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1. SITUATION ANALYSIS

1.1 Social and economic context

Myanmar's population is estimated at 59.1 million,¹ consisting of diverse ethnic groups speaking over 100 languages and dialects. The country is ranked 149 out of 168 countries on the 2012 Human Development Index (HDI), although scores have been improving in recent years. Economic growth has averaged five per cent in recent years with a per capita income of \$702.² The economy largely depends on natural resources and agriculture. Inadequate infrastructure, limited access to finance, limited access to agricultural and off-farm "know how" as well as administrative constraints have stifled the economy outside of the main urban areas. Poverty levels are currently high, at an estimated 26 per cent of the population. Food poverty is at 5 per cent.³ Poverty incidence widely varies by urban-rural area and regions/states. The proportion of poor is higher in rural than urban areas (29.2 percent vs. 15.7 percent)⁴. Poverty incidence is highest in Chin where three quarter of the people are poor, and lowest in Kayah where one out of ten is poor. Poverty varies not only across regions/states but also within a region/state, suggesting that there are pockets of extreme poverty even in moderately poor regions/states. Despite an overall decrease in poverty, there are large and widening regional inequalities in human development and Millennium Development Goal (MDG) indicators. The National Rural Development and Poverty Reduction Plan aims to reduce the poverty rate by half from 32 per cent in 2005 to 16 per cent by 2015.⁵ The most significant factors⁶ for vulnerable populations to descend into poverty are

¹ The last census took place in 1983. There is limited data available to assess the gender distribution of the population (e.g. Gender Inequality Index)

² International Monetary Fund estimates in 2011, using 2010 current prices.

³ 2010 estimate.

⁴ 2012 IHCLA and Poverty, Food Insecurity and Vulnerability: Issues and Strategies (Myanmar), Background Paper for the Development Policy Options, Myanmar 2011, by Bishwa Nath Tiwari, Shafique Rahman and Khine Tun.

⁵ These targets were based on poverty data provided by the UNDP-supported IHLCA. Action plans for each state and region for the period from July 2011 to December 2015 have been drawn up by respective governments to implement this strategy.

illness, followed by accidents, crop failure and damage to house and property. The remote border areas (mainly populated by Myanmar's minority ethnic groups), and areas emerging from conflict are particularly poor.⁷ The reintegration of returning ethnic groups has raised expectations for a "peace dividend", which would require a greater extent of tangible benefits for these people, particularly through meaningful jobs.

1.2 Context of decentralisation

Myanmar is at an historic stage in its development. A new Constitution was adopted in May 2008. Parliaments and governments have been formed at the national and region/state levels. The new Constitution is more specific in providing for basic principles of democracy, the rule of law and human rights, and separation of powers between the executive, legislature and judiciary. In particular, it contains elements towards a fiscal decentralization, such as own source revenue for State / Regions (in Schedule V). Many of the principles laid out in this Constitution have yet to be fully reflected in the laws, regulations and policies currently in place. A new legal framework is in place for decentralization and devolution of legislative and executive functions to State levels and Self Administered Zones. UNDP and the Government have engaged in a dialogue in exploring mechanisms to improve the functional capacity and accountability of sub-national entities including township administrations. There is a clear interest in making delivery of services respond to community needs and reduce poverty. However, with taxes contributing to only 3% of GDP, the Government has limited fiscal space to improve service delivery. Beyond the Union level, its remaining resources are divided between States/Regions, Districts and Townships, leaving limited outreach capacity to tract and village levels. Local government institutions will need to build on organizational efficiency gains, local initiative and partnerships. Technical assistance in this area will be a determinant to improved service delivery. UNDP's Country Programme will support the government in its decentralization reform. Its support will be aligned with the Paris-Accra-Busan Agenda on Aid Effectiveness, in which UNDP and UNCDF are members of the Development Partners Working Group on Decentralization and Local Governance.

1.3 Civil society and media

In the past two centuries traditional Civil Society Organisations (CSOs) have played an important role in the shaping of social movements and promoting welfare and charity undertakings for poor in Myanmar. In addition to social and political organisations including student movements, there is also a tradition of faith based activism, mostly through Buddhist or Christian organisations. As the economy transformed itself over the last fifty years, the potential of civil society to organize and contribute to regional development has been inhibited by command driven decision making, restrictive laws, conflict and migration. Three important trends point towards an emerging opportunity to harness the potential of civil society in support for local development: (a) the President's recent announcement that "the consolidation of Civil Society Organizations is the most important element in the process of democratic transition"⁸, (b) a significant increase in the registration of local NGOs in the last two years⁹ coupled with the lifting of several media restrictions, and (c) the potential peace dividend and social mobilization towards reconstruction arising from cease fire agreements and peace initiatives such as the Myanmar Peace Support Initiative (MPSI). A study¹⁰ undertaken in 2003 estimated the number of local NGOs in the country at 270, of which half were based in Yangon. The same study estimated the number of Community Based Organisations (CBO) at 214,000. The current media environment includes 300 print publications, four TV channels and eight radio stations¹¹. The recent lifting of restrictions on printing without the prior approval of the Press Scrutiny and Registration Department and the drafting of a new media law are paving the way for the development of a vibrant media sector that can play a crucial role in promoting transparency and accountability of the State. The expansion of an effective civil society however, also requires a surge in capacity building for local NGOs and CBOs to improve awareness of the evolving development context, the legal context to work effectively, and strengthen their organisational and networking capacity. Skills in such areas as planning and reporting, fundraising, negotiation, management and accounting are particularly important. In cease fire areas, conflict prevention and peace building competencies of CSO are critical.

⁶ According to Impact Assessment of the Human Development Initiative 2000-2012 – Study of Poverty Dynamics and causes of Poverty – July 2012.

⁷ For example, poverty rates are 73 percent in Chin and 44 percent in Rakhine, according to the UNDP 2011 Integrated Household Living Conditions Assessment

⁸ 1 March 2012 speech of President of the Republic of the Union of Myanmar

⁹ Civil Society Gaining Ground – Opportunities for Change and Development in Burma, Transnational Institute, 2011

¹⁰ The Growth of Civil Society in Myanmar, Brian Heidel, 2006. The figure highlighted in the study do not include political parties

¹¹ Conference on Media Development in Myanmar, 19-20 March 2012, organized by the Ministry of Information and Culture and UNESCO in partnership with International Media Support (IMS) and Canal France International (CFI)

1.4 Regional economic development

The local economic development potential of Myanmar also remains to be unleashed. The current framework for regional economic development prioritizes the industrial development of Special Economic Zones (SEZ)¹² and rural development through the Eight Task Agenda of the Rural Development and Poverty Reduction Plan¹³. With regard to some of the key determinants of inclusive growth such as enhancing access to finance, skills and information, there is significant scope of development. The total demand for unsecured loans among poor and vulnerable non-poor households is approximately US\$ 1 billion¹⁴. The current rural supply of unsecured loans meets the demand of only a fraction of potential clients. UNDP with its partner PACT currently supplies 90% of current supply with some 450,000 clients. The Government with technical assistance can attract other micro-finance players to meet the demand for micro-finance services. Likewise the national institutional framework for employable skill development is fragmented with vocational training institutions housed within unconnected Governmental institutions with limited links to the private sector, and few public private partnerships¹⁵. There are also significant information asymmetries in market dynamics hampering local entrepreneurs from effectively developing their businesses. On-farm and off-farm extension services are fragmented by departments, sector and locations and local media and outreach is yet underdeveloped to serve as an effective information resource for local entrepreneurship. With adequate understanding and connections with emerging businesses and local market dynamics, local livelihood and market institutions have the potential of becoming incubators of local entrepreneurship.

1.5 Social cohesion and peace building

Myanmar has made significant progress in a relatively short time span in dealing with the armed conflict. Starting in September 2011, the Government has finalized Cease Fire Agreements with 11 out of 12 ethnic groups¹⁶. The government's peace initiative is anchored on a three step strategy: a) ceasefire agreement; b) trust and confidence building, including through economic and social development and re-integration of IDPs and returnees; and c) peace agreements for sustainable peace leading to endorsement by Parliament as the final stage in the process. Six of the thirteen States and Regions targeted by this programme are ceasefire areas requiring an emphasis in confidence building, dialogue, and building local capacities for social cohesion within the local governance programme activities. The consolidation of the peace process will result in the return of IDPs and refugees, reintegration of ex-combatants and mine clearance, which are critical for sustainable peace.

1.6 UNDP's role

UNDP has gained significant experience from its wide presence across Myanmar to respond to both the short and longer term challenges of helping to establish responsive, accountable and sustainable institutions that provide services that impact on incomes and vulnerability. While UNDP's past programme¹⁷ in Myanmar focused at the grassroots level, this programme will leverage UNDP's global expertise in the field of local governance and peace building and seek to strengthen national institutions involved in local development. In cease fire areas the programme will support social cohesion and quick win livelihood interventions based on lessons learnt and area based needs.

1.6.1 Building on the experience of HDI

Since 1993, the UNDP programme in Myanmar has been targeted towards interventions having grass-roots level impact in a sustainable manner.¹⁸ The primary programme of assistance has been the HDI, which supports 8,000 villages in over 60 townships nationwide, reaching an estimated 6 per cent of the population. This wide presence was necessary to provide crucial livelihood support in an environment where other development partners had a limited presence on the ground. With the lifting of mandate restrictions, UNDP will

¹² Examples include: Dawei, Thilawa, Kyauk Phyu, Pakokku, Monywa

¹³ The Rural Development and Poverty Reduction Plan is one of the Government's planning documents. The eight tasks include: Development of Agricultural Productivity, Development of Livestock Breeding and Fisheries, Development of Rural Small Scale Productivity, Development of Micro savings and Credit Associations, Development of Rural Cooperative Tasks, Development of Rural Socio-economy, Development of Rural Energy and Environmental Conservation.

¹⁴ Formative Strategic Review of Micro-finance Investments: Issues and Recommendations for the Future, 20 April 2011 Report of UNCDF.

¹⁵ A notable exception to this is the Vocational Training Center – Myanmar, a Swiss funded local organization based in Yangon.

¹⁶ The new conflict in Kachin since 2011 is a notable exception.

¹⁷ Human Development Initiative (HDI)

¹⁸ In line with the Governing Council decision 93/21

now be able to have a regular programme as of 2013 as reflected in the Country Programme Action Plan (CPAP).

UNDP's experience in HDI will be of critical importance in developing local administrations' capacity to partner with communities and interact with civil society organizations such as community based organizations including village development committees, self-reliance groups and other professional organizations that were developed under HDI. In its new programme, UNDP will be able to work above the grassroots level and strengthen civil society organizations' capacity to organize and interact with State level actors in order to improve service delivery. The HDI experience in developing livelihood groups at the village level, will inform UNDP's new programme in strengthening livelihood institutions such as extension centers, vocational training institutions and micro finance organizations. The HDI experience will be of most use for UNDP's work in cease fire areas where livelihood support and social cohesion remain a precondition for local governance reforms.

1.6.2 Integrated development strategy and programme synergies

The Local Governance Programme outlined in this document represents the first pillar of the overall UNDP Country Programme. The second pillar focuses on Disaster Risk Reduction and Environment and the third pillar on Democratic Governance. Interventions foreseen in this Local Governance Programme will build on and mutual reinforce interventions in the other two pillars.

Poverty and environment are closely interlinked. Recent international experience shows that success in emerging out of poverty depends on how communities use their natural resources and engage private sector actors in responsible investments, and successful environmental conservation works best when conservation is also practiced and promoted at the community level as a strategy to improve livelihoods¹⁹. Disaster risk management, natural resource management and rural access to sustainable alternative energy – all three priorities of Pillar II – are critical determinants of sustainable development. Capacity building for local governance actors therefore must include in depth “know how” in managing these dimensions of local development. Conversely environmental policy interventions will be meaningless without a clear understanding of the dynamics of local governance. Environmental and disaster risk policies supported in Pillar 2 – including demonstration projects²⁰ and pilot community level environmental initiatives²¹, will be strengthened with comprehensive capacity building interventions developed under Pillar I.

The Local Governance Programme also has a strong connection to nationwide programme and policy developments in the area of democratic governance. National reforms in the area of decentralization depend on parliamentary development – a key component of Pillar 3. Parliamentary actors including regional parliaments in three pilot States/Regions, convened under Pillar 3 will be sensitized on local governance and institutional capacities mapped out in Pillar 1. Conversely capacity building interventions in this Local Governance Programme will be informed by legislative developments undertaken in Pillar 3. Rule of law and access to justice interventions foreseen in Pillar 3 will be informed by local governance capacity mapping including needs assessments on civic awareness undertaken as part of this Local Governance Programme. Conversely access to justice and rule of law networks and material supported and developed under Pillar 3, will be linked and disseminated through local media and civic awareness initiatives in Pillar 1. Capacity building interventions for civil servants undertaken in Pillar 3 will be informed by capacity needs mapped through the local governance assessments in Pillar 1. The local governance programme will also make sure that nationwide training for local civil servants undertaken as part of Pillar 3, involves key players identified in Pillar 1. Last but not least, planning level interventions at the national level foreseen as Pillar 3's component on development effectiveness will be informed by local governance assessments and bottom-up planning processes developed under Pillar 1. Conversely national planning developments will set the context for local planning processes enabling a balance between local participation and central planning and thus the integration of local, regional and national planning processes.

1.7 UNCDF's role

UNCDF is the UN's capital investment agency for the world's 48 least developed countries. It creates new opportunities for poor people and their communities by increasing access to microfinance and investment

¹⁹ A compendium of best practices in linking environmental programming and poverty reduction has been developed in the framework of a global programme called the Poverty and Environment Initiative – a partnership between UNEP and UNDP.

²⁰ Example: demonstration projects in watershed management in Dry Zone area as part of climate change adaptation initiatives.

²¹ Inle Lake project and the Global Environmental Facilities' small grants programme.

capital. It provides seed capital – grants and loans – and technical support to help microfinance institutions reach more poor households and small businesses, and local governments finance the capital investments – water systems, feeder roads, schools, irrigation schemes – that will improve poor peoples' lives.

UNCDF works to enlarge peoples' choices: it believes that poor people and communities should take decisions about their own development. Its programmes help to empower women – over 50% of the clients of UNCDF-supported microfinance institutions are women – and its expertise in microfinance and local development is shaping new responses to food insecurity, climate change and other challenges. All UNCDF support is provided via national systems, in accordance with the Paris Principles. UNCDF works in challenging environments – remote rural areas, countries emerging from conflict – and paves the way for others to follow. Its programmes are designed to catalyze larger investment flows from the private sector, development partners and national governments, for significant impact on the Millennium Development Goals.

In the area of Local Development, UNCDF's intervention in Myanmar under Pillar 1 will focus primarily at the Township level and consists in enhancing the coherence and efficiency of the townships' plans and budgets dovetailed to their capacity to increase the quality and coverage of public services with effectiveness, efficiency and transparency and to mobilize resources for this purpose. These elements are dovetailed with the UNCDF Local Development Funding (LDF) facility made available to townships on a grant basis. Institutional capacity building focuses on the planning and budgeting cycle for the application of the LDF, the accountable financial and fiscal management, procurement of services and investment and the delivery and maintenance of the public infrastructure and services.

At State / Region level the UNDP/UNCDF interventions seek to contribute to the emergence of a legal-institutional environment more conducive for local governance, e.g. through the formulation of adoption of a deconcentration strategy and the translation into legislation and regulatory frameworks which aims at the (re-)introduction of a municipal model for local public administration, management and delivery of public services.

In the area of inclusive finance, UNCDF will support the development of inclusive financial sector in Myanmar. UNCDF will contribute to development of national strategies for financial inclusion by deploying an analytical methodology - MAP²². MAP is an innovative analytical approach to help governments and donors make strategic, informed choices towards promoting a regulatory environment for inclusive finance based on robust diagnostics and a multi-stakeholder decision process.

MAP and the national strategies will lead to a joint-programme with three components that helps to reposition existing projects to meet future needs while developing new initiatives to expand capacity and financial inclusion. The 3 components will provide:

- a) where requested, support UNDP to transition its current role from being a 'retailer' of financial services to being a 'enabler' of market players by helping to transform UNDP's long-term microfinance project into a fully independent meso-level market institution that is more relevant for the needs of market players in a rapidly evolving financial sector;
- b) support market leading microfinance institutions from developing countries to operate effectively in Myanmar, contributing to the development of a more competitive microfinance sector;
- c) support the implementation of key elements of financial strategies, emerging from MAP, built around the distinctive and complementary capabilities of UNDP and UNCDF.

In addition, UNCDF seeks to deploy the capabilities of the MicroLead Fund and its regional support infrastructure to assist at least two microfinance market leaders from Asia to establish sustainable Greenfield operations in Myanmar. These greenfields will have a target to ensure that at least an additional 100,000 low-income clients (thus impacting close to 500,000²³ people in total) have access to

²² MAP stands for "Making Access to finance Possible".

²³ The Myanmar Government Household Income and Expenditure Survey in 2006 found that the average household size was 4.72 (urban 4.87, rural 4.67).

the use of safe and convenient savings and lending services on a sustainable basis. The Greenfield operations will be complemented by the generation of knowledge products. These products will support the improvement of savings and lending practices by shaping the market standards and norms in Myanmar.

2. PROGRAMME STRATEGY

2.1 Outcomes and outputs

The UNDP Country Programme to which this project contributes identifies support to local governance in service delivery and inclusive growth as a primary outcome for UNDP. This is in line with the National Development Plan's goal of reducing poverty from the current 26% of the country's population to 16% by 2015, the emphasis in the National Framework for Social and Economic Reforms on regional development, decentralisation and local governance, and the UN Strategic Framework for Myanmar, which lists an increase in equitable access to quality social services and encouraging inclusive growth as priorities. This project aims to strengthen local governance by delivering five complementary outputs:

Output 1: Strengthened institutional capacity of local governments (State/Region, District and Township administrations for area-related development planning, responsive and effective public service delivery, and conflict prevention)

Output 2: Strengthened institutional capacity of civil society organizations to provide community services (including civic and legal awareness and advocacy on human rights)

Output 3: Strengthened capacity of local media institutions in support of local development and civic awareness (district and state/region levels)

Output 4: Strengthened capacity of institutions to support sustainable livelihoods

Output 5: Support to social cohesion and livelihoods in districts with high poverty incidence and ceasefire areas (high poverty, border and cease fire areas)

Taken together, the contribution of these five outputs will be measured through three outcome level indicators:

Outcome Indicator 1.1: Strengthened institutional capacities for democratic governance in the delivery of public and private goods and services

Outcome Indicator 1.2: Improved management of income vulnerabilities and sustainable longer term trend in growth of net incomes

Outcome Indicator 1.3: Number of townships with a local government-led development plan, formulated through consultation with women, youth and marginalised populations, under implementation. It is expected that at least one township plan will be developed in each State/Region.

The support delivered at the sub-national level will provide the necessary results to feed into policy development, thereby creating a link between the work undertaken in this Pillar and the objectives of Pillar 3, i.e., ensuring the necessary vertical linkages and coherence to strengthen decentralisation.

2.2 Geographical coverage

Programme interventions will target 13 States and Regions: Ayeyarwady Region, Bago Region, Chin State, Kachin State, Kayah State, Kayin State, Magway Region, Mandalay Region, Mon State, Rakhine State, Sagaing Region, Shan State, and Tanintharyi Region. An office will be located in each State/Region building initially on the presence of HDI area offices and subsequently expanded where needed. Additional satellite offices will be located respectively in Chin, Kachin, Rakhine and Shan. Criteria for working at townships will be based on incidence of poverty, border and cease fire areas and enabling environment for the implementation of the programme. This will be subject to a pre-project consultation process with State/Regional Governments. A phased intervention approach is foreseen and pilot preparatory activities will be undertaken in certain States and Regions. These selections are based on counterpart requests. The following table outlines planned inception activities in different States and Regions.

