



Good Shepherd Myanmar Foundation

Strategic Plan

2017-2021

Executive Summary

In 2016, The Good Shepherd Myanmar developed its first Strategic Plan outlining its operational focus for the period 2017-2021 in order to set clear goals and objectives for the work in elimination all forms of violence against women and children in Myanmar. This plan is a road map for the work of the organisation as we focus on moving towards a sustainable, outcomes based and systems approach to our ministry which calls us to work zealously with women and children who are at risk or survivors of violence, abuse, exploitation trafficking and, forced migration.

Using the agreed mission, vision, and values under the strategy Good Shepherd Myanmar developed a programme with the overall *Goal* of enhancing the impact of the Good Shepherd Ministry; for the *Purpose* of: achieving effective and sustainable programmes that bring positive changes to the lives of women and children affected by violence, abuse and exploitation by implementing programmes that deliver on professional excellence that are facilitated by robust operating systems, procedures, and policies and enhancing effective planning, implementation, monitoring, evaluation and learning for innovative results based sustainable programmes (Strategy Results). These higher order objectives which will be achieved through implementing actions under the six Result areas of the strategy, will guide the transformation work in Myanmar. These Results areas address the key issues of:

- Raising the professional and technical capacity of sisters and lay staff in order to deliver quality programmes base on best practice
- Raising the organisational standards of Good Shepherd Myanmar to ensure it is accountable to its many stakeholders, operates with maximum transparency and is a safe organisation for children and vulnerable people
- Improved programming through project cycle management and an emphasis on monitoring, evaluation and learning
- Improved capacity for effective targeted advocacy
- Programme Sustainability, and
- Delivery of best practice programmes which address the root causes of violence, abuse and exploitation of women and children.

A summary of the agreed Result Areas is outlined below:

Result Area 1 sets forth GS Myanmar's vision of delivering programmes that are based on best practice and delivered with the highest level of professionalism. This Result Area challenges us to invest in the professional development of Sisters and the skill technical skill development of Sister and lay partners in order to deliver the best quality services to the women and children

we seek to support. This includes attainment of professional qualifications especially in areas of social work, psycho-social counselling, substance abuse counselling and law. It also calls on us to raise the technical skills of our staff through training in human and child rights; project cycle management, monitoring, evaluation and learning; financial management and project design and grant writing.

Result Area 2 underscores the need for the GS Myanmar to raise its profile as the credible non-government organisation it is. This Result Area focuses on building organisational capacity through financial and programmatic accountability. It calls for GS Myanmar to continue to execute measures to enhance its accountability and management practices to ensure the most efficient use of its resources entrusted to us by our donor partners. As an organisation focused on the most vulnerable women and children, GS Myanmar will ensure that it is a safe organisation for the most vulnerable and that its services are based on international best practice guidelines. This Result Area is also focused on cementing long term change in GS Myanmar's approach to confronting violence against women and children, to cement and institutionalise best practice, GS Myanmar will develop best practice manuals in key areas of work.

Result Area 3 this Result Area emphasises the use of a results based outcome approach to programmes with its focus on monitoring, evaluation and learning for best practice. This will include implementing a uniform MEAL system across all programmes and developing and implementing effective monitoring tools to support learning and programme effectiveness. An emphasis will be placed on the use of solid research which engages women and children in the design, implementation and monitoring of their programmes and which will serve to build an evidence based for policy advocacy. GS Myanmar will enhance its ability to communicate effectively and share data and information across the Units and will set up Unit and National level data archives for organisational knowledge management and information sharing.

Result Area 4 acknowledges the crucial role of advocacy at local, national and international levels of government and civil society to challenge and change unjust policies, structures and systems that keep women and children vulnerable to, and affected by, violence, abuse and exploitation; or ensure that policies and laws are implemented. Result Area 4 also emphasises the use of Good Shepherd international mechanisms to influence key decision makers, including maximising on GSS' consultative status on the United Nations Economic and Social Council (ECOSOC) and the Committee for the Elimination of all forms of Discrimination Against Women (CEDAW) in Geneva to bring the voice of the women and children in Myanmar to the attention of the world.

Result Area 5 calls on GS Myanmar to take decisive and proactive action on ensuring self-sustainability. The Result Area emphasises the need to maximise funding through grant funding, fundraising events and accessing funds through local donors and cementing productive links with other Good Shepherd Provinces across the globe. Transforming our programmes necessitates an

increase in funding – both new funds and the reallocation of existing funds in order that programmes are ensured sustainability. The Result Area calls for the use of creative promotions and communications methods and social-media to engage supporters including a new website as well as other web media such as Face book and Twitter.

Result Area 6 highlights the transformation of current programmes to ones based on best practice that confront the root causes of violence against women and children and deliver services that bring lasting change to the lives of women and children at risk or affected by violence, abuse, exploitation, forced migration migrant smuggling and human trafficking. Result Area 1 to 5 will be the key drivers in ensuring that the priority areas of intervention under the strategy deliver on the targets we set and ensure measurable impact.

This Result Area grounds GS Myanmar's work on a systems approach to confronting violence against women and children, which emphasises engaging women, girl child, family, communities, institutions, Government and international structures in: adopting laws and policies that tackle gender base violence; ensuring service provision for survivors; raising capacity of the various stakeholders in delivering and responding to the needs of women and children; promoting a multi-agency response through co-operation, co-ordination and collaboration; working more decidedly on accountability mechanisms at all levels; and, working to build women and children resilience.

This Result Area sets out our work on the restructure of programmes and priority areas of work which include:

- Elimination of Gender Based Violence
- Juvenile Justice, and
- Cross Border Approach to prevention of forced migration, migrant smuggling and trafficking and the rehabilitation and reintegration of Survivors.

The purpose of this Strategic Plan is to drive the transformation of our programme in Myanmar into one that is systems based, outcomes-orientated and responds to the specific and contextual needs of the women and children we serve. Working Teams will be established to carry forward the work under each of the Results Areas to ensure full implementation of the Strategic Plan. The GS Myanmar Sector Leadership Team overseeing the implementation of the Strategy Plan is charged with overseeing the review of annually plans and budgets and revises as necessary the Strategic Plan, including during the mid-term evaluation and review process.

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ACRONYMS

AusAid	Australian Agency for International Development
CEDAW	Committee for the Elimination of Discrimination against Women
CRC	Convention on the Rights of the Child
DFID	Department for International Development
ECOSOC	United Nations Economic and Social Council
EGBV	Elimination of Gender Based Violence
GBV	Gender Based Violence
GS	Good Shepherd
GSS	Good Shepherd Sisters
GS Myanmar	Good Shepherd Myanmar
HRC	United Nations Human Rights Council
ILO	International Labour Organisation
IOM	International Office of Migration
JJ	Juvenile Justice
MDO Rome	Mission Development Office – Rome
MMDT	Myanmar Mission Development Team
NGO	Non-Government Organisation
SDGs	Sustainable Development Goals
SLT	Sector Leadership Team
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development

OUR PLAN TO BUILD BEST PRACTICE IN ADDRESSING ALL FORMS OF VIOLENCE AGAINST WOMEN AND CHILDREN

Good Shepherd Myanmar is part of an international congregation whose priorities for ministry and mission is to address the most pressing needs of women and children as human trafficking, forced migration, gender inequality, violence towards women and children and religious intolerance. We are a congregation that works zealously with women and children, and confronts the unjust systems that serve to oppress and marginalise the vulnerable.

In line with the global Congregational commitment to effectiveness in Ministry, GS Myanmar has worked to restructure their programmes in line with international best practice. This strategy provides the roadmap for implementing GS Myanmar's new systems approach to eliminating all forms of violence against women and children.

