

United Nations Development Programme

Independent Assessment Mission on the Human Development Initiative Myanmar

Covering the period
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Submitted by:
Glen Swanson

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LIST OF ACRONYMS

CBOs	Community-based Organisations
CDRT	Community Development for Remote Townships
CO	Country Office
GC/EB	UNDP Governing Council/Executive Board
GOM	Government of the Union of Myanmar
HDI	Human Development Initiative
IAM	Independent Assessment Mission
ICDP	Integrated Community Development Project
IHLCA	Integrated Household Living Conditions Assessment
INGO	International NGO
Ks	Myanmar Kyats (ks 820 = US\$1: May 2011)
LIFT	Livelihoods and Food Security Trust Fund
MERU	Monitoring, Evaluation and Reporting Unit
MEL	Monitoring, Evaluation and Learning
MDG	Millennium Development Goals
MF	Microfinance
MSM	Men Who Have Sex With Men
MPG	Myanmar (HIV) Positive Group
MPWN	Myanmar Positive Women Network
NGO	Non-government Organisation
PLHIV	People Living with HIV/AIDS
SRDD	Senior Deputy Resident Representative
SHG	Self Help Group
SOP	Standard Operating Procedures
SRG	Self Reliance Group
TSP	Township
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY/PROGRAMME OBSERVATIONS

Following the Executive Board decisions, the UNDP in Myanmar under the Human Development Initiative (HDI) has been implementing a portfolio of assistance since 1994. Originally targeted to cover 24 townships (3,900 villages), the combined projects now have outreach to 63 townships in 11 different regions of the country (8,000 villages). Through its history the HDI has undergone four phases, designed to address the basic humanitarian needs of rural poor communities by supporting sustainable livelihoods, including income generating activities, improving access to the basic social services such primary health care, basic education, small village infrastructure, water and sanitation and HIV/AIDS preventative information.

With 19 years of engagement there are robust mechanisms in place to support rural development and improve livelihoods of poor and vulnerable households. This is especially evident in the Self Reliance Groups (SRG) which through the concerted efforts of the HDI over the last years have become a prime mechanism of support and engagement of rural communities. Sustainability of SRGs is high and there is every expectation that these groups will remain a viable aspect of these communities¹. Similarly, the HDI has developed effective and supportive township offices throughout the country to support the communities in which they engage. While there is legitimate concern about the wide spread and cost of maintaining these township offices throughout the country, these offices have nevertheless matured into effective and supportive mechanisms.

The Integrated Community Development Project (ICDP) and the Community Development in Remote Townships (CDRT) project have made considerable gains towards consolidating their mutual efforts through their joint Logical Framework Matrix (logframe). This has led to significant improvements in coordination and complementarity of effort. In the final closure of HDI and during its transition period towards the new programme, there is a possibility of moving this initiative further.

Overall the Independent Assessment Mission (IAM) finds that ICDP/CDRT is now well on track to fulfilling its goal of providing assistance to the poor and vulnerable through various complementary livelihood initiatives, as well as through the provision of access to credit loans and improved skills and social capital. Furthermore, the key modality of SRGs is a principal feature from which many achievements have been made and a major instrument of HDI's community based development approach, promoting rural livelihoods enhancement and support to food security, health and education. The maturity of SRGs is now being linked to cluster groups and a majority of these groups are functioning with less on-going support from the project. In addition, SRGs are now linked to microfinance initiatives providing flexible credit to small scale rural farmers.

Other Community Based Organisations (CBO) are also engaged in broader community activities. This is evident in the support to community rice banks and other related agricultural activities, with CBOs also involved in projects with wider village significance, providing entry points for future engagement in other local development and governance related work.

Within the ICDP and CDRT a Community Feedback and Response System is now fully operational. Efforts are in place to ensure that this mechanism remains relevant and effective

¹ 82% of SRGs within CDRT and 86% of SRGs within ICDP are measured as sustainable. This figure combines the totals of self-reliant and functioning SRGs together to identify potential maturity.

in tracking critical concerns from the beneficiaries. While well developed, there is still room for further improvements, particularly in how complaints and grievances are reported back to the plaintiff's community.

Sustainable Microfinance to Improve the Livelihoods of the Poor activities are performing strongly and meet international standards on both credit and micro-insurance to the poor and vulnerable, which is deemed crucial for agricultural livelihoods. These initiatives also support consumption needs and increase the ability of rural communities to cope with shocks in times of crisis.

The Integrated Household Living Conditions Assessment (IHLCA), which has examined the extent, nature and causes of poverty in Myanmar has now provided a widely cited baseline for the country to track its progress on MDGs. But the IHLCA has limited utilisation of data and results, as it still remains under applied in project planning. Additionally, access to the database remains restricted to pre-approval by the government led steering group.

Enhancing Capacity for HIV/AIDS Prevention and Care Project (HIV/AIDS) continues to report effective working relationships through various government agencies (related to health and justice) as well as with community based support and capacity building of Self-Help Groups (SHG) for the most vulnerable. The Project has contributed to guiding the government health strategy, as well as supporting a review of current laws affecting HIV positive persons. This is also related to other activities, including support to civil society organisations and establishing an effective working relationships with these groups and the government.

During the last year rapid political transformations have been underway in Myanmar. In this respect the UNDP country team has been recently working towards the formulation of a strategic framework of engagement from which the HDI will transit into a new programme. This is expected to complement those donors that wish for closer alignment and complement of effort with the government. Overall, the changing political context coincides with the end of the HDI cycle, and this provides the basis for a selected move forward on some of the sustainable programmatic elements, into a new country program which is now being prepared for the period 2013-2015.

OTHER CROSS CUTTING AND OTHER ISSUES

On gender: Over the years the HDI-IV projects have had strong impact through its support to women through SRG and microfinance initiatives. The result has been to address women's inequality and reducing their vulnerability through supporting mechanism that are almost exclusively comprised of women. Yet with these achievements, the IAM is concerned that with the absence of the gender adviser in the reporting period, there has been an consistency of applying the HDI gender strategy and subsequent action plan in community activities. Now with the recruitment process completed the new adviser will need to work closely with the CDRT and ICDP as well as the microfinance project, to further develop the Gender Strategy and update the gender action plan. These efforts are critical to ensure consistency in advocating, supporting and promoting activities and to ensure achievements towards women's empowerment and gender equity at the community level remain on course.

Environmental initiatives are a strong focus area within the HDI and the IAM reports on the efforts made to introduce new environmental activities. Further analysis of the impact of those recent initiatives is required. In addition serious effort needs to be given to addressing the present deficit in human resources in the HDI environment team to manage the increasing work load. Currently the environment project is understaffed and not running at full capacity.

Nevertheless in spite of these limitations, the team has been able to maintain its performance of duties, which is exemplified in having secured new funding to be included in the new programme. The outstanding challenge will be to address the current staff shortage to ease the burden carried by the now reduced team and bring the team up to its full potential to perform to its fullest and to be well situated to support the increased activities required by this increased funding.

On related environmental initiatives the project is also giving adequate attention towards disaster preparedness. Disaster risk reduction initiatives are expanding within the HDI; with UNDP being among the lead agencies in this regard working on both the policy level through its leadership in the DRR Working Group as well as at the community level. To avoid any risk that DRR efforts burden communities efforts have been made to working fully with existing social and structures at the community level.