Table 1: Strategic programme highlights per State/Region

State/Region	Strategic Programme Highlights
<p>Ayeyarwady Region</p> <p>Note: Office in Pathein opening in 2013</p>	<ul style="list-style-type: none"> Given ethnic homogeneity, high population density and related potential outreach, this Region is preferred by many Union level Government counterparts for piloting of governance interventions with local administration (Output 1). CSO presence is particularly high as a result of aid following the Nargis Cyclone. HDI was also very present in this Region resulting in several Self Reliance Groups (SRGs) in villages. Media development could strengthen coordination of supply and demand and accountability between administrations, civil society and markets. This region's economy and poverty dynamics is particularly vulnerable to cyclones. It is therefore important that livelihood and market institutions promote the diversification of the rural economy in economic activity areas that can strengthen regional economic resilience during cyclone periods (Output 4). Moreover important linkages with Pillar 2 are crucial in Delta in relation to community based climate change adaptation and disaster risk reduction demonstration projects. Proximity of markets in Yangon, higher local demand arising from population density, network of roads, water transportation, and comparatively higher access to rural finance and existing cooperative vocational training facilities (Cooperative Training School in Pathein), make this Region a good area to develop synergies between market institutions, civil society, media and local administrations. An integrated programme approach covering all first four outputs is appropriate with a particular emphasis on (a) local administrations, (b) resilient livelihood institutions and (c) media.
<p>Bago Region</p> <p>Note: Office to open in first half of 2013</p>	<ul style="list-style-type: none"> Priority Region for piloting of work with local administrations and civil society at the request of MPED and MHA. CSO and former HDI presence is rather limited. Strengthening capacity of CSO may be an area that could improve supply of services in relation to demand – particularly of vulnerable populations (Output 2). Economic infrastructure relatively more developed in relation to other States and Regions given proximity with Yangon, road links to central and upper Myanmar Irrawaddy transportation axis. Poverty rate is relatively limited compared to other regions. An integrated programme approach covering all four outputs is recommended with a particular emphasis on (a) local administrations and (b) civil society.
<p>Chin State</p> <p>Note: Area Office in Hakka and Satellite office in Mindat will be operational from January 2013 covering both Northern and Southern Chin</p>	<ul style="list-style-type: none"> Priority Region for piloting of work with local administrations and civil society at request of MPED and MHA (Outputs 1 and 2). With respect to Output 1, it is worth noting that the Chief Minister has developed a new practice of town-hall meetings that is opening space for inclusive governance. Also, considering significant presence of CBOs such as Village Development Committees (VDCs) and SRGs supported by various NGOs as well as HDI, potential synergies with major programmes of WB and LIFT, there is an enabling environment for participative processes in public infrastructure investments. UNCDF will pilot its local development fund in Chin (Output 1). One of the main characteristics of this hilly State is its limited accessibility, dense forest vegetation, poor infrastructure, absence of transportation network. It is the poorest of all States and Regions with three quarters of the population living below the poverty line. The key priority of livelihood and market institutions is accessibility to markets. Media development could strengthen coordination of supply and demand and accountability between administrations, civil society and markets. This is the State with the largest scope of work across all outputs. An integrated approach is necessary with a particular emphasis on a) local administrations b) livelihood institutions, c) media institutions.
<p>Kachin State</p> <p>Note: Area Office in Myitkyina and Satellite office in</p>	<p>Considering the environment of the on-going conflict, the programme will focus on:</p> <ol style="list-style-type: none"> Livelihood support and social cohesion in a region that is characterised by limited accessibility and high poverty incidence (Output 5, activity result 1 and 2) Outputs 1-4 interventions that have been piloted elsewhere or relate to general activities managed at Union level. These interventions will be tailored to complement

<p>Putao and/or Momauk (Mansi) will be operational as of January 2013.</p>	<p>livelihood support and social cohesion interventions.</p> <p>3. If ceasefire areas were to become accessible, the programme would focus on activities related to peace building as outlined in activity results 3 and 4 of output 5 in coordination with relevant stakeholders and following a preliminary assessment.</p>
<p>Kayah State Note: The present HDI township office in Loikaw will be transformed to become the Area Office in the first half of 2013.</p>	<ul style="list-style-type: none"> • An integrated local governance approach will be considered covering all five outputs of the programme including peace building. Unless interventions are organized from Union level (such as training for local planners) specific interventions will be piloted in other States and Regions and then tailored to the ceasefire and local ethnic context of Kayah State. • More information on the particular emphasis in various areas of the programme will be determined following regional consultations.
<p>Kayin State Note: Office in Hpa-an will be operational as of January 2013.</p>	<ul style="list-style-type: none"> • Kayin State's economy is closely connected to Thailand's economy. Livelihood and market institutions should therefore facilitate access to cross border markets to sell local produce. The impending return of refugees and demobilized soldiers will require a strong focus on reintegration activities. Vocational training institutions and employment service institutions should be ready to facilitate the reintegration process in close cooperation with the private sector on both sides of the border (Output 4). • Significant social capital developed under HDI in the form of VDCs and SRGs is a good basis for more effective synergies with governance work focused on local administrations (Output 1). • Social cohesion that can be supported through effective civil society and media will be critical in ensuring the successful reintegration of former refugees and IDPs (Output 3). • An integrated approach of interventions will be considered covering all five outputs of the programme including peace building. A particular emphasis will be placed on work with: a) livelihood and market institutions including vocational training and employment services (Output 4); and b) peace building activities (Output 5, activity results 3, 4 and 5).
<p>Magway Region Note: Office in Magway will be operational as of January 2013.</p>	<ul style="list-style-type: none"> • This region offers an opportunity for governance work related to local administrations to build on the work of an existing network of CBOs supported by INGOs. • The Ayeyarwady makes this Region a strategic outlet of transportation running north, south and west. The Pakokku SEZ is bound to become a pole of regional growth and job demand – an important consideration for vocational training and entrepreneurship development. Rural livelihoods are nevertheless closely connected with the vicissitudes of the dry zone's climate variability. It will be important to promote cooperative entrepreneurship supporting watershed management, access to drought resistant seeds and farming knowledge, fostering access to finance that supports diversification of economic activities (note presence of cooperative training school in Magway). In this regard close connections with Pillar 2 will be important, as Pillar 2 is supporting demonstration projects on climate change adaptation in this Region. • Organised civil society and local media will be important to enable local inhabitants to access information and organize themselves to take advantage of economic growth, enter new economic spheres and avoid marginalization resulting from dry zone's weather unpredictability. • An integrated approach of interventions covering all four institutional outputs will be necessary with a particular emphasis on work with livelihood institutions, civil society and media tailored to the specificity of the dry zone.
<p>Mandalay Region Note: Office in Mandalay opening in 2013</p>	<ul style="list-style-type: none"> • Mandalay remains the economic capital of the centre and north of Myanmar. As such there is a comparatively strong network of new and traditional civil society organisations. The fiscal base of the Region's Government is larger than most other States and Regions. Both of these factors will be important in strengthening institutional capacities for service delivery. Since Mandalay is bound to grow and attract migrants from all the neighbouring States and Regions, urban and regional planning, boosting service delivery to meet increasing demands and synergies with UNHABITAT will be important while implementing Output 1. • From the perspective of livelihood institutions, social inclusion will be particularly important to ensure that poor and new (rural-urban) migrants are not marginalized by

	<p>their limited knowledge of local market and job demand and limited supply of public services. Vocational training institutions (ex: Industrial Training Centre in Myingyan Township, Cooperative Training University, Phaungdaw Oo Monastic School offering vocational training) and employment centres will have to cater for the increasing demand from migrant populations and develop close links with emerging market opportunities arising for example from tourism (Bagan area) or new industrial zones.</p> <ul style="list-style-type: none"> • Likewise civil society and media institutions may also play an important role in promoting social inclusion and integration of (rural-urban) migrant populations. • An integrated approach of interventions covering all four institutional outputs will be necessary with a particular emphasis on social inclusion and integration of rural-urban migrants.
<p>Mon State</p> <p>Note: Office in Mawlamyine opening in mid-2013</p>	<ul style="list-style-type: none"> • Mon State is a priority State for piloting of work with local administrations and civil society at request of MPED and MHA (Outputs 1 and 2). Significant social capital developed under HDI in the form of VDCs and SRGs is a good basis for more effective synergies with governance work focused on local administrations (Output 1). There are also opportunities for synergies with UNICEF's whole state approach. UNCDF's pilot Local Development Funds will enable already established community groups to participate more effectively in making local public investments more sustainable. • Vocational training institutions (e.g. Cooperative Commercial School in Mawlamyine, Toyo CSR vocational training initiative, etc.) employment centres will have to be prepared to facilitate the return of refugees from Thailand in close cooperation with market players. Micro-entrepreneurship development will also be important to ensure that poor populations and returnees can benefit from growth trends related to industrial zones and trade with Thailand. • Civil society and more particularly local media organizations will be particularly important to ensure awareness of employment opportunities and facilitate social cohesion and dialogue from a peace building perspective in partnership with UNESCO. The UN Peace Building will offer an opportunity for the UN to work through a complementary approach. • Trust and confidence building community development interventions as highlighted in activity results 3, 4 and 5 of Output 5 will be important in Mon State provided access is granted by Government to work in ceasefire areas. • An integrated approach of interventions will be considered covering all five outputs of the programme including peace building. A particular emphasis will be placed on work with: a) local administrations (Output 1), b) livelihood and market institutions including vocational training and employment services (Output 4), and c) media institutions, and d) peace building activities (Output 5, activity results 3, 4 and 5).
<p>Rakhine State</p> <p>Note: Area Office in Sittwe and Satellite office in Maungdaw will be operational as of January 2013.</p>	<ul style="list-style-type: none"> • Vulnerability to cyclones and ethnic strife has led to low and regressing poverty trends. As the humanitarian situation improves, livelihood support and social cohesion will be an important angle of early recovery (all of Output 5). • Livelihood institutions such as microfinance institutions, vocational training schools and entrepreneurship development centres should focus on a) developing economic activities that are resilient to climate hazards, b) social inclusion and c) enhancing access to job and entrepreneurship opportunities arising from zones of potential growth such as the Kyauk Phyu SEZ, Sittwe industrial zone and tourist areas. • The wide presence of INGOs and CSOs offers an opportunity to assist in promoting linkages between service providers and communities. This is particularly important for work with local administrations (Output 1) and civil society (Output 2) and media (Output 3). • An integrated approach of interventions will be considered covering all five outputs of the programme including peace building. A particular emphasis will be placed on work with Output 5 and 4. All interventions will be tailored to the local context.
<p>Sagaing Region</p> <p>Note: Office in Sagaing is planned to be established by mid 2013.</p>	<ul style="list-style-type: none"> • According to Union level officials, the Sagaing Region has been prioritized for greater official development assistance. From a governance perspective, there are two distinct administrative areas: the Sagaing Region's Government based in Sagaing comprising most of the region, and the Naga Self Administered Zone in the North. UNDP's programme may therefore require a twofold approach, considering the Ministry of Border Affairs request for UNDP assistance in Naga. • The geography of poverty incidence also demarcates the poorer North from a wealthier South that tends to be better connected to road and water transportations systems

	<p>along the Ayeyarwaddy, industrial zones such as the Monywa SEZ and proximity to the market demand of Mandalay. Livelihood institutions such as microfinance, vocational training may need to focus on increasing access to finance, skills and information to inhabitants in the northern townships in relation to market demands in the south as well as cross border trade with India.</p> <ul style="list-style-type: none"> • Organised civil society and local media will be important to enable local inhabitants to access information and organize themselves to take advantage of economic growth in the south, and avoid marginalization resulting from dry zone's weather unpredictability. • An integrated approach of interventions covering all four institutional outputs will be necessary with a particular emphasis on work with local administrations (Output 1) and livelihood institutions (Output 4).
<p>Shan State</p> <p>Note: Offices in Taunggyi and Lashio are planned to open by mid 2013.</p>	<ul style="list-style-type: none"> • From a governance perspective there are two main types of government institutions: the Shan State Government with its capital based in Taunggyi and five Self Administered Zones. A differentiated approach will be necessary tailored to the specificity of each SAZ. UNDP has worked in both of these types of locations in the past supporting livelihoods at a village level and establishing CBOs. Several other organisations are also present in Shan doing similar work. Work with local administrations will need to build on existing social capital in the form of CBOs in order for strengthen service delivery and accountability of State institutions. • From a socio-economic point of view Shan State is characterized by relatively high poverty incidence especially in Eastern side with important variations throughout the State and a rugged terrain making accessibility restricted. Market demand from China is an important determinant of economic activity. Instability in Northern Shan has also affected social cohesion and economic activity. Vocational training institutions (ex: cooperative training school in Taunggyi) and employment centres may need to focus on promoting reintegration opportunities for returnees in close cooperation with private sector. Micro-entrepreneurship support institutions that promote diversification of rural economic activities can play an important role in promoting sustainable livelihoods that are less dependent on poppy production. Close cooperation with UNODC will be important. • Social cohesion that can be supported through effective civil society and media will be critical in bridging regional inequalities and reintegrating returnees. • An integrated approach of interventions will be considered covering all five outputs of the programme including peace building. A particular emphasis will be placed on work with: a) local administrations and b) livelihood and market institutions (Output 2) and c) livelihood support and social cohesion (all of Output 5).
<p>Tanintharyi Region</p> <p>Note: Office in Dawei to open in 2013</p>	<ul style="list-style-type: none"> • UNDP has not worked in this Region in the recent past. Its interventions will therefore seek synergies with other partners. Given that this Region will be targeted by the WB with community driven development interventions in one township, UNDP's institutional interventions would be complementary especially with regard to strengthening service delivery and related support to local administrations. • Poverty incidence is more pronounced in the Northern section of Tanintharyi around the Dawei area, while southern parts are more integrated with neighbouring Thailand regions. The Dawei SEZ is likely to attract jobs and enhanced economic activity. It is therefore important for vocational training institutions, employment and business incubation services to work in partnership with private sector. • Civil society and more particularly local media organizations will be particularly important to ensure awareness of employment opportunities and facilitate social cohesion and dialogue from a peace building perspective. • Trust and confidence building community development interventions as highlighted in activity results 3, 4 and 5 of Output 5 will be important in Tanintharyi State, provided access is granted by Government to work in ceasefire areas. • An integrated approach of interventions will be considered covering all five outputs of the programme including peace building. A particular emphasis will be placed on work with: a) local administrations (Output 1), b) livelihood and market institutions including vocational training and employment services (Output 2), and c) peace building activities (Output 5, activity results 3, 4 and 5).

Yangon Region²⁴	<p>Given resource constraints and the predominant urban nature of the Yangon Region, programme interventions in this region will only be undertaken a) at the request of, and in complement with other UN Agencies such as UNHABITAT provided complementarities allow for an integrated governance approach, and/or b) as a testing ground for interventions elsewhere considering the availability of skills and resources that are not available elsewhere (ex: civic awareness and media related activities that take advantage of Yangon's proximity and relatively better developed media sector).</p>
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2.3 Conflict sensitivity, gender and social cohesion

Conflict sensitivity in the context of the local governance programme in Myanmar encompasses two key principles: a) the need to ensure the programme activities, given the dynamics in the cease fire states, do not exacerbate existing conflict dynamics in society; and b) the needs to ensure the trust and confidence building opportunities present through the work in local governance are fully leveraged towards building sustainable peace. In order to translate the former into practice, this programme will ensure conflict sensitivity is mainstreamed across all the activities and periodic contextual analysis is undertaken, through the social cohesion and peace building advisory capacity in UNDP. With regard to the latter, this component recognizes the peace building opportunities in ensuring meaningful participation by women, youth and ethnic minorities, strengthening local media, civil society and local government capacity and will actively integrate these elements during implementation.

2.4 Results and proposed activities

To achieve each output, the country programme will deliver the following results in relation to the indicative activities proposed below:

Output 1: Strengthened institutional capacity of local governments (State/ Division, District and Township administrations for area-related development planning, responsive and effective public service delivery, and conflict prevention)

The main counterpart to achieve this output will be Ministry of Home Affairs in close consultation with the respective State/Region Government. The following results will be sought:

Activity result 1: Adequate information systems for planning, identifying priorities and coordinating development

Indicators: National baseline for institutional performance of Township, District and State/region administrations covering 13 States/Regions including data from at least 1 District and 1 Township in each State.²⁵

Actions:

1.1.1 Comprehensive local governance assessments based on multiple stakeholder perspectives:

This activity will provide a multi-stakeholder platform that will define the baseline, target and methodology for assessing local governance in place in 13 States and Regions. It will be undertaken primarily during the first year.

The suggested governance assessment approach will be one where reliable and sound governance data is produced by the national partners in a specific area so as to be able to measure progress over time. State/Region Governments will be main regional counterpart for this activity while an Academic Think Tank such as the Myanmar Development Resource Institute (MDRI) will be the main repository of collected information and methodology. It is intended to inform policy-making, and enhance social accountability between the state and the population by making this information available. The process is one where dialogue among a diverse range of relevant stakeholders including government takes place, thereby

²⁴ Only civic awareness activities are foreseen in Yangon Region. These activities require piloting in close connection with media actors primarily based in Yangon

²⁵ This assessment will cover a selection of self-administered zones.

strengthening democratic governance in the process. UNDP does not have a pre-defined methodology or list of indicators that sets the framework for assessments to take place in any country. However, experiences from over 20 countries around the world, and five in Asia have shown that a multi-stakeholder, nationally-led and owned process to establish the framework for measurement is more likely to be sustainable and endorsed by national partners. Examples of areas for indicator used in various countries usually include but are not limited to some of the following themes: representation, effectiveness, equity, participation and civic engagement, accountability, transparency and rule of law and security.

In terms of assessing local governance, it is expected that governance indicators that measures the actual state of local governance will help establish the baseline, while setting a target for a desired (improved) state of local governance at a time in the future which will provide direction in terms of where improvements need to be made. Through the existing normative framework of the UN, UNDP can facilitate the process whereby the indicators for the desired state are reflective such internationally agreed frameworks.

The most important activity that will set the baseline for the proposed programme will be local governance assessments in each State/Region. These assessments will apply a comprehensive framework for capturing the principal dimensions and determinants of governance at the local level, with the final scope agreed by all stakeholders, including elements as the local political system (i.e. elections, human rights, rule of law, civil society, freedom of information), institutional issues (i.e. public administration, financial management, public procurement), social and cross-cutting issues (i.e. the policy process, the budget process, revenue mobilization, service delivery, gender equality and women's empowerment, environmental sustainability) and market governance (i.e. the business/trade environment). UNDP will ensure that a gender perspective is adequately included in the design of the assessments, the data collection as well as regarding the participants.

Myanmar is in transition, with numerous reforms underway to strengthen the democratization process. The 2008 Constitution provides basic principles of democracy, rule of law and human rights, and the separation of powers.

As part of these reforms, there is an emphasis on the importance of people-centered development and good governance, bottom-up planning, and there is a very clear interest in making the delivery of local services respond to community needs and priorities. The local governance assessment will thus have the purpose to identify the opportunities and challenges that exist, in order to contribute to policy discussions and reforms on local governance in an informed manner and to contribute to a further consolidation of the democratic transition process.

The basic key phases of a Local Governance Assessment (LGA) are outlined below.

Important preparatory steps would be the following: In order to reach a joint understanding as well as to help to formulate a joint vision, *an initial mapping* of past analyses, research, existing regulations and legal frameworks, existing assessment on local governance and existing entry points in terms of accessing communities and authorities at state and regional level will be carried out by a team of international and national experts. The consultancy would also have the task of coming up with initial proposals/identification of options on a LGA methodology that would be tailored to the specificities and opportunities in Myanmar.