THE SITUATION OF WOMEN AND CHILDREN IN MYANMAR

Gender-based Violence

Myanmar ranks 85 out of 155 countries in the 2014 Gender Inequality Index (GII).¹ Despite progress in education and health, violence against women in Myanmar is a significant problem. One national survey from 2005 found that 69% of those surveyed had experienced one or more incidents of domestic violence by their intimate partners in the past 12 months. Despite these high prevalence rates, the same survey found that 93% of the victims surveyed did not seek any formal actions following the violence.²

In another study in the same year, 150 cases of rape of women and girls were reported in Yangon, half of whom were younger than 15 years of age.³ A more recent study undertaken by the Gender Equality Network in Myanmar, found that all women interviewed told stories of more than one type of violence, whether by their husband, by a man known to them, or by a stranger. Almost all women had experienced at least one form of physical abuse by a former or current husband, and most reported multiple incidents.

Women's stories of violence show that intimate partner violence is not a one-off incident but happens often and is a constant part of the relationship. Different types of intimate partner violence tended to overlap and women who are vulnerable to one form of violence within their relationships often reported incidents of other types of abuse. These findings are consistent with the findings of GS Myanmar's research undertaken within their programmes. GS Myanmar found

¹ UNDP, Briefing note for countries on the 2015 Human Development Report, Myanmar

² Nilarkyu et al. Prevalence, antecedent causes and consequences of domestic violence in Myanmar Asian Journal of Social Psychology (2005) 8: 244–27

³ 1Ni Hla, Nwe, Psychological Trauma of Rape Victims, Ph.D. dissertation, 2006, cited in the Report on the Situation Analysis of Population and Development, Reproductive Health and Gender in Myanmar, United Nations Population Fund, Bangkok, 2010.

that of the women and girls attending their shelters the majority experienced one or more forms of violence.

Type of violence experienced by % of all women in GS Myanmar Centres				
Physical	Emotional	Economic	Sexual	Trafficking
70 %	65%	15%	30%	10%

Women are often reluctant to talk about instances of marital violence due to the cultural preference on the appearance of harmony and the shame associated with conflict at home. Myanmar does not have specific legislation against gender-based violence, although there are Penal code provisions against sexual assault and rape. Public awareness of the issue is low. A combination of traditional cultural beliefs, low social value of women, women's lack of knowledge of their rights, insufficient support services (legal, health, counselling, shelter, etc.) collude to ensure that cases are under-reported and settled out of court.

Trafficking, Forced Migration and Migrant Smuggling

Trafficking is another serious challenge in Myanmar with women and children trafficked to Thailand, China, Malaysia, South Korea, and Macau for sexual exploitation, domestic servitude, and forced labour.

Children form a considerable proportion of trafficked persons, both within and outside Myanmar: most international trafficking of Myanmar women and girls to China is for forced marriage; other common reasons for trafficking of women and children are for labour purposes (domestic work, factories, fishing industry, and street vending) and commercial sex work. There are no reliable estimates on the number of women and children trafficked annually in Myanmar, although a total of 134 trafficking cases were investigated in 2008, involving 303 victims (153 female and 50 male), and 342 traffickers prosecuted. Identified cases can only represent a small fraction of the scale of the problem. UNICEF for example, proposed in 2003 that 10,000 girls were being trafficked every year from Myanmar into Thai brothels alone.

In Myanmar, trafficking takes place within the context of large-scale migration, both internal and cross-border migration. Estimates suggest that up to 10 per cent of Myanmar's population (between 50 to 55 million people) migrate internationally. Migration to Thailand and Malaysia accounts for an estimated 3-million-plus migrant and a further 200,000 to Singapore. Migration to China's Yunnan Province, India and beyond is also significant in terms of its numbers, the social and gender dimensions of the trend and related protection challenges.

Economic desperation has served to fuel the trade in migrant smuggling and human trafficking, with young girls being the most vulnerable to these illegal practices. According to the 2015 Human Development Report, the country ranks 148 among 155 nations, 66% of the population live on less than \$2 dollars a day, and the country has a lower economic growth rate than all of its neighbouring countries.

Life for migrant women and girls is often extremely challenging overseas, particularly as a result of: lack of registration documents either because of irregular status or because documents have been seized by employers, brokers or officials for debt reasons; abuse or extortion by officials; poor working conditions and lack of access to basic labour rights; lack of integration and/or discrimination in host societies; limited access to quality healthcare and social services; poor housing; and few communal areas in which to gather together. At worst, migrants from Myanmar fall victim to trafficking in persons, forced labour, violence and sexual exploitation.

Debt bondage and exploitation, or an inability to save money to send home to families, are situations frequently experienced by women and children. GS Myanmar has found that women are denied payment for the first six months of their placement in order to pay back the high cost of their original (often irregular) migration to their country of work and/or high costs of registering or becoming legal. This is particularly as a result of the necessary use of expensive and unregulated brokers or labour recruitment agents as part of these processes. Furthermore, once the debt seems to be paid back, employers also hold back payment to cover the cost of food and accommodation that is provided. Resulting in women and girls tied to a system of bonded labour. In a recent ILO survey of over 3,000 women and girl migrant workers in Thailand, 26 per cent were found to be in a situation of forced labour, and 14 per cent were found to be in a situation of trafficking for forced labour⁴.

Juvenile Justice

Both poverty and family breakdown increase children's vulnerability, especially girls. The summary arrest of street children in cities such as Mandalay has seen a steady increase in the number of girls in contact with the law and being kept in juvenile centres. Many girls have not committed any crime but are on the streets due to poverty, family breakdown and because they have been victims of abuse. Although no reliable data is available, the work of GS Myanmar in Mandalay has found that the significant numbers of girls in juvenile centres have come into contact with the law because they are victims either of exploitation and/or sexual abuse.

Whilst deprivation of liberty should be used at the option of last resort with minors confronted by the law, in Myanmar girls are placed in juvenile centres where conditions of detention centres violate international standards.

GS Myanmar has found that the conditions in such centres are marked by:

- insufficient space in sleeping and living quarters;
- inadequate provision of clothing and clean clothing;
- insufficient and/or poor quality food
- poor sanitary and washing facilities;
- difficulty in accessing medical and dental treatment;
- poor or non-existent educational and vocational training opportunities;
- Little or no contact with the outside world.

⁴ ILO, Thailand-Myanmar Border Areas – Trafficking in Children into the Worst Forms of Child Labour: A Rapid Assessment, 2001.

Furthermore, Myanmar Girls in contact with the law are still subjected to:

- Pre-trial detention for minor crimes
- subjected to abuse and ill-treatment when in contact or in conflict with the law;
- deprived of liberty in police stations or in detention facilities are kept with adults, unhygienic and under resourced services and little or no effort is made to maintain regular contact with their families.

Furthermore, there is a lack of appropriate measures in the juvenile justice system to facilitate the social reintegration of children.

GBV survivors have limited possibilities to report incidents through the formal justice system, particularly in areas affected by conflict. If they do report GBV, they risk further harm either to themselves or their families. Compounding the weak rule of law, there is also a general absence of services and safe houses with sufficient capacity to provide an appropriate and timely response, build women's and girl's resilience and support reintegration. For these reasons, gender-based violence is a pervasive and silent crime that continues to occur, largely with impunity.

CALL TO ACTION

GS Myanmar has long recognised the need to take action to reform their programmes in line with international best practice. GS Myanmar initiated a process of internal review, which began with a comprehensive community consultation, needs assessment and research process in 2015. This was followed by a programmatic review process in 2016 which saw the restructure of programmes to better respond to the needs of women and children, tackle the root causes of violence against women, ensures the provision of quality services and interventions based on best practice and partner with like-minded NGOs to advocate for robust laws, systems and practices and engage with duty bearers at all levels to actively respond to and prevent all forms of violence against women and children.

Presidential and parliamentary elections in 2015 have opened up new and fresh possibilities and opportunities for accelerating the much desired reforms GS Myanmar had been seeking. At both national and local level, a commitment for accelerating reforms has been shown. GS Myanmar will capitalise on these changes to spearhead in partnering with the Government in implementing a systems approach to eliminating all forms of violence against women and children.

GS MYANMAR'S THEORY OF CHANGE FOR CONFRONTING VIOLENCE AGAINST WOMEN AND CHILDREN

GS Myanmar has adopted a systems approach to tackling violence against women and children. The systems approach aims to establish and otherwise strengthen a comprehensive response to eliminating violence, abuse and exploitation of women and children.