The Monitoring and Evaluation Unit is also understaffed with the recent loss of key staff. At this time, as the country office has been making serious attempts to improve its reporting mechanism, this is having an impact that needs to be addressed. In particular last year's gains in strengthening the result-based management framework with the ICDP CDRT logframe, requires full and continued support, as this may suffer if this is not addressed. It is noted that as part of the new programme formulation, consultancies have been commissioned to review the present Monitoring, Evaluation and Reporting (MER) system set up in 2011 at the CO and project level, with a view to provide validation and recommendations for the new country programme.

Overall, during the last year, a number of staff positions have been vacant in the UNDP CO in a number of units. The efforts of the CO during this time has been on filling these positions and now a gender adviser has recently been brought on board, a new microfinance manager is scheduled to start shortly, and the monitoring and evaluation adviser has been selected. While it is encouraging to see these vacant positions being filled, and the IAM is confident that the CO will continue to fill these absent positions, understaffing has put a strain on the overall delivery of the HDI. Specifically, some positions have been temporarily filled by persons without the full knowledge or skills to carryout the task and in other cases activities have been postponed without the corresponding manger promoting that specific agenda.

1. INTRODUCTION

The Independent Assessment Mission of the UNDP Human Development Initiative (HDI) was carried out in April of 2012. In contrast to previous Independent Assessment Mission (IAM), this year the assignment was conducted by one person. It began with an extensive review of the documentation on the HDI projects, as well as interviews and discussion with the UNDP programme and project management staff. The IAM consultant was not able to undertake any fieldwork other than to the local, greater Yangon area to interview Self Help Groups in their townships. The consultant was also able to meet with Area Managers and Township Managers from the Delta and the Mon/ Kayin Area to discuss the past year's achievements, challenges and work plans.

Given these limitations on the size of the team and the limitation of the field work, the IAM focused extensively on documented review of reports. Nevertheless, the consultant to the 2012 IAM is confident that in the context of these limitations this assessment has also been able to build upon accumulated knowledge of the HDI to provide insight into the project activities, which in turn contributes to the recommendations given in this report. On that note, the consultant to this IAM has participated in three prior Independent Assessment Missions and one independent consultancy to the UNDP country team in Myanmar.

This IAM has been carried out in the context of two major events. Firstly, by-elections were held on April 1, 2012 to contest 45 seats² that were almost overwhelmingly won by the National League for Democracy led by Daw Aung San Suu Kyi, gaining for her party 43 of the 44 seats contested. The second major event is that this year marks the final cycle of the HDI programme, which after a course of 19 years and four phases will come to a close.³ These two major events converge, as it is now expected that the UNDP mandate restrictions that have been in place will be lifted, or significantly modified. In respect to these changes, the HDI would no longer be a relevant instrument for engagement in rural development in Myanmar. This in turn challenges the UNDP to formulate a more comprehensive and responsive country programme which is currently at the forefront of the various HDI team efforts.

² 37 seats in the lower House of Representatives (the Pyithu Hluttaw), 6 seats upper House of Nationalities (the Amyotha Hluttaw) and 2 seats in two regional Hluttaws (Bago/Pegu and Ayeryarwady/Irrawaddy regions).

³ While the HDI will close the new programme is expected to have a transition period of support to former HDI supported communities.

2. COMPLIANCE WITH THE MANDATE

In assessment to compliance with the mandate, the IAM Team has reviewed the Governing Council/Executive Board (GC/EB) decision⁴ and also examined the documentation for each of the HDI-IV projects.⁵ In addition, a series of extensive discussions and interviews were held with the UNDP County Office team and HDI project staff. Due to time constraints, only a limited number of village visits were carried out, and these were restricted to the great Yangon area. Also town staff were brought into Yangon from the Delta and the Mon/ Kayin area to participate in the HDI workshops and interviews.⁶

The UNDP programme in Myanmar, through the Human Development Initiative is required by the Governing Council/Executive Board to specifically focus on a portfolio of programmes that implement activities which are *“clearly targeted towards programmes having grassroots impact in a sustainable manner...in the areas of primary health care, the environment, HIV/AIDS, training and education, and food security.”*⁷

The IAM regards the HDI programme as being in full compliance with GC/EB directives. In this context, for perhaps the first time in many years, the HDI projects have begun positioning for a more pragmatic interpretation with more frequent dialogue with the new government, as well as state and division officials. This has been in full compliance with the mandate instructions, as it has been limited to dialogue. These actions have initiated a stronger working relationship reflected in two ways. Firstly, when problems have arisen in the last year there has been a more accommodating exchange of views between officials and the HDI projects to resolve matters.⁸ Secondly, the government has expressed (i.e. through the Ministry of Border Affairs and the Ministry of National Planning) informal exchanges on the future direction of government development strategies.

Overall the IAM mission acknowledges that the HDI-IV projects are focusing on the principal instructions of the GC/EB directives, with concerted effort towards the grassroots level with township support and coordination.

⁴ This includes the provisions of Governing Council decision 93/21 and the Executive Board (EB) relevant decisions (http://www.mm.undp.org/Executive_board.html#2001). These comprise the following: EB Decision 1996/1; 2001/15; 2003/2; 2004/2; 2005/3; 2006/2; 2006/31; 2007/36; 2009/24 and 2011/38.

⁵ The HDI currently is made up of three main projects including the Integrated Community Development Project (ICDP), the Community Development in Remote Townships (CDRT) and Sustainable Microfinance to Improve the Livelihoods of the Poor Microfinance. This is complemented by the community health focused project Enhancing Capacity For HIV/AIDS Prevention and Care and the Integrated Household Living Conditions Assessment (IHLCA) project.

⁶ ICDP and MF projects are overlapping in 11 only townships in Delta (Bogalay, Mawlamyinegyun and Laputta), Dry (Magway, Kyaukpadaung and Chaung U), and Shan (Kalaw, Nyaung Shwe, Pindaya, Pinlaung and Ywangan).

⁷ See Governing Council decision 93/21.

⁸ As evident in frequent meetings in the capital Naypyidaw as well as the informal phone calls between the two UNDP and ministries. The latter often as a means to inform government official seeking clarifications and support.

3. PROJECTS UNDER THE HDI FRAMEWORK

3.1. SELF-RELIANCE GROUPS

Self-Reliance Groups (SRGs) are one of the principal instruments of the HDI for addressing rural livelihoods. The SRG is used as an entry point to promoting community based economic initiatives as well as providing support to group members' household needs through savings and credit funds that members may borrow from. As importantly, the SRG is also a robust means for promoting empowerment of its members within the community.

Overall the SRGs are functioning in a sound and viable manner and have become a proven mechanism for community engagement. The savings and loans mechanism is relevant and effectively addressing fundamental issues of food security and income generation. As importantly, the SRGs are appreciated by the IAM as being effective in mobilising women in rural communities and promoting their active participation in culturally accepted ways. The SRG mechanism is appreciated as a effective means of supporting other vulnerable groups in rural communities.

Over the last year, HDI efforts have been focused strongly on improving their overall capacity and supporting SRGs to be more robust. As a result they are now performing better in respect to their self reliance, as group members undertake management of their capital and inputs. Those SRGs that are performing best, and graded as either *self reliant* or *well functioning* are groups which are relatively small and are characterised by a clear simple structure, with well defined procedures and clear purpose of effort.