Findings will be presented at a *sensitization workshop* which would bring together key stakeholders from Union and State level. The workshop would have the following objectives:

1. Sensitize about the topic and informing key stakeholders about the purposes and framework of the local governance assessment, including opportunities and objectives for undertaking a local governance assessment, variation in scope and focus of LGAs the possible challenges in undertaking a local governance assessment,
2. Presenting the results of the initial mapping of past analysis, research and existing assessments and engagement mechanism,
3. Present regional experiences with LGAs (by representatives of other governments and experts) from countries which can provide relevant examples and lessons learnt for the purpose of LGAs in Myanmar
4. Present and discuss the outline and concrete options for a local governance assessment methodology for Myanmar (including mapping of the potential stakeholders and participants, in terms of informants and technical implementers) and agree on the way forward.

The results and consensus emerging from the workshop will help to provide a roadmap for the process and will pave the ground and provide inputs for a subsequent technical workshop on the emerging methodology which will have the purpose of fine-tuning the methodology to fit the Myanmar context including the identification of potential indicators. Subsequently, the methodology and the proposed indicators will be shared for feedback to a group of technical stakeholders, including the implementing team for final validation after which the methodology and the indicators will be updated and finalized. Training of implementers will mark the final step before the roll out of the assessment.

Key phases in Local Governance Assessments

- a) *Preparatory phase*: Identification and recruitment of a multidisciplinary team that will carry out the assessments and development of a detailed work programme through academic institutions or think tanks such as Myanmar Development Research Institute (MRDI). The implementation team is expected to be as broad-based as possible in terms of gender, ethnicity, age and social background. A Yangon level core team will be complemented with community worker staff with local language skills at the State/Region level. It will be particularly important to have a strong presence of community workers. The detailed work plan will include the 'communication of results' phase, which is instrumental in ensuring the adequate use of the information developed as a result of the assessment.
- b) *Partnership promoting phase*: Promote and facilitate the coordination of different local stakeholders involved in the process (Chief Ministers, District and Township Administrators and Speakers of State Parliaments, Representatives of main social and political actors and the State level including civil society and media). The implementation team will seek the broadest possible local 'sponsorship and ownership' of these assessments. All important stakeholders will be included in initial meetings as they will have the clout to drive the process. Stakeholders that cannot guarantee active participation throughout the process will be regularly informed and updated on the assessment process. During this phase, every effort will be made to widely publicize the forthcoming assessment in order to avoid any future misunderstanding with regard to its purpose. In addition, it will also be important to create awareness about the assessment in the localities where it will be undertaken to ensure ownership from the communities. A multi-stakeholder advisory committee will be established with representation from a wide range of stakeholders. In order to ensure sustainability, a central task of this committee will be to monitor the implementation of the action plan arising from the assessment results.
- c) *Development phase*: Designing of the assessment scope and focus areas (including selection of indicators) and developing of the tools to be used to collect the governance information. A participatory approach will be carried out in the selection and discussions on the indicators to be used, with inputs from the multi-stakeholder advisory committee. This will provide an excellent opportunity to actively involve a broad range of stakeholders in the assessments as well as create the 'team spirit' needed to break down any mutual suspicions of different stakeholders and thereby helping to carry forward the initiative. Experiences in other countries have illustrated that diversity in stakeholders helps to ensure the legitimacy of findings. Indicators will be gender-responsive and disaggregated by sex where possible.
- d) *Fieldwork phase*: Data collection. The data collection team will be fully briefed about and committed to the underlying normative assumptions of the local governance assessment. They will be preferentially selected on the basis of their knowledge of the local area and ability to speak languages of different communities. Where possible, the members of the team will be pulled from local educational institutes and national academic institutions to enable the use of local knowledge, and also in the process, develop the capacity of team members. This will contribute to sustainability and create a pool of human resources who can be drawn upon for any subsequent assessments. This activity will be undertaken in 13 States/ Regions including at least one District and Township per State/Region.
- e) *Analytical phase*: Analysis of the data. This phase will focus on the process of summarizing data and interpreting the findings in a way that develops conclusions, including from a gender

perspective. This analytical phase also includes discussions of the findings/conclusions, which may occur in the form of workshops and policy dialogues at various levels.

- f) *Action planning and dissemination phase:* Development of an action plan through consultations with different stakeholders and dissemination of the results of the analytical work and launch the action plan. Right from the start of the initiative, the initiators of the assessment will develop a clear strategy for communicating the results. This strategy will be innovative, identifying and prioritizing the ‘multiple points of entry’ by which the results can impact on opinion shapers and policy-makers – the plurality of local political organizations, social groups and civil society organizations etc.
- g) *Policy implementation phase:* Implementation of the action plan and monitoring of progress by the supervisory committee of the local governance assessment. Monitoring of the action plan will be a crucial element to ensure the sustainability of the governance assessments. It is expected that results of the initial analysis will feed into further policy development, thereby linking this work to inform that of Pillar 3 in the context of local governance. Additionally, *Capacity building for monitoring of poverty and human development* will be done through the country programme’s Pillar 3 section.

1.1.2 *Capacity building for an academic institution and/ or MDRI and State Government in the use of performance assessment instruments for local governance:*

This set of activities will ensure that the technical expertise to conduct further periodical and systematic surveys using the methodology developed in the local governance assessment is available. The indicators developed in the local governance assessment will be measured on a periodical basis in order to track the dynamic of the performance of local governance actors. A study tour to study the experience and approaches of other countries (e.g. Kemitraan Partnership’s experience with the Indonesian Governance Index) may be proposed followed by technical support in the conducting of periodical surveys. It is proposed that an academic institution such as MDRI coordinates this activity in connection with assigned State departments. Technical support will be provided to academic institution at Union level and/or State/Region level through UNDP Area Offices.

Geographical location of activity:

- State/Region Capital through respective UNDP Area Office
- Selected SAZ to be determined through preliminary regional consultation

1.1.3 *Capacity building in monitoring of poverty and human development:*

These activities will be undertaken as part of Pillar 3’s development effectiveness component. Area Office staff will jointly with Yangon staff identify trainees and specific skills and knowledge areas identified through the local governance assessment and the implementation of other work related to planning and service delivery (Activity Results 1.2 and 1.3).

Geographical location of activity: State/Region Capital through respective UNDP Area Office

1.1.4 *Establishment of a community of practice on local governance:*

A community of practice (Working title: Solutions Exchange) for local governance in Myanmar should be established. This community of practice will facilitate learning and policy formulation on local governance. Lessons learnt will be used to develop practice notes for policymaking that will be fed to Pillar 3. The methodology to implement this community of practice will be based on the “Solutions Exchange” practice of UNDP in other countries. Best practices in decentralization policies in the region will be demonstrated. This set of activities is expected to stimulate policy debate around areas of potential reform. Either of these reforms would significantly expand the scope for institutional change particularly at the Township level. This set of activities would develop a national research constituency for the development of the legal and institutional framework for such reforms.

Geographical location of activity: State/Region Capital through respective UNDP Area Office

Activity result 1.2: Enhanced capacities of State, District and Township administrations and State Parliaments to plan, budget and monitor and develop regulatory frameworks (including for procurement and investment planning)

Indicator: Number of completed evidence based township development plans and budgets that were undertaken in a participative and inclusive manner

Actions:

1.2.1 *Introducing organisational measures for institutional efficiency and accountability:*

This set of activities will focus on functions, workflows, revenue structure and procedures of selected planning, finance and procurement departments. This set of activities will be implemented by UNCDF. They include:

- Detailed organizational review of functions, workflows and training needs
- Exposure to best practice / study tours
- Institutional capacity building action plan for selected departments and committees
- Development and testing of new functional / organizational arrangements, incentive system and guidelines for departments and committee membership functions and decision-making

Geographical location of activity: 5-6 pilot townships of Chin and Mon States building on UNDP's social capital formation work under HDI – Townships to be confirmed during regional consultations.

1.2.2 *Capacity building in planning and budgeting:*

This activity will be anchored in the MNPED and relevant line departments at the State, District and Township levels. It will seek engagement with other donor funded programmes focused on capacity building in public planning. These activities will include the roll out of an institutional capacity building action plan. Training for Planning Departments of State and Regional Administrations will be carried out under Pillar 3's component on development effectiveness. Training for civil servants of the General Administration Department of the Ministry of Home Affairs and Regional Government, District and Township level civil servants as well as members of Planning and Implementation Committees (PICs) will be undertaken as part of Pillar 1. UNDP, as the direct implementer of all these activities will ensure coordination throughout the implementation. Implementation of capacity building activities will be undertaken in close coordination through relevant Ministries training department.

- Training and sensitization on the National Development Policy Framework.
- Trainings on *strategic planning dimensions* of: results based planning, investment planning (budgeting, costing etc.), risk analysis, mobilization of subsidiary incomes, planning for social inclusion²⁶, conflict prevention and human rights. This set of activities will provide for opportunities to bring in technical expertise from other agencies in various areas of local planning. The first set of trainings will be undertaken in early 2013 through the MPED.
- Training and workshops on mechanisms for *engagement and participation of civil society in planning* (town hall meetings, municipal hearings, public disclosure mechanisms, etc). Note: in cease fire areas particular care will be taken to ensure that participatory planning measures are geared towards inclusion for peace building and those efforts are coordinated through national institutions so that multi-stakeholder participation does not work against the restoration of national unity.
- Training on *public expenditure management and public financial management* (procurement, accounting and performance reporting). Workshop on local public finance and fiscal relations in the context of the eight point plan and the municipal reform policy will be organized.

Geographical location of activity: *This set of activities will managed at the Union level and will involve trainees from States and Regions identified by MPED, MHA, MOFR in coordination with UNDP.*

Note on sequencing: at the request of the MPED and MHA, this activity will be initially piloted in the Bago Region, Chin, Mon and Delta (or Shan) prior to training in other Regions and States.

1.2.3 *Preparation of Township Development Plans:*

These plans will provide an evidence based, inclusive and participative vision and realistic outlook that take into account what male and female inhabitants perceive as a roadmap to overcome the most important development issues in respective townships. The plans will harmonize sectoral and territorial aspects of public investment and services. Conflict sensitive township development plans will be developed in areas affected by previous conflict or ethnic strife. In those locations activities will focus enhancing capacities to undertake township level conflict analysis through training and to integrate components to address the conflict dynamics within the development plans. This would not be limited to ethnic issues, but would be focused on usage of land, potential tensions between returnee population and host communities etc. Gender considerations and equal participation of men and women will be ensured where applicable. The following process would be pursued.

1. Preliminary consultations with State/Region stakeholders and identification of pilot townships;
2. Preparatory consultations with Township stakeholders;

²⁶ Example: training on gender responsive planning.

3. Preparation of technical inputs for Township Development Plans;
4. Field consultations and Multi-stakeholder workshop for preparation of Township Development Plans;
5. Analysis and finalisation of township development plans;
6. Communication strategies in support of resource mobilisation to implement township development plans including coordination meetings with international actors; and
7. Public information and dissemination of township development plans.

Geographical location of activity:

Townships targeted in Activity 1.2.1 of Chin and Mon.

One pilot township in Bago, Delta, Magway, Mandalay, Sagaing, Kayah, Kayin, Tanintharyi. 1-2 pilot townships in Shan, Kachin and Rakhine.

Note on sequencing: Start in Bago, Chin, Mon, Delta (or Shan), followed by other locations

1.2.4 Capacity building for oversight / monitoring and evaluation of township development at District and State administration levels:

This component will provide the space and technical skills for State and District Administrations, Regional Hluttaw Committees with functions for financial oversight; and State and District Planning and Implementation Committees to track and monitor regional and local development processes and outcomes undertaken at the township level. This activity will be implemented under the technical lead of UNCDF. Close coordination with UNDPs Pillar 3 will be ensured: activities related to design of knowledge material for parliamentarians will be undertaken as part of the country programme's component for parliamentary development (Pillar 3). Practical training for regional Hluttaw members will be implemented as part of this section of Pillar 1's programme with advisory support from experts of the Parliamentarian Union of Myanmar. Training related activities related to State/Region planning departments will be undertaken as part of Pillar 3's development effectiveness component with technical inputs from Pillar 1. Training for State level civil servants under the General Administration Department and Ministry of Border Affairs will be undertaken as part of pillar 1.

- Training on national development framework developments in conjunction with training for planners in previous section
- Development and testing of new functional/ organizational arrangements, incentive system and guidelines for Township departments and Committees (UNCDF)
- Training on public financial management and expenditures (UNCDF)
- Workshop on the accountability framework of development: mechanisms to monitor planning and implementation of regional and local development plans (use of development indicators, public hearing mechanisms and partnerships with civil society), use and allocation of funds and resources
- Review of regulatory frameworks hindering local human development such as licensing over local production and use of natural resources (land and water use directives). This will be done in conjunction with country programme interventions supporting livelihood institutions and Pillar 2 programme interventions related to natural resource management.
- In all training activities, research and analyses, and frameworks, gender equality and women's empowerment will be considered as an integral aspect.

Geographical location of activity:

- State and Region capitals
- District capitals corresponding to townships identified in 1.2.3

*1.2.5 Strengthen Planning and Implementation Committee at township level to enable communities, particularly women, youth, and marginalized groups to take part in planning and monitoring processes. This activity will be undertaken in conjunction with the activity on *Capacity building in planning and budgeting.**

- Training and sensitization on National Policy Framework development.
- Trainings on *strategic planning dimensions* of: results based planning, investment planning (budgeting, costing etc.), risk analysis, mobilization of subsidiary incomes, planning for social inclusion, conflict prevention and human rights. Training on Gender-Responsive Economic Policy Management will be provided to regional policymakers to improve their understanding and skills to mainstream gender into macroeconomic policies. The first set of trainings will be undertaken in early 2013 through the Ministry of Planning and Economic Development.
- Training and workshops on *mechanisms for engagement and participation of civil society in planning* (town hall meetings, municipal hearings, public disclosure mechanisms, etc). Note: in cease fire areas particular care will be taken to ensure that participatory planning measures are geared towards inclusion for peace building.

- Training on *public expenditure management and public financial management* (procurement, accounting and performance reporting). Workshop on local public finance and fiscal relations in the context of the eight point plan and the municipal reform policy. Note: in cease fire areas, the focus will be on expenditure control rather than fiscal management.

Geographical location of activity: same locations as in 1.2.3

Note on sequencing: Same as 1.2.3

1.2.6 Institutionalization of social inclusion mechanisms within planning structures:

Within the framework of the local governance assessment, an analysis and review of planning processes at the Township, District and State level will be undertaken. The findings of the report will highlight planning processes where social inclusion can be systematized. These activities will include a study of marginalized groups in the State and Region highlighting everyday life patterns of exclusion. In addition a series of structured encounters between planners and marginalized groups including disabled persons, elderly, youth of minority ethnic groups, women and people living with HIV/AIDs among other, focus group discussions on the drivers of social exclusion and planning mechanisms that would be sensitive in finding solutions to overcome exclusion.

- Analysis of social inclusion opportunities as a follow up of the local governance assessment
- Study of marginalized groups in State/Region compiling an everyday life overview of different groups and drivers of exclusion
- Focus groups discussions between planners and marginalized groups
- Preparatory workshop at township level to present and discuss findings and recommendations
- State level workshop to prepare a roadmap for social inclusion in local planning
- Implementation of roadmap for social inclusion in local planning processes

Geographical location of activity: studies will be undertaken in the same locations as in 1.2.3

Note on sequencing: Same as 1.2.3

1.2.7 Institutionalization of mechanisms of public accountability (town hall meetings, public information practices, public charters describing agreed goals, etc):

This set of activities is intended to present to State, District and Township authorities a broad spectrum of public accountability mechanisms practiced in various countries and have them confer and identify mechanisms of interest. In parallel, mechanism how to engage both men and women from communities in dialogue and feedback over the provision of services will be explored (e.g. citizen report cards). A study tour will be organized to build better understanding of such practices. Following identification of suitable mechanisms of public accountability and community consultations, they will be introduced together with sensitization and training workshops in selected locations to be determined. The following process would be pursued.

- Preparation of workshop on mechanisms of local public accountability and community consultation
- Pilot workshop in Bago, Chin, Mon or Delta on local public accountability and community consultation
- Workshop in other Regions/States
- Study tour of best practices in local public accountability/ community consultation and information
- Identification of mechanisms of public accountability / community consultation or reporting to be adopted
- Training and sensitization on adopted mechanisms of public accountability/ community consultation
- Roll out and implementation of adopted measures of public accountability/ community consultation

Geographical location of activity: same locations as in 1.2.3

Note on sequencing: Same as 1.2.3

Activity result 1.3: Strengthened capacities of service deliverers, including public-private partnerships. This result will focus on the township level.

Indicator: number of public private partnerships in the form of signed MOUs guaranteeing improved service delivery

Actions:

1.3.1 Assessment of fiscal space for sustainable provision of services:

One study in selected townships in each State/Region will be undertaken by UNCDF in coordination with relevant departments (finance, planning) and sister agencies (UNICEF, WHO, UNFPA) and relevant

donors on the resource base for the sustainable provision of services. This activity will be initially be undertaken in townships where UNCDF will implement its Local Development Fund as part of an overall assessment of local public finances. (In other locations, the study will exclusively focus on the fiscal space for service delivery in one pilot township per State and Region.) The study will be used to measure the resource base (fiscal and non-fiscal own source revenue, general purpose and conditioned grants, credits etc.) in relation to expectations and local priority areas for service delivery from the perspective of both women and men (health, education, water, communal services, civil registration, access to justice etc.). This study will be instrumental in providing District, State and Union authorities a realistic grounding for national and sub-national policies aiming to improve service delivery. A practice note on lessons learnt in service provision will be prepared for policy guidance.

Geographical location of activity: same locations as in 1.2.3

Note on sequencing: Same as 1.2.3

Identification of local public-private partnerships for service delivery: drawing from findings of the local governance assessment, assessments of resource base for service delivery and workshops on service delivery in above activity, this set of activities will support Township administrators in establishing agreements with relevant local actors. This set of activities will be closely coordinated with Activities 4.3.2 in support of rural micro entrepreneurship.

- Exposure to best practices / study tour for public-private partnerships for service delivery in relevant countries in South East Asia
- Workshops on public-private partnerships for service delivery
- Public information on public-private partnerships and selected service provision targets

Geographical location of activity: same locations as in 1.2.3

Note on sequencing: Same as 1.2.3

Support to medium term expenditure and revenue framework, rolling investment program. Budgeting, accounting and management of township development fund, including procurement and maintenance of public investment (UNCDF).

Geographical location of activity: same as 1.2.1

1.3.2 Piloting of Township Development Fund grants for local public service delivery (implemented by UNCDF):

Via the modality of a Township Development Fund, 'seed capital' will be allocated to selected townships for the execution of investment projects inscribed in their annual plans and budgets. These funds, matching own resources will be applied on the basis of previously established minimum conditions of public financial management and accounting, procurement and maintenance of public investment.

The design of the Township Development Fund involves the following activities: Firstly a *sensitisation workshop* for high-level government officials. This includes an introduction to the basic issues of fiscal decentralization, local economic development and how the UN Capital Development Fund works with member states to promote this.

The second activity is the *baseline study*. This will be carried out according to the decisions made following the sensitization workshop. It will be undertaken in the states chosen for the TDF and will involve the application of UNCDF's proprietary methodology. This involves a detailed analysis of the local government public financial management system and the scope for improvements in areas such as budget delivery, own revenue mobilization and the efficiency and transparency of local procurement processes. The baseline study will also produce recommendations for the size of the Township Development Fund, the flow of funds and fund management procedures, the minimum conditions that a township has to meet to access the fund and the performance measures that will be rewarding with additional funding.