Preventing and responding to violence, abuse and exploitation is everyone's responsibility. We identify five key types of actors who build and implement the elements of an effective system for eliminating all forms of violence against women and children who will be targeted under our strategy. These are: the women and children, family, community, institutions, the State and international structures and actors.

THEORY OF CHANGE IN CONFRONTING VIOLENCE AGAINST WOMEN AND CHILDREN

The systems approach is based on 7 fundamental principles⁵:

1. **Analysis and targeted response to Context is critical:** successful interventions are those that are tailored and based on rigorous analysis of the particular factors affecting violence against women and children in Myanmar and in the specific communities in which we work, including the specific context, setting, form of violence and population affected by the violence.
GS works directly with communities having built trust through years of engagement and partnership. Interventions are based on thorough research into the situation of local communities.
2. **Partnership with Government in recognition that the state has primary responsibility for action on violence against women and children:** the national governments holds the ultimate responsibility for implementing laws, policies and services around violence against women and children and can achieve change on violence against women and children.
GS works with government and partner organisations to influence the legal and policy development system to ensure they adequately respond to the elimination of violence against women.
3. **Effective response requires co-ordinated multi-sectorial approaches:** coordinated interventions operating at multiple levels, across sectors are

⁵Based on: Theory of Change To Tackling Violence Against Women of ActionAid UK, on behalf of the Gender and Development Network for DFID

more likely to address the various aspects of, and therefore have greater impact on, tackling violence against women and children.

GS works in partnership with government and other organisations for co-ordinated response to violence against women.

4. **Social change makes the difference:** sustained reduction in violence against women and children will only occur through processes of significant social change, including in social norms, at all levels. Interventions must address the root causes of violence against women and children.

GS programmes are based on addressing the root causes of violence, abuse and exploitation of women, confronting inequality at all levels of society through engagement with communities including men and boys, local leaders and the media.

5. **Challenging social norms can result in greater violence against women and interventions for responding must be managed:** resistance to tackling violence against women and children, which may include increased risk of further violence against women and children, is inevitable where root causes are being addressed but can, and should, be managed.

GS works with both men and women in addressing violence against women and girls. It also integrates risk assessment and mitigation by conducting on-going monitoring for adverse outcomes, and provides intensive support to women and community level women's groups working in challenging violence against women.

6. **Women's rights organisations create and sustain change:** supporting women's rights organisations, especially those working to tackle violence against women and children, to make change and build strong and inclusive social movements is the most effective mechanism for ensuring sustainable change in the lives of women and children. ***GS Myanmar is a women's rights organisation and also works with local women's groups to develop informal reporting and referral mechanisms to report and refer women and children at risk or affected by violence.***

7. **Empowering women is both the means and the end:** focusing on the rights of, and being accountable to, women and children is the most effective way of tackling gender inequality as the root cause of violence against women and children.

GS works to empower women and work with men and youth. It also works to increase women and children economic resources through enterprise development and skills development for decent waged employment because building women's and girls' resources, assets and agency is critical to transforming unequal power relations and preventing violence against women and children.

This strategic plan was developed by GS Myanmar in order to provide a road map for managing the restructure of our programmes, to a systems approach to eliminating all forms of violence which calls us to work more decidedly on:

- Laws, policies and regulations
- Services and service delivery mechanisms
- Capacities
- Cooperation, coordination and collaboration
- Accountability mechanisms
- Women and girl's resilience, life skills and participation.

Our primary target group is:

- Women and children at risk and affected by violence, abuse, exploitation, forced migration, human trafficking and migrant smuggling.

Our secondary target groups are:

- Parents
- Men and youth
- Community leaders
- Government officials and service providers at local and national level responsible for prevention and response to eliminating all forms of violence and abuse against women and children.

Our main programme areas are:

- Elimination of Gender Based Violence
- Juvenile Justice
- Cross border approach to prevention of forced migration, migrant smuggling and trafficking and rehabilitation and reintegration of victims/survivors

We will also continue a number of our founding programmes including:

- Health Access, referral and outreach support
- Early Childhood care and Development for remote communities
- Holistic Healing and Reintegration Centre

Our partners are:

As a trusted and lead NGO in Myanmar in delivering prevention and response services to women and children at risk and affected by violence, abuse and exploitation, GS Myanmar works closely with Government at national, district and local level to support their efforts in strengthening laws, systems, structures and practices to eliminate all forms of violence. GS Myanmar will work in partnership with the diverse government agencies to ensure better co-ordination for improved targeted service delivery; policy reform; and improvements and effective implementation of laws and programmes for women and children.

GS Myanmar will also work with the Government and non-government partners to propose policy solutions to eliminate all forms of violence against women and children.

The specific government ministries, departments and institutions, with which GS Myanmar will work, include the following although these will be reviewed as the Government continues its restructure of Ministries:

National Level Government Partnership:

Ministry of Labour, Employment and Social Security – specifically target the Ministry for greater action in regarding reforms of the law relating to overseas employment and the Myanmar-Thai bilateral Memorandum of Understanding (MOU) to ensure migrant worker rights.

Ministry of Social Welfare, Relief and Resettlement – responsible for oversight of women and child welfare issues and responsible for women's and children's rights. Especially educating the rural areas about the human-trafficking, the danger of being human trafficked and reporting of the missing persons in certain areas. If any news of the case is being reported, this must be transferred to the anti-trafficking task force immediately. Provide and arrange the temporary stay of the rescued victims. We will work with them in reinforcing their efforts in meeting their obligations under CEDAW and the CRC.

Anti-Trafficking Task Force – responsible to rescue the victims and to apprehend the human-traffickers and coordinate with the media and others organizations in order to effectively locate the victims and apprehend the culprits.

Child welfare committee – it functions under the department of social welfare. After a thorough investigation, the committee must decide if victims should be sent back to the families or should be transfer to more secure places. To advocate for a child-centred juvenile justice system and ensure the elimination of deprivation of liberty of juvenile as a first response to justice and implementation of alternatives to deprivation of liberty as a sentence in line with the Beijing Rules.

Myanmar National Working Committee for Women's affairs (MNCWA) – systematically implement the activities for the advancement of women by promoting the educational status of women and children through formal, non-formal education and vocational training programmes. By providing easy access to employment and enhance income-generation in order to protect women and children from violence, trafficking and abuses.

Other Stakeholder Engagement

Partner organisations

By developing relationships with organisations, coalitions and movements that share GS Myanmar's values, it aims to address the root causes of violence against women and children. GS Myanmar will collaborate with local and international organisations and groups through stronger networking and lobbying efforts, to

create a solid ground for the growth of civil society and its role, both in supporting and in lobbying government to fulfil its obligations in eliminating all forms of violence against women and children as well as in improving accountability mechanisms.

UNICEF – work on Juvenile justice and child protection, specifically co-ordination of Ministries for effective co-ordinated response to the abuse of the girl child. We will also work collaboratively towards implementation of the Beijing Rules regarding alternatives to deprivation of liberty as a sentence and the elimination of the practice of incarceration of street children who have not committed a crime.

UN Women – work with Government and NGO partners for gender equality and women empowerment. We will collaborate with them in our future in terms of technical support and lobbying the policies on women issue.

ILO –works with Government and NGO partnersto promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.

IOM – works with Government and NGO partners in the international to assist in meeting the growing operational challenges of migration management and encourage social and economic development through migration. GS Myanmar is presently a partner on the National Anti-Trafficking Working Group supported by the IOM in Myanmar.

NGOs – CARE MYANMAR, WORLD VISION MYANMAR, MICRO EMPIRE, HEAL THE WORLD, ISSARA and NETWORK TO END TRAFFICING, AHT Civil society organizations CSOs groups working in gender based violence programming and anti-human trafficking and forced migration work. GS Myanmar is collaboration and networking with them.

