi-civilian government. Myanmar/Burma has since been expanding her outreach to the international community seeking more global economic connections and resources for development and reforms. These transitions have the potential to create opportunity and shared prosperity for its youth whose population ranks 4th in Southeast Asia (PRB, 2013). With more favorable demographic trends and economic prospects on the rise, together with the commitment toward democratization and stability, the country has seen the influx of development actors and businesses likewise. Myanmar/Burma makes a highly interesting case to study the dynamic and roles of INGOs and their coordination mechanisms to support Myanmar youth sector.

Seemingly this global shifts in development paradigm to include non-state actors and window of opportunities for Myanmar and her youth have brought a

number of benefits as well as expectation in terms of development effectiveness and concerns over resource efficiency and sustainability. An important part of development cooperation that affects the degree of development effectiveness is the process of aid coordination. Given new aid architecture, coordination mechanisms are one of the main factors that determine whether the outcomes of aid are result-and-target-oriented. However, we have yet to gain full understanding about the complexity of INGOs operating in a dynamic 'new Myanmar'. Neither do we understand the level nor the parameter of their engagement in the government-led aid coordination. There is limited information regarding the youth-focused non-state aid agencies and their funding mechanisms, especially their relationship with and the level of coordination among development actors in the aid community. This is one of the barriers to realize how they rationalize donor activities for cost-effective results, what their contributions are in reducing the duplication of aid efforts, and which innovative mechanisms they employ to help achieve aid effectiveness.

Despite evidences of mushrooming INGOs and locally registered NGOs in Myanmar, database on those implementing program activities for and/or with youth is incoherent. Even though the country has the Department of Social Welfare within the Ministry of Social Welfare, Relief and Resettlement responsible for youth issues, it is unclear whether the country has any national youth organization, association, council, platform, body that could represent all young people in the context of the struggle between the army-backed government and the opposition movement. Such context results not only in the lack of database that captures aggregate information on donors who provide the financial and technical assistance to youth sector, but also no mechanism to promote or protect youth's rights. Nor is there a national youth policy, though there are ongoing efforts to develop one (Youtpolicy.org, 2014). Information concerning the financial and technical assistance that comes from international non-state aid agencies is difficult to access, as the need to make this data publicly available has not been high in the recipients' priority. This may be attributed to the influx of development aids in recent years, which has increased the level of competition for resources among local NGOs. While historical legacy of government's oppression has created a sense of distrust among people in the society. This has hindered a culture of collaboration, partnership, knowledge exchange or resource sharing among the organizations at any level. While those who have access to government or multilateral organizations' supports are obliged to showcase their works with publicly available and comprehensive reports showing sources of their financial flows and other types of foreign assistance to ensure public accountability.

Such diverse principles and management practices could possibly disintegrate nongovernmental aid agencies from other donors to complete a coherent picture of development aid coordination in Myanmar/Burma. This raises an important question about the extent to which policy-makers understand the level of complexity and the roles played by non-state actors in development cooperation. While government of Myanmar is undertaking reforms and other multilateral organizations are setting out rules/frameworks calling for consolidation of aid activities, development policies that fail to incorporate contribution from INGOs may weaken pluralism and the effectiveness of development cooperation. Myanmar/Burma, a country at the crossroads, therefore makes a powerful empirical case to study the involvement of such actor in the government-led aid coordination under a dynamic context full of challenges, opportunities and uncertainty.

This report presents the findings of a research project funded by The Asia Foundation and Network for International Development Cooperation (NIDC), Thammasat University about the structures and institutional arrangements of youth-related INGOs operating inside Myanmar/Burma. The research project explores newly constructed country-level aid coordination mechanisms that allow development partners to interact and include or relate to one another in a coordinated manner. The model of research project is discussed in the next section. Then, it presents the findings, which begins with discussing the evolving landscape of aid coordination and overview of prominent coordination mechanisms employed by donors and recipients of development assistance globally, as well as the merits of these tools. The next section explores the context of Myanmar/ Burma and its joint coordinating structure that connects Government of Myanmar (GoM) with development actors. The study introduces international nongovernmental organization operating in Myanmar and highlights its unique coordination structure. Through the lens of youth empowerment, the forth section explores the landscape and challenges in which Myanmar youth live while presenting evidences of youth as both a development target and development agent. The author proposes the mapping of development actors, which conceptualizes the landscape of coordination among relevant actors active on the youth theme and positions the nongovernmental organizations within it.

1.1   Research Objectives

This research therefore aims to explore the organization structures and program activities of international nongovernmental organizations and describe how they fit in the picture of development cooperation for Myanmar youth sector. The mapping of relevant donor community and specific information regarding

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INGOs' institutional arrangements demonstrate how different actors interact, include and relate to each other in a coordinated manner. The semi-structured interviews with key staff and beneficiaries of three active INGOs reveal what strengths and weaknesses their coordination arrangements with the Government of Myanmar and other development partners might hold.

The specific objectives of the studies are to:

i.) Identify and position youth-related INGOs within a new, largely fragmented, funding landscape that provide financial flows and/or technical assistance to support the youth sector in Myanmar.

ii.) Examine in-depth information on INGOs' activities as donors who provide sources of finance and technical assistance for Myanmar youth, and to assess the impact of their approaches and innovation put in place to implement and coordinate development programs with other donors.

1.2   Research Questions

To determine the institutional arrangements of and relationship between INGOs and other development actors, the studies attempt to answer the following research questions;

i.) What are the relationships between international nongovernmental organizations and other donors in the Myanmar youth sector? How much involvement do these INGOs have in the formalized government-led process of aid coordination? What are the forms of collaboration that exist between these actors?

ii.) What are the distinct characteristics and organization structure of three most active youth-related INGOs in Myanmar? How they capitalize on youth population as a target and agent of development activities? How do these mechanisms and organization structures contribute to the degree of aid coordination and the results of development activities?

1.3   Research Methodology

The first stage of the project involved conducting desk reviews of existing literatures, relevant studies, reports and statistics to capture situation of international youth sector and development programs in Myanmar context. The mapping of donors active in Myanmar youth sector, focusing on international nongovernmental organizations, highlight various aspects of funding landscape and relationship among donors in Myanmar youth aid community. Detailed program activities of international nongovernmental aid organizations and their organization arrangements derived from the publicly available reports, as well as semi-structured interviews with key informants from three selected INGOs

active in Myanmar. The following organizations have been supporting the programs run for, with, and/or by young people aged 15 to 35.

- Youth-specific aid agency: Save the Children Myanmar
- Non-youth specific aid agency: Oxfam Myanmar
- Aid agency with operational programs supporting youth initiatives: The International Federation of Red Cross and Red Crescent Societies and Myanmar Red Cross Society.

The field research in Yangon and Bangkok commenced from June 1-12, 2015. Research method included one-two hours each organization of semi-structured interview with the relevant staffs of Save the Children Yangon Office, Oxfam Myanmar, IFRC, Myanmar Red Cross Society, Action Aid and related youth NGOs. The outputs from this research are in the form of publications, conference proceedings[3], and classroom materials. The discussion aimed at making a contribution to the overview of INGOs' collaborative efforts with other donors and the relationship with the Government of Myanmar (GoM). It included providing in-depth information about INGO's activities as a donor and as a source of technical assistance to support young people for specific age group (15-35 years old). Information collected was analyzed to assess the merits of these coordination mechanisms and innovative approaches in facilitating information, knowledge exchange and reducing the overlapping and duplication of aid efforts.

2. Practices of coordination in development cooperation

The complex architecture of development assistance has evolved from traditional relationship of North-South paradigm to the North-South-South cooperation and South-South cooperation (European Commission, 2011). While a rethinking of state role as a central agent in the development processes has continued to be an important part of debates on globalization. In Busan Partnership Agreement (2011), the world has witnessed the inclusion of civil society, the private sector and other non-state actors as the providers and facilitators of development funds, policies and processes. Such global development partnership embraces diversity and provides opportunities for the unique roles that all stakeholders in the cooperation can play to support development. This form of development cooperation highlights the methods of

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[3] The 4th International Conference on International Relations and Development (ICIRD) at Mahidol University during 9-10 July 2015, and the 1st International Conference on Burma/Myanmar Studies (ICBMS) at Chiang Mai University during 24-26 July 2015

locally owned solutions to service delivery, public-private partnership and horizontal partnership to complement traditional aid processes to address poverty, inequality and other development challenges across demographic groups.

International community recognizes three different dimensions of development assistance coordination. Different instruments and structures are needed for each type of coordination at different levels e.g. program, local, sector, cross-sector, national, international levels (SEIO, 2012; Smolin, 2012; WHO, 2009). There are two main vehicles for coordination at the implementation level. Program-based approaches (PBAs) are the main relevant approach of engaging in development cooperation, with the principle of coordinated support for a locally owned program. The approach that is increasingly common in low-income countries is the Sector-wide approaches (SWAp), which is the program-based approach but operating at the entire sector level bringing together all development actors and stakeholders within the sector. The latter approach is deemed to strengthen coordination, coherence and efficiency inline with the target outputs of the overall sector.

Donor coordination is a subset of aid coordination. It refers to the specific mechanisms and arrangements agreed within the community of development partners to improve their effectiveness as partners in the development process. The unique characteristics of this stage of coordination include development partners are the main drive. Government plays a passive role due to a lack of system to manage aid or to engage with donor in policy dialogue.

Aid coordination is a subset of development coordination, and is referred to the established mechanisms and arrangements that country governments and their development partners have agreed on in order to maximize the effectiveness of external aid for development at national or sector levels. At this stage, there are evidences of the more proactive engagement of government counterpart and the setting up of the foundations of improved aid forecasting, accounting and aid management systems as well as related infrastructure on the government side to link with that of the development partners.

Development coordination refers to the combination of aid coordination and the national government systems e.g. policy-making and implementation, accountability, governance that ultimately deliver development results. The ideal characteristics of development coordination feature government increasingly taking the lead in policy design and implementation, effective mechanisms for management of all government resources, and efficient and fully integrated mechanisms of cooperation between the government and the community of development partners.

The above dimensions elaborated in the European model of regional integration are mostly applicable to the designing of coordination mechanism, as well as strategies for implementation. The tasks of setting goals for the coordination trajectory and implementation at each stage emphasize the roles of government. Boesen and Dietvorst (2007) concluded that the aim of aid coordination is not for aid effectiveness but the development effectiveness as coordination efforts become effectively integrated within the government planning and governance systems. In order to analyze and evaluate the roles and contributions of non-state actor in any model of aid coordination, the following principles of effective aid coordination[4] should be upheld.

- Best use of limited resources;
- Alignment with national planning, programming, monitoring and reporting processes, strategic documents and priorities;
- Flexibility to establish and abolish donor coordination groups per need and avoiding administrative overburden of public administration staff;
- Using existing national planning, programming and monitoring structures and procedures;
- National leadership and ownership in aid coordination; and
- Improved harmonization and coordination among donors' activities and priorities in each sector.

Since the Rome Declaration on Harmonization (OECD, 2003), Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008), and the Busan Partnership Agreement (2011), donor agencies have endorsed efforts to improve the aid process through better coordination and harmonization of procedures. Despite the fears that the 161-government Global Partnership for Effective Development Cooperation (GPEDC) may not meet its self-imposed targets for 2015, they continue to push for transforming cooperation practices and ensuring country ownership of all development efforts including transparency and accountability among development partners. Emphasis has been placed on the complementarities of actors' functions, efficiency in the use of administrative capacities and shared responsibility of those involved in development cooperation. Strategies include a focus on results and policy-making toward sustainable impact and strengthening of national ownership of development priorities by 46 countries receiving development cooperation (*The Global Partnership*, 2014).

The Organization for Economic Cooperation and Development (OECD) sponsored a series of high-level forums on Working Party on Aid Effectiveness

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[4] Adapt from the 2011 programming document of Serbian European Integration Office

between 2002 and 2011. They established widely accepted goals for key aspects of coordination, harmonization, as well as mechanisms for evaluating progress toward those goals. Donor coordination efforts have been incorporated by the United State, both in international forums and within the U.S. foreign assistance structure. These include increasing transparency about U.S. aid flows and objectives, channeling aid through multilateral institutions, posting coordination officers to act as liaisons between U.S. and foreign development agencies (Lawson, 2013).

Lawson (2013), US analyst on Foreign Assistance, advocates for donor coordination efforts by means that involve mostly governmental and supranational organizations as the main actors. Both in international forums and within the U.S. foreign assistance structure, such as channeling aid through multilateral institutions, posting coordination officers to act as liaisons between U.S. and foreign development agencies. In recognizing new approaches to development cooperation and a need to adapt funding instruments, the USAID Knowledge Services Center[5] has advocated a number of innovative aid delivery mechanisms, including Delegated Cooperation (DC) and Multi-donor Pooled Funding. DC assigns one donor as the decision-making authority on behalf of other donor partners in dealing with fund administration and/or sector policy dialogue with the partner government. The lead agency is chosen on a case-by-case basis based on comparative advantages. Its level of authority conferred upon may vary – ranging from being responsible for one element of the project cycle to being in charge of a complete sector or country program. Apart from helping to reduce transaction cost, Delegated Cooperation is considered effective approach for an exit strategy, first and foremost by delegating program implementation to other donors who will remain active in the sector. Multi-donor pooled funding is a common fund approach resulting from more than one donor agrees to contribute to a 'basket'. This approach is common in the area of humanitarian financing with one donor agency assumes administrative responsibility of the fund, which is utilized in a form of holding account reserved for specific purposes. Such coordinated financing arrangements usually are agreements between the recipient governments and participating donors.

The European Union has also invented a number of technical solutions to assist with its coordination efforts between European institutions and the member states, as well as recipients that are non-EU member states. This is considered as the attempts to address the issues of fragmentation and proliferation of official development assistance in recent years (DIE, 2014). These mechanisms are applicable on three main areas; policy level, programming level and

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[5] See (Spevacek, 2010)

implementation level. To identify the right level of aid coordination, the German Development Institute had conducted research last year and concluded that coordination at the policy level faces limitation due to diverse local coordination capacity and different political rationales driving the actors involved. Regardless of the EU-level policy documents defining the efficiency agenda and road map for implementation, decisions on engagement and geographic concentration are constrained by sovereign national decisions of the member states. These findings have implications on the level of influence by non-state actors in the coordination processes because the political economy of donor coordination as well as that of the partner countries is complex.

On the programming level, the EU has scaled up the Joint programming model to be used under their donor coordination. The purpose is to incorporate member state and Commission bilateral country programs into a single EU country strategy that is aligned with the partner country's own national development plan. EU institutions and member states would then agree upon these strategies (ibid.). Such mechanism has strong merits in improving both the levels of national alignment and ownership, reducing conceptual contradictions typical of a fragmented donor landscape, securing great predictability and less volatility of funding for the recipient. Joint programming has high potential to reduce transaction costs for the recipient governments as negotiations in the aid processes can be arranged in one donor forum for example, while scheduling of consultations and responses could be done in a timely fashion with recipients' political dynamics. This in turn increases effectiveness and sustainability of aid.

3. Development coordination mechanisms in Myanmar

Previous discussion on the principles of development coordination stresses the need for more effective coordination mechanisms deemed conducive to strengthened national ownership and alignment, accountability and efficiency in the use of administrative capacities. Lesson learned, technical solutions and innovative coordination mechanisms practiced globally have been applied to construct coordination structures of Myanmar/Burma, the world's new donor darling. Myanmar/Burma is considered the least developed country and low-income fragile state with high aid dependency[6]. Its quasi-civilian government is experiencing 'a triple transition, from an authoritarian military system to democratic governance, from a centrally directed economy to a market-

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[6] OECD defines fragile states as countries that are recovering from conflict and embarking on peace and state building processes, experiencing long-term insecurity, recurrent crises or localized conflict, or high levels of criminality and violence.

oriented economy, and from 60 years of conflict to peace in its border areas' (World Bank, 2012). Media platform has discussed that since the country started opening up less than three years ago, there are increasing number of foreign donors 'lining up to finance all sorts of projects, open offices and establish multi-donor funds for the country, while multilateral banks have extended loans for Official Development Assistance projects' (Morales, 2013). Aid coordination in Myanmar has improved from the past especially through the establishment of clusters; however, the system has hindered the deployment of resources and is still considered 'a work in progress' (ibid.).

Aid coordination and effectiveness have great implication on the success and sustained development of developing states especially Myanmar – the resourceful country. Not least because it reduces aid dependency but also increases domestic capacity of development administration, hence promote sustained level of development. Effective coordination systems send positive message to media, academic and private sector, and are conducive to domestic revenue mobilization, which is necessary in supporting development projects. In complex environment and severe development challenges as in the case of Myanmar, it is important that donors endorse coordinated international engagement as outlined in the 'Principles for Good International Engagement in Fragile States and Situations' by the OECD (2007). Report from the OECD (2014) suggests that Myanmar, along with 50 other fragile states under the OECD list, are capable to raise tax revenues at only less than 14% of its GDP. More investment on capacity building such as creating more accountable tax systems and coordination mechanisms aside developing basic physical and social infrastructure are needed to mobilize their revenues to support state building and peace, and to ensure effectiveness of development assistances.