The third activity is the *preparatory workshop for state and township level officials* and other relevant stakeholders. Participants will be decided by government but will include the relevant state and township officials that will be involved in implementing the TDF. The preparatory workshop will result in a specific list of start up actions to be carried out in each township as preparation for the TDF. It will also discuss and approve the workplan for the first year of activities and the phasing in of the TDF.

Finally, simultaneous to the activities described above UNCDF and the Government can begin *discussions on the Memorandum of Understanding* that will provide the legal basis for the operation of the fund and the transfer of resources from UNCDF to the local governments using the Government of Myanmar rules and procedures.

Improving upwards accountability (to State / Region parliaments) and downward accountability (to citizens and taxpayers) is part of the exercise.

The process and its outcomes will be monitored and its results fed back into the policy formation and support to State/ Region parliaments addressing the issue of a regulatory framework for local governance (Pillar 3). This activity will be undertaken in Chin and Mon States.

Geographical location of activity: same as 1.2.1 (5-6 pilot townships of Chin and Mon States building on UNDPs social capital formation work under HDI – Townships to be confirmed during regional consultations.)

1.3.3 *Support to coordination of line-departments and township administrations for service delivery:*

Given the dual segmentation of local public administration into township level department line representations of Union Ministries as well as local District and Township administrations accountable to State Governments, keeping abreast, coordinating and managing the delivery of public services is a complex task. It is also difficult for local inhabitants to engage local authorities on service delivery. This set of activities will provide support to coordinate service delivery.

This may include, among others clarity in the functions, roles and responsibilities between the line departments at the local level, and the local administration to facilitate coherence and avoid duplication. It will be closely linked to activity set on *Introducing organisational measures for institutional efficiency and accountability*. Overall these activities will be closely associated with the public administration reform initiatives being undertaken under pillar 3.

Geographical location of activity: same locations as in 1.2.3

Note on sequencing: Same as 1.2.3

Output 2: Strengthened institutional capacity of civil society organizations to provide community services including civic and legal awareness and advocacy on human rights

The principle Governmental counterpart for this Output is the Ministry of Home affairs with respective Governments in States/Regions as important coordinating partners.

Mapping of civil society organisations in selected States/Divisions will have been undertaken in the framework of the local governance assessments. This will include an *assessment of existing profiles and mandates of CSOs at the State, District, and Township levels to identify existing strengths and gaps* and the identification of performance indicators for CSOs. Assessments will be compiled into a national compendium of CSOs. This will also have generated the necessary momentum and interest of the State level needs of civil society organisations. Based on findings of local government assessment and institutional capacity assessments of relevant NGOs, this component may be implemented by locally present NGOs such as LRC, Paung Ku, Pyopin or CBI.

Activity result 2.1: Enhanced capacity of civil society to coordinate and engage public and private sector in provision of services

Activities under this Output will be closely coordinated with Outputs 1, 3 and 4 to ensure linkages with Government institutions and media.

Indicator: Qualitative indicators to measure CSO progress in participating in public decision making and hold government accountable in planning processes to be determined through local governance assessment

Actions:

2.1.1 Developing State/Region level networks and synergies between CSOs, Public and Private Institutions:

- *Conference of civil society organisations at States/Region level:* community based organisations, professional associations, advocacy organisations, cooperative sector, academic associations, religious institutions and other non-government organisations will confer on findings of local governance assessment, entry points to jointly engage State, District and Township authorities and legislatures, and elaborate a *joint plan* of action on shared goals. The conference will be complemented by training programmes on development context, registration and group formation, federation mechanisms, planning and fundraising. This set of activities will support the transition of

HDI to the new UNDP country programme. It will also support Pillar 3 activities related to collection of CSO feedback on public perceptions of parliament(s) and dialogue with CSOs on justice sector priorities. The conference will include technical capacity building working groups related to the institutional framework²⁷ of civil society, and exposure to experience from other countries on the transformational potential of civil society in support of human rights and development.

- *Support to coordination forum of civil society in each State/Region:* support will be provided to create a resource centre with necessary reference and information material. This component will also support and host the coordination of civil society action plan agreed in the Civil Society Conference. The quality of resources available and participation will ensure that the forum is self-sustainable after three years. This activity will be implemented in conjunction with Activity Result 3.1 on *pilot community information hubs*.

Geographical focus of activity: State/Region level

2.1.2 *Capacities of CSOs to engage in public planning and decision making:*

- *Civil society support fund* for CSOs at State/Region level to strengthen the capacity of poor people to understand and demand their rights and to improve their economic and social well-being. This activity will draw on best practices of Civil Society Support Funds (CSSFs) in developing innovative and locally relevant forms of civil society engagement. A terms of reference will be developed in consultation with key stakeholders, followed by a competitive bidding process, NGO grants and monitoring and evaluation.
- *Training workshops on civil society engagement in public planning and decision making:* this activity will provide local civil society organisations: (a) an overview of the local development context, (b) the institutional framework of planning processes and (c) mechanisms of effective engagement such as coordinated negotiation strategies, federation mechanisms, spaces for participation such as meetings with local Members of Parliament and political parties, Planning and Implementation Committees, Public Hearings, Town hall meetings and relationships with media and development actors, and (d) themes of particular importance to promote social inclusion (gender, youth, elderly, persons with disabilities, HIV/AIDs etc.). It is expected that this set of activities will stimulate local awareness and debate on State and local level human development dynamics. This will include sessions related to A2J in support of Pillar 3.
- *Workshop and training events for strengthening women's leadership in CBOs:* training, mentoring, and networking will be provided to interested CBOs identified in the local governance assessment and civil society conference on women's empowerment and women's leadership in CBOs. CBOs will also be supported to examine and address possible gender-related institutional development issues, such as fostering leadership among young women, equality of opportunity and treatment, gender parity strategies, and sexual harassment. This activity will be undertaken in conjunction with capacity building training undertaken for women under Pillar 3 of the country programme.
- *Institutionalization of capacity of civil society organisations to measure performance* through State level Forum of Civil Society. This set of activities will develop the capacity of leading local NGOs or academic institutions to monitor the indicators developed through the local governance assessment on institutional performance for local governance including performance of CSOs.

Geographical focus of activity: State/Region level

2.1.3 *Learning and sharing of best practices on civil society engagement:*

- *Establishment of a civil society sub-group of the community of practice on local governance,* communication of civil society achievements and lessons learnt. This activity will develop links with local and national academic institutions, NGOs and other actors to establish a national constituency for the development of excellence in civil society engagement.
- *Communication of civil society achievements and lessons learnt:* in the last year, a report on the joint civil society plan will be prepared in concert with engaged actors and a *workshop* to analyze the progress, achievements and lessons learnt from civil society engagement. The findings of the report and workshop will be publicised.

Geographical focus of activity: State/Region level

Activity result 2.2: Strengthened capacities of communities to monitor and evaluate service delivery and inform decision-making

Township administrations represent the lowest tier of governance through which services are delivered.

²⁷ This will include the pros and cons of institutionalization of community based organizations.

This set of activities will seek the development and promotion of voice and accountability mechanisms that empower poor women and men and other marginalized groups to monitor the performance of Township public authorities and service deliverers and hold them accountable for results. These activities will ensure a smooth transition from HDI to the new UNDP Country Programme.

Indicator: Communities provide structured feedback to improve communal services in 13 Townships.

Actions:

2.2.1 Capacity of HDI sponsored CBOs to engage and operate in a sustainable manner:

- Strengthened organizational and financial management capacities of groups through training and re-training of local resource persons
- Fostered group cohesion, networking and group learning capacities through forming of cluster leading groups, TSP federations, and Village Development Committees
- Fostered networks among trained local resource persons, community leaders, government departments, and local service providers while aiming for government counterpart or service providers taking over capacity building and mentoring
- Exposure to best practices of HDI for Township/ State/ Region Government counterparts (Linkage Workshops)
- Establishment of a CBO sub-group of the community of practice on local governance

Geographical location of activity:

- Same as 1.2.1, and
- Locations as highlighted in HDI transition strategy

2.2.2 Capacity of CBOs to engage in service delivery:

- *Capacity needs assessment of CBOs to evaluate service delivery.* (Where applicable, this activity will build on selected institutions established in HDI.)
- *Capacity building programme for CBOs to participate in Township Planning and Implementation Committees* and bridge gaps identified in above needs assessment. (Where applicable this activity will build on selected institutions established in HDI.)
- *Identification of selected services under township administration to be monitored,* and identification of monitoring methodology (linked to Output 1.2 and 3.2).
- *Capacity building for CBOs on community feedback mechanisms on service delivery.* This set of activities will include exposure and training on mechanisms for CBOs to gather information and evaluate the performance of service deliverers (undertaken in conjunction with Output 1.2.7). These activities will delve into the experience of other countries with citizen report cards (India), community charters (Nepal), and other similar experiences. Capacity building for effective participation in town hall, village meetings will also be undertaken.
- *Workshop and training events to empower women and most marginalized in assessing, monitoring, and planning of service delivery in the framework of CBO work.* This set of activities will be coordinated with training foreseen under Pillar 3 on women rights and the rights of the most marginalized in accessing justice. This set of activities will be undertaken in conjunction with social inclusion activities under Output 1.2.
- *Collection of community feedback on service delivery.*
- *Institutionalization of capacity to measure performance of CBOs within Township Planning and Implementation Committees.*
- *Communication and dissemination of community perceptions of selected services.*

Geographical location of activity:

- Same as 1.2.1

2.2.3 Capacity of CBOs to support social cohesion and peace building:

- *Training on dispute resolution and conflict management for CBOs (in ceasefire areas and Rakhine):* as part of the capacity enhancement for civil society/community based organizations, awareness raising and training will be provided in dispute resolution and conflict management.
- *A small grants fund will be established to provide funds to civil society organizations to undertake innovative reconciliation and trust building activities.* Such grants while on the one hand empowering civil society organizations for peace building will on the other imbibe an organizational and management culture that could facilitate further resource mobilization for traditional development and recovery activities for these organizations.

Geographical location of activity: 1-2 Pilot townships in Shan, Kachin and Rakhine; followed by other locations.

Activity result 2.3: Civic awareness for empowerment

This set of activities will focus on community level civic awareness. Legal elements related to rule of law, human rights and access to justice, will be closely coordinated with legal education and awareness developed under Pillar 3 of the country programme (eg. communication related to village tract law).

Indicator: to be determined following civic awareness information audits

Actions:

2.3.1 Assessment of community information needs:

- *Information audit:* Building on information gathered through the local governance assessment, in consultation with women's and youth associations, community learning centres and other local stakeholders this component will define priority areas for civic awareness and communication in targeted States.
 - a) Identification of what information is currently available, and how it is conveyed. Identify ways to better communicate existing ones
 - b) Identify what areas communities would like to have information on, and in what format
 - c) Publication of national compendium of civic awareness needs for local governance
 - *Identification of optimal institutions to house civic awareness activities such as Community Learning Centres:* this assessment will map out the CLCs and other related institutions in targeted townships and develop a set of recommendations
 - *Sensitization of chosen institutions on the practice of promoting civic awareness*
- Geographical location of activity: Same as 1.2.3

2.3.2 Content development of messages and formats most suitable for targeted communities in selected townships:

This will be undertaken through institutions identified in previous activity. These activities will also prepare the content for activities under Output 3 and will be informed by legal education content developed in Pillar 3. In concert with protagonists involved in Output 1 and 3, expertise in priority areas for civic awareness message content and formats will be designed in consultation with communities and marginalized groups. It will be important to engage communities in becoming the spokespersons of messaging for greater impact. Formats of communication may involve traditional media such as brochures, posters, radio jingles, and printed press or sit-in training methods such as training modules and training of trainers in community learning centres, etc. Inputs will be collected from women's groups as well as marginalized persons, surveying the response of women and men, and designing messages and materials for women and marginalized people with low levels of literacy. Innovative interactive communication mechanisms with communities will also be sought for better impact (public black boards, community theatre, sport events and local art exhibitions etc.). The initial analysis to support this component will draw on from the Communication for Empowerment²⁸ approach that stresses the involvement and participation of concerned stakeholders in the identification of gaps and opportunities to enhance communication.

Geographical location of activity: Same as 1.2.3

2.3.3 Dissemination of developed civic awareness material through most suitable media:

This set of activities will be planned together with those of Output 3. Activities include: support for dissemination of civic and legal awareness material developed. Civic awareness and education is not effective if conceived as a one way communication flow to citizens, in parallel with dissemination of information, community feedback will be gathered to draw lessons for more effective communication and messaging. Local champions in promoting civic awareness will be identified.

- Engaging community in having a voice through focus groups discussion including youth
- *Identification of optimal media of communication with targeted communities*
- *Upstream dissemination and learning from collected material representing the voice of communities*
- *Downstream dissemination for targeted communities*

²⁸ Communication for Empowerment – developing media strategies in support of vulnerable groups, UNDP 2006

- *Establishment of a community of practice on community learning*
- *Assessment of impact of civic awareness activities:* an assessment of civic awareness will be undertaken. Findings will be presented at a national workshop together with identified heroes and heroines in earlier activity.

Geographical location of activity: Same as 1.2.3

Output 3: Strengthened capacity of local media institutions in support of local development and civic awareness at the district and state/region levels

The main Governmental counterpart for this output will be the Ministry of Information. The implementation of this component may be undertaken in close cooperation with UNESCO and possible NGOs to be determined based on local governance assessment and institutional capacity assessment of potential partner.

The development of an effective and responsive local governance system requires diverse and dynamic channels of communication between government systems and civil society, as well as amongst civil society actors. Local independent media institutions such as community radio stations, local newspapers or periodicals, websites, blogs and other channels are an important element in the creation of vibrant and inclusive democratic space at local (Region/State and district) levels.

This output will demonstrate how effective and inclusive local media channels can help to make local governance systems more accountable, transparent, responsive, participatory and respectful of human rights. Through pilot demonstrations in selected sites this output will help to identify and field-test the most appropriate media channels through which local administrations can disseminate information to communities (e.g. through regional or community radio stations) and platforms on which civil society and local community actors can exchange ideas and opinions and highlight issues of concern. Special measures will be taken to ensure that women and men participate in and benefit from these activities equally – as listeners, as potential employees of radio stations and other media outlets, and as designers of media messages.

Activity Result 3.1: Pilot Community Multimedia Centres established in each States/Region

The Ministry of Education has a network of Community Learning Centres (CLCs) that were established with UN support in the 1990s. The Ministry of Information also has a network of local Information Centres (ICs) including libraries. The Ministry of Agriculture and the Ministry of Livestock and Fisheries have extension centres through which information is provided for rural areas. Likewise civil society and private sector institutions exist that also provide information services. This set of activities will develop one pilot community multimedia centre establishing synergies and cooperation among all such institutions in order to for local inhabitants to have access to a one stop shop of information. The possibility of merging in community radios developed under Activity Result 3.3 will be explored.

This activity result will be undertaken in close coordination with the implementation of Activity Result 4.2 in cooperation with UNESCO.

Indicator: sustainable community multimedia centres functioning with full community support and participation

Actions

3.1.1 Stakeholder mobilization of interest, analysis and identification of CMC venues:

- Assessment of stakeholder potential interest / support for Community Multimedia Centres (CMCs) including private sector funding
- Mapping of CLCs, ICs and other community information resources in one pilot township per State/Region
- Identification of locations for CMC
- Needs assessment of CLCs, ICs and other institutions with community information resources in order to establish community information hubs (include gender perspective in assessments)

Geographical location of activity: One pilot TSP in each state and region. Sequencing as in 1.2.3.

3.1.2 Establishment and capacity development for CMC:

- Mobilization of community support for CMCs (volunteer staff, governance structure, funding and in-kind contributions)
 - Development and implementation of training programme for CMCs
 - Provision of technical assistance for CMCs
 - Development and implementation of community outreach programmes of CMCs
- Geographical location of activity: One pilot TSP in each state and region. Sequencing as in 1.2.3.

3.1.3 *Learning from CMCs:*

- Assessment of impact of CMC activities
 - Design of benchmarks to measure performance of CMCs
 - Development and dissemination of policy recommendations for up scaling of CMCs
- Geographical location of activity: One pilot TSP in each state and region. Sequencing as in 1.2.3.

Activity Result 3.2: Enhanced capacity of local media actors in support of democratic governance

This activity will be undertaken in cooperation with UNESCO and possible partners as e.g. school of Journalism, and/or possible partners from (I) NGOs.

Indicators:

1. A toolkit of field-tested training methodologies and materials, case studies and sample content for replication and dissemination of local media development programmes in other parts of Myanmar.
2. Increased awareness of journalists on conflict sensitivity (measured through pre and post training intake questionnaires)

Actions:

3.2.1 *Local media landscape assessment in each State/Region*

An assessment will be undertaken of media and press institutions, associations, media training centres, journalists, civil servants in public information functions, stringers, reporters, editors, designers, publishers, local market demand and potential for media, etc. available in each State and Region. This activity will document the availability and suitability of existing media channels, and to assess the level of interest and support for the establishment of media programmes amongst local administrations, civil society actors and entrepreneurs/ private sector. UNESCO Media Development Indicators will be used in this process. This activity will be undertaken in close coordination with Activity Result 3.3.

Geographical location of activity: State/Region level

3.2.2 *Local media networking capacity*

- Establishment of a state level *media development forum* to foster skills and information exchange in each State/Region supported by community of practice on media development. The forum will comprise local private and public actors interested in media development. Best practices from other countries in developing public private media associations will be exposed. Synergies with relevant stakeholders identified in media landscape assessment will be sought.
- Institutionalization of capacity to measure performance of local media to civil society, public and private stakeholders identified through the *media development forum* based on a national framework of Media Development Indicators (as per UNESCO guidelines)
- Based on findings of local governance assessments (1.1.1) and information audits, fiscal space analysis for service delivery (1.3.1), labour and market opportunities (4.2.2) and stakeholders involved in those processes, in close coordination with activity 1.3.7 UNDP will establish links and support synergies between local media actors and relevant stakeholders.

Geographical location of activity: State/Region level

3.2.3 *Local media training programmes*

- *Development of a local media development programme for the establishment and sustainability of a community media sector* that can contribute to social and economic development and the protection of cultural diversity and linguistic expression
- *Implementation of local media training programme* including areas such as business reporting, parliamentary reporting, political reporting, environmental reporting, disaster reporting

- *Focused training programmes on social inclusion and gender in development, gender within media, conflict sensitivity in media reporting, journalist ethics and human rights in public broadcasting.* Note that the role of media is highly critical for reconciliation and peace building, especially in multi ethnic and multi lingual communities. There are examples of media being divided along ethnic and logistics lines, exacerbating existing cleavages in society. Therefore, an integral part of media capacity development should include the capacity for conflict sensitive journalism and reporting. This will include, training for editors and journalist, establishing multi ethnic journalist networks, supporting civil society to monitor media, facilitate local level codes of conduct etc.

Geographical location of activity: State/Region level

Activity Result 3.3: One pilot community broadcasting institution in each State/Region

Indicators:

1. At least 3-5 functioning local media channels operating in each target State or Region (including local community radio stations, local publications, websites/ online platforms or other locally-relevant media outlets)
2. Conflict sensitive media (measured through front line trends in media monitoring)

Actions:

3.3.1 Preparatory activities for community radio station

- Exposure to regional best practices on community radio institutional development (ex. Community Radio in UNDP Laos, Radio in a box UNESCO model)
- Mobilization of community support for community broadcasting institutions
- Identification/review and multi-stakeholder agreement of governance structure of community broadcasting institutions
- Recruitment and training programmes for community radio technical operators, management in digital audio techniques, community radio management and sustainability. This will involve of 2-3 local media facilitators in each pilot State or Region, to provide on-the-ground assistance to local media, civil society and local administration partners, to assist in sourcing and producing media materials and for day-to-day implementation of activities. These facilitators will be initially recruited as project staff, but will be trained and encouraged to eventually establish themselves as independent local media resource persons (stringers, reporters and/or bloggers for national and global media organizations, operators of independent media outlets or platforms, etc.)