Faith-based Organisations

We will also capitalise on our rich links with other faith leaders to bring a more effective response to tackling violence against women. We will also use the rich network of the Catholic Church to link with other Religious Congregations, both men and women, Myanmar Baptist Convention (MBC), Karen Baptist Women Group (KBWG), GEN(Gender Equality Network), Myanmar Ecclesia Women in Asia (MEWA), Caritas (Karuna Myanmar Social Solidarity KMSS), MCMAHT, TALITHAKUM MYANMAR to advance our work and response to women and children.

Communities

GS Myanmar will link with local groups, community leaders and with government services and the broader service system at local level. These links will ensure more efficient and sustainable prevention and response mechanisms at the community level.

Adopting this approach means that the women, children, families and communities develop their own equitable and long-lasting solutions to the elimination of all forms of violence against women and children.

Justice and Peace - Good Shepherd International mechanisms

GS Myanmar will bring the voice of the women and children of Myanmar to the work and structures of the United Nations through integrating with its Justice and Peace Offices in New York and Geneva. This will assist in amplifying Good Shepherd Myanmar's voice in support of Human Rights implementation and in particular the rights of women and the girl child.

Good Shepherd Asia Pacific Region – GS Myanmar is part of a global Congregation working in over 70 countries. We will galvanise this rich resource in the Asia/Pacific region to build a collaborative trans-national approach linking, with GS Singapore/Malaysia, Australia/ New Zealand in assisting safe economic migration of women, reducing the risk of girls entering the supply chain of human traffickers and migrant smugglers as well as providing co-ordinated repatriation, rehabilitation and reintegration interventions.

THE GOVERNANCE STRUCTURE

The GS Myanmar strategy will provide direction to ensure that we achieve the identified results. The governance structure for the 5-Year Plan ensures we remain focused and able to manage the change in the future.

STRATEGY MANAGEMENT STRUCTURE:

The Governance structure for implementation of the 5-year strategy includes oversight of the programmes. The Sector Leadership Team (SLT) will be responsible for:

- Supporting/strengthening the implementation of the 5-Year plan
- Updating the annual work plans and budgets with MMDT (Myanmar Mission Development Team)
- participating in MMDT quarterly meetings
- Overseeing midterm and end of strategy evaluations.
- Assisting respective members of MMDT who have responsibility for each Result area.

The SLT will implement the 5 year strategy through MMDT. SLT will appoint the leader for MMDT who will guide the respective key result area persons in:

- Implementing the component of the strategy work plan
- Developing annual budgets
- Monitoring progress against work plan
- Developing quarterly progress reports
- Conducting quarterly meetings
- Updating annual work plans and budgets.

The SLT and MMDT leaders will meet together twice a year to:

- Review progress and revise work plans accordingly
- Ensure adherence to the strategy;
- Monitor expenditure and review budgets.

Programme management structure

The Governance structure of the GSMF programmes will include the MMDT Leader who is responsible for the overall management oversight of the Elimination of Gender based Violence (and Juvenile Justice) (EGBV), Cross Border Approach to prevention of forced migration, migrant smuggling and trafficking and rehabilitation and reintegration of victims/survivors programme (Cross Border), the Health Access and Referral Programme, the Early Childhood Development Programme and Holistic Healing and Reintegration Centre. This includes responsibility for the programme implementations, budget management, overall programme reporting.

Responsibilities of the Mission Development Team leader

1. Responsible for the overall management of the programmes in the sector
 - 1.1 Facilitate planning and implementation of all projects with the consultation of local leaders.
 - 1.2 With the MMDT team, will prioritize the projects accordingly to mission needs.
2. Communicates with all funding Agencies/donors and MDO and will be the authorize signatory to any contracts/MoU.
3. MMDT Leader with the team
 - 3.1 Lead the selection process of trainees - sisters and lay
 - 3.2 Continue communication with respective leaders
 - 3.3 Consult with directress if the sisters are in initial formation
 - 3.4 Make contract with trainees
 - 3.5 Sign all recommendation letters (with another member, if required)
4. Together with her project writing team, she is responsible for completing, submitting and reporting the projects.
5. is responsible for all projects
 - 5.1 will manage and make decision of the funding
 - 5.2 will work with Sector Treasurer on financial management
6. Report to the Sector Leadership team
 - 6.1 MMDT leader will collaborate with SLT leader for MMDT meetings/Mid-term and end evaluation of Strategic Plan
 - 6.2 MMDT leader will present regular progress report to SLT meeting twice a year
 - 6.3 With the team will conduct mid-term and end-term internal evaluation of Strategic Plan
 - 6.4 Will also arrange for external evaluation
7. Will pay special attention to advocacy, will network with other stakeholders and Government officials
8. Will help GSMF president in the preparation of documentation for Department of Social Welfare

MMDT Members

1. Each member is in charge of particular KRA and is responsible for implementing, reviewing and evaluating of the respective result area.
2. Periodically submit progress report to MMDT
3. Closely work with programme coordinators and local GS leaders in implementing the result areas
4. Ensure stewardship

Programme Coordinator

A programme coordinator will be appointed for each of the programme who will report directly to the MMDT Leader. These program coordinators will be responsible for the management of the programme including implementation of work plans, budget management, monitoring and reporting of programmes, management of programme staff, logistics and national level advocacy and linking with national actors especially those in the relevant Ministries.

As the Cross Border and EGBV programme are situated over multiple sites, it is essential that regular planning, monitoring and project review be conducted across the sites. To facilitate this, a project steering committee will be established made up of the Field Co- coordinators who will be responsible for operations in their specific geographical sites, and the programme coordinators. The GSMF Monitoring, Evaluation and Learning Officer will also form part of the Steering Committee.

The specific duties of the Field Co-ordinators (Local GS Leaders) include:

- responsibility for implementation of the project at local level
- implementation and review of work plan and budget at local level
- monitoring and reporting
- managing and supervising staff at local level.

The organisational and programme level organogram is provided below.