3.1 Connecting the Government of Myanmar with Development Partners

Consensus among governments and development organizations about the benefits of cooperation leads to the design of systems for regular, national-led policy dialogue at the national, sub-national and sectoral/ thematic levels. The Government of Myanmar (GoM), in consultation with Development Partners (DPs), endorsed 'The Nay Pyi Taw Accord for Effective Development Cooperation' in January 2013. At the first Myanmar Development Cooperation Forum (MDCF), development partners committed to 'actively support manageable, Ministry-led, sectoral and thematic coordination mechanisms, organized around Myanmar Government structures, avoiding the creation of an excessive number of working groups'. Following this inaugural Forum, GoM established the 'Joint Coordination Structures' as a framework for development cooperation across all sectors, consisting of three components:

- **Myanmar Development Cooperation Forum (MDCF):** The annual high-level Forum brings together all stakeholders particularly the GoM and DPs;
- **Foreign Economic Relations Department (FERD) – Development Partners Working Committee meetings (FERD-DPWC):** The regular meetings, of around six times per year, between the Government under the Ministry of National Planning and Economic Development (MNPED) to drive forward the agreed actions from the MDCF and to ensure active dialogue and coordination.
- **Sector Working Groups (SWGs):** The more regular meetings, of six to twelve times per year, and a one-stop shop for coordination in their respective sectors.

Joint Coordination Structure
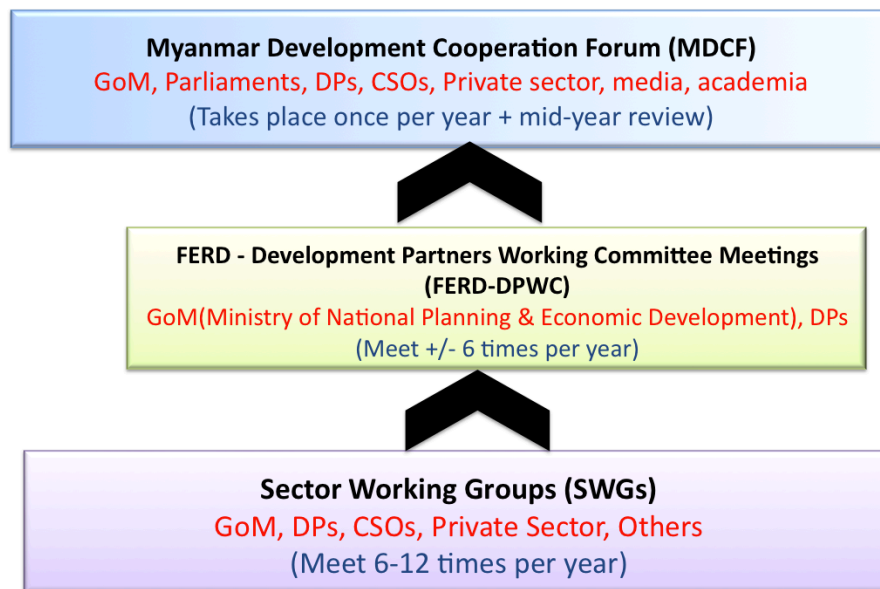
Source: Myanmar Information Management Unit (MIMU)

Following the new coordination framework, Development Partners established a Development Partners Group (DPG) at the end of 2013, with membership access open to all of Myanmar's bilateral and multilateral development partners, while UN and UK government's DFID co-chair the DPG. This structure not only allows members to 'share information and exchange views on development issues and national plans, to coordinate their work and to identify common development policies, positions and messaging', but also

presents mechanisms to engage with all levels of government, the parliament and civil society. In order to facilitate collaboration, strengthen cooperation, share information, strengthen analysis and decision-making among humanitarian and development community in the country, the Myanmar Information Management Unit (MIMU) was established in 2007. MIMU maintains a common data and information repository with data from various sources on all sectors, countrywide, at the lowest administrative unit for which it is available. Information available includes databases, maps and other tools, which support the planning, coordination and implementation of development activities. Important data produced by MIMU includes 'the MIMU 3W: Who is doing What, Where database'. The MIMU Myanmar 3W was established in 2008 after Cyclone Nargis and has since been expanded to reflect humanitarian and development activities undertaken by agencies in all states and regions of Myanmar.

The MIMU comes under the direct management of the UN Resident and Humanitarian Coordinator (UNRC/HC), with strategic guidance from its Advisory Board consisting of UN agencies, international and national NGOs and Myanmar-based donors. As an independent but broadly-owned service provider/organization, the MIMU plays a crucial role in promoting standards and common practices enabling partners for sharing, mapping and storage of different types of data, hence leading to better coordination, improved planning and analysis. With initial financial supports from the European Union, the Swiss Agency for Development and Cooperation (SDC), and the Government of Canada, the Unit currently receives administrative support from UNDP. Such generous assistance enables it to provide services to and facilitate consultation/ cooperation between GoM and Development Partners (UN, international and local NGOs, donors etc.) free of charge.

Organizations reporting 3W Updates to MIMU

	Mar-13	Oct-13	Mar-14	Oct-14	Mar-15
Embassy	1	1	1	1	1
Donor	2	2	1	1	1
UN	12	13	13	14	16
Red Cross	3	3	4	4	9
BBO	14	7	17	25	27
CBO	3	2	2	2	2
NNGO	50	56	60	60	60
INGO	63	75	76	82	89
Total	**148**	**159**	**174**	**189**	**205**

Source: Data from MIMU 3W April 2015, Countrywide Overview

Organizations reporting 3W Updates to MIMU
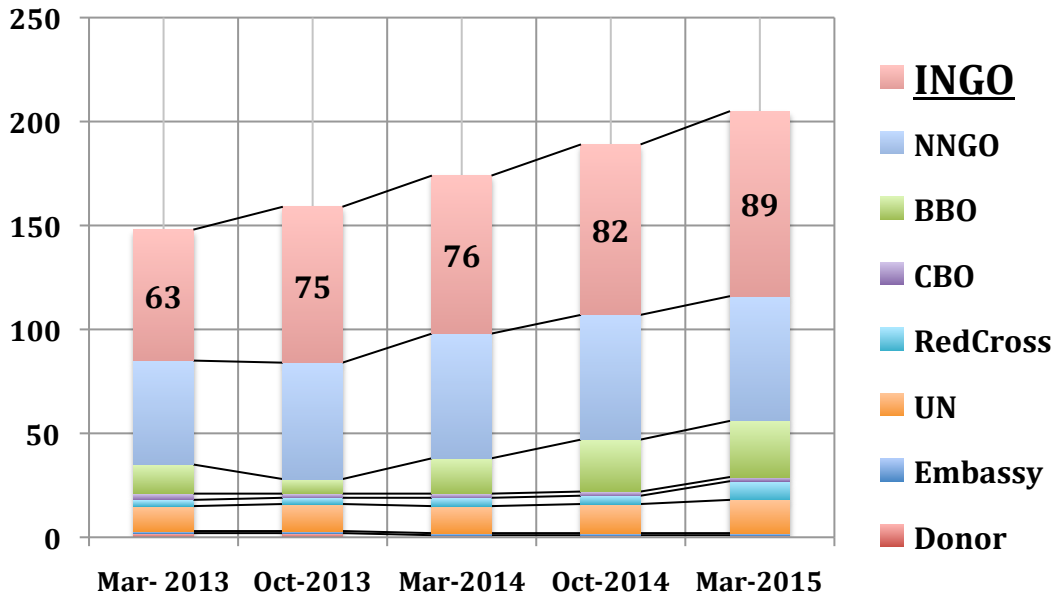
Source: Data from MIMU 3W April 2015, Countrywide Overview

As of April 2015, MIMU (2015) reported that current 3W is made up of the
reports of 205 organizations (89 INGOs, 60 National NGOs (NNGOs), 27
Border-based Organizations (BBOs), 16 UN agencies etc.) working in 19
sectors and 145 sub-sectors across Myanmar. The data captures the growing
number of nongovernmental organizations reporting on the 3W updates since
March 2013.

The existing frameworks, structures and mechanisms clearly highlight state
roles in development coordination. Despite the growing number of non-state
actors, particularly INGOs, and a variety of approaches to connect and
coordinate among actors, there is clearly a provisional gap about their specific
roles and activities within the established government-led frameworks of aid
coordination. The global trends on state actor seen as hollowing out have
prompted a growing literature on the nongovernmental organizations
concerned with the externalities of development programs (Weiss, Seyle,
Coolidge, 2013; Lewis & Kanji, 2009). Below discussion presents prominent
literatures and field researches on the operational modalities adopted by
international nongovernment organizations (INGOs) for their programs in
Myanmar.

3.2 International Nongovernmental Organizations operating in Myanmar

Discussing the involvement of international community in development aids for Myanmar, UN agencies and international nongovernmental organizations began playing an active role since the early 1990s. Many local NGOs were established focusing on healthcare and health education services, HIV/AIDS prevention, child protection and micro-finance. Later in the decade, charitable organizations mushroomed in response to economic challenges and social problems, as well as the need to relocate cemeteries from inside cities and towns to more remote locations. Political crisis know as 'the Saffron Revolution' in August 2007 and the Cyclone Nargis in May 2008 fueled the growth of civil society[7], as sympathizers from all over the country formed local organizations to conduct relief work - either temporarily or continue carrying out social work for people in need. According to the General Administration Department under Ministry of Home Affairs, over 300 local NGOs have been registered since the beginning of 2012 (Department of Labour, 2012).

According to the data as of March 2015 provided by MIMU and distributed by the Local Resource Center (LRC), national or locally registered NGOs (NNGOs) in Myanmar amount to 60 while more than 89 international nongovernmental organizations (INGOs) are reported to be operating inside Mynamar and/or on the border areas. The United Nations Economic and Social Council (ECOSOC) defines an INGO as "any organization which is not established by inter-governmental agreement" (Resolution 288 (X) 27 February 1950), "including organizations which accept members designated by government authorities, provided that such membership does not interfere with the free expression of views of the organizations" (Resolution 1296 (XLV) of 25 June 1968) (UIA, 2015). These INGOs are involved in a number of sectors, including education, health, disaster response, agriculture, climate change, livelihoods and entrepreneurship.

Recent research on INGOs' operational modalities in Myanmar was conducted by the Hauser Center for Nonprofit Organizations at Harvard University in 2011. It examines how INGOs consider the impact, ethics, effectiveness and accountability of their programs in Myanmar over the past decade. With respect to the relationship of INGOs and other development partners, the conclusion highlights the role of INGOs in collaborating, coordinating and pursuing joint action with other development partners including the governmental ones. Advocacy with GoM is possible and in some cases

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[7] There are no official statistics on the number of active NGOs in Myanmar. Some estimate that there may be as many as 10,000 NGOs operating, though most are not registered.

effective as many have adopted a non-confrontational approach aiming to provide information and promote dialogue instead of assessing or criticizing the authorities. This is understandable, given the fact that INGOs generally operate in Myanmar under various framework agreements with the government. This includes Memoranda of Understanding or Letters of Agreement with a relevant ministry. However, operational flexibility is allowed, as there's no optimal operational modality whereby INGOs may choose the approaches regarding registration, procurement and banking to fit with their specific missions, principles or portfolio of projects.

Operational and coordination impediments include the lack of mobility of expatriate staff, fluctuating visa approvals, limited humanitarian space, uncertain registration status, and short-term donor funding (Saha, 2011). Regarding the safeguards used by donors and INGOs to protect humanitarian independence; some believed that the approaches that limit interaction with government officials could even be counterproductive for long-term development. After all, the long-term goal of development cooperation is the country ownership of programs. Thus, proactive engagement of GoM by taking a lead in policy design/ implementation deems desirable. More need to be done; however, if the government is to ensure effective resource management, efficient and fully integrated cooperation mechanisms with community of development partners as characterized by development coordination.

3.3   INGO Forum Myanmar

Of all the active Development Partners' forums, the one most relevant and almost exclusive to INGO is the INGO Forum. Founded in response to the 2007 demonstration, the INGO Forum aims to address the underlying causes of human suffering and socio-economic inequality in Myanmar by ensuring regular facilitated dialogue and strategic discussion between INGO decision-makers for collective strategies within the forum, and with local NGOs and civil society, UN agencies and donors on humanitarian and development issues in Myanmar. According to its most recent publication, the Forum's current strategic objectives cover the period from July 2014 to June 2016. The document discusses how it seeks to adapt to opportunities and challenges resulting from Myanmar's reform process, and the increasing and diversifying membership of the Forum. Significant changes related to aid coordination include constructive engagement with not only international decision-makers involved in humanitarian and development activities but also the national government. There is a comprehensive elaboration of such plan under the prioritized strategic objective aiming to influence humanitarian decision-making and national development policy.

Sub-objective 1.1: To influence national development policy, the INGO Forum will elect representatives to the GoM-DP Sector Working Groups (SWGs) who will act as the voice of INGOs and will provide two-way feedback between the Working Group and the Forum Members… The INGO Forum will advocate for all Sector Working Group [SWGs] to include INGO representation (INGO Forum Myanmar, 2015).

Such strategies are possible given the Nay Pyi Taw Accord for Effective Development Cooperation (MNPED, 2013) in which GoM committed to engage strongly with civil society in participatory approaches and to create enabling environment for civil society to contribute to policy formulation, budgetary processes and delivery of services at the grass roots level. SWGs act as a one-stop shop for coordination in their respective sectors without imposing undue transaction costs, or efforts on the GoM. The work is provided by national plans[8], aim to ensure that sectoral strategies and priorities are elaborated by the GoM and that they identify priority programs and 'quick win' initiatives to be implemented with Development Partners' support.

There are over eighty sector and thematic groups working on technical issues and coordination in the development and humanitarian spheres in Myanmar. The groups incorporate a range of stakeholders, including the Government of Myanmar, donors, the UN, INGOs, NNGOs, CBOs and the private sector. However, there is limited level of collaboration and interplay between development and humanitarian coordination, and geographically based coordination groups, in which a number of INGOs are the member. The following table indicates how the INGO Forum intends to engage with external stakeholders and the priority areas for engagement in order to strengthen the level of aid coordination.

In 2014, Forum Representatives sits at important government- and donor-facing external fora, including the following;

- The Myanmar Health Sector Coordinating Committee and the various Technical Strategic Groups (such as the Transport Sector Working Group);
- The Humanitarian Country Team;
- The Joint Education Sector Working Group;
- Humanitarian Coordination meeting in Kachin and Rakhine;
- Donors-related coordination fora e.g. 3MDG Senior Consultation Group

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[8] The Framework for Economic and Social Reform (FESR) and National Comprehensive Development Plan (NCDP)

Stakeholders in Humanitarian and Development Issues

External Stakeholder	Priority areas in which INGO Forum may seek to engage or influence
Government of the Union of the Republic of Myanmar (GoM)	• National and Sector Development Plans • Sub-National Plans • Laws Pertaining to INGOs
Donors	• Donor strategy
UN: Humanitarian Country Team (HCT)	• Electing INGO representatives • Passing messages from the INGO community to the HCT • Supporting the HCT in setting priorities and objectives
UN: Clusters and Sector WG	• Liaison and participation
GoM-DP Sector Working Groups	• Electing INGO representatives to represent Forum members • Encouraging that two-way feedback mechanisms are in place • Playing a role in determining National Development Plans, sectoral plans, annual action plans of SWGs
LNGO Network	• Establishing linkages and sharing information • Developing joint strategies
LNGOs and Civil Society	• Providing information to LNGOs and Civil Society • Sharing information
Myanmar Information Management Unit (MIMU)	• Strategic and Planning Support
Multi-laterals: WB, ADB, ASEAN etc.	• Forum for engagement on policy and strategy • To advocate for a rights-based approach
International NGO coordination bodies: Interaction/ ICVA/Voice	• For external high-level advocacy and sharing information
Media	• For engagement and information sharing

Source: INGO Forum Myanmar, Strategic Objectives (2014-2016)

The SWGs that have currently agreed to INGO representation include Agriculture & Rural Development, Education, Health Technical Working Groups, Public Financial Management SWG and Transportation. Others e.g. Cultural Conservation, Employment, and Statistical Quality Development groups are reportedly considering extending invites to INGOs and/ or LNGOs.

Forum members created in 2008 an INGO Liaison Office, now known as the Secretariat to ensure coordination among the INGO community and to improve the collaboration and information exchange with other humanitarian and development actors. Members pay a standard membership fee as determined by the INGO Secretariat and endorsed by the INGO Forum. The INGO Forum is financed though membership contributions and receives a grant from European Community's Humanitarian Organization (ECHO) for the year 2015; previously it received funds from UNOCHA. The structure of the Forum consists of three parts; the Member Body, the Steering Committee and the Secretariat. The Member body of the Forum is a loose grouping of 78 INGOs (as of September 2014) and International Red Cross members, which represents a large proportion of the INGOs active in Myanmar.