3.2. SUSTAINABILITY

In 2010 the IAM Report noted that the Self Reliance Groups Case Studies⁹ stated that '*a very limited number of SRGs will survive should the HDI exit from the village*'. While that same IAM report clarified that it questioned whether this statement was well-founded, it nevertheless raised concerns within the HDI about the overall approach used in the ICDP and CDRT projects in respect to SRG sustainability and effectiveness.

Since that critique, considerable effort has been give to strengthening the operational and financial management of these community groups to support members for livelihood activities, to implement village development priorities and to increase the overall capacity of SRGs, as well as other CBOs. Special effort has been given to the groups' management of common funds/revolving funds and how these groups engagement in wider village development activities. The principal effort being to develop sustainable village based groups and improved the on-time repayment culture of SRGs.

On this it is worth reviewing the ICDP/CDRT efforts to improvement the rate of SRG repayment, the size of revolving funds, the number of SRGs accessing credit from UNDP microfinance, and the number of SRGs and other CBOs engaged in broader village development activities. On reviewing this information, we can assess the sustainability of these groups and their ability to survive the HDI.

In an area spanning 49 townships there are currently 5,542 SRGs fully functioning with a total membership of 75,771. Of these 99% are women. Using the performance grading of the

⁹ The SRG Case Studies. Sept. 2007

ICDP/CDRT we see that within the CDRT 46%¹⁰ are now categorised as self-reliant and 38% are fully functioning while 24% are still regarded as weak and 10% as very weak. In the ICDP the figures are 37.9% as self reliant, 48.2% functioning and 13.9% remaining weak.

Overall the figures are a significant improvement to last year ,with an the Project's increase of effort towards self reliance and increased support to the *functioning* SRGs, that are graded as having high capability but still requiring some degree of assistance in either financial management, organisational accountability or in their score on learning and evaluation criteria.

In respect to this reported performance criteria, the HDI has currently a high number of well performing and mature SRGs and they in turn should be given the opportunity to be let go, as they can be expected to continue to function with reduced support from the project field staff and facilitators. This reduction of support to mature SRGs is an exit strategy that would allow a withdraw of support in these communities and a roll-out to new villages within project townships without increasing the current project workload.

It would appear from these reports that both projects have made serious attempts to counter the earlier claim of an inability to '*survive should the HDI exit from the village*'. Rather the ICDP and CDRT are well on track to be able to exit their support for at least 37.% of the ICDP villages and another 46% in CDRT villages. In addition almost another 40-48% of villagers would be able to continue functioning with only limited support from the project.

3.3. REVOLVING FUNDS & REPAYMENT RATES

A second interesting development has been reported in the last year. In earlier IAM reports the CDRT and ICDP were strongly criticised for their respective weak performance of revolving fund repayment rates. Using the data and calculation available within the annual report provided at that time, the IAM reported that SRGs loan repayment rates where as low as 73% for the CDRT and closely match at 77% for ICDP.¹¹

To address this the HDI has channelled resources towards further capacity building and increased support from community facilitators to the SRGs, to increase their performance on repayment. At the same time, the HDI also reviewed the previous formula used to track the repayment rate and examined its validity. This lead to a series of reviews and in 2011 amendments were made to the earlier calculation that lead to a more robust formula. Following this the repayments rates are now reported as closer to the rates within the microfinance project: with microfinance the new calculation formula repayment rates now reported at 96%.

Adjusting the calculation methods entailed breaking down accumulative data to provide a differentiation of how much of outstanding loans are actually overdue.

It should be noted that this change in the methodology of calculation was carried out in the joint discussions with the CDRT/ICDP project managers and the CO Policy Unit, with support from their economist and Senior Programme Analyst. In these reviews it was suggested that a more robust calculation, in line with microfinance monitoring procedures could be applied to SRG revolving fund repayment. This new calculation in turn has been

¹⁰ CBOs within the CDRT are somewhat lower at 33% (2,896) showing self reliance/good.

¹¹ As of December 2009 and documented in the IAM report of 2010.

further reviewed and accepted by an external consultant, as a revised standard for future SRG tracking of repayment

These combined improvements in SRG performance as well as overall SRG capacity of groups to undertake on-time repayment is especially reliant to linkages to the Microfinance Project, which introduced bulk loans to SRGs. These high performing SRGs are now eligible for microfinance loans, with their improved repayment record. Poor performance of SRGs was considered a limitation to SRGs being provided capital by the microfinance project. Therefore documented improvements of sound repayment records is a precondition for eligibility in microfinance loans.

Lastly, in our interviews with township staff, concern was raised regarding the inability of some townships banks to allow SRG members to open savings deposit accounts. This appears to be an anomaly and not present in other areas. In the reported instance from Hpa'an Township, SRG members stated that they are only allowed to open credit accounts yielding no interest. Considering that some of these SRG saving are significant, it is a hindrance to the groups not to be able to have access to a secure account providing savings interest. The result of this is twofold. Firstly, those affected SRGs may be reluctant to allow their own revolving fund to grow too big as it is a burden to safeguarding these funds at the community level. Secondly, as a result of limited growth of their funds, the SRG may not be able to support more members' loans, which they could potentially bear with a larger accumulated fund. These problems may become more relevant as the instructions to the new micro-credit law are implemented, requiring all community-based revolving funds to hold their deposits in authorised bank accounts.

RECOMMENDATIONS

- R1: The IAM recommends that based on the criteria for SRG performance, action should be taken to begin 'releasing' select SRGs from HDI project support and begin a rollout of those mature and functional groups. Efforts should be on ensuring that cautious steps are in place, so as not to lead to their collapse but encourage their independence from the project.
- R2: Given the increase in overall performance of SRGs and CBOs in the last 18 months, the IAM observed numerous innovations towards overall sustainability of SRG: for example SRG now gather to share experiences at cluster level. These SRG clusters provide peer-to-peer support and they may provide a way to maintain a presence of support to lower functions SRGs. IAM recommends encouraging peer-to-peer models and support through clusters, be closely monitored for lessons learned for HDI activities in other regions.
- R3: IAM recommends that the calculation for the repayment rate be reviewed by a qualified expert in microfinance, not to cast doubt on the reported results, but to ensure that the formula is robust and correctly capturing the full performance of the revolving funds. In addition, the microfinance expert can be solicited to draft an improved tracking method for differencing between outstanding loans, loans in arrears and 'bad' loans.
- R4: The ICDP and CDRT should open dialogue with the local banks to discuss why those banks will not support true saving accounts for these revolving funds. The project staff may also be able to use its influence to raise this problem with local government authorities.

3.4. COMMUNITY FEEDBACK AND RESPONSE MECHANISM

The HDI has established a pilot Community Feedback and Response Mechanism¹² to provide a means for project beneficiaries and others to provide comment, criticism or other inputs, as well as seek response to concerns they may have regarding UNDP project activities and other development interlocutors.

This initiative was first implemented as a pilot wherein the mechanism could be tested, tuned and adjusted before rolling out fully. This pilot ran from January to June 2011 covering a six month period in four HDI townships.¹³ Based on this, the feedback mechanism is now being extended across the HDI project areas.