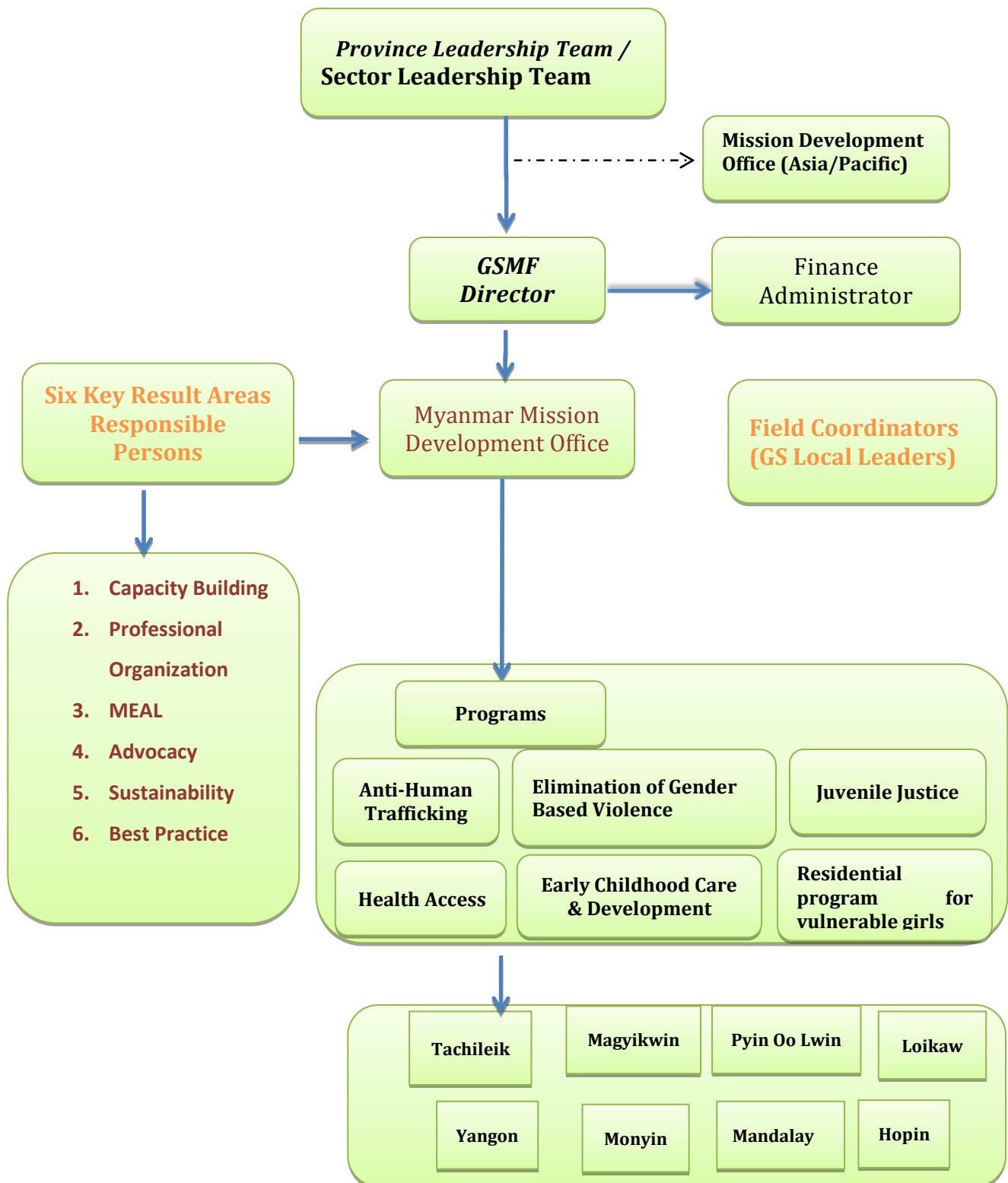
STRATEGY MONITORING AND EVALUATION

Indicators have been identified against each Outcome under the Strategy. The results of the proposed on-going monitoring process will be analysed in relation to the indicators defined in the Strategy logframe. Periodic reviews will be undertaken to amend the programme actions in line with the findings.

The Sector Leadership Team works closely with MMDT will undertake this review.

Monitoring progress against the indicators will make it possible to take the necessary corrective measures. To this end, periodic reports will be prepared using a monitoring and participatory evaluation mechanism that involves sisters and lay staff.

Organogram of Good Shepherd Myanmar Foundation (2017-2021)



GS MYANMAR'S VISION FOR CHANGE

Working locally with women, children, communities and program partners, along with government and institutions, we work to eliminate all forms of violence against women and children.

THE BELIEFS THAT UNDERPIN OUR WORK:

Inspired by the biblical direction of “Act justly, love tenderly, walk humbly.... (Micah 6:8)” and hoping to have “life and life in its fullness” (John 10:10) for all especially those in margin, we promote justice and peace in a world disturbed by sin and conflict. We collaborate to help bring about change, in whatever condemns others, to live a marginalized life. This witness to justice is guided by those characteristics of merciful love which are of the essence of the Gospel and the Social Teachings of the Church (RGS - Constitutions #6)

We are strengthened by our history of journeying with people at the margins, sharing their brokenness during challenging phase of our country's history, especially those women and children exposed to dehumanizing violence against their dignity.

Human rights standards are integrated into all stages of our programming including:

Convention on the Elimination of All of Discrimination Against Women (CEDAW):

Our work in elimination all forms of violence and abuse against women and girls is based on human rights articulated in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) an international treaty to which Myanmar acceded in 1997.

We work to reinforce the treaty obligations which promote women's equal attainment of economic, social, cultural, civil and political rights.

Conventions on the Rights of the Child (CRC):

We base all of our work in child protection on human rights that are recognised and articulated in the convention on the rights of the child (1989) (CRC). Myanmar acceded to the Convention on the Rights of the Child (CRC) on 16 July 1991 and on 15 August 1991; Myanmar became a State Party to the CRC.

We adhere to the CRC, which outlines the fundamental rights of children, including the right to be protected from economic exploitation and harmful work, from all forms of sexual exploitation and abuse, and from physical or

mental violence, as well as ensuring that children will not be separated from their family against their will.

Our Vision

Toward a better society where women and children enjoy their rights in the fullness of life.

GSMF is a Foundation working to end all forms of violence against girls, women and children . We work in prevention, protection, rehabilitation, and reintegration:

Our Mission

- Strengthening organization capacity for effective and sustainable mission
- Providing quality services that respond to needs of women and children;
- Economically , socially and psychologically empowering women, children and community affected by violence and abuse;
- Promoting advocacy through collaborating with other agencies in strengthening responses to gender based violence, human trafficking, forced migration and exploitation; and
- Aligning with the like-minded people in challenging the structures which result in violence against women and children.

Our work is underpinned by our Values:

Our Values

Human Dignity—We respect and uphold the dignity of each person as reflected in our founders' motto that, 'A person is more precious than the whole world'

Option for the marginalized – We stand up for the voiceless to live their lives fully and empower women and children to claim their rights.

Rights and duties – We affirm that the poor and the vulnerable are rights holders and government and other organizations are duty bearers to the poor.

Justice—We believe in a God who is Justice and Mercy. Our work for justice is based on biblical justice and international human rights covenants.

Participation and Collaboration–We work together with communities, NGOs, INGOs, Government, International organizations and GS Internationally for the elimination of all forms of violence against women and children.

Compassion–We compassionately embrace women and children in their brokenness and offer them holistic healing and re-integration.

Stewardship –We work with openness and trust:

- Through downward accountability to the women and children, their communities by our effective services
- Through upward accountability to donors

STRATEGIC DIRECTIONS – GOAL, PURPOSE, OUTCOME AND OUTPUTS

Following a review of all current GS Myanmar Ministries and an analysis of both the internal and external environment (Annex A SWOT Analysis) a programme was outlined for the work of GS Myanmar for a 5 year period from 2017 to 2021. The agreed goal, purpose, outcome and outputs will guide GSS Myanmar in transforming its Ministry and work towards sustainability. Each output includes performance measures and timelines. The details of the operations are outlined in the Strategy Log-frame and work plan (ANNEX B and C).

HIERARCHY OF OBJECTIVES UNDER THE STRATEGY

The GS Myanmar Strategy Goal is to:

- *Enhance the impact of the Good Shepherd Myanmar Ministry*

The purpose is:

- *Effective and sustainable programmes that bring positive changes to the lives of women and children affected by violence, abuse and exploitation*

The Results are:

Six results areas to guide how we work to address violence, abuse and exploitation of women and children in Myanmar include:

1. Raised capacity for delivery of best practice Ministry
2. Ensuring GS Myanmar is a professional organisation
3. Improved programming impact through project cycle management and an emphasis on monitoring, evaluation and learning
4. Increased capacity for effective targeted advocacy
5. Increased programme sustainability
6. Best practice programmes which address the root causes of violence, abuse and exploitation of women and children

Each result area is explained in detail on the following pages so that our Sisters, lay partners, supporters, donors, the GS global congregation and other people and organisations we work with will understand the focus of our work in elimination of all forms of violence against women and children from 2017 through to the end of 2021.

Result Area 1: Raised capacity for delivery of best practice Ministry.

The 30th Congregational Chapter Directive Statement calls us:

“...to respond to our rapidly changing world and the pressing global realities of today. Therefore, we must be adequately equipped. This calls us to invest resources in holistic formation and training for all involved in mission. Leadership now and in the future requires preparation and training.”

GS Myanmar is committed to best ministry practice. Our women and children deserve nothing less than the best professional support and quality services. In order to embed innovation, best practice and excellence in our programmes GS Myanmar will place an emphasis on professional development and skill training of Sisters and lay partners to improve the quality of programmes to achieve greater impact.

If our programmes require technical skills then the highest possible professional qualifications available will be applied. To this purpose, GS Myanmar will invest in the professional development of Sisters in order to meet the growing needs of the women and children we serve. This will

include professional development in social work, counselling, specialised counselling skills including psycho-social and substance abuse counselling as well as upgrading of legal qualifications.