Portions of INGOs Funding to different sectors in Myanmar
(% of all INGOs' annual budgets in year 2013)

- Health & Water Supply
- Livelihoods and Food security
- Education
- Relief and Emergency activities
- Other thematic focus
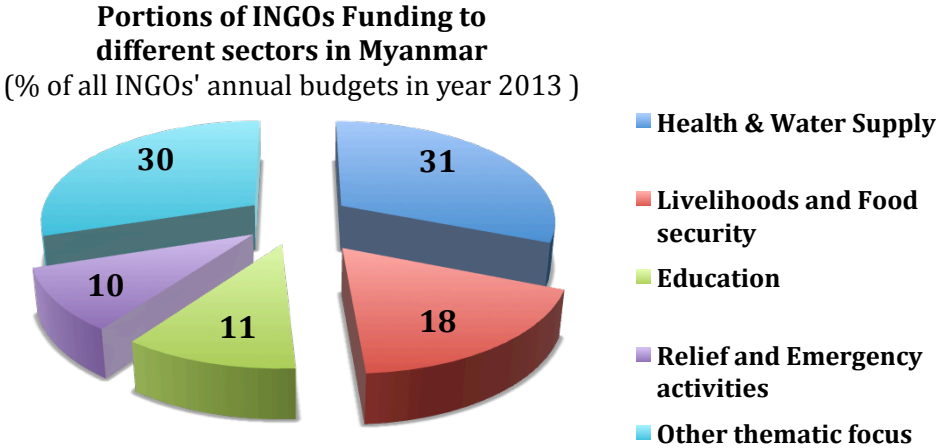
Source: Author's calculation, INGO Forum Myanmar

According to data from MIMU, INGOs in Myanmar have annual budgets varying from less than 1 million USD to more than 30 million USD per year, but most have a budget of at least several million USD, channeling into a wide range of projects and programs in varying sectors across humanitarian relief and development objectives. Taking in aggregate number, the total estimated number of different beneficiaries is over 7 million people. INGOs are an important employer of skilled people in Myanmar, employing more than 8,000

Myanmar and more expatriates as of 2013. The basic structure of the Forum comprises three levels: the INGO Forum, the monthly INGO Forum meeting, and the INGO Liaison Office (MIMU, 2015).

The Liaison office acts as a focal point for INGOs on issues of coordination, representation, operational matters, strategic policy and advocacy as well as funding, supports coordination services and requirements towards LNGOs, UN agencies, donors and other humanitarian stakeholders operating in Myanmar. The Forum operates within the parameters set by the international mandates of each INGO member, and will adhere to the principles detailed in the Code of Conduct of the International Red Cross & Red Crescent Societies and NGOs in Disaster Relief, and The Humanitarian Charter.

4. Development cooperation under the Youth theme

One important development priorities under the new approaches to development thinking is improving human resources of members of the partnerships. Access to quality education, knowledge exchanges, skills development and the livelihood of people are some but important prerequisites for sustainable and inclusive growth. Leaders of development cooperation recognize that achieving this theme is critical to achieving development goals.

4.1 Youth as both a development target and development agent

Over the last three decades the world has seen a remarkable increase in the popularity of youth as a productive social category and concept. By the beginning of the millennium, the youth-related themes of initiatives have been flaring up in the national and global development agenda. Explosion of research and academic studies on youth and adolescence, as well as countless conferences, forum, seminars and teaching centers worldwide devotes to youth concept. Academic community has somehow arrived at the conclusion that young people have been labeled as both the victims of the global economic crisis of 2008-2009 and its only hope for the full recovery. Framed and labeled as the leaders, even the initiators of the mass uprising throughout the Arab world in 2011-2012. The effect of youth extremism and youth involvement in violent conflicts has caused great concerns to global, regional and national security alike (Sukarieh & Tannock, 2015). Youth on the rise phenomena represents only a few examples of the promotion and expansion of youth as a significant social category in recent decades.

Debates over the definition and boundaries of youth vary significantly depending on the institutional context, period, place and individual for example

when youth age begins or ends, legal procedures for dealing with juvenile delinquency. While the universal definition of youth is debatable and context specific (Cote, 2014), there is nearly 44% of all people in the world who are under the age of 25 (2010). Youthpolicy.org; a global publishing house on youth issues with the most recent data from UNFPA, reports that there are approximately 1.75 billion people aged 15-29 living in the world, with almost 1.5 billion live in less developed countries. Southeast Asia is home to over 162.8 millions youth ages 10-24 years old, accounting for more than 27% of the total population in the region (PRB, 2013). Comparing to other donor-prioritized regions in the world, youth population in Southeast Asia ranks 3rd after Africa and South-Central Asia[9]. It is forecasted that the world's youth population, ages 15-24, will become more and more concentrated in Africa and Asia between 2010 and 2050, the continents of development aid recipients (Youthpolicy.org, 2014). In the 21st century where forces of globalization and demographic changes are in full swing, the emphasis on human resource particularly youth development has been featured in most, if not all, development agenda.

The condition and situation of young people provides a basic overview of some human development issues needed to be addressed. The poorest, least developed countries tend to have the largest shares of young people as a proportion of their populations. These countries have drawn increasing international support for humanitarian aids and development programs over the past six decades. There are many reasons why development aids in various forms have been pouring into the resource-rich Southeast Asia. Poor management of the distribution conflicts, inherent in the democratic transformation processes of most of the countries in Southeast Asia, results in growing ethno-nationalist and communal/sectarian conflicts that are barely contained or resolved institutionally by the relevant political actors. Instabilities raise a number of problems and have impeded youth's access to education, health, employment, civic/political participation and livelihood. As concluded in the regional overview, for 2010-2011, by the United Nations Programme on Youth on the state of youth in Asia and the Pacific (UNPY, 2011), there have been many challenges affecting lives of young people. This included high unemployment, substance abuse, delinquency, HIV and AIDS, to limited access to education and resources, including information technology, and a lack of leadership and participation. In addressing these challenges, aid and development organizations have shifted policy and program orientations to youth as the new development target; competing with other established beneficiaries such as the household, the women or the rural.

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[9] The comparison excludes China, whose youth population is at 299.1 millions as of 2013.

The stark realities of poverty, hardship, exploitation and abuses are not uncommon to the largest country in mainland Southeast Asia, Myanmar, which is also the most ethnically diverse nation in the region estimated at some 130 groups making up its population of approximately 50 millions (2013). It is expanding its outreach to the international community and seeking more global economic connections as it has recently marched toward democratic regime. These transitions have the potential to create opportunity and shared prosperity for its people. Especially Myanmar youth sector whose population stood at 12.9 millions as of 2013, and is accounted for 26% of country's total population – same proportion as Indonesia and Vietnam.

The country's current age structure shows the narrowing of the population pyramid base seen under the age of 15. This illustrates the diminishing number of youth in the country, reducing the risk of bottlenecks to provide human capital investments i.e. education, health and employment. Political, social and economic changes have contributed to bringing youth into the world stage and becoming the main public policy target and agent. The large size of youth population represents not only an automatic effect of social and economic changes, but also actively constructed as a tool, resource and technology for managing these changes.

Population Pyramid of Myanmar in 2014
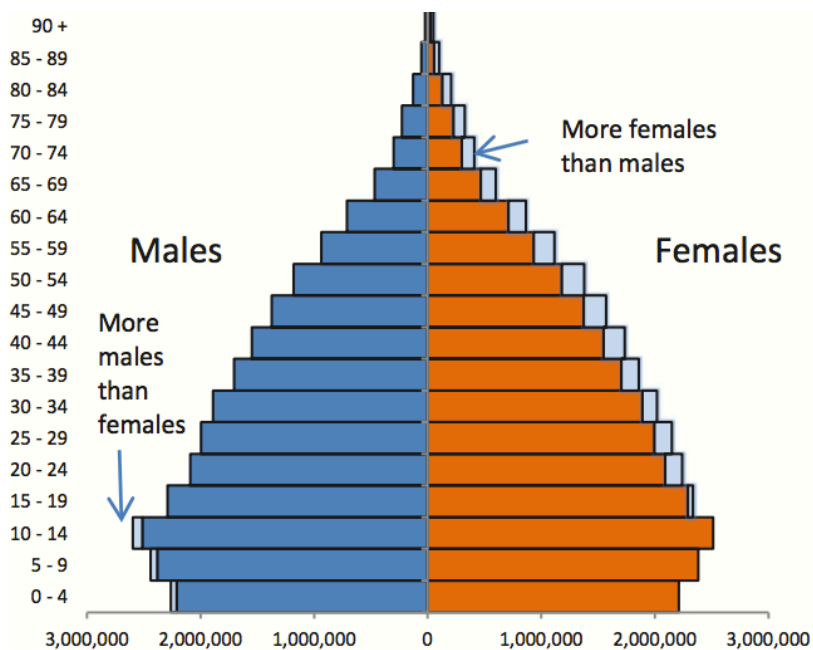
Source: 2014 Census results, Ministry of Immigration and Population, with UNFPA

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Bringing in the neoliberal arguments, the recognition of core characteristics of youth has gained momentum and spread across the world through impenetrable networks of growing number of development actors. The complex architecture of development cooperation has evolved from traditional relationship of North-South paradigm to include a number of emerging economies providing a variety of development resources. One important contributor to this new development architecture is the massive, unemployed/ underemployed young human resources of the global South. Young people are often targeted as the main beneficiary as well as the active participants in the aid processes. Youth have been increasingly involved in policy-making processes, aid delivery and research efforts across development sectors. In Myanmar, youth has become not only the main development agenda but also active agents of national development initiatives. The increasing popularity and involvement of young population in development cooperation have highlighted their degree of responsiveness, usefulness, and productivity.

4.2   Mapping of the youth sector

The landscape in which youth-related development programs operate makes up of national governments, local governments, private sectors, non-governmental organizations and international youth sector. The latter is anything but small, and often not very well known. The Open Society Foundations funded a research project in 2010 to create a directory of the international youth sector. The studies present different categories of actors engaged in the sector at the global level, the relationships between them, and the many different forms of institutionalized cooperation through which youth policies at the international level are developed. The area consists of a wide variety of organizations that engage with youth issues and/or exist for the fulfillment of exclusively youth-specific objectives (Ohana, 2010). It is a highly specialized development field, reaching into many different themes categorized from Youth Employability, Livelihoods, and Entrepreneurship, Youth Development - Formal Education and Informal Learning, Youth and HIV/AIDS, Youth and Participation, Youth Health and Healthy Lifestyles, Youth and Technology, and Youth and Climate Change.

Throughout six decades of traditional development paradigm, and the rising new one, supports for international youth sector have expanded in size and thematic focus as states recognize the importance of this population cohort in achieving sustainable growth. With the 2014 convening of senior government officials, and development partners from over 100 countries in Sri Lanka at the World Conference on Youth, youth has been positioned to play critical roles for the development of the post-2015 development agenda. Such role includes

reviewing the achievement of the Millennium Development Goals, facilitating effective partnerships, and contributing to the implementation of the post -2015 development agenda (UNESCO, 2014).

In attempt to identify the actors and their roles in the aid coordination for youth development efforts, a simply diagram has been adopted from the concept of 'Magic Triangle' in Yael Ohana's work (2010) to better understand actors in the youth sector at the national and international level, the relationship between them, and the parameter of participation in the aid processes. Youth-related development actors include the following;

- **Intergovernmental and supranational organizations:** United Nations System, The World Bank and the World Bank Group, The Commonwealth, and Organisation Internationale de la Francophonie.
- **The Governmental and Nongovernmental development aid community:** Consisting of Governmental development aid agencies with important youth-related programming whether centralized or regionalized, and Nongovernmental development aid organizations including those internationally organized and internationally active with programs that have young people as beneficiaries or as actors of development.
- **The International nongovernmental youth sector:** Comprises of International Nongovernmental Youth Organizations (INGYOs) active at the international level – many with elaborate structure in terms of national and regional affiliations. With the development of information and communication technology in the past decades, the main actors in this sector also include virtual networks addressing young people as well as information associations and portals.
- **The International youth research community:** as a recognized field of sociological study which is relatively weakly incorporated into institutionalized mechanisms of cooperation in the youth field on the global level. New trend arises on institutionalized structures for interregional exchange and cooperation. This covers International Youth Research Journals and International Youth Research Networks and Initiatives.

Mapping of Development Actors in the International Youth Sector
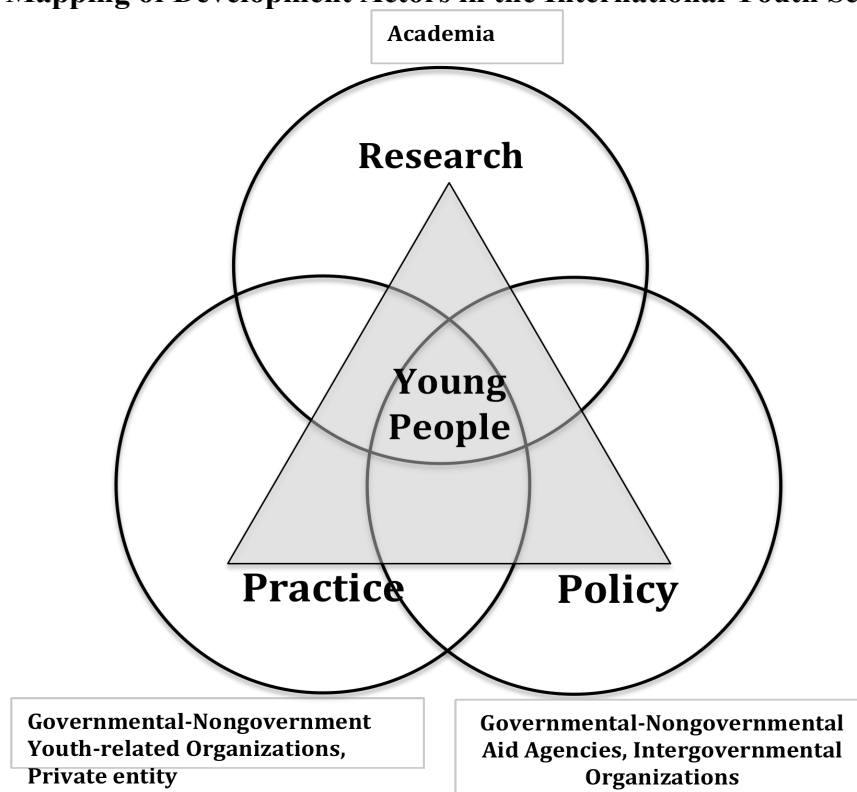
Source: Ohana 2010 and Author's own conceptualization

Despite the ability to provide an overview of the global landscape of youth sector, the existing international database with such great scope has some limitations. It lacks in-depth information on actors operating actively in a particular country or per thematic focus. Another gap in provision is the ability to explain how the actors, each with different organizational structure and management style, interact with one another in order to fund and/or support youth programs - whether the resulting coordination contributes to the aid effectiveness and the achievement of development goals. Existing literatures have broader scope studying other non-state actors in the state-building processes (Smits & Wright, 2012), or focus on a particular theme across demographic groups such as the UN Declaration of Commitment on HIV/AIDS2 that calls for the full and active participation of civil society, the business community and the private sector. Ryangaert and Noortmann (2013) study the influence of these actors on public policies, which give insightful perspectives on how nongovernmental development organizations and human rights institutions use various mechanisms to influence national security and public policies.

4.3   Explore the landscape of Myanmar youth INGOS

Literature review on youth development studies and practices highlight interesting practice of the Pacific region that could be adopted to aid our understanding of the landscape of youth aid organizations in Myanmar. The review of youth strategies of the Pacific region and the drafting process of Pacific Youth Development Framework (PYDF) 2014–2023 (Curtain, 2011) resulted in a useful conceptual framework for coordination among development actors. It showcases the coordinated approach to youth-centered development that seeks to address barriers to implementation, maximize available resources for youth, mobilize new resources for youth and achieve clear and lasting improvements in development outcomes for young Pacific Islanders. Central to the development and the success of this PYDF is the need to work collaboratively with regional youth stakeholders, youth networks, governments and administrations. This framework requires a commitment from countries to establish and strengthen a national coordination mechanism with shared responsibilities to allow equal partnership with young people.

Adopted from the PYDF, the below diagram depicts the donors landscape in Myanmar with coordination role of UN-OCHA and relevant non-state aid agencies clustered around the six youth-related thematic focus. This diagram conceptualizes the landscape of coordination among relevant actors active on the youth theme, and mapping out the nongovernmental organizations according to the areas they are active. The lead agency (in red/underline) acts as a focal point and a representative of the working group/ coordination group/ network to lead the strategic development and determine appropriate agencies to provide technical assistance in support of the group. When analyzing under the context of GoM-led national coordination mechanism discussed in the previous section, these lead agencies are the ones responsible to participate in the GoM-DP Sector Working Group meetings i.e. the Foreign Economic Relations Department (FERD) – Development Partners Working Committee meetings (FERD-DPWC), which meet around six times per year in addition to regular meetings under their respective Sector Working Groups.