It is noted by the IAM that this mechanism is built upon mainstream approaches, including the Humanitarian Partnership Standard.¹⁴ Building upon the pilot the feedback mechanism has been further applied in two phases. The first was initiated in November 2011 and focused on training, awareness and community ‘sensitisation’. This first phase encompassed 19 townships, seven in the CDRT project area and eight in the ICDP area; in addition to the original four in the pilot phase. The project began receiving feedback in January 2012.

The second phase is expected to add an additional 16 CDRT and ICDP townships.

It is reported that the pilot has been well announced within the project and community members have been and are aware as to how the feedback system works. This has been reinforced with posters that summarise the process in the villages as well as with mail boxes, to collect inputs and remarks from communities. From this, all responses are recorded by the township offices. Alternatively, where it is applicable e-mail, postal addresses and telephone contacts are provided as another means to convey opinion and grievances.

It has been reported that almost 500 feedback notices have been received during the six months pilot period. Typically, this is dominated by requests for additional assistance (29%), an expression of thanks (22%), requests for assistance outside the scope of project (16%), general suggestions for the programme (13%) and feedback on non-UNDP persons, such as community group leaders and committee members (7%).

Overall, through both the pilot initiative and the full advent of the feedback mechanism, the HDI has committed resources to properly implement this task. Yet, reviewing the documentation, the reports do not indicate whether feedback has been provided to the person that submitted the complaint, nor whether that plaintiff acknowledges that his case was processed. Even in anonymous claims efforts need to be given to ensuring that a response has been given to each of the recorded inputs. It is admirable that a collection process is in place and that the HDI projects are responding to the inputs, but it is critical that a feedback mechanism also be perceived as being responded to the original provider of that input. A sound feedback mechanism will require not only a mechanism of input but also of a response that is understood and receptive to the initial complaint.

R5: The feedback mechanism is in place and robust, and given the resources and remaining time it should be rolled out across the ICDP and CDRT project area.

¹² See: HDI Document “Community Feedback and Response Mechanism Pilot.” Myanmar. Sept 2011.

¹³ Two townships in the CDRT area (Paletwa and Hpaan) and 2 townships in the ICDP area (Pakokku and Kyaiklat).

¹⁴ For further details on Humanitarian Partnership Standards see: <http://www.hapinternational.org/>.

R6: The reports fails to document that the complaints mechanism is being perceived by the feedback provider as having responded to their query nor that their case has been dealt with fully.

3.5. STREAMLINING PROJECT FUNDING FLOWS

Throughout a number of pervious IAM reports, the problem of the flow of funds to cover implementation expenditures into the ICDP and CDRT projects was cited as a hindrance to overall implementation effectiveness of activities at the community level. The problem was rooted in that Area Managers, Township Managers and Community Development Facilitators often having to front the cost of their own fieldwork (travel costs, daily subsistence allowance, and so forth) from their pocket, and then waiting as long as three months for reimbursement. Many of these staff were not able to bridge these expenditures gaps and in some reported incidents field trips were being impeded.

One of the cited reasons for this was that requests for payments would have to be submitted through a more lengthy process of submission to the UNDP Programme staff in Yangon, and subsequently leading to lengthy delays.

To address this, in May 2011 the ICDP/CDRT carried-out a series of meeting with Area and Township managers to understand the scope of the problem at hand. Based on these discussion it was decided to prepare a process that provided a cash-advance, based on estimated travel days. This resulted is a standard of five days advance for Area Managers, 10 days for Township Managers and 80% of Community Development Facilitators, covering up to 15 days per trip.

Following this, a pilot was launched in May and June of 2011. The advance mechanism was reviewed and adjustments were made according to the feedback received. By July of 2011 this new procedure was rolled out to all townships, with guiding directives (Standard Operating Procedures- SOP) to cover the requirements for a travel plan, submission of a claim, exemptions for longer field visits, and so forth.

In short, this mechanism of providing an advance has effectively addressed a long-running hindrance to fieldwork and circumvents the restriction of the limited authority of mangers under the SSAC agreement. The mechanism is working well and has been adjusted further to accommodate the issues related to those more remote areas of the project's outreach.

A series of on-going 'spot-checks' are carried out to ensure compliance and adherence to the Standard Operating Procedures.

Similarly, to coverage of operational expenses of the projects in townships, a scheduled payment advance system was initiated in this same period. This covers basic operations costs, which includes fuel purchases, office supplies, IT and communications expenses, and so forth- including various unforeseen expenses such as equipment breakdown. This new system now prepares a projected forecast of all expected, standard operation cost and provides a three month advance to cover these. In additional a detailed spread sheet template has been provided to help the managers track and monitor these scheduled expenses. This expense forecast sheet is now prepared in conjunction with the projects annual work plan.

A complementary procurement plan is likewise prepared for the working year. The procurement appraisal schedule is detailed to cover all payment requests for a 12 month period. With this, procurement payments are now completed within two to three weeks, significantly down from the pervious delay of months.

Overall the IAM sees a significant improvement at the township levels of addressing a long standing problem that was having direct affect on the ability of community development facilitators to have full access to their communities. A relatively simple, yet effective system is now in place and adequately serves the needs of ensuring a timely flow of operations funding to the projects.

3.6. OVERALL PERFORMANCE OF ICDP AND CDRT

As stated above, the HDI is in compliance with the mandate required by the UNDP GC/EB. Overall the IAM is impressed with the achievements of targets and the effort made during the last year by managers and staff. This is especially evident in the stronger complement of effort between the two projects and the further refinement of the collaborative work plan and integrated logframe now in its second year of utilisation.

Both the ICDP and CDRT projects focus their effort towards addressing the basic needs of the rural poor of the selected communities, at the household level (CDRT) by providing support to livelihoods, capacity building of community groups and support to village social infrastructure, water and sanitation (ICDP). Both projects have also continually promoted income generating activities to poor households through SRGs.

Through 2011 the projects have demonstrated having effectively integrated their community development efforts through its refined focus on the poor within the target villages while placing appropriate emphasis on their respective self-help groups. This has been especially evident in the development of the joint logframe that greatly served to aligning these two projects and has significantly enhanced the results orientation.

As a result of these efforts they have raised the levels of performance (sustainability) of these community based groups, while increasing the capacity of the poor in these communities to self-organise, plan, implement and manage their own activities. With that stated, the IAM notes that these improvements are difficult to thoroughly measure beyond the performance criteria reported.

Throughout 2011 both ICDP and CDRT have performed strongly and their annual reports show that they have met or exceeded almost all of their targets.¹⁵ This performance is a reflection of the effort, energy and serious commitment of HDI project teams and also reveals the community response and appreciation of HDI activities' relevance across its project areas. Overall, ICDP and CDRT now have significant and far searching geographic coverage in 49 Townships. With the recently expanding outreach of other aid agencies in the humanitarian space, the UNDP is well placed to build upon these accomplishments and be recognised for its longstanding achievements in these rural communities.

¹⁵ The one significant target that was not achieved was the total number of acres of cultivated paddy and oil seed. This resulted from an incorrect target figure that was calculated at four times the estimated rate. Therefore the HDI target was set too high at 107,508 acres, when only about half of that was achieved.