There are technical characteristics of good development practice and fundamental principles that must underlie our work. If GS Myanmar will be the voice of women and children affected by violence, abuse and exploitation it must be equipped with the necessary knowledge and skills to advocate for tangible changes to the life of these women and children. Therefore, GS Myanmar will promote skills training in advocacy and advocacy planning and ensure we base this on a comprehensive understanding of Human and Children's Rights.

Our informal community based reporting, response and referral approach which strengthens the prevention and protection system at the community level, empowers communities and local partners to strengthen the prevention of violence, abuse, exploitation and other forms of violence against women and children. The model strengthens both the prevention environment for women and children, as well as women and children themselves, in order to fulfil their right to live in safety and to have a future without fear. In order to build more effective relations with communities, we will also place a focus on training in community mobilisations practices and skill development in the associated participatory rural appraisal methods.

To ensure greater programme impact and sustainability, GS Myanmar programmes will be based on robust research and needs assessment. Skills training in development programming will ensure we meet the benchmarks we set ourselves. Project cycle management and its link to performance monitoring will be an essential skills training programme in helping reinforce accountability of programmes. Skills training in this area will also include monitoring, evaluation and learning, finance management, project design and grant writing.

Through our investment in our professional and technical capacities, we will persistently create better ways of serving the most vulnerable women and children in our programmes. We will not rest on our accomplishments but will rather build on them in our personal and professional journey to be the best we can be and set new standards in responding to eliminating all forms of violence against women and children in Myanmar. We will expect more of ourselves than the women, children, communities, partners and donors with which we work.

KEY OUTPUTS UNDER RESULT AREA 1 WILL INCLUDE:

- Increased professional level of GS Myanmar
- Increased capacity through skill development training

Result area 2: Ensuring GS Myanmar is a professional organisation

A professional organisation is one which meets its formal legal requirements. A first step is the registration of GS Myanmar as a legal entity and the implementation of policies, procedures and systems that allow it to operate with transparency and full accountability.

Through the development of and adherence to professional standards and national laws we will ensure our financial and human resources are managed transparently. The financial resources entrusted to us are not our own. In rolling out financial management practices based on internationally recognised standards we will ensure we maintain high levels of accountability to both beneficiaries and donors. Equally, our human resource management system will be based on valuing diversity, and will ensure fair compensation and full compliance with the labour laws of Myanmar.

A safe organization for women and children is one whose commitment to protect children and vulnerable people from abuse, exploitation and violence is deeply rooted in its culture and values, and is understood and shared by all within the organization. This requires policies and procedures that aim to prevent intentional or unintentional harm from happening to women and children while they participate in the organization's programmes, services or activities. GS Myanmar will ensure that our Child Protection and Women's Empowerment Policies are elaborated, shared and understood by Sisters, staff, women, children and all those with whom we work. Through our organizational child protection and vulnerable people's policies and procedures we will also ensure that children and vulnerable adults who are harmed, receive adequate support and that perpetrators are reported to local authorities.

We strive to provide the best quality service provision in both our educational facilities and our secure shelter and drop-in-centres.

GS Myanmar has a responsibility to ensure that all women and children at our centres are provided with equitable access to quality services that enable them not only to end violence, but also to undo its harms and realise their rights to justice. All service provision must comply with National Service Standards but in countries such as Myanmar where these require strengthening, GS Myanmar will develop its own internal standards and guidelines, based on international best practice. In so doing, GS Myanmar's facilities for women and children affected by violence, abuse and exploitation will be fit for purpose, meeting or exceeding all internal and external legal and compliance requirements.

With regards to educational interventions such as the vocational education centres and nurseries, where standards do exist, we will monitor our

facilities to ensure we are fully compliant with national standards and seek to obtain accreditation for our courses.

Our work will be guided by national and international best practice and learning from our programmes. In order to ensure consistency in our approach and shared practice, GS Myanmar will develop best practice programme manuals in key areas of work.

KEY OUTPUTS UNDER RESULT AREA 2 WILL INCLUDE:

- Register GS Myanmar as an NGO
- Development and implementation of operational policies and procedures in line with international professional standards and the local laws; including GS Myanmar HR policy and Finance and Administration Manual.
- Ensuring GS Myanmar is a safe organisation for children and vulnerable people, through the development and implementation of Child Protection and Women's Empowerment policies and procedures.
- Develop MOU, contracts and agreement templates for developing effective relations with Government and partners.
- Develop Standards and Guidelines for our service centres (Secure Shelter, Drop-in Centre (Juvenile Justice), Spiritual renewal centre, vocational training centres and nurseries) and accreditation for our education activities (Vocational Education, Montessori Nurseries)
- Development GS Myanmar Programme manuals in:
 - Community-based informal reporting and referral mechanism
 - Life skills
 - Montessori Nurseries
 - Case Management
 - Micro-credit

Result Area 3: Improved programming impact through project cycle management and an emphasis on monitoring, evaluation and learning.

In line with the values that form the basis of our work in Myanmar, we will continue to strive to attain the highest levels of accountability to both beneficiaries and donors. By implementing strong monitoring and evaluation systems and a common approach to monitoring, evaluating and learning we will be better able to use this information to:

- Keep track of our programme quality and show if targets have been reached
- Generate information necessary for advocacy and program planning and management; and
- Improve quality of programmes.

Our work is designed to bring about meaningful and lasting changes to the lives of women and children affected by violence in Myanmar. By implementing standards and monitoring, evaluating and learning from that work, we can achieve greater impact.

Learning and research will allow us to build an evidence base to inform our advocacy activities that seek to change or implement laws, policies and programme to eliminate violence, abuse and exploitation of women and children in Myanmar.

Our monitoring and evaluation systems and procedures will also provide the gateway through which we will improve our knowledge management; identify and implement alternative and better ways of working and responding to the needs of the women and children we seek to support and ensure our continued adherence to best practice standards.

Case management systems are essential for effective response to individual cases of violence, abuse and exploitation. Having case management procedures in place ensures quality, consistency, and coordination of services. However, in Myanmar where a formal system for such case management requires strengthening, GS Myanmar will need to operate their own best practice case management system while supporting and building the capacity of governments to develop a longer- term statutory system. Whilst case management is part of the professional standards of service provision of GS Myanmar's programme to eliminate all forms of violence against women and children, it also forms part of the repertoire of monitoring tools to inform programmatic progress, impact and essential data to ensure continued best practice.

KEY OUTPUTS UNDER RESULT AREA 3 WILL INCLUDE:

- Establish systems for effective monitoring, evaluation and learning, including monitoring frameworks for each programme, the application of monitoring tools, the development of research tools and Ethical Standards in Research and the setup of programme archive systems at local and national level.
- Improve knowledge management of GS Myanmar through the development and implementation of reporting systems at all levels of the organisation.
- Develop and implement best practice case management systems, procedures and forms.

Result Area 4: Increased capacity for effective targeted advocacy

Advocacy is an integral and essential part of a systemic approach to eliminating all forms of violence against women and children. Through advocacy, we work to address the key structural and underlying root

causes of violence against women and children; this includes working to hold duty bearers accountable to the international obligations under the CRC and CEDAW. Our work in advocacy is to engage with well-placed partners in changing the policies, systems, practices and attitudes of duty-bearers that maintain inequalities and deny justice and human rights to women and children in Myanmar.

Our advocacy work in promoting the elimination of all forms of violence against women and children will operate on multiple levels. At local level, advocacy will be driven by communities, including women and children, empowering communities to work together towards the sustained well-being of women and children within families and communities, especially those that have been affected by violence and abuse and need special support in reintegrating back into their communities. Local advocacy targets the implementation of policies and practices that impact the daily lives of women and children in their communities. Our local level advocacy initiatives will work to achieve the dual aims of policy implementation and citizen empowerment.

We acknowledge that some structural and systemic injustices cannot be solved at the local level. We will work to solve these broader problems by forming coalitions and reaching progressively higher levels of government. Evidence based from our work with women, children and local communities will be used to inform our policy advocacy issues.