Myanmar Youth INGO Mapping & Conceptual Framework
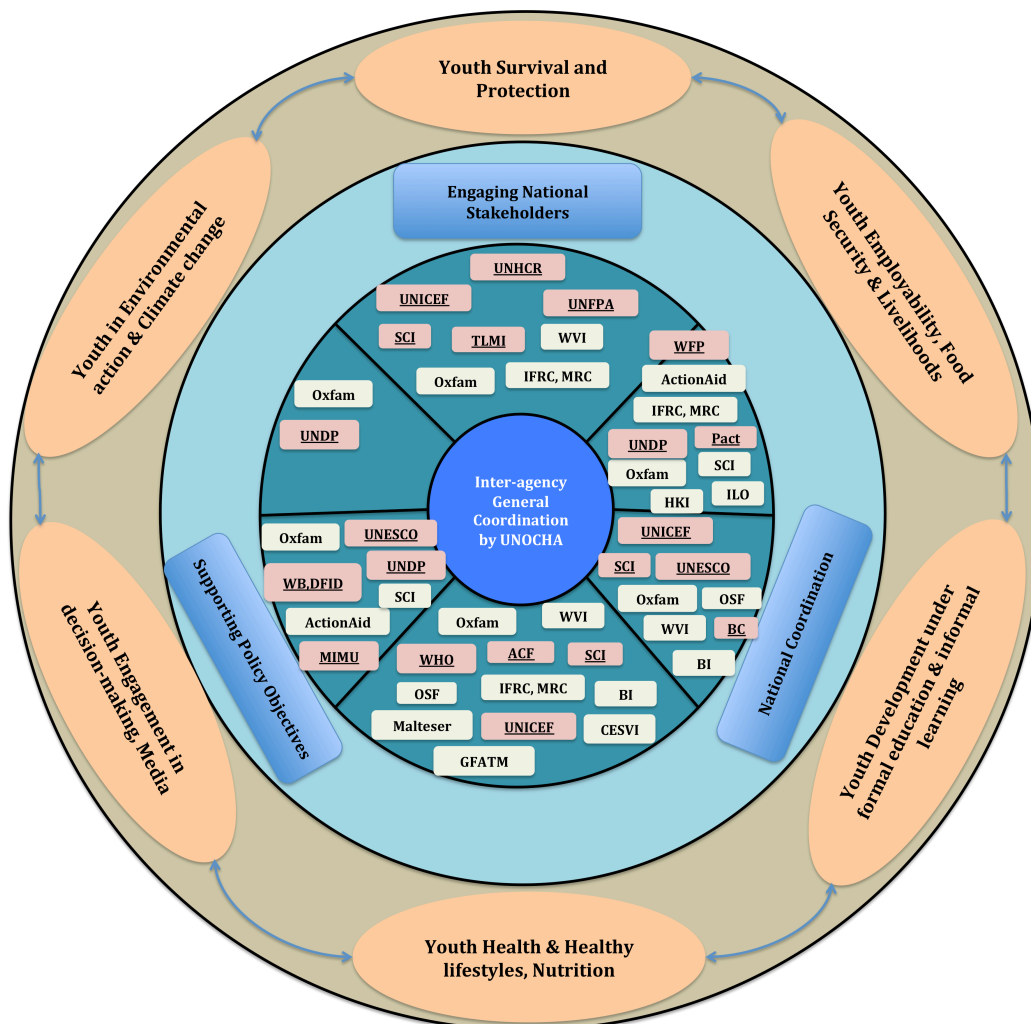
Source: Application from UNICEF 2013 framework and Author's own mapping

Despite the ability to provide an overview of INGOs engagement across thematic focus relevant to youth, this conceptual framework lacks one more level of comprehensiveness to ensure a result-oriented coordination process. The constructed diagram lacks national priorities for development outcomes for youth as demonstrated unlike the Pacific region's framework which encompasses four measurable development outcomes; i) More young people secure decent employment; ii) Young people's health status is improved; iii) Governance structures empower young people to increase their influence in decision-making; iv) More young people participate in environmental action. These outcomes form the ultimate goals of all youth development programs in

the Pacific region, and they are integrated with and elaborated in the national youth policies.

More than 70 countries from all regions of the world have created or are in the process of creating new national youth policies. Of all 10 Member States of Association of Southeast Asian Nations (ASEAN), only five countries have a national youth policy: Thailand, Malaysia, Vietnam, Brunei and Cambodia. Singapore has no dedicated youth policy, but a government-run council for coordination. The Philippine Youth Development Plan 2012-2016 is awaiting executive endorsement. Following the UN guidelines, comprehensive youth analysis is currently being conducted in Laos. An integrated national youth policy does not exist in the youthful nation of Indonesia. Youth practitioners conducted a youth policy review in 2013 in Indonesia, and observed a 'fragmentation of youth-related policies' and criticize substantial overlap, and a lack of coordination (Youthpolicy.org, 2014).

Myanmar has no national youth policy, but there are ongoing efforts to develop ones. Two parallel youth-led processes are underway, both emphasizing the need for a participatory and engaging process. The first one was initiated in 2012 under the outcomes of the nation-wide Myanmar Youth Forum. The working group called National Youth Congress (NYC) is responsible for defining the processes to develop the policy while coordinating with local youth networks and encouraging collaboration within and among networks. The United Nations Population Fund (UNFPA) initiated another youth-policy-making process in January 2014 with generous support from Her Royal Highness Crown Princess Mary of Denmark. The movement began with a visibility campaign emphasizing humanitarian, health and social issues such as improving lives of children, adults and families, with a focus on maternal health and young people. It was unclear; however, how these two processes relate and interact.

For Myanmar to realize the full benefit of youth INGO mapping and conceptual framework, it has to identify and seek priorities for development outcomes for Myanmar youth. This will have an implication on specific lower-level outcomes to contribute to overall achievement, as well as key strategies to ensure implementation makes positive changes in young people's lives. Such strategic framework will structure the efforts of all stakeholders and development actors involved not only in aid coordination but also in development cooperation in general.

5. Cases of aid coordination for, and by, youth in Myanmar

This section presents the evidence and nature of aid coordination between GoM and the community of development partners i.e. the government-led aid agencies and the youth-oriented INGOs. Several rounds of interviews conducted in early June 2015 provides in-dept analysis of three internationally organized and internationally active nongovernmental organizations providing humanitarian support and capacity building in terms of financial and technical assistance for children and youth in Myanmar. Among 89 INGOs operating in Myanmar, Save the Children, International Federation of Red Cross and Red Crescent Societies (IFRC)/Myanmar Red Cross Society (MRCS) and Oxfam are selected as case studies. It discusses the research findings about their structures, main features and linkages with other development partners. Interview sessions addressed the following research questions regarding their operations in Myanmar; how they coordinate across agencies and thematic focus to support youth-related organizations in addressing development challenges, and how programs collaboration between INGOs and other donors help empowering youth to get involved in development activities;

Specific questions during the interview requested the interviewees to identify the type of financial flows and/or technical assistance to support the youth sector, and position their organizations within a new, largely fragmented, funding landscape in Myanmar. Below diagram depicts the structure of Development Partners Group (DPG) discussed earlier in the section 3.1, which connects between GoM and various Development Partners including the case studies.

DP-only Coordination Structures
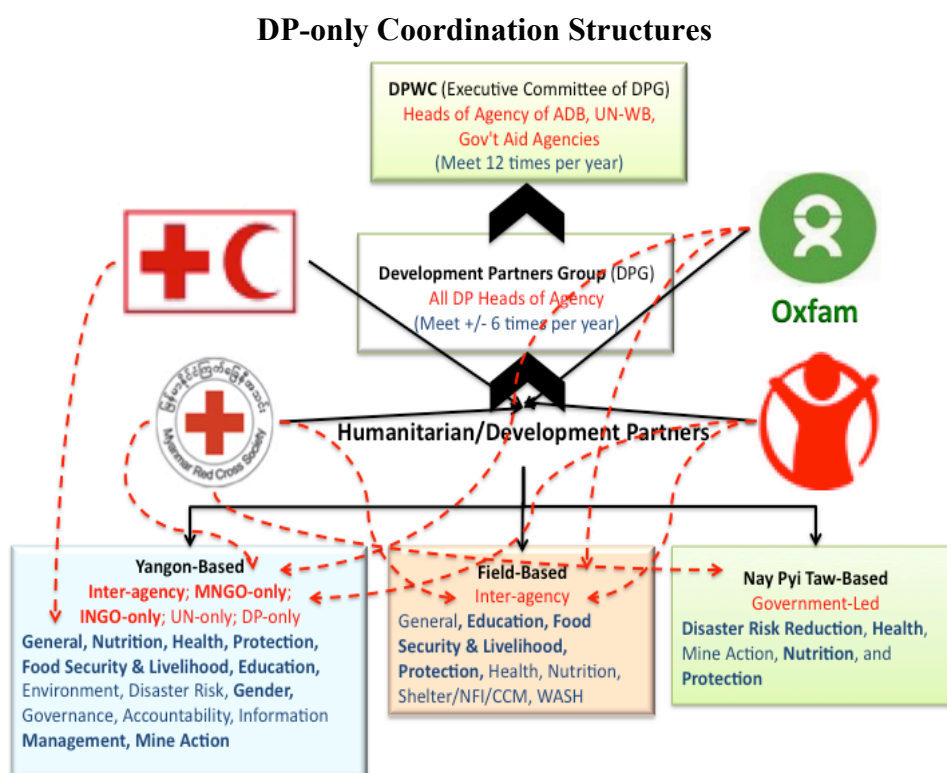
Source: Myanmar Information Management Unit (MIMU) & Author's own mapping

The structure of DPG was formalized in 2013, chaired by the UN and UK government. It represents the mechanisms to engage with GoM through the Development Partner Working Group (DPWG) and the Nay Pyi Taw-Based groups. Heads of all agencies will meet every 2 months to share information and exchange views on development issues including the national plans, coordinating work for common policies/positions etc. This is the structure where the case studies of INGOs mentioned above have been actively involved. Moreover, each organization has their own channels for engaging in the coordination forums, base on their particular thematic focuses. All INGOs under the studies have been participating in the Yangon-based INGO forum and the field-based inter-agency forums especially on Protection sector, WASH, Food Security & Livelihood in Kachine and Rakine. MRCS has a unique advantage over the outreach, granted exclusive access by GoM to participate in all including the government-led ones. Save the Children takes a lead in Education sector, Nutrition & Child Rights together with UNICEF, while Oxfam highlighted its involvement in the gendered-focused Myanmar NGOs and a consortium model with other INGOs. One important role of DP-only Coordination Structure is to provide a mechanism for inclusive communication and preparing for meetings with relevant government entities, as well as to support Myanmar's relationships with regional & international bodies e.g. ASEAN and G20. The following sections present detailed findings of each organization.

5.1   Save the Children Myanmar[10]

Background and Key Achievements:

Save the Children International (SCI) has been active in Myanmar since 1995, with programs targeting children, families, and young people of up to 18 years of age. In terms of its thematic focus, Save the Children in Myanmar has helped children to access essential services such as healthcare and education. Youth-relevant themes are in the areas of Education, Child Protection, Child Rights Governance, Health and Nutrition, Livelihoods and Humanitarian Response. With its key partners such as UNICEF, ILO, UNHCR, World Vision International (WVI), the organization has expanded its programs within the country to support the most vulnerable and disadvantaged children and their families to access nutritious foods, gainful employment and financial services,

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[10] The author acknowledged significant contribution from Katy Webley, Director of Program Development, Quality and Advocacy at Save the Children International, Myanmar office.

community protection, child rights, clean water and sanitation, malaria and TB control and HIV/AIDS treatment.

The organization has highlighted its program outreach of more than 4,305,947 beneficiaries as of 2014, with 30% getting direct impact across thematic areas. Health programs yield the greatest impact with more than 60% of total beneficiaries treated through Save the Children's facilities and activities, trained in one or more priority health or nutrition areas, reached with HIV/AIDS prevention services and nutrition activities. More than 6,000 parents received knowledge of child rights and positive parenting, and over 210,000 beneficiaries reached with humanitarian interventions in Rakhine, Kachin and Meikhtila, the conflict-affected areas.

The organizational arrangements at Save the Children allow for effective coordination and greater integration of its programming, to enhance the level of impact and to seek efficiencies where there is geographic overlap. The Myanmar country office has identified tools, systems and mechanisms to facilitate, guide and strengthen integration within the country office and between development partners. The following types of integration are included in its strategies;

1. Integrated technical support from across sectors for deliverables e.g. training, tools;
2. Access to and collaboration with stakeholders from other sectors e.g. schools, ministry officials;
3. Access to implementation support such as integrating activities and sharing staff for the delivery of services or training e.g. volunteers and master trainers;
4. Access to data, analysis, and reports from other sectors;
5. Harmonized messaging and approaches to common audiences; and
6. Cross-sector input into project design and technical approaches.

Save the Children in Myanmar provides regularly updated and easily accessible mapping of geographical target areas and beneficiaries that helps to identify the potential for integrated programming by drawing attention to areas of programmatic overlap. Staffing structure emphasizes integration over thematic areas, with reviews of hiring practices and job descriptions to ensure experience with coordination and integration. Some tools are accessible only internally; however, such as Sector-specific key messages and position papers with explicit top line advocacy messages, Brown bag sessions as an informal space for cross-sector dialogue, Program-level meetings and Internal learning systems.

Coordination Arrangements:

Save the Children's coordination and integration efforts occur throughout all stages of planning and program activities as well as monitoring and learning with the use of various tools, mechanisms and systems. Starting from country strategy development, problem analysis, the development and implementation of needs assessments. Documents from Myanmar Information Management Unit (MIMU) show active involvement of Save the Children International in the aid coordination mechanisms across various thematic focuses. The organization is a leading coordinator, together with UNICEF, connecting humanitarian and development partners in Education Thematic Working Groups (ETWG) in Myanmar. Given its significant impact in the areas of nutrition and child rights, Save the Children International also leads the Nutrition Technical Standardization and Capacity Building Working Group and NGO Child Rights Working Group.

Save the Children highlighted its close coordination under the seed fund program with other non-state actor, i.e. World Vision, and the governmental one including UNICEF on the demobilization of child soldiers. These actors developed coordinated efforts in the monitoring, identifying and reporting of child soldiers by engaging closely with the communities and Government of Myanmar in conducting spot check. They also have been involved in organizing 'Ceremony of Discharge' as an official step for these children to begin rehabilitation and re-integration with the communities. The beneficiaries include children from the early childhood to youth development stages as the former group generally transition into youth age group while still in the re-integration systems. On its coordinating role in the NGO Child Rights Working Group, the organization has been participating in the National Child Law Consultation processes led by UNICEF by reviewing and collecting feedbacks from civil society organizations on the drafted Law and submitting to the government.

Coordination at the implementation level seems the most dynamic in the health sector with both state and non-state actors involved at all local, national and international levels. Save the Children has been the co-Principal Recipient (PR) of three grants under the Global Fund to fight AIDS, TB and Malaria (GFATM/ Global Fund) in Myanmar since January 2011. Together with its implementing partners known as sub-recipients (SRs), the organization provided in 2011-2012 the services at the health facility and community level. Successful implementation in phase I lead to the New Funding Model (NFM) for 2013-2016 in which Save the Children will directly disperse Global Fund financing to17 sub-recipients in 251 townships (out of 350) in all 15

states/regions across the country. Such scale of implementation is only possible with adequate organizational capacity and dense networks of actors including local government in granting the access to affected areas, facilitating logistic for program staffs and volunteers, and identifying beneficiaries. A team of 30 professionals are employed to work exclusively in the management of the GFATM grants to ensure that activities are technically sound and are implemented following national and global quality standards. Apart from providing support on financial and program management to SRs, the organization emphasizes proper monitoring and reporting on the program performance to Global Fund and the Myanmar Health Sector Coordinating Committee (M-HSCC).

To ensure effective coordination of programs to tackle these three diseases, Save the Children participates in the Malaria, TB and HIV/AIDS Technical Strategy Groups and the national level multi-stakeholder board. Actors and sub-recipients under Save the Children-PR who coordinate for program activities include a) international non-state actors; Asian Harm Reduction Network (AHRN), Burnet Institute Myanmar (BI), CESVI, Health Poverty Action, International HIV/AIDS Alliance, Malteser International, Population Services International, World Vision International, b) local non-state actors under Myanmar NGO consortium on HIV and AIDS, and c) state actors e.g. International Organization for Migration and other government aid agencies. Young people are among the most active development agents that for program implementation with more than 3,000 Village Health Volunteers being recruited in 2014 alone. Furthermore, this GFATM consortium also features Substance Abuse Research Association, a local think-tank-type NGO founded in 1991 in collaboration with Ministry of Health, Central Committee for Drug Abuse Control, Department of Social Welfare and UNODC. SARA under Save the Children grants has conducted several surveys and research activity focusing on drug abuse, completed projects on Parenting Skills, Family based approaches in Drug Abuse prevention, and piloted hospital based outreach activities for Harm Reduction intervention.