Geographical location of activity: One pilot TSP in each state and region. Sequencing as in 1.2.3.

3.3.2 Capacity building programme for community radio station

- *Development of an initial media engagement and training programme* (interactive talk shows, public debate, radio entertainment) , including components on:
 - a. The role of media in democratic discourse
 - b. Participation and inclusion – including expanding the voice of women, youth and minorities
 - c. Media in the electoral process, and, reporting on parliamentary and judicial proceedings
 - d. Sustainable development concepts and issues, and their relevance in local context, including topics such as: gender equality, equal treatment and non-discrimination, climate change, sustainable rural development, participatory development planning, the exercise of democracy, etc.
- *Training programmes for community broadcasting on gender and social inclusion tools, conflict sensitivity and upholding of human rights* (in connection with justice sector community awareness activities of Pillar 3).
- *Implementation of pilot community broadcasting programme* with partner local administrations, including the development and implementation of information-sharing programmes for radio or other media, training for local officials and civil society leaders on awareness-raising and information-sharing, and assistance in developing/ translating materials in local languages.
- *Capacity building of local media for effective legal awareness raising* (in connection with Pillar 3)

Geographical location of activity: One pilot TSP in each state and region. Sequencing as in 1.2.3.

Output 4: Strengthened institutional capacity to support sustainable livelihoods and reintegration programmes

This Output consists of two distinct and complementary components. At the **central/ Union level**, this output aims *to strengthen the policy and regulatory framework for rural financial service provision*, by providing policy and technical advisory support to the creation and expansion of the regulatory and institutional framework for microfinance, micro-insurance and other rural financial products and services. At the **Region/State level**, the project will help strengthen the base for local entrepreneurship and sustainable livelihoods through two initiatives: *support to vocational training and skills development, and strengthening technical extension services for micro entrepreneurship and sustainable livelihoods*.

Activity result 4.1: Increased institutional capacity to promote inclusive rural financial services

The main Government counterparts will be the Myanmar Micro-finance Supervisory Enterprise (MSE) of the Ministry of Finance and Revenues and the Ministry of Cooperatives. Secondary Government partners will include the Central Bank. This component will be based in Yangon – to interact with microfinance partners and donors and Nay Pyi Taw to interact with Government counterparts. It should be noted that the Myanmar Micro Finance Supervisory Committee chaired by the Minister for Ministry of Finance and Revenues is the national coordination structure for microfinance in Myanmar.

Indicators:

1. A successful transition of UNDP's involvement in the microfinance sector, from providing capital for selected retail microfinance providers to supporting the growth and development of a robust and sustainable rural financial sector.

Building upon UNDP's experience with the provision of retail microfinance support to clients across many regions of the country, this component will support on-going national efforts to develop a more inclusive and accessible rural financial sector to catalyse local economic development. Three types of interventions are foreseen: (a) a national diagnostic of inclusive financial services undertaken by UNCDF; (b) expand supply of inclusive financial service through leading regional practitioners of microfinance – this will be implemented by UNCDF; (c) transition of UNDP's current retail microfinance portfolio in support of a competitive and effective microfinance sector.

Actions:

4.1.1 National diagnostic of inclusive financial services "Making Access to Finance Possible" (MAP):

This diagnostic will serve as a road-map exercise to help define the financial inclusion agenda in Myanmar and align resources with key priorities, based on a rigorous evidence-based diagnostic exercise concluded by intense stakeholder dialogue and decision making. Within the context of the United Nations Strategic Framework for Myanmar, MAP will also inform policy priorities and new programmatic implications for both UNCDF and UNDP, including on-going transition from UNDP HDI to regular country programme from the second half of 2013 onwards, which will be specifically relevant to the transition of UNDP's microfinance portfolio. Capacity development assistance will be provided for MAP follow up to the Myanmar Microfinance Supervisory Enterprise (MMSE) and related counterparts. The main counterpart for this activity is MMSE. This set of activities will be implemented by UNCDF as part of a global programme.

4.1.2 Expand supply of inclusive financial service through leading regional practitioners of microfinance "MicroLead"

This set of activities includes the (a) establishment of sustainable Greenfield Service Providers (FSPs) providing access to demand-driven, responsibly delivered, savings focused financial and non financial products and services to low income people in Myanmar; (b) generation and dissemination of knowledge among FSPs, policy makers, donors and other stakeholders related to the financial behaviour and preferences of the poor people, product development, management of financial services, and Greenfield operations; and (c) well managed resources and documentation of lessons learnt. MicroLead will be implemented by UNCDF and managed at the national level as part of a global programme.²⁹

4.1.3 Transition of UNDP's current retail microfinance portfolio in support of a competitive and effective microfinance sector

²⁹ MicroLead, as well as MAP are global projects, which have separately signed project documents at the global level. The resources which will be applied for the above mentioned activities within this project document have been earmarked for Myanmar within the overall MicroLead and MAP budgets.

This set of activities will consist in transferring the management of the equity funds that UNDP has invested in communities through institutions like PACT, GRET and Save the Children, to national institution(s) that can promote the interest of further developing inclusive financial services. A UNDP microfinance transition strategy has been developed to this effect. This will be followed by the identification of the option for transfer of funds, and the development and implementation of a *phased transfer program* for UNDP's capital investment in existing retail microfinance providers toward the identified institution(s). UNDP will implement these activities from Yangon. To undertake and complete this activity result, it is to extend the current UNDP's partnership contract with its implementing partners – PACT, GRET and Save the Children – at least until end of 2013 when the transition arrangement has become clear.

Activity result 4.2: Enhanced institutional capacity to analyse employment and market trends and employable skill development (for women and youth)

The IMF's estimates that economic growth in 2011 reached 5.3% and that such growth rates are projected to be sustained over the next couple years. If growth is to be broad based or "inclusive" it is important that people in each State and Region have access to finance, market information, technologies, skills and other inputs such as land. Activity Result 4.1 focuses on institutions providing access to inclusive financial services and Activity Result 4.3 focuses on institutions providing access to market information. This section focuses on institutions developing employable skills.

Indicators:

- At least one employment centres and employable skill development institution at the township level have evidence based up to date labour market information, job referral mechanisms and market adapted skill development programme in at least one township per State/Region to be determined.

There are several Governmental actors involved in employable skill development: Ministry of Cooperatives, Ministry of Labour and Social Welfare, Ministry of Science and Technology, Ministry of Border Affairs, Ministry of Education, Ministry of Industry, other State actors, and private sector. Civil society organizations and business associations also play an important role as trainers. Examples of such organisations include the Union of Myanmar Federation of Chambers of Commerce and Industries (UMFCCI), or the Centre for Vocational Training (CVT) based in Yangon. In the private sector there are several on-going initiatives among national and multinational companies to promote vocational training often as part of corporate social responsibility (CSR) initiatives. Examples of such initiatives include the PEPSI-UNESCO partnership. Several institutions have expressed the need for support from UNDP in the field of vocational training. They include: the Ministry of Cooperatives, the Ministry of Border Affairs, CVT and UMFCCI.

The need for coordination and mainstreaming of best practices for employable skill development requires coordination of all groups among each other from which effective public private partnerships can emerge. Coordination mechanisms for this programmes interventions will include the Comprehensive Education Sector Review, the National Skills Standard Authority (NSSA) and the National Skills Development Committee (NSDC) and their respective initiatives such as the Curricula Unification Programme³⁰, and the Myanmar Peace Centre in relation to post conflict areas.

While certain economic sectors, such as construction, engine maintenance, mobile phone industry, are likely to grow significantly across the country and offer opportunities for jobs, each State and Region has a local economic dynamic with specific geographical labour market implications and opportunities. Some information on regional economic growth trends exists in connection with private sector market assessments and the planning of Special Economic Zones and their respective industrial hinterlands. Likewise some analysis of the agricultural value chain potential also exists in various States and Regions³¹. This information however is scattered and not systematically available. With regard to the labour market, evidence based, updated and systematic information is scarce. Some geographically focuses labour market assessments have been undertaken along the Thai-Myanmar border with the support of JICA. This is particularly important considering the impending return of Myanmar refugees and IDPs along eastern border states, and the need to develop reintegration opportunities through skill profiling, orientation and employment referral services. While 77 employment centres under the Ministry of

³⁰ Planned to be supported by the Singapore Polytechnic School

³¹ Over the past two years UNDP has commissioned access to market assessments in several townships of Delta, Chin, Kachin, Rakhine and Shan. Other organizations have also conducted similar studies in these regions. The Myanmar Food Security Working Group also plans to undertake value chain and market systems analysis.

Labour provide employment information to job seekers throughout the country, the last nationwide labour force survey was undertaken 20 years ago.

Until the Government undertakes a full scope labour force survey³², it is important at this stage to produce and develop *national capacity to undertake labour market studies* in each State and Region that doesn't have it already in order to support businesses, policy makers, employment centres and formal and informal institutions offering employable skill development opportunities at the State, District and Township levels. It is also particularly important to *support employment services and vocational skill institutions in post conflict areas where reintegration of returnees will become a priority*. The Comprehensive Education Sector Review (CESR) will be mapping educational institutions and it will be important to support the initiative with regard to *mapping of vocational training schools and programmes at the township level*. An *assessment of various samples of such institutions and their links with markets and communities* would also be necessary in order to tailor effective technical assistance in developing vocational skills programmes.

As part of UNDP's focus on institutional development at the local level, UNDP proposes in the framework of the CESR to cooperate with technical agencies such as UNICEF, UNESCO and ILO in (1) assessing the capacity of employment services and employable skill development institutions at the township level and their relationship with local markets and communities, (2) developing labour market analysis and capacity to undertake such analysis at the State and Region level, (3) support employment services and vocational skill institutions in post conflict areas in preparation for reintegration of returnees (4) develop capacities in employable skill development of pilot institutions, particularly at the township level.

Actions:

4.2.1 Assessing the capacity of employment services and employable skill development institutions at the township level and their relationship with local markets and communities:

An assessment of the scope and reach of formal and informal vocational training institutions across Government, private sector and civil society providing services at the township level will be coordinated as part of the CESR.

- Support the CESR in *mapping of employable skill development institutions and programmes with services at the township level*. UNDP will particularly focus on the link of these institutions to communities and markets. This will include the preparation of terms of reference for the UNDP study, validations through CESR, hiring of company to undertake assessment at Region/State level through Area Office.
- *Selection of institutions* with the potential of providing employment services and employable skill development opportunities with the best outreach to rural communities including youth and marginalized communities.
- *Needs assessment of selected employment service centers* in targeted locations.
- *In depth institutional capacity assessment of identified employable skill development institutions*. Assessments in post conflict areas will be on orientation, vocational training, and referral services for youth, IDPs, ex-combatants and interested community members. An analysis of the current social and ethnic inclusion and gender issues in access to and use of vocational training, in labor market information systems, in institutions, etc. will be undertaken. This analysis will be used to inform planning and execution of all project activities.
- Follow-up monitoring and impact assessment activities to track changes in local employment rates, skills gaps and growth in local micro and small enterprise development.

Geographical location of activity:

- Mapping Yangon level and State/Region as described under first bullet point
- One vocational training institution per State/Region to be determined as a result of the assessment in preceding activity and one employment centre per State/Region. Depending on needs in post conflict areas, UNDP may target one additional institution. Note that the Ministry of Cooperatives has voiced its interest for technical assistance from UNDP for the Cooperative Vocational Training University and four respective Cooperative Vocational Training Schools located in Pathein, Mawlamyine, Magway and Taunggyi. Likewise the Ministry of Border Affairs has offered such support through its training schools in border areas. UMCCI has also expressed interest. CVT has mentioned that, subject to funding, it could provide its expertise in training of trainers particularly

³² With the technical support of ILO and in coordination with UNFPA, the upcoming national census will include data sets on the labour force.

for vocational education for youth (E4Y). UNDP's final choice will depend on institutions with the best potential for inclusive outreach including youth and marginalized groups.

4.2.2 Developing labour market analysis and capacity to undertake such analysis at the State and Region level:

- Assessment of scope of available labour market assessments
- Identification of labour market research institutions
- In cooperation with identified labour market research institutions, undertaking of labour market assessments (seasonal labor availability, seasonal labor demand and future growth projections with data disaggregated by sex, age, and other variables) in areas where needed, including integrating gender sensitive and conflict sensitive approaches into market analysis. This component focuses on the demand side of employment so that the profile of available labor skills matches emerging job opportunities. This activity will be closely coordinated with Activity Result 2.3 on *Enhanced institutional capacity to foster entrepreneurship*.

Geographical location of activity: One assessment in each State/Region and one research institution at the same level

4.2.3 Support employment services and vocational skill institutions in post conflict areas in preparation for reintegration of returnees:

- Based on survey of skill profiles of returnees by UNCHR and IOM, UNDP will provide technical assistance for the design of a *Multi stakeholder Social Cohesion Jobs Platform* based on (a) public programmes for rehabilitation of public infrastructure, and (b) a forum for value added products and market linkages.
- Support for the establishment of a *Multi stakeholder Social Cohesion Jobs Platform* in locations identified by MPC and in support of local employment centres

Geographical location of activity: to be determined in coordination with MPC.

4.2.4 Develop capacities in employable skill development of selected institutions at township level:

Capacity building for vocational training institutions may be piloted through selected organisations.

- Based on assessment in 4.2.1, develop a capacity building action plan
- Implementation of capacity building action plan
- *Development of pilot programmes for selected employable skill development institutions.* Capacity strengthening support will focus on strengthen training curricula; introducing new skills programmes to meet emerging market needs, improve training provision to micro and small enterprises and upgrade existing training programmes and address gender stereotypes and inequalities. Preparation of pilot vocational skill training programmes including vocational skill curricula. Capacity building for management and delivery of vocational skills training programmes.
- *Dissemination of training curricula and labour market assessment methodologies* to other vocational training institutes, through relevant Ministries, departments and partners.
- *Develop a network of practitioners on vocational skill development* linking institutions throughout the country

Geographical location of activity: same as 4.2.1

Activity result 4.3: Enhanced institutional capacity to foster entrepreneurship (on farm and off-farm)

There are several Government institutions providing various types of extension services with market information, entrepreneurship skills and productive technologies. These include the Ministry of Cooperatives, Ministry of Commerce, Ministry of Agriculture, Ministry of Livestock and Fisheries and others, the Yangon School of Economics³³. Private sector and related civil society organisations such as the Union of Myanmar Chambers of Commerce and Industries, or the Myanmar Market Research and Development Company (MMRD) also play an important role. While market information is largely available in urban centres, rural communities have limited access to such information. On the one hand there is limited information available on local markets, and on the other hand supply of such information is fragmented through various government departments making it difficult for potential rural entrepreneurs to access useful and comprehensive information. UNDP will support (a) *the development of local level capacity to collect market information and conduct value chain analyses*, (b) *coordination and*

³³ Center for Excellence for Business Skill Development

mainstreaming of best practices for local entrepreneurship from which effective public private partnerships can emerge, (c) development of institutional capacity to promote cooperative entrepreneurship, and (d) in coordination with Activities results 2.3, 3.1 and 3.3, strengthen the coordination, quality and relevance of information provided by various actors through civic awareness activities, community multimedia centres and community radio.

This component will be implemented in close cooperation with UNESCO, UNICEF, FAO and UNIDO.

Indicators:

1. Centre of excellence in rural micro-entrepreneurship established in each State/Region with access locally produced, high quality and evidence based local market research

Actions:

4.3.1 Development of local level capacity to collect market information and conduct value chain analyses:

This activity will be implemented by a national research institution (such as Yangon School of Economics or MMRD). It will be closely coordinated with Activity 4.2.2. Activities will include:

- Selection of national implementing partner through consultation process, competitive bidding and HACT micro assessment.
- Overall assessment will be undertaken of market research institutions working at the State/Region level providing key market information for local entrepreneurs and institutions providing access to productive technologies. This will include mapping of institutions providing on-farm and off-farm information services (market extension centres of relevant line departments) for rural communities.
- Dissemination of findings: UNDP will use the findings, to inform service providers of the necessary improvements. In addition UNDP will seek to strengthen inter-departmental cooperation and linkages with civil society, local media and private sector through coordination mechanisms to be identified including community multimedia centres established under Activity Result 3.3. These activities will be closely coordinated together with activities under Output 2.
- Based on assessment finding, UNDP will select one market research institutions in each State/Region with the commitment and best potential outreach to analyze market needs of respective rural communities including youth and marginalized communities.
- UNDP will commission an institutional capacity assessment of the selected institutions in each State/Region and the development of a capacity building programme on local market research and analysis in each State and Region. The capacity building programme will include the undertaking of value chain analysis, consumer surveys, labour market assessments, local commodity's price index trends, etc. In States and Regions where market research institutions do not exist at all, institutions from neighbouring States and Regions will be brought in.

Geographical location of activity: Yangon level and State/Region capitals

4.3.2 Coordination and mainstreaming of best practices in rural micro-entrepreneurship:

This set of activities will be implemented through a national counterpart to be determined at the State/Region level following regional consultations. This may include a branch of the Republic of the Union of Myanmar Federation of Chambers of Commerce and Industries (UMFCCI), an NGO, or a local business association. UMCCI has expressed interest to UNDP in this activity particularly in South East Myanmar.

- Selection of national implementing partners through consultation process, call for proposals, competitive bidding and HACT micro assessment.
- In coordination with implementing partner of Activity 4.3.1, identification of local champions of micro-entrepreneurship and best local practices.
- Development of an action plan for the demonstration of best practices with activities included but not limited to State/Region trade fairs.
- Identify State/Region best micro-entrepreneurship initiatives with optimal outreach capacity to communities including marginalized populations and strong connections with leading local entrepreneurs
- Prepare a *road map to address blockages to socio-economic development at the community level* and follow-up with key benchmarks/actions
- Documentation of lessons learned and best practices, followed by dissemination at Regional and National levels as policy advocacy

Geographical location of activity:

- National implementing partner in each State/Region

- Township for sampling: same as 4.2.1

4.3.3 *Development of institutional capacity to promote cooperative entrepreneurship:*

This activity will provide policy guidance in support of Cooperative Departments of targeted locations in the development of cooperative entrepreneurship through self help groups including UNDP supported Self Reliance Groups. In particular it will support the formation of cooperatives and foster business oriented community groups within emerging government policies and structures for rural economic development.

Activities will include:

- Institutional assessment of supply and demand dynamics between Cooperative Departments and communities. Review and analysis of the regulatory framework for sustainable group/ business formation
- Capacity assessment of relevant counterparts for client oriented service provision in managing these regulatory frameworks.
- National Workshop on best practices of SRGs and Cooperative Department in cooperative entrepreneurship
- Develop information package and organize sensitization and awareness raising meeting with community groups, assess interest and receive commitment of interested groups
- Develop training modules, both for local regulatory service providers and community-based groups
 - Provide training and capacity building support for local regulatory service providers
 - Provide training and capacity building support to interested groups (including organizational, leadership and accounting skills; business and enterprise development skills, allow and foster knowledge sharing among the business groups)
- Provide technical support to community based groups to form the regulatory oriented business groups
- Development of a capacity building plan for Cooperative Departments (at TSP level)
- Implementation of capacity building plan
- Establish linkages of groups with the local regulatory service providers as well as with private businesses, bank loans, local technical service providers
- Documentation of lessons learned and dissemination

Geographical location of activity: townships with high clustering of SRGs created under HDI – number to be determined

Output 5: Improved Livelihoods and social cohesion (high poverty, border and cease fire areas)

The main Government counterpart for achieving this output will be the Ministry of Border Affairs. The target of this output will be: (1) cease fire areas to which UN has access (2) Townships in Rakhine affected by ethnic strife, (3) border areas in selected Self Administrative Zones, (4) pilot townships in Chin, Kachin, Rakhine and Shan with high poverty incidence. (Based on government interest and available funding Kayah and Kayin areas could also be considered for action under this output.)