4. THE MICROFINANCE PROJECT

The Microfinance Project is one of the three methods of providing financial services to rural communities within the UNDP HDI portfolio. Currently the project is working in 26 townships in three zones. The Microfinance Project currently supports 337,368 borrowers, as of the end of 2011. During 2011 38,466 new clients joined the project. This comprises an outstanding portfolio of 43,860 million Kyats (equivalent to 54.32 Million USD). It was reported that the overall portfolio growth during this period was 23.45% and active borrowers dropped by 8,284 (2.40%) as compared to same period last year.¹⁶

In the coming year, it is projected that project expansion will accumulate to a total of 27 townships with 117 branches at the end of 2012. Loan ceiling will be 100,000 kyats for first cycle of regular loans. This expansion is a significant step towards mitigating against the fears of the project reaching a saturation rate in its operations areas resulting in an inability to provide service to needy areas.

Currently, the Microfinance Project is delivering nine types of loans (products) and two savings products. In addition to these mainstream loans, the project has recently introduced a new service for micro-insurance coverage of microfinance clients. This beneficiary welfare programme is proving to be popular and expanding from its initial implementation, as a new safety net programme (coping strategy support mechanism) for microfinance beneficiaries.

First developed for the Delta in the post-Nargis context in 2008, vulnerable loans were rolled out in late 2009 into the Dry Zone and in early 2010 into the Shan State. Only 846 vulnerable loans and 3,375 health loans have been given in total, at year end.

As reported in past IAM reports the Microfinance Project continues to maintain a very strong repayment rate of 99.33%.¹⁷ Oddly, the project was not able to report the Portfolio at Risk figure for 2011. Efficiency remains high, with a strong case load per loan officer ratio (approx. 1 to 382), and operating expenses at only 17.87%. placing the project well within the CGAP best practice standards.

The Microfinance Project continues to function as a project implemented by the US based NGO, PACT. Currently in this arrangement there is no governance by UNDP and as a result there is no directions on policy formulation; though work began in early 2011 on strategy with the inputs provided by two UNCDF reports on future direction UNDP.¹⁸ Subsequently, limited effort has been undertaken by the CO to follow through on these UNCDF reports.

Governance support would be of significant contribution to the issues at hand today concerning microfinance in Myanmar. These include a strategic response to the new microfinance and banking laws (late Sept. 2011) and the subsequent instructions that were provided in December 2011.¹⁹ These and other state actions will require careful consideration to place the microfinance project in a sound position for future operation.

The IAM notes that the current programme management structure in place is with temporary placement of a programme manager to fill in for the absence of a permanent programme

¹⁶ See: Microfinance to Improve the Livelihoods of the Poor (MYA/01/004) project Annual Report 2011.

¹⁷ Ibid: page 10.

¹⁸ Catalysing Conditions for Financial Inclusion in Myanmar". Internal UNCDF working paper. And Feisal Hussain (2011). Formative Strategic Review of Microfinance Investments: Issues and Recommendations for the Future, UNCDF, April 2011.

¹⁹ In November 2011 parliament passed legislation on microfinance, with instructions from the Ministry of Planning and Finance issued in December of that same year. These instructions address licensing, interest rates, guidelines to regulatory bodies and organisational requirements, auditing, reporting requirements and standards.

analyst who retired in 2010. In spite of the efforts made by the temporary programme manager -initially assigned for only a three-month transition period- this has not proven to be an effective response to addressing the broader financial governance issues at hand. This requires an economist with sound banking experience. Now after considerable delay (more than two years) this position has been filled and the permanent candidate is expected to take up their post shortly.

As series of significant challenges were faced by microfinance borrowers in 2011, including flooding destroying crops and damaging homes. An estimated 46 million kyats of damage was done due to the flooding. Subsequent land-slides in Yaynanachaung Township, struck 21 households within the microfinance project, leading to and estimated loss of 2 million Kyats.

In Shan zone heavy rain, in August, created flooding affecting 1,604 microfinance household from 28 villages. In addition, an unusual epidemic of 'blue ear' struck pigs in villages in the Shan State, including those owned by more than 1,000 microfinance clients.

Other challenges include dormant loan clients that are present in all areas of the microfinance project and the accumulated dormant rate per active clients is the highest in Shan at 26% . This is followed by the Dry zone with 11%. The Delta has a dormant load rate of 8%.²⁰

A major factors also contributing to the dormant rates is migration, with clients' search for employment opportunities. In addition, the Microfinance Project reports that some new dormant and dropout cases resulted from a mismatch of loan season and disbursement.

RECOMMENDATIONS

R7: The IAM recommends that the UNDP CO address the outstanding question concerning the future of microfinance in Myanmar in context to the new law and regulations. This new legislation requires a timely re-examination and adjustment of current implementation arrangements and an appropriate action plan will be required based on the perceived way forward for UNDP and its support to microfinance.

R8: The IAM recommends that the UNDP initiate immediate discussions with the Government on future of UNDP and microfinance project beyond December 2012 at which time only licenced microfinance institutions will be permitted to operate.

R9: It is recommended that the UNDP begin working with donors and the UNCDF, to explore entry of other professional microfinance institutions into the country.

R10: Recruitment of a qualified microfinance adviser has been address and no the adviser need to be brought up to speed to begin addressing the immediate challenges at hand as soon as possible.

²⁰ Ibid p.10.

5. THE HOUSEHOLD ASSESSMENT (IHLCA)

The IHLCA project underwent its first round of survey assessment and subsequently analysis of select poverty and social indicators in 2005. This first cycle, HLCA-1, established a close working relationship with various partners including the Government of Myanmar, as well as UNICEF, SIDA and the World Bank. The success of this first poverty assessment led to the next survey IHLCA-2, which was conducted in 2009 through 2010. This second survey included almost 20,000 households²¹ country-wide. The data was collated, analysed and synthesised into three main reports²² which were issued by the Government of Myanmar; approved in April 2011 and to be released in June 2011.

The subsequent poverty analysis report focuses on the multiple aspects of poverty -these include defining the poverty line, the food poverty line, poverty incidence and intensity based on consumption and social indicators. To complement this effort the IHLCA-2, also assisted in developing the first purchasing power parity (PPP) estimates for the country.

The official launching of the IHLCA took place in mid-2011. After many years of reluctance this event marks the occasion of government openness and transparency in the partial dissemination of the data as previously there was a reluctance to share findings of the IHLCA. From this official launch, data is now shared with other agencies and institutions; be it still with prior review by the government steering group with oversight and control to access of this data.

Though government restrictions still apply, the UNDP has been making limited use of the IHLCA 2009/10 data for some specific tasks. This was evident in the preparation of the new Strategic Framework for 2012-2015, and more recently in the UNCT Myanmar Development Policy Options process accumulating in a workshop in March 2012.

As reported in the previous IAM the new dissemination strategy was implemented and included a formal launching in June 2011, and a series of donor participating workshops including relevant NGOs, various government and national agencies. Together they reviewed and discussed the current poverty situation in the context of this data.

Overall, in the review of the IHLCA reports, their various technical documents, as well as the data collection methodology, collation and analysis it is evident that the IHLCA respects quality standards.²³ Overall the quality and integrity of the IHLCA data remains within excepted international standards.

The IAM acknowledges that the Policy Unit has been drawing upon the IHLCA II data for above mentioned Development Policy Options papers and subsequent workshop that was held in the capital early this year. There is also stronger linkages between the MERU now drawing upon the IHLCA data. This is evident in the HDI Impact Assessment that the UNDP is undertaking. A recent series of consultancies to provide support to the design of the new programme is also expected to draw upon this data, though some have reported that access remains restrictive. It should be noted that the restriction is not the result of the UNDP Policy Unit but rather with the steering groups which maintains limited distribution to the data.