One of the flagship initiatives of Save the Children is the Early Childhood Care and Development (ECCD); holistic child development programs which prepare young children for life through early learning and development opportunities in both formal and non-formal education/learning sector. The programs provide small grants including trainings to NGOs at community level throughout the country, gaining wide geographical outreach. On the sustainability aspect; ECCD functions like a seed fund with exit strategy being the integration of program activities with that of the local NGOs. The coordination mechanisms within the scope of ECCD include the Myanmar Education Consortium (MEC), a multi-donor pooled funding established in 2013 with 2 other INGOs

(World Vision and Burnet Institute) to support marginalized children especially those from the ethnic groups and border areas. MEC currently funding 16 partners in the building of capacity of complementary education systems and structures, with additional 13 local NGOs started the projects in partnership with the Consortium.

This coordination arrangement also incorporates the Memorandum of Understanding (MOU) between development partners and the Government of Myanmar to make sub-grants to local government who oversees the formal education sector. With the ongoing national-level Comprehensive Education Sector Reform (CESR), Save the Children has been asked to do the initial study on a transition of ECCD to the primary school level i.e. adding the 'ECCD-model kindergarten year' into the current 5-year primary school educational structure. This version of CESR proposal has been promoted as one of the 12 quick-win promises by the government. Significant development to-date is the signing of MOU between governments of Myanmar, Norway, Finland and Save the Children; making it the first INGO to be officially involved in aid coordination in Myanmar's education sector. Such development could be showcased as a successful aid-to-development coordination modality as it meets the principle in regards to the alignment of coordination modality with national planning.

Save the Children promotes the Scale Up Nutrition Movement (SUN) as a unique coordination arrangement. This movement bringing different groups of people together – governments, civil society, the United Nations, donors, business and scientists, local and international – in a collective action to improve nutrition and eliminate all forms of malnutrition, based on the principle that everyone has a right to food and good nutrition. SUN in Myanmar uphold various principles to effective aid coordination. The signing up to the SUN Global Movement by the Government of Myanmar in May 2013 demonstrated high-level ownership and responsibility for delivering program results. The Multi-Stakeholder Platform has been established to support the implementation of the revised National Plan of Actions for Food and Nutrition (2011-2015), and to advocate and support the integration of nutrition sensitive and nutrition specific activities in the various sectors development plans under the National Comprehensive Development Plan (2011-2030).

A multi-donor pooled fund called LIFT was established in 2009 to improve the lives and prospects of poor and vulnerable people in rural Myanmar, particularly in the rural areas of Ayeyarwady Delta, the Dry Zone and Chin, Kachin, Shan, Rakhine States. LIFT gives financial support to a consortium of Save the Children, in partnership with 2 other INGOs i.e. Action Contre la

Faim (ACF) and Helen Keller International (HKI) to assist local/national NGOs to implement more nutrition-sensitive programs since 2012. This project called Leveraging Essential Nutrition Actions to Reduce Malnutrition (LEARN) provides technical advice on how to make food security and livelihoods programs nutrition-sensitive, and provide nutrition training for the partner organizations. Youth participation under this cross-sector programs is the most dynamic and active. With coordination efforts of Save the Children and partners, young people are mobilized and trained as volunteers to provide training sessions and assist implementing partners through project site visits and feedback on upcoming proposals. This has help to increase the capacity of local and international non-government organizations to deliver a more comprehensive approach to food security that includes all three food security pillars: availability, access and utilization.

5.2 International Federation of Red Cross and Red Crescent Societies and Myanmar Red Cross Society[11]

Background and Organization Structure:

In order to determine relationships between IFRC in Myanmar and its partners, it is necessary to understand the historical context and legal status of IFRC globally, which determines the approach of its engagement at local level through the Myanmar Red Cross Society. The Red Cross idea was born in 1863 as the Swiss man Henry Dunant called for the creation of national relief societies to assist those wounded in war, leading to the formation of the International Committee of the Red Cross (ICRC)[12]. After 12 governments adopted the first Geneva Convention the following year, the Red Cross had been offering care for the wounded, and defining medical services as "neutral" on the battlefield. In the aftermath of World War I in 1919, the International Federation of Red Cross and Red Crescent Societies (IFRC) was founded to address the need for close cooperation between the National Red Cross Societies; which, through their humanitarian activities on behalf of prisoners of war and combatants, had attracted millions of volunteers and built a large body of expertise (IFRC, 2015). The objective was "to strengthen and unite, for health activities, already-existing Red Cross Societies (MRCS, 2015) and to promote the creation of new Societies". To ensure timely access to conflict zones and affected areas for effective humanitarian responses, Red Cross

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[11] The author acknowledged significant contribution from Mr. Udaya Kumar REGMI, Head of Country Office (Myanmar) International Federation of Red Cross and Red Crescent Societies and Prof Dr. Tha Hla Shwe, President of Myanmar Red Cross Society

[12] Initially known as the International Committee for Relief to the Wounded

Societies and IFRC country delegates are operating in close coordination with the governments.

The Myanmar Red Cross Society (MRCS) began its operation as a branch of the Indian Red Cross Society since 1920. After the country formally separated from Indian in 1937, the Society obtained official, national status in 1939 and was admitted to the IFRC in 1946. Burma Red Cross Act was enacted in 1959 with additional amendments in 1964, 1971, and 1988 which conferred responsibility to the National Society in implementing humanitarian activities and alleviating human suffering. The organization was renamed Myanmar Red Cross Society in accordance with legislative change of the name from Burma to Myanmar in 1989[13]. The IFRC sent a relief delegate for fire relief operations in the dry zone of Mandalay region in 1991. Following this successful partnership, an IFRC office was established 2 years later to provide long-term support to MRCS both financial and technical assistance to implement programs and activities on the ground (IFRC, 2014).

Most of MRCS supports come from Partner National Societies within the Red Cross Red Crescent Movement instead of the 'external' donors. Neither do the organizations consider themselves as nongovernmental nor governmental due to the nature of their charters. Such organizational structure categorizes them into membership organizations and prohibits them to directly resort to government for support. They claimed; however, certain level of independence in directing and setting their own agenda and priorities for their humanitarian activities. With respect to in-country coordination and supervision, MRCS delegates the task of branch supervising to GoM with local officers convening in the board meetings along with two community members. The organization is currently in a policy dialogue with the government advocating for youth representation in all the branch board meetings.

Several partners are currently providing funding support to the Myanmar Red Cross Society via IFRC, including Japanese Red Cross Society, Finnish Red Cross, Swedish Red Cross, Hong Kong branch of the Red Cross Society of China, Canadian Red Cross, Austrian Red Cross, Norwegian Red Cross, and Taiwan Red Cross. The IFRC Myanmar Delegation manages close coordination between the ICRC and these Partner National Societies, as well as with the in-country Red Cross Red Crescent Movement partners. These in-country Partner National Societies are the Danish Red Cross, Australian Red Cross, Qatar Red Crescent and American Red Cross. Other type of agreement

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[13] History of the Myanmar Red Cross Society (MRCS, 2015)

includes the Memorandum of Understandings with Turkish Red Crescent Society and Indonesian Red Cross Societies.

Discussing the relevance of young people in the humanitarian activities under the Red Cross movement, Junior and Youth Red Cross form the backbone of the organizations as volunteers. In the interview with the Head of Country office, IFRC Myanmar delegation; young people has been part of the organization strategies since the start as they carry out the vital services to the public. Large numbers of university students join Red Cross movement globally. Red Cross Societies recognize the mobile nature of young people transitory throughout education and job. Not only they need guidance and opportunities to build knowledge and skills to understand their world, to engage in economic activities, to develop leadership and civic responsibility, they also have high potential to make a difference in their communities as they engage families, peers and friends – creating a multiplier effect. The Youth and Volunteer Management Program at Red Cross aims to recruit, train and retain young people especially under its 'Youth Agent Behavior Change' Training Programs (YABC). The training program begins with Basic First Aid Training and other curriculum/programs covering all thematic focus;

- Community/School-based Disaster Risk Management
- Community-based health, and water and sanitation
- Organizational Development
- Principles and values focusing on communications and advocacy on humanitarian values

In Myanmar, youth volunteers are coordinated and managed by MRCS. The Myanmar Red Cross volunteer network (Myanmar RCV) is the strongest of all the humanitarian organizations in Myanmar and one of the strongest volunteer bases in the world. Young volunteers make up of more than 90% of all volunteers/staffs, with the majority of staff at the headquarter office aged between 25-35 years old. The branch offices consist mostly of young people engaging in capacity building activities. There are numbers of strong Youth Committee embedded in the structure of the branch offices, while Junior Red Cross volunteers form part of RC activities at schools, universities and youth networks. The organization launched in 2011 the 'Youth Engagement Strategy', which later became part of the global YABC movement. While main approaches include instilling the spirits of humanitarian values and youth empowerment, the organizations have to incentivize partners e.g. policymakers and administrative staffs to adjust mindsets of older generation and address issues of intergeneration gap in order to fully implement the youth-oriented strategies.

Coordination Arrangements:

Coordination mechanisms between IFRC-MRCS and development community exists within the parameter of the Burma Red Cross Act enacted since 1959, with model of implementation base on specific humanitarian situations. The organizations participate in regular consultation, dialogue and established systems that allow them to maintain excellent partnerships with UN Agencies, international and national/local nongovernmental organizations, the press and other public information media. IFRC participates as observer in the Yangon-based Inter-agency general coordination structure under Humanitarian Country Team led by UNRC/HC and UNOCHA. It also participates in the INGO Forum as observer as well as the UN-led Field-based Inter-agency general coordination structure of AHCT Rakhine/Kachin, Kachin-Bhamo, Kachin-Myitkyina, Rakhine-Sittwe, Northern Rakhine State-Maungdaw, Ayeyarwady-Bogale, and Chin-Hakha.

MRCS highlights several approaches for its coordination with Development Partners at the implementation level to promote sustainability of program teaching in the community level and community-based solution with the integration of all development activities. In such mode of operations, youth volunteers play significant role. Not only do they respond to some of Myanmar's worst disasters and are always the first responders to any emergency, they also form active and highly capable and knowledgeable agents to promote the 'Resilient Community Concept'. This cannot be realized without effective coordination between RCV and partners, local and international ones especially IFRC, in order to serve the needs of the most vulnerable populations in Myanmar.

5.3   Oxfam in Myanmar[14]

Background and Organization Structure:

Oxfam is an international confederation of 17 organizations, each (known as affiliate in approximately 94 countries worldwide) working together internationally to achieve a greater impact through collective efforts. Oxfam advocates for a rights-based approach to the organization's development, humanitarian and campaign work to achieve gender equality, security from conflict and disasters, and meaningful participation in social and political life. Since 2008 Oxfam has been working to support communities in Myanmar,

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with its first office in response to the devastating impact of Cyclone Nargis affecting the Delta region. The organization has since expanded the activities to reduce poverty, inequality and help people to demand change from decision-makers and government. It doing so by working with communities to develop their economic livelihoods and raise awareness on how they can claim their rights. It also works with government to strengthen its capacity to be more accountable and respond to the needs of poor people. Main partners and donor organizations include Oxfam Great Britain, Oxfam Australia, and Oxfam Hong Kong, along with supports from the EU on a project basis. It should be noted that all 17 Oxfam affiliates are currently under restructuring moving towards one united Oxfam representation at country level.

Oxfam Myanmar's current active programs reach out to more than 579,000 beneficiaries throughout the country including those affected from natural hazards and suffering from protracted humanitarian emergencies such as in the Kachin and Rakhine states. Their thematic focuses cover the following areas; Economic justice in agriculture, responsible investment and inclusive growth agenda; Governance and political leadership for local communities and women; and Humanitarian responses.

There are increasing number of young people interested in participating in all thematic areas through the Livelihoods and capacity building programs under Oxfam support. Young practitioners aged 20-35 years old form the majority of active trainers and village volunteers estimated at 80% of all program staffs. With Oxfam Novib's presence in the country since 1999, the organization provides direct supports to youth networks and youth-led organizations on gender empowerment and media. Oxfam Novib has been implementing new priority theme called Access to Information under its Business Plan 2011-2015 as a way to improve focus and enhance impact of the overall program advocating for political and social participation. In close coordination and partnership with ActionAid, the organization directly engages with local partners providing trainings and other technical assistance especially in media literacy and production. As Oxfam highlights the promotion of women's rights in its entire works in Myanmar, significant number of female youth aged over 18 years old has been participating in gender mainstreaming and women leadership programs across country. Under the livelihoods program activities, young practitioners and volunteers become active agents promoting collective power and access to market among rural agricultural communities. They conduct campaigns raising awareness on rights to land and natural resources and mapping of land ownership and records.

Coordination Arrangements:

Oxfam in Myanmar participates in various coordination structures mainly at the Yangon-based thematic inter-agency coordination, including INGO Forum. These include Accountability Working Group (ALWG), Disaster Risk Reduction Working Group (DRRWG), Food Security Working Group (FSWG), Gender Equality Network (GEN), and Gender Based Violence Sub Sector (GBV); all UN-led Working Groups. It is also in Governance Reform Working Group led by the World Bank and the Department for International Development (DFID) of UK Government, advocating for public finance management and anti-corruption. Apart from active participation in inter-agency coordination, Oxfam is also involved in gender-focused National NGO forum and field-based Protection Sector in Kachine and Rakhine. These mechanisms highlight the leading role of state actors, local and international, in the sharing of information, knowledge and experiences from those in the Working Groups.

Oxfam seeks partnerships and coordination under a consortium agreement with other INGOs such as ActionAid and Save the Children in a number of areas such as volunteer recruitment and training of trainers. Young practitioners and volunteers have been involved in implementing a package of comprehensive, mutually reinforcing interventions to increase livelihoods and food security in the affected areas. Including the crosscutting principles of integration, community-based planning, innovation, government engagement, and inclusion. Example of comprehensive coordination method is the Tat Lan Program, which aims to improve the livelihoods of 221 severely and moderately Giri cyclone affected communities in the townships of Kyaukpyu, Minbya, Myebon, and Pauktaw in Rakhine State. Funded by LIFT, the consortium was formed between International Rescue Committee, Save the Children, Better Life Organization and Oxfam to implement the Tat Lan Program. Oxfam provides leadership in Fisheries, Governance, and Gender, with technical assistance and facilitation from Myanmar-based Network Activities Group (NAG), Asian Institute of Technology (AIT), and World Fish Center.

Comprehensive Coordination under the Tat Lan Program
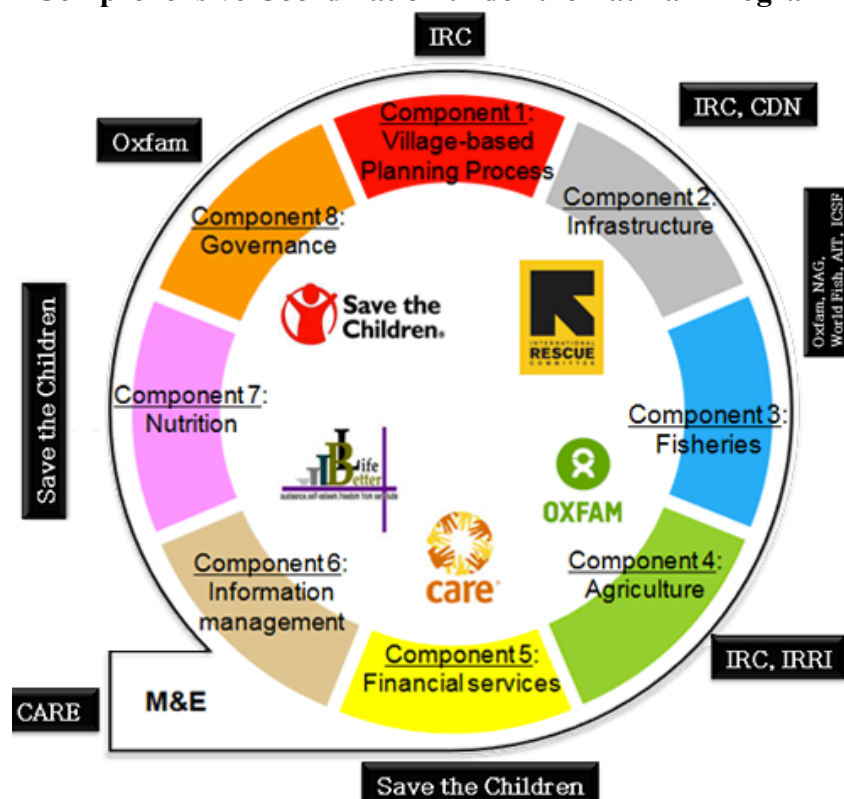
Source: www.tatlan.org

Capitalizing on comparative advantages of each organization, the consortium brings a unique combination of technical expertise and on-the-ground experience implementing livelihood and food security programs and interventions. With proven track records conducting community-based programs globally and in Myanmar, consortium members have a strong local presence and relationships in the target communities, contributing to a timely and effective start-up.