Selection of Townships will be closely coordinated with the Ministry of Border Affairs. Synergies and linkages to the Government's Integrated Village Development Programme (IVDP) will be established.

A joint mission of UNDP/ BCPR (Bureau for Crisis Prevention) and the Ministry of Border Affairs in early 2013 will be assessing the feasibility and will develop detailed design of a suitable implementation approach for Kachin and Shan (including Self Administrative Zones) following the below outlined activity results. Specific emphasis will also be given to identify measures for confidence building and capacities for sustaining peace.

In line with its global mandate UNDP will engage in establishing coordination mechanism for Livelihood and Early Recovery Sector at Yangon level and in conflict affected and ceasefire areas and will organise monthly coordination meetings for the livelihood and early recovery sector at Yangon and at field Level (Rakhine, Kachin and other conflict affected and ceasefire areas).

Activity Result 5.1: Social protection and inclusion mechanisms in place for poorest households at the community level

This Activity Result will be implemented in pilot townships in Kachin, Rakhine and Shan in areas of highest poverty incidence with a view to establish linkages and synergies to the Government's Integrated Village

Development Programme (IVDP) or similar programs. These activities will also be implemented in SAZs of North Eastern Shan. A joint mission of UNDP/BCPR and the MoBA will define and agree on the specific locations and implementation modalities.

Indicator: Number of months during which food is available for poor households.

This set of activities will ensure that extreme poor people in the selected locations have acquired resources, knowledge and skills to increase income and assets and are supported through locally adopted social protection/ social assistance approaches.

Actions:

5.1.1 *Assessment and identification of poorest households through village level groups/ CBOs:*

- Consultations with Government on selection of pilot townships for implementation, Identification of beneficiaries (i.e. men, women-at least 40%- and youth) through instruments such as participatory rural appraisals, wealth ranking and/ or poverty score card mechanisms for setting baseline and assisting in measuring the end line status.

5.1.2 *Establishing sustainable village based social protection mechanisms:*

- Analysis of existing local and traditional social protection/ social assistance mechanism and models; analysis of existing government and civil society models, approaches, support schemes targeting poorest HHs and individuals at village levels.
- Preparation and training for implementation of village social protection measures (ex. food banks, cash for work, direct grants etc).
- Assessment of sustainability of established mechanisms.

5.1.3 *Implementation of sustainable livelihood support:*

- Identify jointly with village representative beneficiaries for direct interventions. Environmentally sustainable interventions and interventions providing equal opportunities for men and women will be prioritized.
- Disburse funding for selected village based social protection mechanism, and ensure linkages to respective extension services and other government departments in charge of social protection
- Develop lessons learnt and share experience among States/Regions and stakeholders.

Activity result 5.2: Rural communities, community based organizations and other civil society organizations have acquired knowledge and skills for social cohesion, representation and participation in local decision making and local development processes.

This Activity Result will be implemented in pilot townships in Kachin, Rakhine and Shan in areas of highest poverty incidence with a view to establish linkages and synergies to the Government's Integrated Village Development Programme (IVDP) or similar programs. These activities will also be implemented in SAZs of North Eastern Shan. A joint mission of UNDP/BCPR and the MoBA will define and agree on the specific locations in Kachin and Shan and implementation modalities.

Indicator: Percentage of target communities having active community-led governance structures; percentage of women represented in such governance structures

Actions:

5.2.1 *Representative village level organizational mechanisms (e.g. village/ village tract development committees, resource centres) are identified, established and engage in identifying community priorities:*

- Village planning and priority setting mechanisms are identified, agreed and established
- Capacity building of community and community representatives for mobilizing, planning, implementing and monitoring of community priorities and initiatives (emphasis on equal participation of men and women; and inclusion of youth)
- Village community priorities are defined (using instruments such as participatory rural appraisals, wealth ranking and/ or poverty score card mechanisms for priorities identification and beneficiary selection).

- Arrangements for coordination and dovetailing community driven activities and emerging planning priorities with TSP planning and implementation mechanism are being explored and where applicable
- Local project appraisal and disbursement of demonstration grants

5.2.2 Community capacity to implement and operate basic socio-economic infrastructure enhanced:

- Depending on identified community projects, development of maintenance plans and capacity building for implementation and long-term maintenance mechanism for related infrastructure investments in place.
- Establish cooperation and linkages to local township departments and extension services.

5.2.3 Self-reliant groups (SRGs) and community based organisations (CBOs) have acquired the knowledge, skills and capacity to engage in forming sustainable and self-reliant federated structures (based on interest and in location where SRG are not yet formed):

- Provide technical support to interested communities for SRG formation (provide training and capacity building support for internal organisational capacities as well as service capacities) and facilitate of establishing saving and credit scheme
- Support joint learning and best practice exchange.
- Where applicable and based on interest, support the groups in registration and formation of tract and township level federations; (following Activity result 2.2.1.)

Activity result 5.3: Livelihoods stabilized for the conflict affected people through livelihood asset replacement, skill enhancement and income generation opportunities

This activity set will be piloted in Rakhine State, where UNDP has been engaged in a detailed livelihood and social cohesion assessment. (Based on lessons learnt, the activity results will also be implemented in other States in cease fire or border areas.)

Indicators (tbd)

- Xx Numbers of emergency jobs created through Cash-for-Work (CfW);
- XX Numbers of women and men have access to new and/or rehabilitated socio-economic community infrastructure
- XX Numbers of men and women are wage or self-employed through Programme
- XX of households receive cash grants
- % of income increased
- XX of enterprises created

Key interventions under this component will focus on both Camp Based Livelihood Assistance and Village Based Livelihood Assistance and Early Recovery interventions in the conflict and disaster affected areas. Below is an outline of the interventions under this Activity Result.

For the Camp Based Livelihood Assistance

Some sort of feasible livelihood supports will be provided to IDPs in the IDP camps in order to support them to cater family basic needs and to keep the IDPs engaged in some productive works. While all the IDP households should be involved in cash-for-work activities to have immediate employment, those who are found interested for the various potential and feasible livelihoods activities (examples presented in Table 2) should be considered for the camp based livelihoods interventions in the short term. However, if their stay at the camps prolongs for more than six months all the households should be considered for receiving assistance for some sort of livelihoods interventions as they will need a regular source of income to fulfill their family needs. For deciding the livelihoods interventions at camp level, the following points should be considered.

1. Livelihood and income generation approach should not only aim for camp level but it should also aim to be continued when they are back to their villages in stable condition.
2. The objectives of livelihood interventions at camp level should be:
 - i) to provide psycho-social support to people who is living in crowded conditions for several months,
 - ii) to support for necessary skill enhancement which could also help them upon return to their villages, and

- iii) to provide some income generation opportunities through some off-farm/non-farm micro and small enterprises or small scale vegetable cultivation where land is available.
- 3. Immediate employment opportunities should be provided to the IDPs through Cash-for-Work activities.
- 4. Daily income generations through service based activities and establishing micro and small scale enterprises including small scale trading are recommended for the camps which do not have available farm-land and water for agriculture and livestock rearing.

Under the camp situation the livelihood support package should be provided based on the sample activities identified through the livelihoods assessment (Table 2). The list of the activities should not be limited to this however, this should be decided based on the interest of the IDPs, skill availability, feasibility and market potentiality of the camps locality.

Table 2: Livelihood Sample Activities Identified by Various Camps in Sittwe and Rathidaung.

S.N.	Activities	Sittwe			Rathidaung		
		No. of Interested Camps	No. of Interested HH	% of the Total HH	No. of Interested Camps	No. of Interested HH	% of the Total HH
1	Small Scale trading	57	748	6.8	1	50	37.9
2	Grocery	27	1,082	9.9	2	4	3.0
3	Snack making	25	229	2.1	1	23	17.4
4	Montee Selling	5	61	0.6	2	21	15.9
5	Sewing	15	361	3.3	1	1	0.8
6	Knitting	10	10	0.1	2	5	3.8
7	Carpentry	12	414	3.8	1	1	0.8
8	Manson	10	224	2.1	-	-	-
9	Trishaw Transportation	57	1,153	10.6	1	5	3.8
10	Fishing	26	1,010	9.2	2	17	12.9
11	Vendor	24	3,129	28.7	-	-	-
12	Vegetable growing	8	1,020	9.3	-	-	-
13	Livestock breeding	8	1,480	13.6	-	-	-
14	Growing Betel		-	-	1	5	3.8
	Total		10,921	100.0		132	100

Interventions under this output will seek to achieve the following key results of the creation of environment-friendly “green jobs” in agricultural production, forestry, and soil and water conservation and processing; Skills training for unemployed young people and vulnerable groups, including poor women and young girls, on particularly self-employment through small enterprises and group employment through cooperatives, and enhancing apprenticeship training in specific sectors to fill the skills gap for particularly SMEs; Reintegration support and business packages to the IDP's and other crisis affected people to promote peace and social cohesion at the local levels, and Reconciliation between the communities through Social Cohesion Network (Jobs for Peace)

For the Village Based Livelihood Assistance and Early Recovery

The village based livelihoods support should be provided to the affected households identified through the Assessments. The support package will focus on Employment Creation, Income Generation and Reintegration following the three track approach to sustainable employment creation. While all three tracks will generally promote income generation and employment as a strategy for sustainable livelihoods and economic recovery, their focus will be on:

Track A - Focused on stabilizing income generation and creating emergency employment and targeting specific conflict affected individuals, (e.g. Provide men and women youth with short cycle skills, training, cash-for-work and other forms of emergency employment)

Track B - Focused on Local Economic Recovery for employment and reintegration, including partnerships with local governance in communities, IDP's and displaced persons chose to return to the camps and villages;

Track C - long-term recovery, employment creation, social cohesion and inclusive economic growth.

Actions:

5.3.1 Camp level Livelihood Support: *Immediate employment opportunities (cash-for-work); Daily income generations through service based activities and establishing micro and small scale enterprises; Vocational training;*

- Immediate employment opportunities should be provided to the IDPs through cash-for-work activities.
- Daily income generations through service based activities and establishing micro and small scale enterprises including small scale trading are recommended for the camps which do not have available farm-land and water for agriculture and livestock rearing.
- Vocational training are needed for the IDPs who are interested and willing to do income generation activities as they need to be skillful to produce marketable and sellable quality products.

5.3.2 Village level Livelihood Supports: *Immediate job creation through cash-for-work; Cash grant or in-kind support for immediate livelihood assets replacement and livelihoods recovery; Training, technical assistance and monitoring support;*

- Immediate job creation through cash-for-work for debris cleaning; cleaning of houses (and shelter construction); cleaning of agricultural land, repairing embankment as needed, and repairing/renovation of road, water supply systems and other village infrastructure.
- Cash grant or in-kind support for immediate livelihood assets replacement and livelihoods recovery through agriculture, livestock, fishery and micro-small-medium enterprises based activities to support the following needs.
- Training, technical assistance and monitoring supports. Capacity building and technical assistance have to start as early as possible and to be implemented throughout the year.

Activity result 5.4: Local capacities for peace identified and strengthened

This activity set will be piloted in Rakhine State, where UNDP has been engaged in a detailed livelihood and social cohesion assessment. Based on lessons learnt, the activity set will also be implemented in other States in cease fire or border areas.

Indicators:

- X organizations conducts consultations on finding community solutions to the current conflict.
- X number of social organization capacitated for conflict prevention

There is no clear data or information on the local peace capacities, which points to the need for thorough conflict analysis and mapping to fill the gaps in information. New social cohesion and trust building initiatives need to build on existing structures, and such an exercise would help identify existing pre-existing mechanisms. While religious structures are strong within both communities and interfaith dialogue would be one possibility, the recent polarization of the issue makes it doubtful in the short term. This component of the social cohesion and empowerment strategy would entail the following key activities.

Actions:

5.4.1 Local mapping exercise to identify conflict drivers and peace capacities, such as community committees, traditional leadership, civil society organizations and change agents with a view to capacity and impartiality to lead and facilitate community dialogues and inter-community activities:

- Develop terms of reference to undertake a local mapping exercise to identify organizations with potential to do peace building
- Develop criteria to select organizations to partner from the mapping
- Contract local organization to undertake the mapping
- Formulate capacity assessment methodology to identify the needs of the selected organizations

5.4.2 Assess the need for capacity enhancement of identified institutions and organization and test the feasibility of undertaking local dispute resolution and mediation trainings. Facilitate local level dialogue

processes, and the use of street theatre and other innovative communication modalities to start engaging on gender issues (e.g. purdah); gender based violence, and HIV/AIDS.

- Formulate a capacity building strategy for the organizations focusing on peace building skills and operational capacities.
- Training for the members of social organizations identified through mapping exercise on conflict resolution ,gender relations, participation and financial management aspects

5.4.3 Mainstreaming conflict sensitivity into livelihoods and recovery based on the conflict dynamics to ensure that the livelihood and capacity development activities on the one hand do not exacerbate existing conflict dynamics and on the other hand to ensure that the livelihoods activities contribute to social cohesion and reconciliation. The analysis and mapping will contribute towards the components to ensure this is done.

- Identify fragile townships to conduct consultations on community solutions to conflict.
- Facilitate selected/trained and capacitated organizations to undertake consultations at community level.

Activity result 5.5: Increased confidence-building measures supported through livelihood and targeted interventions

This activity set will be piloted in Rakhine State, where UNDP has been engaged in a detailed livelihood and social cohesion assessment. Based on lessons learnt, the activity sets will also be implemented in other States in cease fire or border areas.

Indicators:

- X Percentage increase in trust based on baseline
- X number of joint or inter-community livelihoods activities undertaken, including xx percentage of women
- X number of dialogues organized between SRG groups from both communities
- X number of inter-community dialogue jointly facilitated through SRGs

This component will focus on two sets of activities: Activity- aimed at promoting inter-community trust and goodwill without explicitly saying so; preventive Activity- aimed at directly addressing the goal of fostering positive intercommunity relations. The former will be achieved by leveraging livelihood activities under Activity result 5.3 to support confidence-building in the communities. Additionally, capacity will be strengthened of identified existing community groups, such as the Self Reliance Groups, to participate in livelihood initiatives with a special emphasis on women and other vulnerable groups. The latter will be achieved by creating the enabling environment for inter community dialogue and providing safe space and facilitation for such dialogue to take place.

Actions:

5.5.1 Confidence-building measures in support of inter-community interaction such as the market areas and other livelihoods activities. Incentives for inter-community collaboration, joint community livelihoods programs, and relevant joint livelihood skills enhancement and vocational training, with a special focus on women and other vulnerable groups, will be part of the livelihoods activities of this Programme.

- Local committees and organizations, such as the Self Reliance Groups and other local groups identified in the mapping exercise, will be capacitated to undertake intra – community dialogues around developmental needs, community security and other common concerns to increase trust.
- At the appropriate time and when the external factors allow, inter community dialogues will be organized. For example in Rakhine community dialogues will involve Self Reliance Groups in Muslim villages and Self Reliance Groups in Rakhine villages. UNDP will use its experience of engagement over years with both these communities to facilitate these dialogues.
- Perception survey developed to identify baseline for trust building
- Methodology to undertake the survey agreed upon, either by using UNDP assets on the ground or through external organizations
- Process to undertake intra community dialogue developed and agreed upon
- Intra community dialogue facilitators trained
- Intra community dialogues conducted
- Mechanism established at the National level to feed findings and recommendations from the dialogues

- Opportunities for joint infrastructure work will be identified and implemented whereby the conflicting communities will work together for the mutual benefit and thereby enhancing social cohesion.
- Skill based livelihoods conducted jointly between communities
- Opportunities for inter community dialogue identified and implemented

5.5.2 *Livelihoods and access to services for socially vulnerable:* This component will be focused on livelihoods for socially vulnerable population. A preliminary survey will be undertaken amongst the population to identify their particular livelihoods needs and nontraditional livelihoods opportunities in partnerships with organizations. In Rakhine such organizations may involve the Leprosy Mission International and Help Age International. In addition to providing livelihood support, specific support related to access to services will be mobilized through partnerships with other organization working in the area. Given the limited access to markets etc., based on the outcome of the needs assessment special livelihood opportunities will be created targeting the women headed households, disabled, elderly, orphans and chronically ill people including persons living with HIV/AIDs.

5.5.3 *Gender empowerment.* This component will have a dual focus with regard to empowerment of communities, with a particular focus on women: first, it will provide support to deal with the challenges faced by women, as becoming an active participant of the Programme. This will be done through targeting the Self Reliance Groups. Currently in Rakhine there are 380 functioning SRGs with more than 5000 women members in these groups. Special emphasis will be placed on strengthening the capacities of these existing groups as well as newly formed groups to build cohesion, improve their common fund, increase access to alternate livelihood opportunities and incorporate aspects of conflict mitigation and peace building. In this regard, special emphasis will be placed in developing special training modules for community facilitators to improve their ability to engage with and gain trust of SRG members etc. This component recognizes that engaging the 'powers that be' in the communities and creating trust and safe spaces to start discussions on contentious issues itself is a critical first step towards changing the status quo.

2.5 Implementation Strategy

UNDP and UNCDF will directly implement this programme. As the main emphasis of this programme is capacity building of institutions, UNDP will build the capacity of the main government counterparts to implement the proposed project activities as described in each component. An institutional capacity assessment of the main partner institutions will be undertaken to determine their readiness to implement UNDP projects. Some activities may involve UN agencies and civil society actors who may be called upon to implement specific components of this programme. In such cases national institutions will be prioritized for implementation subject to their capacities to be determined through institutional capacity assessments.

2.6 Strategic partnerships at the national level

The Ministry of Home Affairs will be the main government counterpart to coordinate the implementation of Outputs 1 and 2. It has oversight over both sub-national Government and civil society organisations and plays a critical role in facilitating an enabling environment for the achievement of UNDP's outcome in improved democratic governance. UNDP will inform the Ministry of Home Affairs about the course of implementation of related activities. In the framework of both Output 1 and 4, UNDP will consult other important Government actors as well such as the Ministry of Planning and Economic Development, the Ministry of Finance and Revenues, the Ministry of Border Affairs and academic institution such as MDRI. Several components of this programme will be undertaken in collaboration with the United Nations Capital Development Fund (UNCDF). UNCDF will provide expertise on local public finance and a township development fund for demonstration purposes designed as part of Output 1.

The Ministry of Cooperatives and Ministry of Finance and Revenue will be the main government counterparts to coordinate the implementation of Output 4. UNDP will closely coordinate its activities with these ministries. UNDP and UNCDF will also work in close consultation with the Ministry of Labour and Social Welfare on employment and vocational training. Several components of outputs will be undertaken in collaboration with the United Nations Capital Development Fund (UNCDF). UNCDF will provide expertise on microfinance, through a parallel initiative designed as part of Output 4. It is expected that

UNESCO and ILO will also be important partners for both employment and entrepreneurship related activities.

The Ministry of Information and Culture will be the main government counterpart to coordinate the implementation of Output 3. UNDP will work in close consultation with this Ministry. The latter has oversight over media institutions in Myanmar, and as such will play a key role in enabling the implementation of local media development activities. UNESCO will provide the technical expertise to implement these activities.