Lastly, the IHLCA continues to be perceived by HDI project managers as having limited relevance for their own project planning and implementation work. This continues to be a

²¹ UNDP (2010). Integrated Household Living Conditions Assessment Survey 2009-2010, Quality Report, February 15, 2010.

²² The three reports are: Poverty Profile, MDG Data and Poverty Dynamic Reports. In addition to these, two technical reports, Technical and Quality reports to support the credibility and technical soundness of the results were also produced.

²³ Sten Backlund (2011). Accuracy in the IHLCA-II Survey.

reflection on the limited in-house dissemination of the IHLCA wherein programme staff and project teams do not access this data, specifically as it might relate to their own planning cycles. This remains a lost opportunity as the data offers a wealth abundance of information for projects and their targeting. The challenge of these project managers and IHLCA is to work together to utilise this data fuller and bridged the gap between data and analysis and project planning and implementation.

This gap in utilisation has recently met with a new challenge. In the last year the overall staffing of two of the HDI units (within the IHLAC and the Policy and Monitoring Unit) have suffered from staff losses. This has been an accumulated effect of the last year the HDI is now critically understaffed in some key area. As the HDI begins its transition towards a normal UNDP-programme, this will become an increasing challenge.

RECOMMENDATIONS

- R11: While there has been significant acceptance by the IHLCA data base, some are still reporting difficulties in receiving permission to have access to these records. It would be in the greater interest if UNDP CO explores the nature of this reluctance to share these data bases and attempt to facilitate fuller access.
- R12: Further work is needed to ensures dissemination of the data and results of the IHLCA-II to various stakeholders in a user-friendly way. This could be through short papers on thematic development issues (for example, on food security, landlessness, social indicators, etc.) as well as sharing with those newly emerging regional and state legislators.
- R13: The IAM recommends that the UNDP country team, including the policy unit and HDI project management, work further towards understanding and utilising the IHLCA data for programming work.
- R14: The IAM recommends that the UNDP CO continue its efforts to recruiting staff to rebuild the Policy Unit and the MERU to address the current staff shortfalls.

6. ENHANCING CAPACITY FOR HIV/ AIDS

The Project Enhancing Capacity for HIV/AIDS Prevention and Care was first launched in 1992, and from this early date was one of the first initiatives to address the HIV/AIDS epidemic in the country. Following recommendations of the IAM report for 2005, the project refocused its objectives towards strengthening the capacity of the Self Help Groups (SHGs) and raise awareness of villagers on HIV/AIDS.

In 2006 the project further aligned its efforts with the other HDI components to mainstream HIV/AIDS awareness, prevention and care activities. This subsequently lead to further effort towards supporting community development framework.

Overall the HDI project Enhancing Capacity For HIV/ AIDS Prevention & Care is in line with the mandate of the UNDP Executive Board Mandate for Myanmar.

The project actively participated in developing the National Strategic Plan of AIDS (2011-2015) and has been a principal in support to its operational plan, launched in mid-2011. In addition, the UNDP HIV/AIDS project has been given the lead responsibility for support to the third pillar addressing Social and Economic Impact Mitigation of the plan.

Throughout the years of this project there has been concern about the relevance and role of the UNDP in HIV related activities. In this respect, the HDI project on HIV/AIDS has never been to provide health services provision, but rather to support community strengthening, building the evidence base and local capacity for a rights-based policy change. This emphasis is understood as a complement to the other UN agencies and partners working on HIV/AIDS related activities. In this context the HDI HIV/AIDS project has been a lead in the promotion of community based groups supporting the mergence of civil society, strategic government reform, advocating against discrimination and addressing legal barriers and strengthening local affected groups in safeguarding their interests and supporting their entitlement including access to treatment, through capacity building and awareness.

The project has continued through 2011 to strengthen the capacity of various community based groups and emerging interest networks of person living with HIV/AIDS. In particular focus in the last year has been with the emerging Myanmar Positive Women Network (MPWN), as well as the MPG, the NGO Alliance, the Myanmar MSM Network and the Sex Workers' Network in Myanmar (SWIM).

The project has outreach to community based activities through the AIDS Support Volunteer Programme in one township and two non-HDI townships. Here the focus of effort is on knowledge and awareness information dissemination, with a target achieved of 24,000 persons.

Other achievements include a series of city-based assessments relating to HIV, MSM and transgender persons in five urban settings. This initiative will continue through 2012.

The project has been prompting rights-based training through workshops focusing on vulnerable groups (MSM, transgender persons, sex workers). This included participants from Yangon, as well as other regions.

Notable achievements of 2011, in spite of the serious budget limitations on these activities, has been the on-going support to the community base organisation in the urban and peri-urban settings. These small, focused groups are CBOs comprised of HIV positive members , their families, and in some cases orphaned children. These groups have been founded to address immediate health and livelihood needs of its members. These CBOs rally around a self-help group initiative, establishing revolving funds to support income generating activities for members. In addition, the groups provide a highly beneficial social and psychological

support network assisting members in coping and addressing their immediate material and psychological needs, as well as addressing neighbourhood stigma and discrimination.

A number of these SRGs have been successfully established for years and others continue to be founded. One visited by the IAM mission has now expanded its activities to begin undertaking additional community rooted activities, that extend beyond the immediate HIV/AIDS related issues as they have begun providing support to community based water and sanitation programmes. While perhaps an exception rather the rule, this expansion to community development work is a strong indicator of the respect and capability that these groups have gained as they begin supporting broader social issues community wide.

The project has also contributed towards supporting emerging civil society. At the same time the project has been weak in acclaiming its contribution to strengthening CBOs as well as other active interest groups. Support to civil society has been on-going with its partnership with the MPG and more recently with the MSM and the emerging Myanmar Positive Women Network (MPWN), in addition to those numerous local groups founded as self-help centres providing peer support, representation and advocacy for members.

The most outstanding challenge faced by the HDI HIV/AIDS project in 2011 was the interruption of the flow of funds, resulting in work plans and budgets not being approved until October 2011. As a result of this, many activities were suspended until the third quarter of 2011 affecting the overall performance of the project in respect to achieving its set targets.

RECOMMENDATIONS

- R15: The HDI HIV/AIDS project has performed well in the context of capacity building and support to emerging community based support groups, SHGs, the MPG and the Myanmar Positive Women Network. Efforts should be made to focus its limited resources and time in these areas.
- R16: The project should continue to provide support to the very vulnerable, destitute, poor and women, to bring together like-minded interest groups, and to provide a level of respect and recognition of these groups under the perceived legitimacy and value of the UNDP.
- R17: The HDI HIV/AIDS project has been most effective in urban and peri-urban areas where access to beneficiaries is more open and participation amongst HIV positive person greatest. Efforts should be to continue in those areas, rather than rural areas as the project lacks the resources to penetrate these areas; not least because of the resistance within rural communities to be identified as HIV positive.
- R18: The community based volunteer initiative fostered by the project in 2007 continues to make an important contribution and should be encouraged and supported to continue.
- R19: The Project should continue to work at the national level engaging the new government and parliament in promoting the national strategy and action plan of the UN Joint Team. As defined by this joint operational work plan, the UNDP through the HDI HIV/AIDS project should continue to participate in the development of the AIDS Impact and Mitigation Strategy.