6. Conclusion: INGOs' lessons on aid coordination for Myanmar youth

This concluding section provides synopsis of coordination mechanisms that are prevalent among INGOs previously discussed. It highlights common coordination practices and strategies, which make unique contributions to the ongoing development efforts for, and by, young people in Myanmar.

i.) Most INGOs do not have funding that support specific programs run by young people. However, they provides both financial and technical assistance to local and international organizations that either target children and young people aged 15-18 years old or employ/recruit youth aged under 24 years old and young adult aged 30-35 years old as agent of development under their young practitioner or youth volunteer schemes.

ii.) Standard and common coordination efforts include information sharing at various forums of humanitarian and development partners at Yangon-based and Field-based coordination structure, both inter-agency and actor-specific coordination groups. All non-state international development aid organizations, as well as National/Local NGOs, the UN, donors, and GoM participate in the INGO Forum annually aiming at information sharing and dialogue between INGO decision-makers on operational matters and strategic discussion through which common/ complementary strategies are developed based on collective analysis. Current INGO Forum Strategic Objectives run from July 2014 to June 2016.

iii.) One important coordinating role of INGOs is to support the formation and functioning of some of the national nongovernmental organizations in their respective thematic focuses. The attempt is to unite civil society organizations to ensure a voice is given to a range of small, independent, regional and national organizations, so that they may contribute to the national dialogue and achievement of thematic priorities.

iv.) The most dynamic period for multi-actors coordination takes place during partner selection, donor advocacy and technical project design. Collaboration in the latter case is the most active during developing standardized indicators, based-line/end-line assessments, co-project monitoring and reporting processes, staff planning and recruitment process, as well as technical approach development, implementation and work planning.

v.) All of the organizations under survey provide regularly updated and easily accessible mapping of their geographical target areas and beneficiaries that help to identify the potential for integrated programming by drawing attention to areas of programmatic overlap. The Myanmar Information Management Unit (MIMU) maintains a common data and information repository with data from various sources on all sectors, countrywide, at the lowest administrative unit for which it is available. The Unit provides services to and facilitates consultation/ cooperation between GoM and Development Partners including the UN, international and local NGOs, donors etc. Information available includes databases, maps and other tools, which support the planning, coordination and implementation of development activities of all organizations active in Myanmar.

vi.) The common coordination arrangement that is considered one of the most relevance to youth in Myanmar, both as a beneficiary and agent of development, is the Livelihoods and Food Security Trust Fund (LIFT). Currently, there are 12 governmental donors[15], one private sector i.e. the Mitsubishi Corporation, and UNOPS contracted as the Fund Manager to administer the funds and provide monitoring and oversight for LIFT. The consortiums of INGOs funded by LIFT work together with local communities to provide technical assistance during implementation phase, especially in recruiting and coordinating young people who volunteer in advancing community resilient to address humanitarian emergencies particularly in Kachin and Rakhine States.

vii.) Coordination at implementation level at any organization faces challenges in terms of availability of physical infrastructures especially Information and Communication Technology given the level of development status of Myanmar. Inadequate communication tools, low Internet bandwidth, and digital divide are all but common issues that hinder humanitarian responses and other development targets in general. They are significant factors that determine the level of effectiveness in aid coordination and a timely response to humanitarian needs at the disaster/conflict-affected area.

viii.) Decisions on engagement and geographic concentration could often be constrained by GoM and capacities of local NGOs and communities facilitating the work of non-state actors. Under these circumstances, most INGOs have experienced narrower window of opportunities and shorter operational timeframe at around 5 years to engage locally and nationally before their programs spin off and become local/national NGOs or public organizations.

International nongovernmental organizations have proven to be highly resourceful non-state development actors who play an important role in ensuring inclusive coordination and development effectiveness. The main factors include vibrant and flexible organization structures, linking with both national and international governmental organizations, as well as strong local presence and close relationships with communities. With innovative capacity to mobilize, engage and retain young people as agents of development and change-makers, INGOs have gained wide public acceptance and popularity, resulting in abundant human resources to make development cooperation in Myanmar effective. Given comprehensive and effective coordination arrangements, the Government of Myanmar and development partners have

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[15] Australia, Denmark, the European Union, France, Ireland, Italy, the Netherlands, New Zealand, Sweden, Switzerland, the United Kingdom and the United States of America

certainly reaped great benefits from this non-state actor, so have the young people.

Questions remain to be answered; however, in regards to the political economy of development coordination which is the outcome of the politics and bureaucracy of national reforms in Myanmar. Despite acquired cooperation with government authorities under the new coordination structure, stagnating democratic reforms and lack of administrative capacity negatively affect the overall dynamic of development. It is speculated that coordination at the policy level could face limitation due to diverse local coordination capacity and different political rationales driving the actors involved. Another concern includes the level of influence by non-state actors outside the government-led consortiums and other multi-donor pooled funding schemes. These are some of the questions concerning the effectiveness of aid coordination structure in Myanmar, which merits future research endeavor.

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Webley, Katy. (2015). Director of Program Development, Quality and Advocacy, Save the Children Myanmar office. Interviewed by Chirada Na Suwan on June 2. Yangon, Myanmar.

Appendices
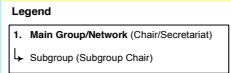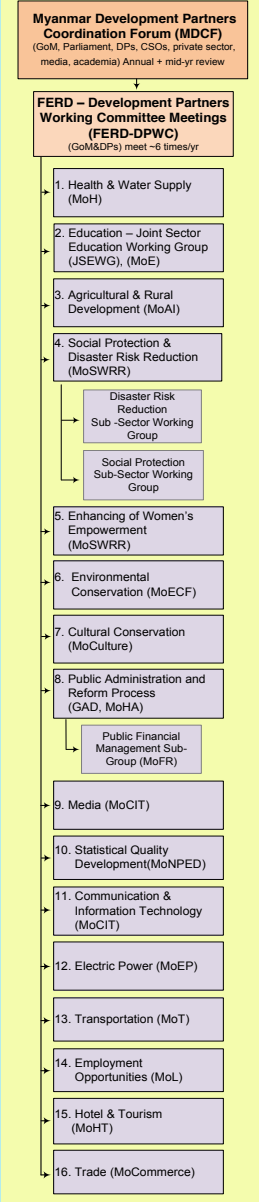## Appendix A: Overview of Coordination Teams in Myanmar

Overview of Coordination Teams in Myanmar

Humanitarian and Development Partners							Joint Coordination Structure

Humanitarian and Development Partners

	YANGON-based				FIELD-based	NAY PYI TAW-based
Inter-agency	**MNGO Only**	**INGO Only**	**UN Only**	**DP Only**	**Inter-agency**	**Govt-led**

General Coordination
- **Inter-agency:**
  1. Humanitarian Country Team – HCT (UNRC/HC, OCHA)
  2. Inter-Cluster Coordination Group (OCHA)
  3. South-East Consultation – (UNHCR)
  4. Humanitarian Advocacy and Communication Group – HACG (OCHA)
- **MNGO Only:**
  1. **Myanmar NGOs Coordination** (MNGOs)
  2. **Myanmar NGO Network –** MNN, (MNN)
- **INGO Only:** INGO Forum (INGO Forum)
- **UN Only:**
  1. UN Country Team – UNCT (UNRCO)
  2. UN Human Rights Theme Group (UNOHCHR)
- **DP Only:** Development Partners Group - DPG (EU,UNRCO) Development Partners Working Committee (DPWC) – (EU,UNRCO)
- **Inter-agency (field):**
  1. AHCT Rakhine/Kachin (OCHA)
  2. Kachin – Bhamo (OCHA)
  3. Kachin – Myitkyina (OCHA)
  4. Rakhine – Sittwe (OCHA)
  5. nRS – Maungdaw (UNHCR)
  6. Ayeyarwady – Bogale (IOM)
  7. Chin – Hakha (UNDP)

Accountability
- **Inter-agency:** Accountability Learning Working Group – ALWG (ALWG)
- **UN Only:** UN M&E/MDG Group (UNFPA)

Disaster Risk Reduction
- **Inter-agency:** Disaster Risk Reduction Working Group – DRRWG (UNDP)
- **MNGO Only:**
  1. Myanmar NGOs Contingency Plan (MNGO-CP)
  2. Myanmar Consortium on DRR (MCDRR)
- **Govt-led:** Myanmar Action Plan for Disaster Risk Reduction – MAPDRR (RRD)

Education
- **Inter-agency:**
  1. Education Development Partner Coordination Group (Australia DFAT, UNICEF)
  2. **Education Thematic Working Group** – ETWG (UNICEF, SCI)
     - Multi-Lingual Education Wkg Grp, (UNICEF, SCI)
     - Myanmar Teacher Education Wkg Grp – MTEWG, (UNICEF, BC)
     - Education in Emergencies Wkg Grp – EiE, (SCI)
     - Formal Education/School Discussion Group, (UNICEF, SCI)
     - Early Childhood and Care Development – ECCD, (UNICEF, SCI)
     - Non Formal Education Wkg Grp, (Ratana Mahal)
     - Disaster Preparedness and Response Education – DPRE (UNESCO)
- **MNGO Only:** MNN Education Working Group (MNN)
- **Inter-agency (field):** Education Sector Working Group, Sittwe – Rakhine (UNICEF)

Environment
- **Inter-agency:** Environment Thematic Working Group (UNDP)
- **MNGO Only:** Gaihahita Network

Food Security & Livelihood
- **Inter-agency:**
  1. Food Security Information Network (WFP)
  2. Coordination meeting of Livelihoods Agriculture and Early Recovery Sector on Rakhine and Kachin Response (UNDP)
  3. **Food Security Working Group** (FSWG)
     - FSWG - Land Core Group
     - FSWG - Policy Group
  4. Microfinance Working Group (Informal), (Pact)
  5. Cash Transfer Working Group, (CTWG)
- **MNGO Only:** MNN Livelihood and Micro Finance Working Group (MNN)
- **Inter-agency (field):**
  1. Food Meeting, Myitkyina – Kachin (WFP)
  2. Livelihood & Early Recovery Myitkyina – Kachin (UNDP)
  3. Early Recovery Sitttwe – Kachin (UNDP)

Gender
- **Inter-agency:** Gender Equality Network (GEN)
- **MNGO Only:** Women Organization Network (WON)
- **UN Only:** UN Gender Theme Group (UNFPA)

Governance
- **Inter-agency:**
  1. **Governance Reform Working Group** (DFID)
     - PFM & Anti-Corruption (WB, DFID)
     - Public Administration and Capacity Building (EU, UNDP)
     - Democratic Institutions (USAID, UNDP)
     - Rule of Law and Access to Justice (USAID, UNDP)
     - Civil Society, Media and Human Rights (UNESCO/DFID, EU)
     - Media Development Thematic Working Group (UNESCO)
- **MNGO Only:** Myanmar People Forum Working Group (MPFWG)

Health
- **Inter-agency:**
  1. Maternal and Child Health Forum (WHO)
  2. Health Cluster (WHO)
- **MNGO Only:**
  1. **MNN Health Working Group** (MNN)
  2. **Myanmar Positive Group** (National PLHIV Network)
  3. **Myanmar Positive Women Network Initiative** (MPWN)
  4. **National NGOs Network - HIV/AIDS** (3 N)
- **Inter-agency (field):**
  1. Health Cluster – Sittwe (DOH, WHO)
  2. Clinic Coordination (Mobile Teams) – Sittwe (DOH)
- **Govt-led:**
  1. **Myanmar Health Sector Coordination Committee** - M-HSCC (MoH)
     - M-HSCC Executive Working Group
     - Technical and Strategy Gps
       - HIV
       - Malaria
       - TB
       - MNCH & RH
       - M&E and Research
     - M-HSCC TSG – Health Systems Strengthening
     - M-HSCC TSG – Public Health Emergency and Disaster Preparedness

Information Management
- **Inter-agency:**
  - **Information Management Network** (MIMU)
    - GIS Working Group (MIMU)
    - ICT 4D Working Group (PACT)
    - South East Data Network (MIMU)
- **Inter-agency (field):** Kachin Information Management Working Group (UNHCR)

Mine Action
- **Inter-agency:** Mine Action Technical Working Group (MPC)
- **Inter-agency (field):**
  1. MRE Working Group, Myitkyina – Kachin (DSW, UNICEF)
  2. MRE Working Group, Loikaw – Kayah (DSW, UNICEF)
- **Govt-led:** Mine Risk Education Working Group, (MoSW, UNICEF)

Nutrition
- **Inter-agency:**
  1. Nutrition Information Sharing Working Group (UNICEF)
  2. Nutrition Technical Standardization and Capacity Building Working Group (SCI)
  3. Nutrition Emergency Coordination Meeting (ACF)
- **Inter-agency (field):**
  1. Nutrition Emergency Coordination Kachin (UNICEF)
  2. Nutrition Emergency Coordination Rakhine (UNICEF)
- **Govt-led:** Myanmar Nutrition Technical Network (MoH, UNICEF)

Protection
- **Inter-agency:**
  1. **Protection Sector** (UNHCR)
     - Gender Based Violence Sub Sector – GBV (UNFPA)
     - Child Protection Sub Sector - CP, (UNICEF)
     - CP – Alternative Care Sub Group (UNICEF)
  2. **Country Task Force on Monitoring and Reporting on Children and Armed Conflict** (UNICEF)
     - Re-integration of Children Affected by Armed Conflict (UNICEF)
  3. NGO Child Rights Working Group (SCI)
  4. Disability Working Group (DSW, TLMI)
  5. Human Trafficking Technical Working Group (AAPTIP)
- **Inter-agency (field):**
  1. Protection Sector Kachin (UNHCR)
  2. Protection Sector Rakhine (UNHCR)
  3. GBV Sub Sector– GBV Kachin (UNFPA)
  4. GBV Sub Sector– GBV Rakhine (UNFPA)
  5. Child Protection Sub Sector Kachin (UNICEF)
  6. Child Protection Sub Sector Rakhine (UNICEF)
- **Govt-led:** Inter-Ministerial Meeting on Economic Re-integration of vulnerable children (MoSW)

Shelter/NFI/CCCM
- **Inter-agency:** Shelter/NFI/CCCM Cluster (UNHCR)
- **Inter-agency (field):**
  1. Bhamo – Kachin (UNHCR)
  2. Myitkyina – Kachin (UNHCR)
  3. Sittwe – Rakhine (UNHCR)

WASH
- **Inter-agency:**
  1. **WASH Thematic Working Group** – WTWG (UNICEF)
  2. WASH Cluster (UNICEF)
- **MNGO Only:** MNN WASH Working Group. (MNN)
- **Inter-agency (field):**
  1. Bhamo – Kachin (UNICEF)
  2. Myitkyina – Kachin (UNICEF)
  3. Sittwe – Rakhine (UNICEF)

Joint Coordination Structure

Myanmar Development Partners Coordination Forum (MDCF) (GoM, Parliament, DPs, CSOs, private sector, media, academia) Annual + mid-yr review

FERD – Development Partners Working Committee Meetings (FERD-DPWC) (GoM&DPs) meet ~6 times/yr

1. Health & Water Supply (MoH)
2. Education – Joint Sector Education Working Group (JSEWG), (MoE)
3. Agricultural & Rural Development (MoAI)
4. Social Protection & Disaster Risk Reduction (MoSWRR)
   - Disaster Risk Reduction Sub -Sector Working Group
   - Social Protection Sub-Sector Working Group
5. Enhancing of Women's Empowerment (MoSWRR)
6. Environmental Conservation (MoECF)
7. Cultural Conservation (MoCulture)
8. Public Administration and Reform Process (GAD, MoHA)
   - Public Financial Management Sub-Group (MoFR)
9. Media (MoCIT)
10. Statistical Quality Development(MoNPED)
11. Communication & Information Technology (MoCIT)
12. Electric Power (MoEP)
13. Transportation (MoT)
14. Employment Opportunities (MoL)
15. Hotel & Tourism (MoHT)
16. Trade (MoCommerce)

Legend
1. **Main Group/Network** (Chair/Secretariat)
   Subgroup (Subgroup Chair)

Updated by : as of March 2015
Prepared by: MIMU

The Myanmar Information Management Unit (MIMU) provides information management services to support humanitarian and development activities in Myanmar, safeguarding a common data repository based on information gathered from various sources on all sectors countrywide to promote improved coordination, planning and analysis. Our services include data management (collection, processing, analysis and standardization of data), mapping, year-to-year tracking of key baseline datasets, and capacity building in areas such as GIS, GPS, database management, and support to assessments and data management activities.

For any updates, contact:

Email: info.mimu@undp.org
Website: www.themimu.info
Disclaimer: The information shown on this map do not imply officia l endorsement or acceptance by the United Nations.