The Ministry of Border Affairs will be the main government counterpart to coordinate the implementation of Output 5. UNDP will work in close consultation with the Ministry of Border Affairs. The latter has a responsibility to directly programme rural development and oversee activities of international organizations in border areas. Since Output 5 is principally focused on border and cease fire areas, it is expected that the Ministry of Border Affairs will be able to contribute best in the implementation of respective activities. UNDP will also closely coordinate its activities under Output 5 with UNOCHA and other UN Humanitarian agencies.

Other partners in the implementation of each activity result are listed in the Results and Resource Framework.

2.7 Strategic partnerships at sub-national level

State/Region Governments will be the main government counterpart to coordinate the implementation of all five Outputs at the sub national level. The Chief Ministers and assigned focal points will be regularly updated on the course of the entire programme in their respective regions. UNDP will also closely work with District and Township General Administrations throughout the course of its programme.

Partnerships will also be established with civil society organizations in townships where project activities will take place. The presence of suitable local counterparts and committed stakeholders will be one of the key criteria used to determine the final selection of pilot districts and townships.

2.8 Resource mobilization strategy

The total amount of estimated resources required is US\$ 59 million. UNDP has currently allocated a total of US\$ 12 million for the implementation of this programme. UNCDF has currently allocated US\$ 1,495 million. LIFT is supporting the roll out of MAP and MicroLead (output 4) by UNCDF with US\$ 7,402 million. Under the UNDP Microfinance transition budget (output 4) there is a carry forward of US\$ 7.1789 million of contributions by LIFT and USAID. A total of US\$ 30.922 million remains to be funded. UNDP will invite bilateral donors to cost share on either on a programme basis or on specific results of this programme.

3. RESULTS AND RESOURCES FRAMEWORK

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Strengthened institutional capacity of State/Division, District and Township administrations for area-related development planning, responsive and effective public service delivery, organizational management, and conflict prevention.</p> <p><i>Baseline:</i> local governance assessment</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - National baseline for institutional performance of Township, District and State/region administrations covering 13 States/Regions including data from at least 1 District and 1 Township in each State - Number of completed evidence based township development plans and budgets that were undertaken in a participative and inclusive manner - Number of public private partnerships in the form of signed MOUs guaranteeing improved service delivery - Number and coverage of public services delivered via Township Development Fund (UNCDF) <p><i>Targets: tbc</i></p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Local governance assessments completed - Local planning officials from 13 regions/States sensitized on best local planning practices - Introduction of organisational measures for institutional efficiency and accountability on pilot basis in Mon and Chin Regions (UNCDF) - Township level sectoral line departments in 13 townships in respective State/ Region and civil society organisations are sensitized on best practices in improving service delivery - Coordination mechanisms to improve service delivery identified in 13 townships - Establishment of local development fund in Mon and Chin (UNCDF) - Assessment of fiscal space for service delivery undertaken covering at least 13 townships <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Establishment of a community of practice on local governance - Training for local planners tailored to local needs identified in governance assessment completed including public expenditure management and public financial management - Training on oversight of regional development of District and State administrations and Regional Parliaments completed in 3 (Regions/States to be determined in 	<p>1.1 Activity Result: Adequate information systems for planning, identifying priorities and coordinating development</p> <p>Actions</p> <ul style="list-style-type: none"> 1.1.1 Comprehensive local governance assessments based on multiple stakeholder perspectives <ul style="list-style-type: none"> • Preparatory phase • Partnership promoting phase • Development phase • Fieldwork phase • Analytical phase • Action planning and dissemination phase • Policy implementation phase 1.1.2 Capacity building for an academic institution and / or MDRI and State Government in the use of performance assessment instruments for local governance 1.1.3 Capacity building in monitoring of poverty and human development 1.1.4 Establishment of a community of practice on local governance 	<p>UNDP</p> <p>Main partners: Ministry of Home Affairs - - Dept of General Administration, respective State and Regional Governments, academic institutions</p> <p>Other partners: Planning and Implementation Committees, Regional Parliaments, Ministry of Planning and Economic Development, Ministry of Finance and Revenues, UN Habitat, UNICEF (in Mon), ARTS programme, relevant NGOs</p>	<p>Total cost: US\$ 2.87 mln</p> <p>UNDP core: 1,100,000 UNDP non core: 1,770,000</p>

<p><i>Related CP outcome:</i> Strengthened institutional capacities for democratic governance in the delivery of public and private goods and services</p>	<p>relation to the UNDP CP for Pillar 3.)</p> <ul style="list-style-type: none"> - Completed assessments of fiscal space for sustainable provision of services in Chin, Delta and Mon - Coordination mechanisms for enhanced service delivery established in 13 townships - MOU between General Administration of Township and Tracts, NGOs, CSO or Private sector entities on service delivery signed in 6 townships <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Institutional capacity to update and rank institutional capacities in place - 13 township development plans - MOU between General Administration of Township and Tracts, NGOs, CSO or Private sector entities on service delivery signed in 6 townships 	<p>1.2 Activity Result: Enhanced capacities of State, District and Township administrations and State Parliaments to establish participatory and responsive planning, budgeting, and monitoring mechanisms.</p> <p>Actions</p> <ul style="list-style-type: none"> 1.2.1 Introducing organizational measures for institutional efficiency and accountability 1.2.2 Capacity building in planning and budgeting 1.2.3 Preparation of Township Development Plans: 1.2.4 Capacity building for oversight / monitoring and evaluation of township development at District and State administration levels: 1.2.5 Strengthen Planning and Implementation Committee 1.2.6 Institutionalization of social inclusion mechanisms within planning structures 1.2.7 Institutionalization of mechanisms of public accountability 	<p>UNDP & UNCDF</p> <p>Main partners: Ministry of Home Affairs, respective State and Regional Governments, selected District and Township General Administration Departments, Ministry of Planning and Economic Development, Planning and Implementation Committees at State, District and Township levels, Regional Parliaments</p> <p>Other partners: Ministry of Finance and Revenues, Civil Service Union Board, UNICEF (in Mon); ARTS programme; relevant NGOs</p>	<p>Total cost: US\$ 3,25 mln</p> <p>UNDP core: 220,000 UNDP non core: 1,940,000 UNCDF core: 500,000 UNCDF non core: 590,000</p>
		<p>1.3 Activity Result: Strengthened capacities of service deliverers, including public-private partnerships in a responsive and accountable manner.</p> <p>Actions</p> <ul style="list-style-type: none"> 1.3.1 Assessment of fiscal space for sustainable provision of services (1 or 2 townships per state/region in Chin and Mon) Identification of local private-public partnerships for service delivery and support to medium term expenditure and revenue framework rolling investment program. 1.3.2 Piloting of Local Development Fund grants for local public service delivery 1.3.3 Support to coordination of line-departments and township administrations for service delivery 	<p>UNCDF</p> <p>Main partners: UNDP, Ministry of Home Affairs, respective State and Regional Governments, selected Service Providers in selected townships, selected Township Planning and Implementation Committees</p> <p>Other partners: selected Tract authorities, UNICEF, WHO, UNOPS, UNFPA, IOM, UNODC, UNAIDs, UN Habitat, WFP, UNESCO, relevant NGOs and CSOs</p>	<p>Total cost: US\$ 10,65 mln</p> <p>UNCDF core: 500,000 UNCDF non core 10,150,000</p>
Total Output 1: US\$16,770,000				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2: Strengthened institutional capacity of civil society organizations to provide community services including civic and legal awareness and advocacy on human rights</p> <p><i>Baseline:</i> local governance assessment</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Qualitative indicators to measure CSO progress in participating in public decision making and hold government accountable in planning processes to be determined through local governance assessment - Communities provide structured, evidence based and socially inclusive feedback to improve communal services in 13 Townships. - Civic awareness: to be determined following civic awareness information audits and followed by findings of assessment of impact of civic awareness activities <p><i>Targets:</i> tbc governance assessments</p> <p><i>Related CP outcome:</i> strengthened institutional capacities for democratic governance in the delivery of public and private goods and services</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Civil society mapping completed in 13 Regions and States - Forum of CSOs established in four State/ Region - Civil Society Support Funds established in eight States/Regions - Introductory training programme on civil society engagement in public planning and decision making delivered in all States/Regions - Identification of services under township administration to be monitored by Township Planning and Implementation Committee, and identification of monitoring methodology - Civic awareness information audits completed in selected townships of 13 Regions/States <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Conferences of CSOs completed in 9 remaining States and Regions - Establishment of Forum of Civil Society in XX States/Regions - Training for Forum of Civil Society and State Government authorities on capacity to measure performance of civil society organisations delivered in four States/Regions - Training programme on civil society engagement in public planning and decision making tailored to needs identified in local governance assessment delivered in all States/Regions Workshops to empower women and most marginalized in leadership, coordination and planning within CSOs and delivered. - Workshop and training events to empower women and most 	<p>2.1 Activity Result: Enhanced capacity of civil society to coordinate and engage public and private sector in provision of services</p> <p>Actions</p> <p>2.1.1 Developing State/Region level networks and synergies between CSOs, Public and Private Institutions</p> <ul style="list-style-type: none"> • Conference of civil society organisations at States/Region level • Support to coordination forum of civil society in each State/Region <p>2.1.2 Capacities of CSOs to engage public in public and decision making planning</p> <ul style="list-style-type: none"> • Civil society challenge fund for CSOs at State/Region level • Training workshops on civil society engagement in public planning and decision making • Workshop and training events for strengthening women's leadership in CBOs • Institutionalization of capacity to measure performance of civil society organisations <p>2.1.3 Learning and sharing of best practices on civil society engagement</p> <ul style="list-style-type: none"> • Establishment of a civil society sub-group of the community of practice on local governance • Communication of civil society achievements and lessons learnt <p>2.2 Activity Result: Strengthened capacities of communities to monitor and evaluate service delivery and inform decision-making (linked with output 5 in cease fire areas). These activities will ensure a smooth transition from HDI to the new UNDP Country Programme</p> <p>Actions</p> <p>2.2.1 Capacity to organize and operate as a community based organization</p> <ul style="list-style-type: none"> • Strengthened organizational and financial management capacities of groups through training and re-training of local resource persons • Fostered group cohesion, networking and group learning capacities through forming of cluster leading groups, TSP federations, and Village Development Committees (VDCs) • Fostered networks among trained local resource persons, community leaders, government departments, and local service providers while aiming for government counterpart or service providers taking over capacity building and mentoring • Exposure to best practices of HDI for State /Region Government counterparts (Linkage Workshops) • Establishment of a CBO sub-group of the community of practice on local governance 	<p>UNDP</p> <p>Main partners: Ministry of Home Affairs, State/Region Government, Local Resource Centre (LRC), National NGOs articulating CBOs at Townships (possible priority to NGOs composed of former UNDP field staff), leading INGOs in respective locations</p> <p>Other partners: UNICEF, UNODC, WFP, ILO, UNHCR, FAO, UNFPA, WHO, UNOPS, WFP, Capacity Building Initiative (CBI), other NGOs and INGOs,</p> <p>Main partners: UNDP, Ministry of Home Affairs, State/Region Government, National NGOs articulating CBOs at Townships (possible priority to NGOs composed of former UNDP field staff), leading INGOs in respective locations, Village Tract Representatives, Village Representatives (100 households) , LRC, CBI</p> <p>Other partners working on service delivery: UNICEF, WHO, UNFPA, OCHA, WFP, LIFT, UNESCO, Gender NGOs</p> <p>Partners involved in community driven development (CDD):</p>	<p>US\$ 1.07 mln</p> <ul style="list-style-type: none"> - UNDP core: 265,000 - UNDP non core: 805,000 <p>US\$ 5,089 mln</p> <ul style="list-style-type: none"> - UNDP core: 4,305,000 - UNDP non core: 784,000

	<p>marginalized in assessing, monitoring, and planning of service delivery in the framework of CBO work delivered</p> <ul style="list-style-type: none"> - Establishment of a civil society sub-group of the community of practice on local governance - Training workshops for CSO in 17 townships on organisation planning and leadership dimensions identified in needs assessment undertaken in Year 1 - Community feedback on selected services to be monitored is collected in 17 townships - Establishment of a CBO sub-group of the community of practice on local governance - Completed civic awareness programmes <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Publication and dissemination of civil society report in four States/Regions - Township Planning and Implementation Committees are able to measure performance of CBOs - Relevant stakeholders informed on community perceptions of selected services - Establishment of coordination forum on civil society in nine States/Regions - Mechanisms for meaningful civil society engagement in public planning and decision making established in one township in nine States/Regions - CBOs in nine States/Regions sensitized on best CBO practices related to women empowerment - Completed assessment of impact of civic awareness programmes 	<p>2.2.2 Capacity of CBOs to engage in service delivery</p> <ul style="list-style-type: none"> • Capacity needs assessment of CBOs to evaluate service delivery. • Capacity building programme for CBOs to participate in Township Planning and Implementation Committees • Identification of selected services under township administration to be monitored • Capacity building for CBOs on community feedback mechanisms on service delivery. • Workshop and training events to empower women and most marginalized in assessing, monitoring, and planning of service delivery in the framework of CBO work. • Collection of community feedback on service delivery • Institutionalization of capacity to measure performance of CBOs within Township Planning and Implementation Committees • Communication and dissemination of community perceptions of selected services <p>2.2.3 Capacity of CBOs to support social cohesion and peace building</p> <ul style="list-style-type: none"> • Training on dispute resolution and conflict management for CBOs (in ceasefire areas and Rakhine): • Small grants fund for peace building (Shan, Kachin and Rakhine) <p>2.3 Activity Result: Civic awareness and empowerment</p> <p>Actions</p> <p>2.3.1 Assessment of community information needs</p> <ul style="list-style-type: none"> • Civic Information Audits • Identification of optimal institutions to house civic awareness activities • Sensitization of chosen institutions on the practice of promoting civic awareness <p>2.3.2 Content development of messages and formats most suitable for targeted communities in selected townships</p> <p>2.3.3 Dissemination of developed civic awareness material through most suitable media.</p> <ul style="list-style-type: none"> • Identification of optimal media of communication with targeted communities • Upstream dissemination and learning from collected material representing the voice of communities • Downstream dissemination for targeted communities • Establishment of a community of practice on community learning • Assessment of impact of civic awareness activities: 	<p>WB</p> <p>Main partners: UNDP, Ministry of Home Affairs, State/Region Government, Community Learning Centres, UNESCO, NGOs, local media</p> <p>Other cooperation partners: UNODC, ILO, UNICEF, LIFT, UNFPA, WHO, WFP</p>	<p>US\$ 1,081mn</p> <ul style="list-style-type: none"> - UNDP core: 150,000 - UNDP non core: 931,000
Total Output 2: US\$7,240,000				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 3: Strengthened capacity of local media institutions in support of local development and civic awareness at the district and state/region levels</p> <p><i>Baseline: None</i></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Sustainable community multimedia centres functioning with full community support and participation - Number of functioning local media channels operating in each target State or Region - A toolkit of field-tested training methodologies and materials, case studies and sample content for replication and dissemination of local media development programmes in other parts of Myanmar - <i>Targets:</i>3-5 channels and toolkit <p><i>Related CP outcome:</i> strengthened institutional capacities for democratic governance in the delivery of public and private goods and services</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Establishment of four Community Multimedia Centres - Assessment and mapping of Community Learning Centres, CLs completed in one township in every State/Region - Assessment of local media environment and actors in each State/Region completed - Established a local media forum in Four States/Regions - Training of trainers module on local media development designed and training and certification provided to trainees from each State/Region <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Capacity to measure local media performance in place at State level in each State/Region Pilot awareness and information dissemination programme completed - Implemented local media training programme - Delivered training programmes on social inclusion and gender in development, gender within media, conflict sensitivity in media reporting, journalist ethics and human rights in public broadcasting 	<p>3.1 Activity Result: Pilot Community Multimedia Centres (CMC) established in each States/Region</p> <p>Actions</p> <p>3.1.1 Stakeholder mobilization of interest, analysis and identification of CMC venues</p> <ul style="list-style-type: none"> • Assessment of stakeholder potential interest / support for Community Multimedia Centres (CMCs) including private sector funding • Mapping of CLCs, ICs and other community information resources in one pilot township per State/Region • Identification of locations for CMC • Needs assessment of CLCs, ICs and other institutions with community information resources in order to establish community information hubs <p>3.1.2 Establishment and capacity development for CMC</p> <ul style="list-style-type: none"> • Mobilization of community support for CMCs (volunteer staff, governance structure, funding and in-kind contributions) • Development and implementation of training programme for CMCs • Provision of technical assistance for CMCs • Development and implementation of community outreach programmes of CMCs <p>3.1.3 Learning from CMCs</p> <ul style="list-style-type: none"> • Assessment of impact of CMC activities • Design of benchmarks to measure performance of CMCs • Development and dissemination of policy recommendations for up scaling of CMCs 	<p>Main partners: UNDP, UNESCO, Ministry of Information, local media, Ministry of Education, School of Journalism, BBC Trust Fund</p> <p>Other partners: UNICEF, UNFPA, WHO, UNODC, IOM, UN Women, WFP, FAO, ILO, UNHCR, UNOPS, IMS</p>	<p>US\$ 1,584 mln</p> <ul style="list-style-type: none"> - UNDP core: 100,000 - UNDP non core:1,484,000