7. CROSS-CUTTING ISSUES

7.1. GENDER

Each of the operational HDI projects incorporate gender issues into their working plans, as well as having gender articulated in their respective objectives and targeted outcomes. In the core HDI projects -ICDP/CDRT and the Microfinance Project- this is evident in support to women through revolving funds and micro-credit lending mechanisms.

Overall, the IAM sees overall integration of gender issues as well defined attributes of the HDI, with its emphasis encouraging women's participation and empowerment by promoting gender equality in rural communities. This is evident in increased participation on decision-making, increased knowledge, social mobility and social status.²⁴

As reported in the last two IAM reports, further effort is still required in respect to the following:

- The gender adviser position remains vacant and consequently the gender strategy is inactive and this has resulted in inconsistencies within the projects;
- There is still limited use of the sex disaggregated data for planning and monitoring; while it is noted that the joint CDRT/ ICDP logframe has incorporate disaggregated targets and the collection of sex disaggregated data, and
- Limited training and awareness of gender analysis and tools to programme staff beyond the basic provision of 2010 in the country office or at the field level²⁵.

Currently emphasis on gender support is adequate in the overall support to women in rural communities. Nevertheless there is still a need for further improvement; particularly in respect to addressing the low level of training and support in applying gender tools by programme and project staff, especially at the field level, and to address inconsistencies in programme-wide gender initiatives and weak gender analysis updates.

In spite of these limitations, some project activities have purposely focused on gender issues in respect to community-based water supply and sanitation, early childcare, reproductive and health education, amongst others.

Gender mainstreaming remains critical to ensure that both women and men's interests are primary to the design and implementation of the overall HDI programme, in respect to livelihoods, household capital formulation, health, education and HIV/AIDS related activities. One fundamental instrument to mobilise gender mainstreaming has been the SRGs (and SHGs). Within these, groups of women and men, including very poor and marginalised women, are supported in tackling poverty, gaining access to credit and participating in local community based activities that affect their lives.

The IAM reports that disaggregated gender data on activities (such as training, participation and beneficiary impact) is now more systematically collected at the village and township level. Efforts are also made by the ICDP and the CDRT to go beyond using the household as the basic level of analysis, to avoid losing sight of gender differences.

RECOMMENDATIONS

²⁴ For further analysis of this see: U Thein yint and U Kyaw Thu. SRG case studies in 'Impact Study of Microfinance Project'. UNOPS/UNDP (Myanmar), August-September 2007: As well as, Smith, Reid, "A Hen is Crowing: A Gender Impact study of Two UNDP Community Development Programs". July 4, 2006.

²⁵ There was a short session on gender and community development facilitated the regional gender advisor at the joint CDRT/ ICDP planning workshop in Feb. 2011.

R20: Priority needs to be given to ensure that the newly recruited gender specialist is up-to-speed and fully supported by senior management in becoming integrated in the various projects as soon as possible, throughout the transition period and in context the programme formulation underway.

R21: Increased effort is needed to provide further support to the gender awareness training to address current weaknesses and constraints.

7.2. ENVIRONMENTAL SUSTAINABILITY

Safe drinking water, land degradation, deforestation and loss of biodiversity²⁶ continue to be identified as major developmental and environmental concerns in the HDI project areas.

Through the history of the HDI in Myanmar there has been noteworthy engagement in forestry activities²⁷ including support to village level nurseries, community forestry and the introduction of more efficient fuel stoves. These achievements have been in spite of the mandate restrictions on HDI-IV in limiting active partnership with the relative line-ministries, including the forestry department and in particular its technical teams for community forestry.

A series of technical assessment and sector review reports have undertaken in the last few years²⁸ on forest plantation management, agroforestry, nursery establishment, soil conservation and water harvesting at the community level.

In review of overall achievements in the context of community forestry there have been 100,000 acres of new plantation established since 1995 in partnership with NGOs. Of this amount it is estimated that the UNDP HDI has been involved in at least half. At this point the project needs to acquire an assessment of overall sustainability this initiative.

There has been increased effort towards forestation initiatives, with mangrove replanting and other private agroforestry initiatives. Survival rates need to be monitored to provide feedback on the efficacy of the technical and community based approaches being used.

Overall HDI has made an number of achievements in respect to environment issues which include participation on the REDD+ initiatives in partnership with various stakeholders as well as dialogue with the government. This has lead to the formulation of an Environmental Working Groups, establish with the result of GOM acceptance of the REDD+ as of December 2011.

The HDI programme manager for environment²⁹ is active in the Environmental Thematic Working Group as well as the Inle Lake Rehabilitation Project, also supported by the Norwegian government and the GOM. Funding for this year is being sought through a series of proposals including GEF funding. A proposal is also being prepared with assistance from the Asia Pacific Regional Centre (APRC)-UNDP for four years funding.

²⁶ Environment sector review and formulation of reforestation strategy for the Ayeyarwadi Delta. Maung Maung Than, February 2009.

²⁷ Under HDI I some 2,850 acres of community forestry established and under HDI II some 9,850 acres (Environmental Sector Review, PowerPoint presentation, Maung Maung Than, February 2009).

²⁸ These include 1) Environment sector review and formulation of reforestation strategy for the Ayeyawady Delta, 2009; 2) Technical manual for environment rehabilitation and climate change mitigation, 2010; 3) Review on environmental management and natural resources activities, 2010; 4) Technical manual for agroforestry systems and 5) Environment sector review for the HDI programme.

²⁹ This position is managed by the Assistant Resident Representative (Programmes).

RECOMMENDATIONS

- R22: The HDI human resources within the environment office are understaffed, according to its own requirements to manage its current and increasing work load. Efforts need to be made towards assessing the full requirements of this team and begin a recruitment process for the most qualified personal and to bring them on board as soon as possible, so as not to further hindrance progress made.
- R23: Survival rates in afforestation activities need to be monitored after six months and then yearly, to help assess impact and provide feedback on implementation practices. This is required not only for CF activities (where the monitoring is mandatory) but in private planting and agroforestry activities.
- R24: The IAM recommends that resources be put in place to review the new forestry plantations be assessment with a focus on determining overall sustainability this initiative.
- R25: The IAM appreciates that significant efforts have been made by the HDI to introduce environmental improvement activities. This requires further analysis on the impact of these initiatives as well as a review of forest plantation established, natural forest conservation efforts and agroforestry activities.

7.3. DISASTER RISK REDUCTION

The current UNDP efforts on Disaster Risk Reduction build on the HDI projects (principally ICDP and CDRT), to gain local community outreach to implement activities at the community and national level.

Under the rubric of DRR, numerous activities have been initiated. Among these is Community Based Disaster Risk Reduction which has provided training and capacity building with local communities, to assist them in the preparation of local disaster preparedness plans, as well as early warning systems, first aid training and search and rescue. Other activities includes support to livelihoods including vocational training.

Accompanying this has been a plethora of related material, including various awareness and response materials, manuals, and guidelines to relevant stakeholders. Small-scale mitigation efforts has also yielded construction of cyclone shelters, repair and construction of jetties and bridges and retrofitting of community buildings. Capacity building efforts have focused on integrating DRR in recovery programmes as well as support to capacities of Civil Society Organisations and building capability of relevant government organisations for DRR programme delivery, in developing Township Disaster Management Planning guidelines.