Last update: 6 Mar 2015

Appendix B: Youth Employment Statistics in Myanmar

Labour Force Indicators in 2012

Indicator	Youth (15-24)			Adult (25+)			Total
	Female	Male	Both	Female	Male	Both	
Working age population (1000s) [1]	2,452.3	2,432.8	4,885.1	4,736.6	4,143.4	8,880.0	13,765.0
Vulnerable employment (1000s)	-	-	-	-	-	-	-
Unemployment rate (%) [1]	12.9	10.1	11.5	2.7	2.3	2.5	4.1
Unemployed (1000s) [1]	354.2	274.4	628.6	338.8	293.2	632.0	1,260.6
Underemployment rate (%)	-	-	-	-	-	-	-
Net secondary enrolment rate in 2010 (%) [2]	48.0	46.0	47.0				
Net primary enrolment rate in 2010 (%) [2]	114.0	115.0	114.0				
Labour force participation rate (%) [1]	71.0	60.4	65.7	93.4	96.1	94.6	84.4
Labour force (1000s) [1]	1,741.2	1,469.8	3,211.0	4,422.3	3,981.1	8,403.4	11,614.4
Inactivity rate (%) [1]	29.0	39.6	34.3	6.6	3.9	5.4	15.6
Employment-to-population ratio (%) [1]	49.9	51.9	50.9	78.4	88.3	83.1	75.4

Youth unemployment rates (%)

Youth to adult unemployment rates (%)

Youth unemployment rate comparison (%)

Youth labour force participation rate comparison (%)

Youth share in total working-age population (%)
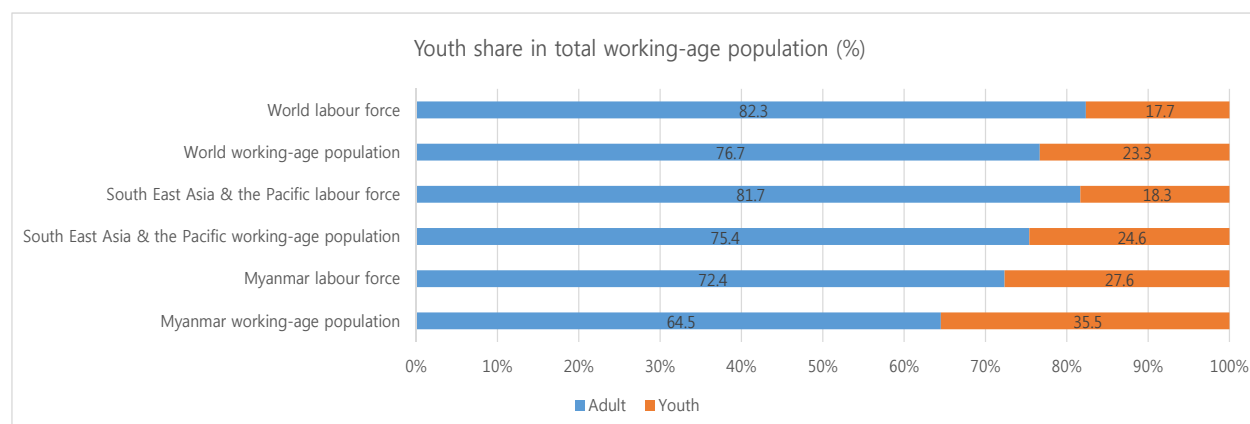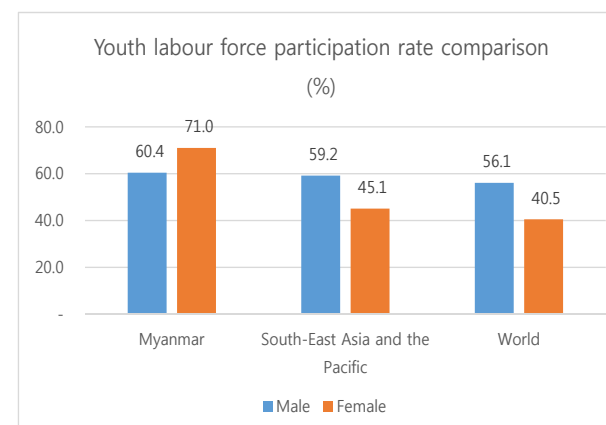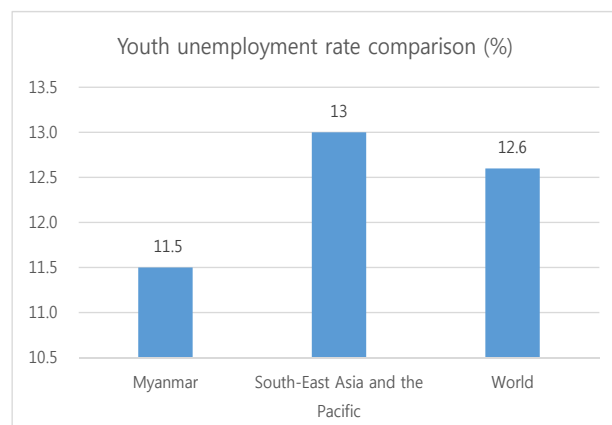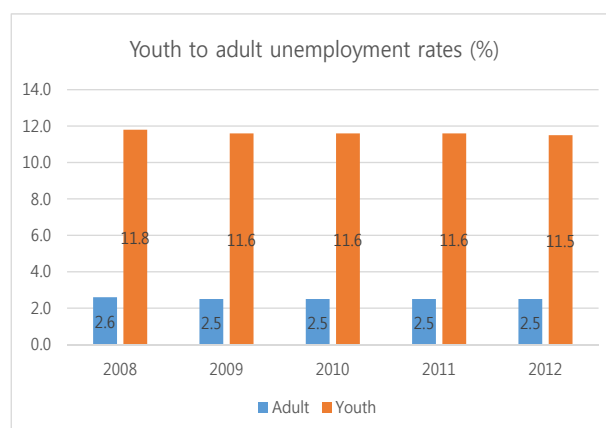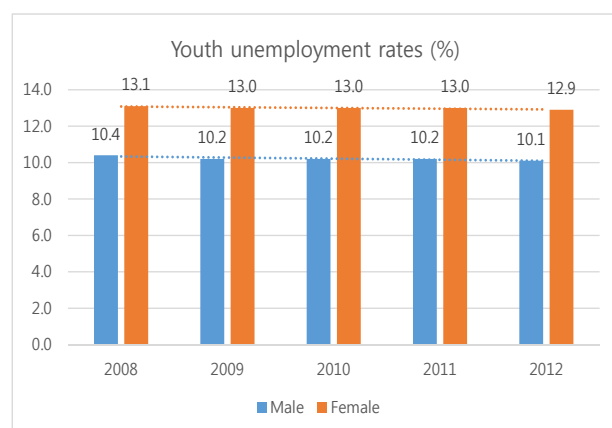
1) ILO, 2013, Key Indicators of the Labour Market (KILM). Available from <http://www.ilo.org/global/research/WCMS_232145/lang--en/index.htm>. [17 December 2013]. 2) UNESCO, 2012, *Global Education Divest 2012*. Available from <http://www.uis.unesco.org/Pages/default.aspx?SPSLanguage=EN>. [10 December 2013].

Appendix C: Inquiry Design

The International Nongovernmental Development Organizations and Aid Coordination for Youth in Myanmar:

With support from the Asia Foundation, the Network for International Development Cooperation (NIDC)[1] at Thammasat University is exploring the landscape of donor community with a range of experiences providing financial and/or technical assistance to children and young people. The study aims to: a) explore organization structures and program activities of youth-related international nongovernmental organizations (INGOs); b) determine whether and how INGOs capitalize on youth population as a target and agent of development activities; c) identify and position INGOs within a funding landscape that provide financial flows and/or technical assistance to support Myanmar youth sector; d) demonstrate how different development actors in the youth field interact, include and relate to each other; e) examine INGO's contribution in eliminating the duplication of efforts and how they rationalize donor activities for cost-effective results; f) assess the impact of INGOs' approaches and innovation put in place to implement and coordinate development programs with other donors; g) highlight specific examples of operational model(s) that seem to be effective and share innovative ways to operate in Myanmar, as well as channels for greater collaboration with others in the local and international youth sector.

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[1] Network for International Development Cooperation (NIDC) is a platform for academic cooperation between practitioners, scholars, and academic researchers working in the international level researches particularly in the field of international development in CLMV countries. This network would affiliate in a knowledge sharing process in order to make an establishment of Thailand as a venue for international scholarly exchange and academic networking among renowned scholars all around the world.

Researcher and university lecturer Chirada Na Suwan will conduct an inquiry focused on the three basic questions below in order to better understand the experiences of youth-related INGOs operating in Myanmar. Research method includes one-two hours of semi-structured interview with the relevant personnel in each organization on the topic related to organization structure and coordination arrangements with donors in the field.

Given the organization's significant work with youth in Myanmar, it is selected as one of the three case studies to enrich academic networks with in-depth information regarding its institutional arrangements and coordination mechanisms with other donors, including local NGOs and the Government of Myanmar in support of young people. Combined with desk research and analysis, information gathered from interviews will be used to produce a series of papers exploring the issues listed above. The outputs from this research will be in the form of publications, conference proceedings, and classroom materials.

1. What are the purpose and mission of your organization's work in Myanmar in regards to the youth population?
i. What is the nature of development assistances? Including the type, volume, and content of the grant-making and operational programs provided or facilitated by the organization, the target group and geographical scope of engagement.
ii. How does the organization capitalize on youth population as a target and agent of development activities?
iii. What are the achievements of the organization in youth-related program activities and priorities for future work in Myanmar? Please consider the following dimensions of youth-related activities: Youth-led projects (from

informal youth initiatives to large-scale international youth organizations); Youth activism and the development of youth civil society; Youth volunteerism, Youth policy development initiatives; Youth research; or any other youth-specific initiative.

2. How is the organization structured and operating in Myanmar in relation with other development actors?

i. What are the relationships and evidence of coordinative efforts between your organization and the following actors; International intergovernmental organizations; International foundations and organizations including corporate funders and individual philanthropists providing finance for youth and youth-related projects; Governmental aid agencies; Government of Myanmar; Local NGOs; Private sector; Academic networks and Media.

ii. Is there any coordination structure(s) erected by donors/groups of donors, and how much involvement your organization has with this structure?

iii. What are the common objectives, strategies, standards and codes of conduct with other donors and development actors? Are there evidences of setting common program objectives and strategies, developing funding mechanisms for resource mobilization and performance-monitoring system?

iv. What are the organization and management of aid coordination activities at your organization? Give specific examples of mechanisms and innovative tools used in your coordination efforts, including the advantages and disadvantages of different types of coordination arrangements experienced by your organization.

3**. Can development assistance and coordination among various stakeholders be effectively implemented in Myanmar given the current context?**

i. How do the existing mechanisms and organization structures contribute to the degree of coordination and delivery of development results?

ii. How effective is the mechanisms in facilitating information and knowledge exchange?

iii. Whether these coordinative tools help facilitate collaboration and sharing of tasks among development aid agencies.

iv. What, if any, challenges do you face in relation to the government?

v. What can be done to improve and expand on the young practitioners and volunteers in their involvement in development coordination?

The field research in Yangon commences from June 1-7, 2015. The abstract of research proposal is attached with this research TOR. Please kindly send your confirmation should you be willing to and available for the interview session on any of the date from June 1-7, 2015. Please confirm the location and time of the interview.

Principal investigator and co-supervisor:	Assoc. Prof. Dr. Siriporn Wajjwalku and Dr. Phakpoom Tippakoon, Thammasat University, Thailand
Research Project Title:	"The International Nongovernmental Development Organizations and Aid Coordination for Youth in Myanmar"
Researcher:	Chirada Na Suwan, Mae Fah Luang University, Thailand
Duration:	May 1st to October 31st, 2015

Appendix D: Myanmar Who/What/Where (3W: All Sectors)

Myanmar

Who/What/Where

ALL SECTORS

INGO and Red Cross

Projects Under Implementation by Township

25th March 2015

Map ID: MIMU309v10
Creation Date: 9 April 2015.A3
Projection/Datum : Geographic/WGS84

Wa & Kokang Area

YANGON
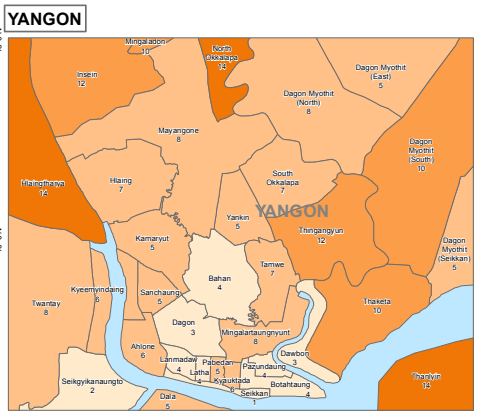
Number of Organizations

- 1 - 4
- 5 - 8
- 9 - 13
- 14 - 22

Township Name

Bogale
23

Organization Count

No Project Under Implementation Reported

Data Sources: Boundaries - WFP/MIMU; Place Names - Ministry of Home Affairs (GAD), translated by MIMU.
Who/What/Where data collected by the MIMU.

Note: This map represents information as reported by organisations contributing to the MIMU 3W. Inclusion of an organisation on this map does not imply endorsement by the United Nations or its projects. Note that this map shows presence of an organisation and does not indicate the volume of assistance, the number of beneficiaries, or the extent to which needs are met or unmet.

Disclaimer: The names shown and the boundaries used on this map do not imply official endorsement or acceptance by the United Nations.

Number of Organizations by Sector

	Agri	CCCM	Coord	DRR	Edu	Env	Food	Gov	Health	Mine Action	Livelih oods	NFI	Nutri	PB	PSD	Protec	Shelter	WASH
Donor	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0
CBO*	1	0	0	0	1	0	0	0	1	0	1	0	0	0	0	1	0	0
BBO*	3	0	0	1	0	0	5	0	5	0	1	0	0	0	0	6	0	2
Red Cross	0	0	1	4	0	0	0	0	6	0	1	1	0	2	0	0	0	2
UN	3	1	4	2	1	0	2	1	6	1	6	1	2	2	0	2	0	9
NNGO	18	1	0	6	18	4	4	9	21	3	19	1	3	1	0	21	2	0
INGO	32	2	2	16	24	13	6	19	39	5	36	3	12	8	3	27	6	30
Total	57	5	8	28	50	18	12	37	79	13	65	6	17	15	8	63	8	45
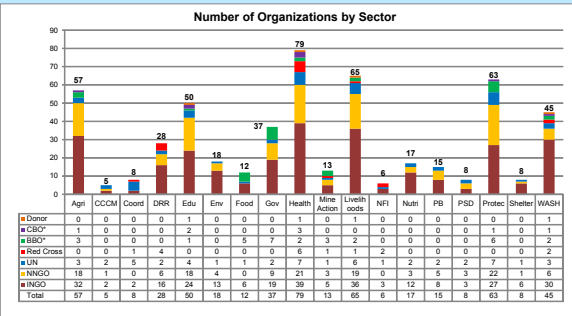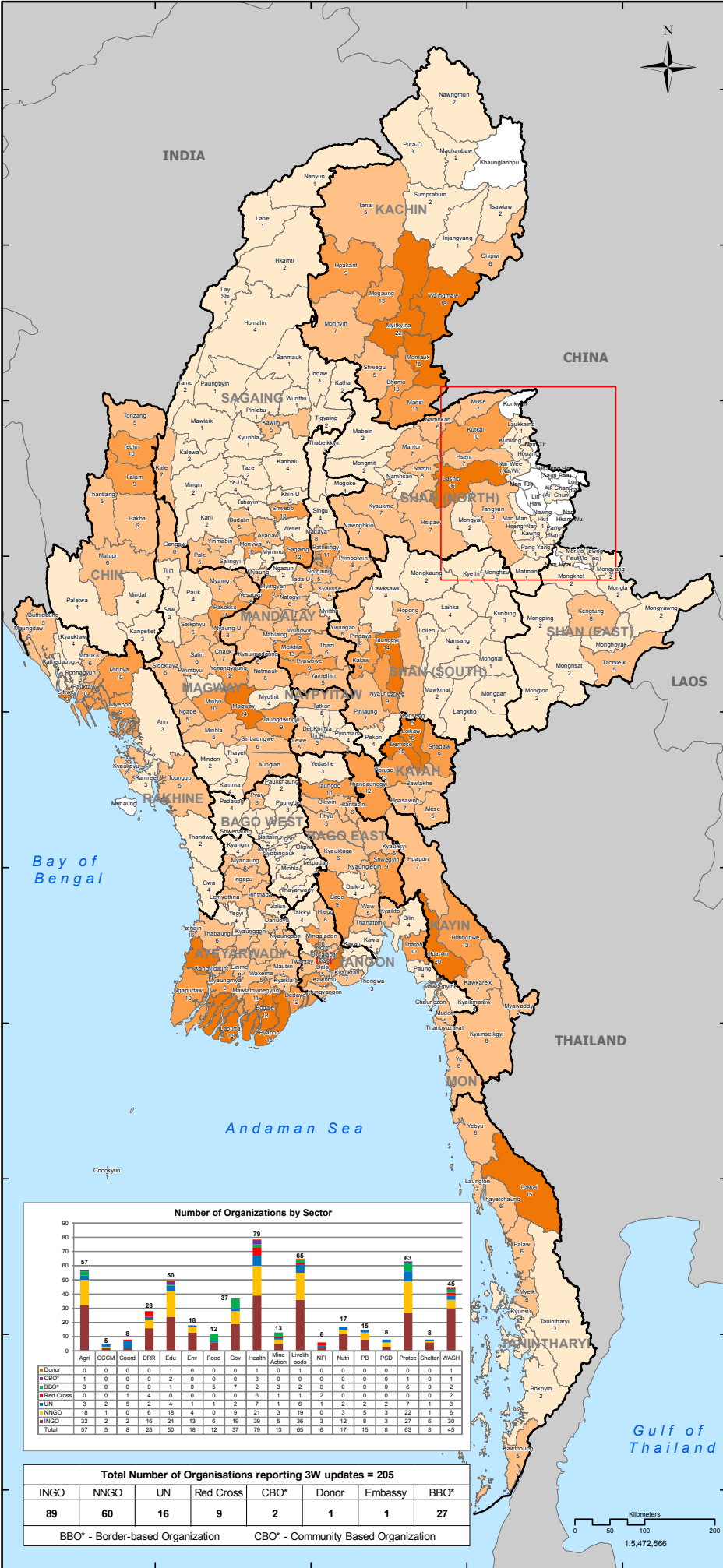
Total Number of Organisations reporting 3W updates = 205							
INGO	NNGO	UN	Red Cross	CBO*	Donor	Embassy	BBO*
89	60	16	9	2	1	1	27
BBO* - Border-based Organization			CBO* - Community Based Organization				