As a Congregation in special consultation status with ECOSOC, we will integrate with the Justice and Peace Offices in New York and Geneva in order to bring the voices of women and children affected by violence, abuse, exploitation and trafficking in Myanmar to the attention of the world.

KEY OUTPUTS UNDER RESULT AREA 4 WILL INCLUDE:

- Raise Sisters and lay staff capacity on advocacy planning and research for creating an evidence base for policy/law change/implementation.
- Work closely with like-minded NGOs and consortia to reach the highest levels of Government.
- Integrate our work more effectively and with greater purpose with justice and peace through the Justice and Peace Office in New York and Geneva.
- Build productive collaborative relations with international organisation and Government Ministries, Departments and Committees working in the elimination of, and responding to, violence against women and children to support their efforts in strengthening of laws, systems, structures and practices for the elimination of all forms of violence against women and children.

Result Area 5: Increased programme sustainability

Mindful that we operate in an increasingly competitive fundraising environment, we must both maintain and grow our existing sources of income, and implement new and innovative ways of generating income. Increasing our income means that we will have more funds available for our programmes. It will also assist in increasing the scale and impact of our work.

Raising income for Ministry work is a collective Congregational responsibility and one in which GS Myanmar must also play its part. We will invest in our own training so that we are better able to seek out local private and institutional donors through effective promotions, elaboration of quality grant applications, and successfully managing grant donor funding locally.

We will also partner with GS MDO Asia/Pacific at regional level and internationally with the GS MDO in Rome to maximise funding opportunities through accessing a wide pool of donors.

We will also capitalise on the rich resource we have as an International Congregation and will link with other provinces to support our work, especially that related to Micro-finance where GS Thailand and Australia/New Zealand have particular expertise.

GS Myanmar has a long-term sustainability vision for its programmes. Through the development and implementation of best practice models in:

- Secure Shelter service provision in line with CEDAW obligations, and
- Alternatives to deprivation of liberty for juvenile offenders in line with the Beijing Rules.

GS Myanmar aims to work with the central government to promote these models for government adoption, and eventual funding once the country has stabilised and is on a secure path to economic development and better able to meet its obligations under CEDAW and the CRC. In the interim however, this component of the Strategy will be submitted for funding to institutional donors. We envisage a 2017 start-up of the EGBV and Juvenile Justice Programme followed by the Cross Border Approach programme to follow in 2018. The learning from these programmes will serve to review, revise and scale up the intervention under the next 5-year plan.

KEY OUTPUTS UNDER THIS RESULT AREA 5 WILL INCLUDE:

- Development of 'model centres' in EGBV and Juvenile Justice in line with international obligations for government adoption and financial support.
- Source funding through local institutional donor local Missions (AusAID, DFID, USAID), and international donors funding local

NGOs and elaborate and submit grant applications based on donor requirements.

- Establishing webpage with donation capacity/button and develop promotions materials including brochures, business cards and Facebook page.
- Partner with MDO Rome and Asia/Pacific to access international donor funds.
- Link with other Provinces for targeted support.

Result Area 6: Best practice programmes which address the root causes of violence, abuse and exploitation of women and children.

Following the GS Myanmar programme review in 2015-16, we have restructured our programmes in order to deliver a systemic approach to our work in elimination of all forms of violence against women and children. The implementation of Results 1 to 5 will be the key drivers in ensuring our priority programmes deliver on the targets we set and ensure measurable impact so that we bring lasting change to the lives of women and children affected by violence, abuse, exploitation, forced migration, migrant smuggling and human trafficking.

GS Myanmar has identified three programmatic priorities under this strategic plan:

- Elimination of Gender Based Violence
- Juvenile Justice
- Prevention and response to forced migration, migrant smuggling and human trafficking

In order to deliver on our programmatic aim, we must focus our human and financial resources in these areas. Having identified our priorities, we must let go of programmes and activities that do not conform to our Vision and Mission. Phasing out and phasing over of programmes requires planning, negotiation and time. Therefore, a restructuring plan and timetable has been elaborated (Refer Appendix D).

Whilst we will focus our efforts on programmes that tackle violence, abuse and exploitation of women and children, GS Myanmar will continue three long running programmes which provide unique services to the most marginalised communities in Myanmar. These are the:

- Health Access, Referral and Outreach Programme
- Early Childhood Care and Development Programme (ECCD) for remote communities
- Holistic Renewal and Reintegration Centre

However, the rural ECCD program have an indirect link to GS Myanmar's work in elimination all forms of violence against women and children. These programs whilst focused on providing quality early learning to the most disadvantaged and marginalised children in rural communities, will also provide child care practical placement for those girls attending the vocational training, Montessori Methods and ECCD training.

Holistic Renewaland reintegration Centre has direct link to Good Shepherd Myanmar work in elimination of all forms of violence against women and children. This centre offers healing for survivors through providing holistic services with a respectful environment. It includes personal integral development support, Psycho-spiritual integration support and counselling (healing of emotion) which may lead them back to their communities.

Our existing work in the elimination of gender-based violence will be consolidated and the scope of work broadened in order to ensure a systems approach to confronting violence against women and children.

To organise and carry out our work to address individual and their family needs in an appropriate, systematic and timely manner, we will apply best practice case management system to all our programmes (EGBV, JJ and Cross Border). Having case management procedures in place will ensure quality, consistency, and coordination of services for the women and childrenwe serve. Our case management systems will also serve to strengthen Government case management process until such time that a statutory case management is institutionalised across Myanmar.

Whilst OurEGBV, JJ and Cross Border programmes, include operational response efforts (Community-based education, case management, referral and advocacy, counselling) we recognise that the most we can hope to achieve at this level, is to mitigate the intensity of the problem for individuals who have suffered violence. Therefore, it is essential that we engage programmers and policy-makers across all sectors in order to begin to institute lasting reforms that not only protect those who have been exposed to gender-based violence, but also work towards the elimination of GBV. Through our systems approach we tackle prevention and systems reform including systems and strategies to monitor and respond when rights are breached (assessing and addressing risks and vulnerabilities of target beneficiaries, co-ordination of multi-sectoral and interagency efforts, generation of knowledge and information for advocacy) and preventative measures at the broadest level to ensure rights are recognized and protected through international, statutory and traditional laws and policies.

We will ensure sustainable systems at local level through the creation of informal community based identification, response and referral mechanisms. Through such mechanisms, a venue for women, children, community leaders, and local government authorities will be provided to organize themselves and act concretely on behalf of women and children

affected or at risk of violence, abuse, forced migration, migrant smuggling and trafficking. The engagement of communities in the identification, response and referral of violence against women and children, the communities will also be empowered to ensure the provision of co-ordinated multi-agency response.

Lastly, the emphasis on empowerment of communities in the cross border approach also works to cut the supply chain of migrant smugglers and potential human traffickers at source. Further, through assisting girls to assess risk and safely navigate the various steps in the migratory journey, it acts to reduce girl's vulnerability to robbery, injury, rape, trafficking or labour exploitation.

Our shelters and rehabilitation centres will provide best quality care to enable survivors access to services for addressing physical, emotional, psychological and social consequences of GBV including:

- Medical: Medical examination and treatment
- Psychosocial: Support for individual and groups of women to assist with coping and social integration
- Protection: Locally appropriate protection and safety options; and
- Legal/Justice: Access to legal recourse where requested.

Our centres, especially our drop-in-centre for young girls in contact with the law will be models for service provision for government adoption. By working with local law enforcement agencies and the broader legal system, the centre will provide a model for alternative measures to deprivation of liberty for crimes other than those of the most serious nature. Through the implementation of diversion and restorative justice measures for girls, our juvenile justice programme will also ensure that at all possible stages girls are diverted away from the formal justice system and into community-based and restorative processes that address effectively the causes of their behaviour. The centre will provide effective measures for social reintegration of children.

The GS Cross Border Approach has been developed (Refer Appendix E) based on the premise that the problem of migrant smuggling, forced migration and trafficking in persons, whether at the national or local level, can only be addressed effectively through comprehensive strategies that are based on human rights and that take into account the transnational nature of the problem, the many associated criminal activities, the frequent involvement of organized criminal groups and the profound pain, fear and damage suffered by the victims.