	<p>- Delivered training programmes for community broadcasting on gender and social inclusion tools, conflict sensitivity and upholding of human rights (in connection with justice sector community awareness activities of Pillar 3).</p> <p>- Implemented at least one pilot community broadcasting programmes in each State/Region</p>	<p>3.2 Activity Result: Enhanced capacity of local media actors in support of democratic governance</p> <p>Actions</p> <p>3.2.1 <i>Local media landscape assessment in each State/Region</i></p> <p>3.2.2 <i>Local media networking capacity</i></p> <ul style="list-style-type: none"> • Establishment of a state level <i>media development forum</i> • Institutionalization of capacity to measure performance of local media based on a national framework of Media Development Indicators (as per UNESCO guidelines) • Establish links and support synergies between local media actors and relevant stakeholders. <p>3.2.3 <i>Local media training programmes</i></p> <ul style="list-style-type: none"> • Development of a local media development programme for the establishment and sustainability of a community media sector • Implementation of local media training programme • Focused training programmes on social inclusion and gender in development, gender within media, conflict sensitivity in media reporting, journalist ethics and human rights in public broadcasting. <p>3.3 Activity Result: One pilot community broadcasting institution in each State/Region</p> <p>Actions</p> <p>3.3.1 <i>Preparatory activities for community radio station</i></p> <p>3.3.2 <i>Capacity building programme for community radio station</i></p> <ul style="list-style-type: none"> • Development of an initial media engagement and training programme • Training programmes for community broadcasting on gender and social inclusion tools, conflict sensitivity and upholding of human rights • Implementation of pilot community broadcasting programme • Capacity building of local media for effective legal awareness raising (in connection with Pillar 3) 		<p>US\$ 1,355 mln</p> <ul style="list-style-type: none"> - UNDP core: 110,000 - UNDP non core: 1,245,000 <p>US\$ 1,671 mln</p> <ul style="list-style-type: none"> - UNDP core: 79,000 - UNDP non core: 1,592,000
Total Output 3: US\$4,610,000				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 4: Strengthened institutional capacity of institutions to support sustainable livelihoods and reintegration programmes</p> <p><i>Baseline:</i> to be established during assessment phase</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - A successful transition of UNDP's involvement in the microfinance sector, from providing capital for selected microfinance providers to supporting the growth and development of a robust and sustainable rural financial sector. - Employment centre and employable skill development institution have evidence based up to date labour market information, job referral mechanisms and market adapted skill development programme in at least one township per State/Region to be determined. - Centre of excellence in rural micro-entrepreneurship established in each State/Region with access locally produced, high quality and evidence based local market research <p><i>Targets:</i> tbc</p> <p><i>Related CP outcome:</i> positive and sustained rural household income growth rates of targeted poor.</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Diagnostic on Making Access to Finance Possible (MAP) completed and disseminated - Shortlist and contract market leaders to initiate expansion of sustainable access to micro-finance and knowledge products and services to more than 100,000 low income clients through new market leading financial institutions (Micro-Lead) - Transition plan for transfer of ownership of microfinance equity funds under UNDP management accepted - Mapping of public and private vocational training institutions completed as part of CESR. - Labour market assessments completed. - Mapping of market research institutions completed. 	<p>4.1 Activity Result: Increased institutional capacity to promote inclusive rural financial services</p> <p>Actions</p> <p>4.1.1 National diagnostic of inclusive financial services "Making Access to Finance Possible" (MAP)</p> <p>4.1.2 Expand supply of inclusive financial service through leading regional practitioners of microfinance "MicroLead"</p> <p>4.1.3 Transition of UNDP's current retail microfinance portfolio in support of a competitive and effective microfinance sector</p>	<p>UNDP & UNCDF</p> <p>Main partners: Myanmar Microfinance Supervisory Enterprise, Ministry of Cooperatives, LIFT, IFC/CGAP, WB (Find Project)</p> <p>Other cooperation partners: Central Cooperative Society, Myanmar Agriculture Development Bank, ADB, PACT, Gret, World Vision, Save the Children</p>	<p>US\$ 15,655 mln</p> <ul style="list-style-type: none"> - UNDP core: 581,000 - UNDP non core: 7,179,000 (MF transition: LIFT & USAID) - UNCDF core: 7,895,000 - UNCDF non core: zero
	<p>Targets (year 2)</p> <ul style="list-style-type: none"> - Capacity building and awareness raising programme of MMSE (Myanmar Microfinance Supervisory Enterprise) for microfinance retail service providers based on MAP findings - Labour market assessments in 9 States/Regions - Capacity building for institutionalization of labour market assessments in 9 States/Regions - Assessments of vocational training institutions completed - Modular vocational training programme and curricula developed for two types of 	<p>4.2 Activity Result: Enhanced institutional capacity to create employment opportunities particularly for women and youth</p> <p>Actions</p> <p>4.2.1 Assessing the capacity of employment services and employable skill development institutions at the township level and their relationship with local markets and communities: an assessment of the scope and reach of formal and informal vocational training institutions across Government, private sector and civil society providing services at the township level will be coordinated as part of the CESR.</p> <p>4.2.2 Developing labour market analysis and capacity to undertake such analysis at the State and Region level</p> <p>4.2.3 Support employment services and vocational skill institutions in post conflict areas in preparation for reintegration of returnees</p> <p>4.2.4 Develop capacities in employable skill development of selected institutions at township level</p>	<p>UNDP</p> <p>Main partners: CESR partners, Ministry of Education, Ministry of Cooperatives, Ministry of Labour, Ministry of Science and Technology, Ministry of Industry, ILO, UNESCO, CVT Myanmar</p> <p>Other partners: UNICEF, UNCHR, IOM, ADB?,</p>	<p>US\$ 2,055 mln</p> <ul style="list-style-type: none"> - UNDP: 500,000 - UNDP: non core 1,555,000

	<p>vocational skills tbc</p> <ul style="list-style-type: none"> - Established network of practitioners on vocational skill development linking institutions throughout the country - Market and value chain analysis in 9 States/Regions - Implemented demonstration training programmes for potential entrepreneurs and micro/small enterprise managers on business skills <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Dissemination of training curricula and labour market assessment methodologies to other vocational training institutes - Demonstration entrepreneurship training programmes mainstreamed at national level 	<p>4.3 Activity Result: Enhanced institutional capacity to foster entrepreneurship (on farm and off-farm)</p> <p>Actions</p> <p>4.3.1 <i>Development of local level capacity to collect market information and conduct value chain analyses:</i> This activity will be implemented by a national research institution such as Yangon School of Economics or MMRD. It will be closely coordinated with Activity 2.2.2</p> <p>4.3.2 <i>Coordination and mainstreaming of best practices in rural micro-entrepreneurship:</i> This set of activities will be implemented through a national counterpart to be determined at the State/Region level following regional consultations. This may include a branch of the Union of Myanmar Federation of Chambers of Commerce and Industries (UMFCCI), an NGO, or a local business association. UMCCI has expressed interest to UNDP in this activity particularly in South East Myanmar.</p> <p>4.3.3 <i>Development of institutional capacity to promote cooperative entrepreneurship:</i> This activity will provide policy guidance in support of Cooperative Departments of targeted locations in the development of cooperative entrepreneurship through self help groups including UNDP supported Self Reliance Groups. In particular it will support the formation of cooperatives and foster business oriented community groups within emerging government policies and structures for rural economic development.</p>	<p>UNDP</p> <p>Main partners: Ministry of Cooperatives, Ministry of Commerce, Ministry of Agriculture, Ministry of Livestock and Fisheries, UNESCO, UNIDO, FAO, UMFCCI, MMRD</p> <p>Other cooperation partners: LIFT, ILO, UMFCCI</p>	<p>US\$ 1,17 mln</p> <ul style="list-style-type: none"> - UNDP core: 500,000 - UNDP non-core: 670,000
Total Output 4: US\$18,880,000				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 5: Improved livelihood and social cohesion (high poverty, border and cease fire areas)</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - 15% of community development project villages have village development committees - 30% women representation in 650 VDCs in 2012 <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Percentage of target communities having active community-led governance structures Percentage of women represented in VDCs - Number of months during which food is available for poor households (target and indicators tbd) <p><i>Targets:</i></p> <ul style="list-style-type: none"> - By the end of 2015, at least 80% of target communities have community-led governance structures in place for local level decision-making and implementation - By 2015 at least 40% female representation in VDCs. - x number of township level conflict analysis conducted as a request for development plans - Small grants provided for x number of organizations for reconciliation and peace building programmes - X number of peace committees established and x 	<p>Target (year 1)</p> <ul style="list-style-type: none"> - Community priorities are identified in pilot tracts in Kachin, Rakhine and Shan - Village and village tract level organizational mechanisms established in pilot tracts - Capacity building on community governance delivered in targeted tract villages - Capacity programme building for communities to implement and operate basic socio-economic infrastructure delivered <p><u>Camp level Livelihood Support:</u></p> <ul style="list-style-type: none"> - XXX working days of emergency job created through cash for work at camps level with 25% women involvement. - XX households received cash grants to start various on-farm, non-farm and off-farm based livelihood interventions (as specified in Table 5) at camp level for income generation of which at least 25% will be women beneficiaries. - At least XXX IDPs will be trained on feasible skill based vocational training to start skill based livelihood activities. <p><u>Village level Livelihood Support:</u></p> <ul style="list-style-type: none"> - XXX person days of emergency job created through cash for work for cleaning and repairing of individual houses, and cleaning of village ponds, dug well and public building. - X households received cash grants for asset replacement and livelihoods activities of which at least 25% will be women beneficiaries. - XX micro and small enterprises established through cash grant support and trained on business management. 	<p>5.1 Activity Result: Social protection and inclusion mechanisms in place for poorest households at the community level</p> <p>Actions</p> <p>5.1.1 <i>Assessment and identification of poorest households through village level groups/CBOs</i></p> <p>5.1.2 <i>Review and identification of sustainable village based social protection mechanisms</i></p> <p>5.1.3 <i>Implementation of village based protection mechanism and lessons learnt collection</i></p>	<p>Main partners: UNDP, Ministry of Border Affairs, partner NGOs, CBOs, Planning and Implementation Committees, Village Tract Representatives, Village Representatives (100 households), WFP, FAO, LIFT</p> <p>Partners involved in community driven development (CDD): WB, others</p>	<p>US \$2,0 mln</p> <ul style="list-style-type: none"> - UNDP core: 540,000 - UNDP non core: 1,460,000
		<p>5.2 Activity Result: Rural communities, community based organizations and other civil society organizations have acquired knowledge and skills for social cohesion, representation and participation in local development processes</p> <p>Actions</p> <p>5.2.1 <i>Representative village level organizational mechanisms (e.g. village/ village tract development committees, resource centres) are identified established and engage in identifying community priorities</i></p> <p>5.2.2 <i>Community capacity to implement and operate basic socio-economic infrastructure enhanced</i></p> <p>5.2.3 <i>Self-reliant groups (SRGs) and community based organisations (CBOs) have acquired the knowledge, skills and capacity to engage in forming sustainable and self-reliant federated structures (based on interest and in location where SRGs are not yet formed).</i></p> <p>5.3 Activity Result: Livelihood stabilized for the conflicted affected people</p>	<p>Main partners: UNDP, Ministry of Border Affairs, partner NGOs, CBOs, Planning and Implementation Committees, Village Tract Representatives, Village Representatives (100 households), WFP, FAO, LIFT</p> <p>Partners involved in community</p>	<p>US\$ 3,5 mln</p> <ul style="list-style-type: none"> - UNDP core: 1,000,000 - UNDP non core: 2,500,000

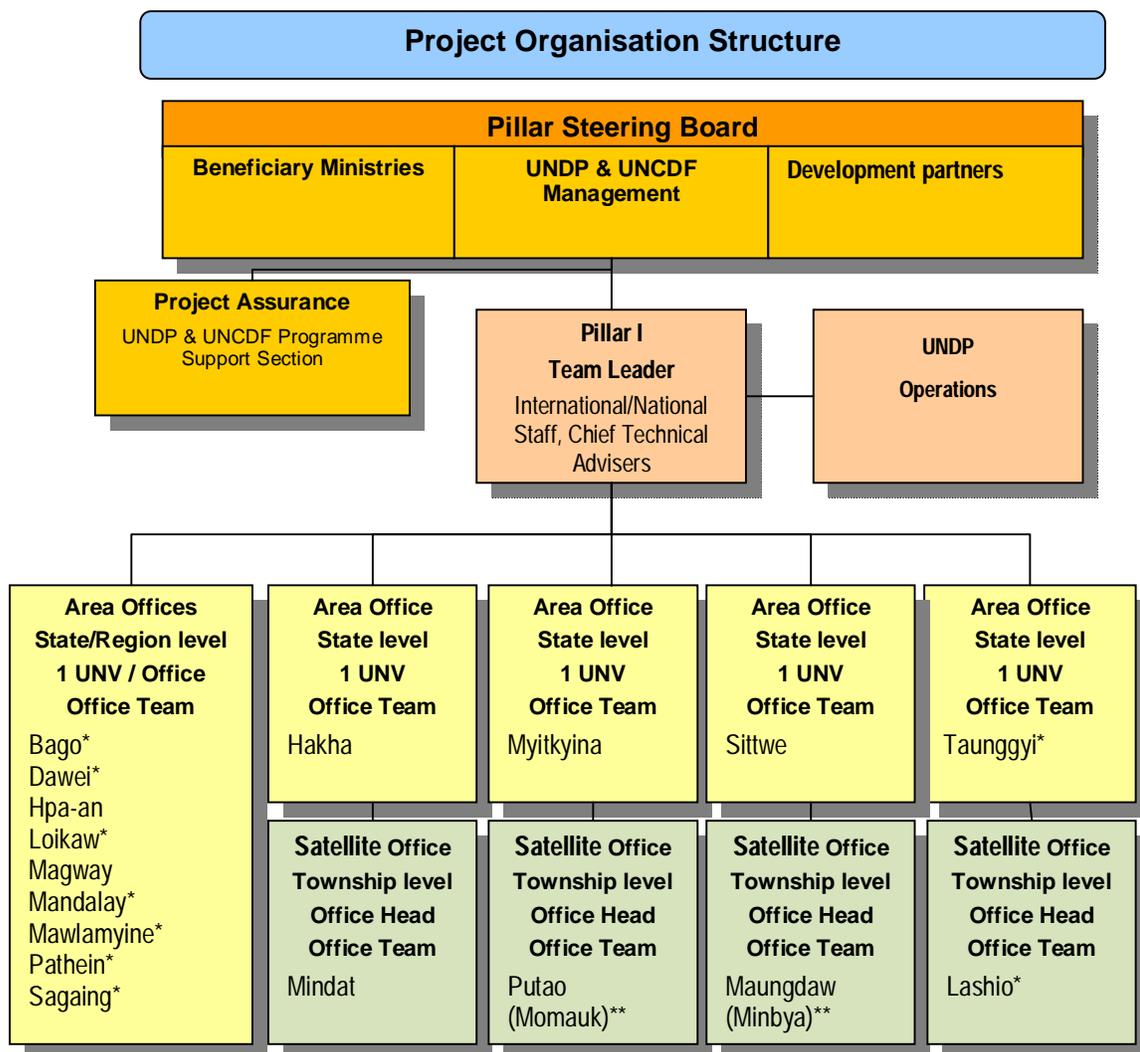
<p>number of community level conflicts mitigated through peace committees</p> <ul style="list-style-type: none"> - X number of interfaith dialogues organized - Increased awareness of conflict sensitive journalists (measured through pre and post training intake questioners) - Conflict sensitive media (measured through trend lines in media monitoring) <p><i>Related CP outcome:</i> positive and sustained rural household income growth rates of targeted poor</p>	<ul style="list-style-type: none"> - XX Agriculture Extension Workers (AEWs) and Livestock Extension Workers (LEWs) trained and mobilized to provide technical assistance to communities. - XXX farmers and XXX livestock breeders trained and provided technical assistance in the respective villages through nine AEWs and nine LEWs. - Mapping undertaken to identify local institutions, organizations and individuals with the capacity to support peace building. X number of women's organizations identified. - Capacity needs assessment for selected organizations identified through the mapping conducted. - Training provided to identified individuals and organizations on mediation and dispute resolution. - X organizations conducts consultations on finding community solutions to the current conflict. - X number of SRGs capacitated for conflict prevention - Perception survey to measure level of trust to establish baseline - Findings from dialogue consultations presented to National Policy Body on Rakhine. - Increased participation of atleast women in planning processes, conflict resolution mechanisms and improved gender relations through SRGs - Reduction in community level conflicts Increased traditional coping mechanisms at the village level through awareness raising using theatre and other creative mechanisms <p>Target (year 2)</p> <ul style="list-style-type: none"> - Community priorities for livelihood 	<p>staying through livelihood asset replacement, skill enhancement and income generation opportunities</p> <ul style="list-style-type: none"> • Key interventions under this component will focus on both Camp Based Livelihood Assistance; and Village Based Livelihood Assistance and Early Recovery in the conflict and disaster affected areas. <p>Actions</p> <p>5.3.1 <i>Camp level Livelihood Support: Immediate employment opportunities (cash-for-work); Daily income generations through service based activities and establishing micro and small scale enterprises; Vocational training;</i></p> <p>5.3.2 <i>Village level Livelihood Supports: Immediate job creation through cash-for-work; Cash grant or in-kind support for immediate livelihood assets replacement and livelihoods recovery; Training, technical assistance and monitoring support.</i></p> <p>5.4 Activity Result: Local capacities for peace identified and strengthened</p> <p>Actions</p> <p>5.4.1 <i>Local mapping exercise to identify conflict drivers and peace capacities, such as community committees, traditional leadership, civil society organizations and change agents with a view to capacity and impartiality to lead and facilitate community dialogues and inter-community activities</i></p> <p>5.4.2 <i>Assess the need for capacity enhancement of identified institutions and organization and test the feasibility of undertaking local dispute resolution and mediation trainings.</i></p> <p>5.4.3 <i>Mainstreaming conflict sensitivity into livelihoods and recovery</i></p> <p>5.5 Activity Result: Increased confidence-building measures supported through livelihood and other targeted interventions</p> <p>Actions</p> <p>5.5.1 <i>Confidence-building measures in support of inter-community interaction</i></p> <p>5.5.2 <i>Livelihoods and access to services for socially vulnerable</i></p> <p>5.5.3 <i>Gender mainstreaming and empowerment</i></p>	<p>driven development (CDD): WB, Others</p> <p>Main partners: UNDP, Ministry of Border Affairs, State/Region Government, Myanmar Peace Centre (MPC), Ministry of Defence, partner NGOs, OCHA,LIFT</p> <p>Other partners: UNODC, IOM, WFP, FAO, ILO, UNHCR, UNICEF, UNFPA, WHO, Humanitarian (I)NGOs</p>	<p>US\$ 4,0 mln</p> <ul style="list-style-type: none"> - UNDP core: 1,550,000 - UNDP non core: 2,450,000 <p>US\$ 0,6 mln</p> <ul style="list-style-type: none"> - UNDP core: 500,000 - UNDP non core: 100,000
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	<p>infrastructure projects are identified in pilot tracts</p> <ul style="list-style-type: none"> - Disbursement of funds for pilot tracts - Seed banks, cash transfer, food for work programmes for vulnerable implemented in targeted conflict affected villages <p>Target (year 3)</p> <ul style="list-style-type: none"> - Completion of livelihood infrastructure projects in pilot tracts - Lessons learnt on community driven livelihood programmes disseminated 		<p>Main partners: UNDP, Ministry of Border Affairs, State/Region Government, Myanmar Peace Centre (MPC), Ministry of Defence, partner NGOs, OCHA,LIFT</p>	<p>US\$ 1,4 mln</p> <ul style="list-style-type: none"> - UNDP core: 500,00 - UNDP non core: 900,000
		<p>Other partners: UNODC, IOM, WFP, FAO, ILO, UNHCR, UNICEF, UNFPA, WHO, Humanitarian (I)NGOs</p>		
Total Output 5: US\$11,500,000				
TOTAL	<p>UNDP core: US\$ 12,00 mln; UNDP non-core: US\$ 20,186 mln UNCDF core: US\$ 1,495 mln UNCDF non-core: US\$ 10,736 mln Other US\$ 14,581 mln</p>	<p>US\$ 59 Mio³⁴</p>		

³⁴ Budget total including personnel and program implementation cost, and indirect cost.

4. MANAGEMENT ARRANGEMENTS

Under the direct implementation modality, UNDP and UNCDF will be responsible for ensuring efficient delivery of project outputs, and coherence and coordination with other projects. UNDP and UNCDF will manage and implement the project using the UNDP and UNCDF standard tools for project management. UNDP will engage other partners as responsible parties through the UNDP procurement process and based on UNDP guidelines and procedures. In the spirit of ensuring national ownership and inclusive participation, the programme implementation will be done in close partnership with national partner institutions identified under the different outcomes and outputs of the programme, as well as with civil society and community organisations and actors. To ensure national ownership, the Pillar Steering Board will be formed with lead government counterpart and UNDP as co-chairs. This Board will be accountable for leadership and guidance achieving intended results. UN agency implementation may also be considered to enhance efficiency and results. In particular, joint implementation with other UN agencies will be prioritized for the activities in cease-fire areas. The project will promote ownership and capacity development of relevant actors and institutions in order to ensure sustainability of results.



* Offices yet to be opened. Offices not marked with an asterisk will be operational as of 1 January 2013, while office with an asterisk will be opened by July 2013. (**Additional satellite office in Kachin and Easter Rakhine state to be discussed.)

5. FUND MANAGEMENT ARRANGEMENTS

The Joint Programme financing arrangements will be a combination of parallel funding modality and Pass-Through modality. For the pass-through portion, the Participating UN Organizations have selected UNDP (through the Multi-Partner Trust Fund Office) to act as Administrative Agent (AA) for the Joint Programme.

6. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Team Leader to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Team Leader to the Pillar Steering Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Team Leader and shared with the Pillar Steering Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Pillar Steering Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

6. LEGAL CONTEXT

UNDP and UNCDF as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP and UNCDF will undertake all reasonable efforts to ensure that none of the project funds of UNDP and received pursuant to the Joint Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP and UNCDF hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

ANNEXES

Risk Analysis: to be finalized following consultations