Kilometers
0 50 100 200
1:5,472,566

ALL SECTORS - INGO and RED CROSS (Projects Under Implementation)
Organizations' Presence at State/ Region Level by Sector
March 25, 2015

State/ Region	Region pCode	Agriculture	CCCM	Coordination	Disaster Risk Reduction	Education	Environment	Food	Governance	Health	Logistics	Mine Action	Non-agricultural livelihoods/ Infrastructure	Non-Food Items	Nutrition	Peace Building/ Conflict Prevention	Private Sector Development	Protection	Shelter	WASH	Count of Orgs.
Ayeyarwady	MMR017	AAM, AVSI, CDN, GNI, GRET, HAI, IDE/Proximity, LWF, MC, RI, WHH, WV, WF		LWF	AAM, AN, CACH, CWS, GNI, HAI, IFRC, LWF, OXFAM, PLAN, SEEDS-Asia, IFRC & Israeli-IRC, USRC	AAM, AVSI, BIMM, CRS, GNI, LWF, PCF, PLAN, WV	DCA, IDE/Proximity, IUCN	AAM	AFX8, GNI, HAI, IHA, IFRC,	JOICFP, LWF, MSI, MDM, PSI, RI, SCI, WV, EMW, MalariaCons, CPI			AAM, AFX8, GNI, HAI, IDE/Proximity, LWF, OXFAM, RI, WV, PGMF	GNI	GNI, WHH, PATH			AAM, AFX8, LWF, NPA, TLMM, WV, CFM, Tdh-L, Trocaire		GNI	47
Bago (East)	MMR007	AAM, IDE/Proximity		CACH		BIMM, WV	MIID, IUCN	AAM	NPA, WV	AFX8, BIMM, IHA, MSI, PSI, WV		ICRC	DCA, RI, BRAC			DCA, NPA		NRC, NPA, WV, TLMM, Tdh-L	NotSpecifiedOrg		21
Bago (West)	MMR008	IDE/Proximity		AuRC		NPA	IDE/Proximity, MIID		NPA	BIMM, IHA, MSI, PSI, SCI, EMW, AuRC		SCI	IDE/Proximity, PACT,			NPA		NPA, Tdh-L	AuRC		12
Chin	MMR004	ACF, ADRA, CRS, GRET, LWF, TGH, WV		LWF	CACH, DCA, LWF	LWF, WV	TGH, IUCN	AAM, IRC, NPA, SCI	AAM, IRC, NPA, SCI	DRK, IRC, LWF, MSI, PSI, SCI, WV			AAM, GRET, LWF			MC, NPA		LWF, NPA, WV, NP	DRK, LWF	NRC, WV	20
Countrywide		PLAN, Solidarites, SWISSAID			IRD, VSO		WWF, GERES, GL	NPA, TAF	Swiss TPH				IRD	IRD		TAF	WWF	NPA	IRD	IRD	8
Kachin	MMR001	PLAN, Solidarites, SWISSAID			ACTED, Trocaire	BIMM, PCF, PLAN	DCA, SWISSAID, WCS	AAM, OXFAM, NPA	AAM, OXFAM, NPA	AHRN, CESVI, IHA, ICRC, IRC, IFRC, MSF-H, MDM, PSI, CPI		CRS, DRC	ACTED, Solidarites, SWISSAID, OXFAM-GB, ICRC, MRCS PLAN			NPA, Trocaire		DRC, NPA, PLAN, SWISSAID, WC, CFM, Tdh-L, NP, INTERSOS, Trocaire	CESVI, PLAN, Solidarites, DRC, OXFAM-GB, Trocaire		32
Kayah	MMR002	ACF, DRC, PACT			ACTED	ACTED			AAM, MC, NPA, PACT	ACF, BIMM, CARE, IRC, IRC, PACT, PSI, SCI, WV, EMW, CPI		CRS, DRC	ACTED, DRC, WV	DRC	ACF, PACT	MC, NPA		HAI, NRC, NPA, SCI, WV, Tdh-L	IRC, PACT	NRC, WV	25
Kayin	MMR003	HAI, IDE/Proximity, WV		HAI	HAI	ADRA, HAI, Malteser, NRC, SCI, WV		AAM, PCM	AAM, DCA, NPA, WV	ADRA, BIMM, HAI, ICRC, IRC, Malteser, PSI, SCI, WV, EMW, CPI		AAR, CRS, MC, MAG, WEI	ADRA, BAJ, CDN, DCA, HAI, WV	DRC	ACF, PACT	MC, NPA		HAI, NRC, NPA, WV, Tdh-L	PARTNERS, PCM, Solidarites, AuRC	AFX8, CESVI,	27
Magway	MMR009	ADRA, AAM, CESVI, IDE/Proximity, PCM, Solidarites, TDH Italia, WV, WF			DCA, GNI, AuRC	AAM, AFX8, GNI, PARTNERS, PCF, SCI, WV	DCA, IDE/Proximity		AAM, CESVI, DCA, GNI, NPA, PACT	AAM, AMDA, BIMM, GNI, UNION, IFRC, IRC, MSI, MRCS, PACT, PCM, PSI, SCI, TDH Italia, WV, EMW, Ipas, AuRC			AAM, AFX8, DCA, GNI, IDE/Proximity, PCM, SCI, PGMF	GNI	GNI, PACT			AAM, AFX8, GNI, NPA, TLMM, WV, Tdh-L	PACT, PARTNERS, PCM, Solidarites, AuRC		32
Mandalay	MMR010	AAM, CESVI, HAI, IDE/Proximity, TDH Italia, WF		AAM	CACH, HAI	AAM, BIMM, PCF, WV, CFM	IDE/Proximity, MC, WCS		AAM, CESVI, FHI 360, NPA, PACT, WV	AFX8, BIMM, CARE, CESVI, DRK, FHI 360, HAI, IHA, ICRC, UNION, MSI, MC, MRCS, PACT, PSI, SCI, WV, CFM, EMW, Ipas, CPI			AFX8, HAI, ICRC, MSI, MRCS, PSI, WV, EMW, MalariaCons, CPI	PACT	PACT	MC, NPA		AAM, CARE, NPA, SCI, TLMM, WV, CFM, Tdh-L	DRK, HAI, PACT, PLAN		34
Mon	MMR011	AFX8, HAI, IDE/Proximity, WV		HAI		AFX8, WV	MIID, IUCN	AFX8	DCA, NPA, SCI	AFX8, HAI, IHA, ICRC, IFRC, MSI, MRCS, PSI, WV, EMW, MalariaCons, CPI		ICRC	DCA, HAI, SCI, WV, Trocaire			NPA		AFX8, MSI, NRC, NPA, TLMM, WV, CFM, Tdh-L, NP, Trocaire	AFX8	AFX8	27
Nay Pyi Taw	MMR018	IDE/Proximity		IFRC		BIMM		DCA	AFX8, IFRC, MRCS, PSI, EMW, MalariaCons	AFX8, IFRC, MRCS, PSI, EMW, MalariaCons								HAI, Tdh-L			13
Rakhine	MMR012	ACF, CARE, IRC, RI, SCI, IUCN		DRC, LWF	ACTED, ACF, CACH, CARE, DRC, IFRC, LWF, OXFAM, PLAN	BAJ, BIMM, CARE, CFSI, DRC, LWF, PCF, PLAN	DCA, WCS		AAM, NPA, SCI	ACF, ICRC, IRC, IFRC, Malteser, MSF-H, MERCY, MRCS, PSI			CARE, ACF, DRC, IRC, IFRC, RI, SCI	SCI	ACF, CARE, CDN, PLAN, CFSI, RI	LWF		ACF, DRC, IRC, LWF, NPA, PLAN, RI, SCI, Tdh-L	ACF, CDN, CARE, DRC, PLAN, RI, SCI, Solidarites	ACF, CARE, PLAN, RI, SCI, Solidarites, WHH	29
Sagaing	MMR005	CESVI, GRET, HAI, IDE/Proximity, Solidarites, WF			HAI	AAM, BIMM, GNI, PCF, PLAN	DCA, IDE/Proximity, WCS	VSO	AAM, CESVI, DCA, NPA, PACT, SCI, EMW	BIMM, DRK, IHA, IHA, UNION, IFRC, IRC, MSI, MRCS, PACT, PSI, SCI, EMW		PGMF	AAM, GRET, HAI, IDE/Proximity, PACT,	GRET, PACT	GRET, PACT	NPA		AAM, NPA, TLMM, CFM, Tdh-L	DRK, GRET, HAI, PACT, Solidarites		31
Shan (East)	MMR016	SWISSAID, WV		CACH, IFRC	WV	WV	SWISSAID	NPA	ICRC, IFRC, IRC, Malteser, PSI, WV	ICRC, IFRC, IRC, Malteser, PSI, WV			SWISSAID		Malteser	NPA		SWISSAID, WV, Tdh-L	SWISSAID, WV, Tdh-L		10
Shan (North)	MMR015	CACH, CESVI, IDE/Proximity, SWISSAID, WHH			AN, CACH, Trocaire	SCI	SWISSAID, WCS, Trocaire		DCA, MIID, MC, NPA, SCI	AHRN, BIMM, CARE, CESVI, IHA, ICRC, UNION, IRC, Malteser, MSF-H, MRCS, PSI, SCI, WV, EMW		DRC	AN, CESVI, SWISSAID, WHH, PGMF, Trocaire		CESVI, Malteser, WHH	NPA		AN, AMDA, CARE, PLAN, Solidarites, WHH			32
Shan (South)	MMR014	CDN, IDE/Proximity, SWISSAID			AN, CACH, Trocaire	AVSI	MIID, SWISSAID, IUCN		DCA, MC, SWISSAID, PGMF	ICRC, UNION, IFRC, Malteser, MSF-H, MRCS, PSI, RI, WV			DCA, MC, SWISSAID, PGMF			MC, NPA	MC	AAM, NRC, NPA, Trocaire, SWISSAID, TDH NL, Tdh-L			26
Tanintharyi	MMR006	WV, Trocaire				BIMM, NRC, WV	DCA, Oikos, WWF, IUCN		DCA, MC, NPA	IHA, MSI, MSF-CH, PSI, WV, EMW, CPI		ICRC	DCA, NRC, Trocaire			NPA	WWF	AAM, AFX8, NRC, Trocaire, SWISSAID, TDH NL, Tdh-L	NRC	NRC, WV	24
Yangon	MMR013	IDE/Proximity, LWF, WV, WF	LWF		GNI, IFRC, LWF, SEEDS-Asia, USRC	AFX8, GNI, LWF, PCF, WV, WEI	IDE/Proximity		DCA, FHI 360, GNI, OXFAM, NPA, WHH, VSO	AFX8, BIMM, FHI 360, GNI, IHA, ICRC, UNION, IFRC, LWF, MSI, MSF-H, MDM, MRCS, PSI, SCI, TLMM, WV, EMW, MalariaCons, PATH, Ipas, CPI		ICRC	AFX8, GNI, LWF, PACT, PARTNERS, RI, SCI, TLMM, WV, PGMF, BRAC	GNI	GNI, GRET, TLMM, PATH	NPA	WV	AAM, AFX8, AAR, CARE, LWF, NPA, SCI, TDH Italia, TLMM, WV, CFM, Tdh-L, Trocaire	TLMM	AFX8, CESVI, GNI	48

Financial Report as of 31 October 2015
NIDC Research Project: The International Nongovernmental Development Organizations and Aid Coordination for Youth in Myanmar

Date	Item	Budget — Amount (THB)	Grant Transfer — Amount (Kyat) 1000Kyat/USD	Grant Transfer — Amount (USD) 32THB/USD	Grant Transfer — Amount (THB)	Balance — Amount (THB)
30-Apr-15	1st Grant Transfer from NIDC	32000			32000	
24-Jun-15	2nd Grant Transfer from NIDC	32000			32000	
03-Dec-15	Last Grant Transfer from NIDC	16000			16000	
	Total Grant Transfers	**80000**			**80000**	

Date	Item	Budget — Amount (THB)	Expenditure — Amount (Kyat) 1000Kyat/USD	Expenditure — Amount (USD) 32THB/USD	Expenditure — Amount (THB)	Balance — Amount (THB)
1. Project Personnel						
31-Oct-15	1.1 Researcher (Receipt #10)	24000			24000.00	
05-Jun-15	1.2 Local research assistant: Myanmar researcher in Jun 2015 (Receipt #2)	4000		125.00	4000.00	
10-Aug-15	1.3 Faculty Cost Sharing: Mae Fah Luang University*	12000			0.00	
	Subtotal	**40000**			**28000.00**	**12000.00**
2. Logistics						
	2.1 Transportation costs for a field research site (12 days in June 2015)					
5-6 May 2015	2.1.1 Fares for air travel: Round-trip CM-YGN-BKK-Chiang Rai Flights (Receipt #1)	12000			9925.00	
05-May-15	Flight: CM-YGN				4555.00	
05-May-15	Flight: YGN-BKK			121.25	3880.00	
06-May-15	Flight: BKK-CEI				1490.00	
	2.1.2 Fares for ground transportation: Taxi to/from airport, meeting venues (12 working days	3840			1557.20	
8-10 Jun 2015	Ground Transporation in TH (Receipt #5.1)				450.00	
1-8 Jun 2015	Ground Transporation in MM (Receipt #5.2)		34600.00	34.60	1107.20	
	2.1.3 Fares for local commuting: Chiang Rai-Chiang Mai-Chiang Rai**	800			0.00	
27-May-15	field research site inside Myanmar (Receipt #3)	10200			10154.90	
05-May-15	2.3 Travel Document: 28-day single entry Visa to Myanmar (Receipt #4)	1600		50.00	1600.00	
	Subtotal*	**28440**			**23237.10**	**5202.90**
3. Books and other Printed materials		**3000**			**4402.88**	**-1402.88**
10-Jul-15	Books from Mahidol University (Receipt #8.1)				640.00	
08-Oct-15	Digital Books (Receipt #8.2)			17.59	562.88	
31-Oct-15	Editorial work - per hour rate (Receipt #8.3)			100.00	3200.00	
4. Communication costs		**3000**			**3547.03**	**-547.03**
Aug-Oct 2015	ICT Fee in TH (Receipt #7.1)				3339.03	
01-Jun-15	ICT Fee in MM (Receipt #7.2)		6500.00	6.50	208.00	
5. Meals during field research		**5000**			**7650.48**	**-2650.48**
Sep-Oct 2015	Meals in TH (Receipt #6.1)				920.50	
1-7 Jun 2015	Meals in MM (Receipt #6.2)		210312.00	210.31	6729.98	
6. Transaction costs		**560**			**0.00**	**560.00**
7. Addition project-related expenses		**0**			**14546.00**	**-14546.00**
25-Jul-15	Registration fee for the ICBMS (Receipt #9.1)				2500.00	
23 Sep- 4 Oct 201	Flights: CEI-BKK-CM_TU (Receipt #9.2-9.3)				2720.00	
Jul-Oct 2015	Accommodation in Chiang Rai: July and October: data analysis and report writing (Receipt #11)				9326.00	
	Grand Total	**80000**			**81383.49**	**-1383.49**

Note:
* Item waived, see attached letter from Mae Fah Luang University dated 10 August 2015.
** Item cancelled, changed the means of transportation with no cost incurred.
***Items were underbudgeted (THB5,202.9).
Together with MFU's waived Faculty Cost Sharing THB12000, Researcher used the leftover funds to reimburse for unforesee/unaccounted expenses related to the publication of the project outputs (item #7 Additional project-related expenses, total THB14,546) which include attending the following academic events;
i). the 1st International Conference on Burma/Myanmar Studies (ICBMS) at Chiang Mai University during 24-26 July 2015;
ii). A workshop at Thammasat University in Bangkok on the topic 'How to write a good paper and how to publish in international journals' by guest speakers of Thomson Reuters on 21 October 2015.