GS Myanmar will work at multiple levels in provision of prevention, response, rehabilitation and reintegration interventions. It will also use the richness of its International Congregational status to partner with GS Singapore/Malaysia and Greater Mekong Sub Region Anti human trafficking task force (Myanmar, Thailand, Cambodia, Vietnam, Laos,

Macau)to provide co-ordinated safe migration for young women and girls as well as repatriation, rehabilitation and reintegration services for survivors of exploitation and human trafficking.

Our programmes will deliver of the following hierarchy of objectives which have been encapsulated in the programme Logframes and Work plans and budgets (Appendix F):

Elimination of Gender Based Violence Programme

Goal: To contribute to women empowerment and SDG 5 through the reduction of Gender inequalities and as a first step to reducing Gender-based violence in Myanmar

Purpose: To strengthen systems at all levels for effective prevention and response to GBV

Result 1: Increased local capacity to reduce incidence of GBV through the development of informal community reporting and referral mechanism in line with Government of Myanmar National Action Plan.

Result 2: Empowerment of Victims/Survivors through access quality medico- psycho-social, secure shelter services and economic opportunities.

Result 3: Adoption and implementation of the Prevention and Protection of Violence against Women Bill

Juvenile Justice Programme:

Goal: To contribute towards the adoption of alternatives to deprivation of liberty of juveniles in contact with the law and assist in the reintegration of young people back into the society.

Purpose: To promote a response to juvenile offending that encourages a process of behavioural change and avoids punitive responses such as deprivation of liberty.

Result 1: Implementation of alternative models to deprivation of liberty of young offenders in line with Beijing Rules.

Result 2: Prevention of juvenile crimes repeat offending and support successful reintegration of children through education, socialisation, health assistance, etc. in collaboration with parents, teachers, social workers, the child's lawyers.

Result 3: Adoption and implementation of Beijing Rules related to juvenile justice.

GS Myanmar Cross Border Approach to prevention of forced migration, migrant smuggling and trafficking and rehabilitation and reintegration of victims/survivors Programme

Goal: To contribute to policy development on migration management and anti-human trafficking and the development of cross border programming approach through strategic partnerships with key stakeholders in East Asia.

Purpose: To prevent the risk of forced migration, migrant smuggling and trafficking and support reintegration of survivors through the socio-economic empowerment of young women in the East Asia Region.

Result 1: Improved potential for decent waged employment and safe economic migration

Result 2: Increased capacity at all levels for the protection of young women from migrant smuggling and human trafficking.

Result 3: Reduced risk of migrant smuggling and human trafficking.

Result 4: Victims/Survivors reintegrated back into the community through cross border approach.

KEY OUTPUTS UNDER THIS RESULT AREA 6 WILL INCLUDE:

- Restructure of programmes and implementation of the phase out and phase over plan.
- Implementation of best practice programmes that deliver of the following objective hierarchy:

Programme relevance to Government Programme and SDGs

LINKS TO GOVERNMENT POLICY

The actions under the strategy reinforce the aims of the Government of Myanmar, Ministry of Social Welfare, Relief and Resettlement – National Strategic Plan for the Advancement of Women (2013-2022). They specifically address the key Priority Area on “Violence against Women” and ‘The Girl Child.’

The following Key Objectives and actions under the Plan are supported by the priorities under the GS Myanmar Strategic Plan.

THE GIRL CHILD:

Key Objective 18: Strengthen systems, structures and practices to promote, protect and fulfil the rights of the girl child.

A. Research and Surveys:

3. Reports on girl's rights violations and processing of these cases by Committees on the Rights of the Child at national, state, regional, district and township level.
4. The social needs of girls including the need for sexual and reproductive health and education.
5. Records related to adolescent health, child trafficking, and child prostitution.

B. Awareness Raising

2. Implement awareness-raising activities for the general public on girl's rights.
3. Implement community-based awareness raising activities to reduce and eliminate customs, superstitions, and beliefs that are obstacles to girls' advancement, that promote child marriage, and that discourage girls from accessing education.
4. Implement awareness-raising activities for media professionals so as to understand girl's rights.

C. Implementation

2. Implement community-based actions to fulfil girl's rights through participatory approaches.
4. Promote the rights of the Girl Child in the media with increased frequency.

D. Budget and Policy Making

2. Review development and application of laws and policies related to the rights of the girl Child and in accordance with CEDAW, the Beijing Platform for Action and the Sustainable Development Goals.

VIOLENCE AGAINST WOMEN

Key Objective 10: Develop and strengthen laws, systems, structures and practices to eliminate all forms of violence against women and girls and to respond to the needs of women and girls affected by violence.

A. Research and Surveys:

1. All forms of violence against women and girls
2. Causes and consequences of violence.
3. Social services for women affected by violence, legal protective measures, and the challenges faced by women accessing these services.

B. Awareness Raising

2. Implement awareness-raising on CEDAW which describes all forms of discrimination against women as a violation of human rights.
4. To build the capacity of the Myanmar Police Force, Judicial Officers, health care staff and volunteers to actively respond to, and prevent all forms of violence against women.
5. To raise awareness of the general public through the media to eliminate all forms of violence against women.
6. Implement community-based initiatives in preventing and responding to all forms of violence against women and girls.
7. To increase men's participation in preventing and responding to all forms of violence against women and girls.

C. Implementation

2. Ensure that all women and girls affected by violence have access to services.
3. Establishment of community-based working committees comprising both male and female members, at community and village and township level, to take legal action and prevent violence against women.
4. Opening of one-stop services at national, regional and local level to provide counselling, legal service, health care services and other social services for women who are affected by and vulnerable to violence.
5. To take action against perpetrators as well as to provide them with counselling and other awareness raising.

D. Budget and Policy Making

2. Review development and application of laws and policies related to women's protection in accordance with CEDAW, the Beijing Platform for Action and the Sustainable Development Goals.

LINKS TO POST 2015 - SUSTAINABLE DEVELOPMENT GOALS

GS Myanmar will contribute to the achievement of the following SDGs:



Goal 1. End poverty in all its forms

Target:

1.1 By 2030, eradicate extreme poverty for all people, currently measured as people living on less than \$1.25 a day

1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Targets:

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

Goal 5. Achieve gender equality and empower all women and girls

Targets:

5.1 End all forms of discrimination against all women and girls everywhere

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Targets:

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Goal 10. Reduce inequality within and among countries

Targets:

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Targets:

16.2 end abuse, exploitation, trafficking and all forms of violence and torture against children

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.6 Develop effective, accountable and transparent institutions at all levels.

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS (SDGs) THROUGH OTHER GS MYANMAR PROGRAMMES

We also contribute the SDGs through our programmes not directly aligned to our work in confronting violence against woman and children.

Through our Health Access, Referral and Outreach and Holistic healing centre we contribute to:

Goal 3. Ensure healthy lives and promote well-being for all at all ages

Targets:

3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

Through our Rural Montessori Nurseries we contribute to:

Goal 4.Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Targets:

4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education

Funding of the Strategy

Accompanying the Strategy is a budget including the costs of the programmes as well as the interventions under the 5-Year plan (Refer Appendix G). The budget outlines the costs of the capacity building; training and resources (both human and material) required to achieve best practice in tackling violence against women and children and ensure that our Centres and service provision to women and children are fully compliant with national and international standards.

The total estimated cost of funding the strategy is approximately 1748604.44Euros.

Funding for actions under the Strategy Plan will be sought through the support from other Good Shepherd Provinces. Our intentions for the funding of the programmes have been outlined under Key Result 5 of the Strategy document.

APPENDICES

Appendix A: SWOT Analysis

Appendix B: Strategic Plan Logframe

Appendix C: Strategic Plan Work Plan

Appendix D: Restructure Plan

Appendix E: GS Myanmar Cross Border Approach to Countering Forced Migration, Migrant Smuggling and Human Trafficking

Appendix F: Programme Logframes, Work plans and Budgets

Appendix G: Strategy Budget