Currently HDI is examining mechanisms to expand their DRR activities to include hazard-prone areas, at the community level. This will involve HDI townships and villages, as well as other communities beyond the HDI area.

The DRR Strategic Policy Framework for HDI was first implemented in 2010.³⁰ This document focuses on support to the most vulnerable, including women, children and various marginalised groups. It also focuses specifically on those multi-hazard areas through a multi-faceted approach of support to local governance and building local partnerships. At the community level, the DRR strategy aims at working closer with communities to develop responsive strategies in high-risk communities. This includes focus areas along coastal areas and the Delta as well as drought and fire prone areas of the Dry Zone, landslide and flash-flood prone areas of the Shan State and Coastal areas of the Rakhine.

Currently the HDI provides DRRs support to more than 500 communities, specifically through Village Disaster Management Committees (VDMCs). These VDMCs are reported as being engaged at the community level and practices regular practice response exercises in the community including first aid and search and rescue.³¹

The DRR efforts continue to strengthen linkage between village disaster management plans and activities with the township officials. From this it is envisioned that, effective early warning systems can be established and sustainable at the community level.

UNDP continues to have a role in the national task force, which brings together government agencies, UN organizations and NGOs. From this a common Myanmar Action Plan on DRR (MAPDRR) is in place.³²

The current HDI DRR activities complement other organisations (including other UN partners, NGOs and various DRR stakeholders) and encourages dialogue and exchange of mutual DRR agendas. One noteworthy achievement of this partnership is that other members

³⁰ Disaster Management: Strategic Policy Framework. A strategic framework for DRR in UNDP's HDI. 2010.

³¹ As of December 2011, these communities have undertaken risk assessments, vulnerability assessments, resource mapping, and developed community disaster preparedness plans.

³² Myanmar Action Plan on DRR (MAPDRR) 2009-2015. Ministry of Social Welfare, Relief and Resettlement, Union of Myanmar and sponsored by Asian Disaster Preparedness Council, August 2009.

of this working groups are able to work without mandate restriction with government institutions, such as the General Administration Department responsible for DRR at township level, and through this process the UNDP can be informed and responsive to various DRR approaches, including that of the government.

Lastly the HDI, through its DRR activities, continues to support the emerging legal framework for DRR, which the government has been requesting support.

Disaster risk reduction remains an important new area for HDI. These and future efforts in DRR go beyond the first response emergencies as some new areas are establishing stronger linkages to environmental initiatives. But there remains a need to improve linking village groups to township mechanisms to ensure support systems are effective.

Overall the IAM appreciates that the UNDP is taking initiative in documenting DRR good practices and is attempting to share these good practices to other countries in Southeast Asia. This includes study visits undertaken in 2011, to provide stakeholders an opportunity to learn, adapt and replicate these practices in their respective areas.

HDI has also invested efforts to increase inter-agency coordination in support of institutional and policy development for disaster preparedness and mitigation. The UNDP is now the lead on the DRR Working Group. This work group brings together UN agencies, INGOs and local NGOs to a forum to share information, coordinate activities and discusses DRR in Myanmar.

The UNDP, through the HDI initiatives, has been engaged in developing the Myanmar Action Plan on DRR through participation in that specific Task Force and also supports the government in the Hyogo Framework for Action (HFA), as well as in the on-going process of developing Disaster Management Law.

RECOMMENDATIONS:

R26: The IAM recommends that the HDI projects continue to work closely with other organisations focusing on DRR to ensure the greatest levels of impact, especially in linking village disaster management plans with the townships.

R27: As cautioned in earlier IAM reports, it is important for DRR project activities to continue to work with and appreciate the role of existing community structures to avoid the burden of forming new groups, that risk undermining the relevance of existing village mechanisms. It is recommended that the project continues to work in partnership and appreciation of present community institutional structures.

8. MONITORING, EVALUATION & REPORTING

The IAM reports that the HDI remains weak on monitoring and evaluation within UNDP Myanmar. While a series of consultancies are now underway providing support to the Monitoring, Evaluation and Reporting Unit (MERU), one outstanding concern is the overall depletion of the in-house team.³³

The currently Monitoring, Evaluation and Reporting Unit (MERU) was established following the now defunct Monitoring, Evaluation and Learning group (MEL) set up in 2008. In the new composition it was intended that a team of five core staff, including one international would be in place. Today only two positions remained filled.

CDRT/ ICDP reporting is aligned with the joint results-based logframe first established in late 2010 for the 2011 planning and implementation cycle.³⁴ Based on the logframe results (output level), outcome results are established within the country office to provide overall guidance and targets to the community based planning implemented by all Area and Township offices. This process is proving to be effective, comprehensive and consistent with the results based framework.

In review of the HDI joint CDRT/ICDP logframe³⁵ this structure provides a mechanism to report against outcomes (these include reporting on yield increase, income increase from livestock, food security months, uptake of training). From this it is evident that there is a sound input of the field offices to outcome reporting, as well as a link between outcomes and outputs.

To support this process there have been several training sessions undertaken for the field staff beginning in 2010, and as a result of this support the majority of field offices are now well aware of the link between the output results and higher level outcome results.

In complement to the new results-based logframe, an improved reporting format was first introduced in 2010 and further refined in 2011. This has resulted in a more efficient and simplified reporting system less burdensome to townships, area programme managers and project managers. In this, monthly and quarterly reports are less of a burden and now reduced throughout the ICDP/CRT projects to five.

The IAM has reviewed this process and discussed this new routine with Area and township managers and confirm that they represent a significant improvement in being brief, clear and documenting progress of activities and outputs.

RECOMMENDATIONS

R28: Full effort is needed by the HDI programme to bring the MERU back up to full staffing to be fully operational and supportive of the HDI projects.

R29: Clarified is needed towards improving the sharing of the reporting requirements for the levels between country office and projects. Consideration can be given to data collection for outcome reporting, that can be carried out by the field/ project staff, with the actual reporting anchored within MERU, and that unit taking responsibility for tracking impact and outcome monitoring, with project reporting on inputs, activities and outputs and assists in data collection for outcome reporting.

³³ The MERU lead person, who drove much of the effort within this unit, has persons remaining; a programme assistant and a programme associate.

³⁴ The revised results-based logframe for 2011 developed for the ICDP and CDRT, did not include the microfinance project, the HIV/AIDS project nor the IHLCA project.

³⁵ This also includes a review of the related DFID progress report and project end year report

9. CONCLUSIONS

The HDI remains in compliance with the mandate given by the UNDP GC/EB. During the political transformation of the last year, the HDI has also begun exercising a more lenient interpretation of the mandate, as has been reported in various project efforts through dialogue and information sharing with relevant government offices.

Overall this IAM has noted positive efforts of the HDI in the last year; specifically in respect to the ICDP and CDRT projects focused on ensuring sustainability of community based organisations (SRGs and other groups). In this, greater effort has been given to raising the capacity of the majority of CBOs and SRGs to be sustainable and continue beyond the HDI cycle. These concerted efforts have also led to further consolidation of projects bringing them into closer alignment in the joint planning of their annual work cycle. In agreement with the last IAM, no effort was made towards a full merger of the two projects, but in retrospect of the subsequently extension of one additional year, such a merger could have rationalised project resources further and possibly lead to a common, unified reporting structure.

Overall the IAM reports that the HDI has also been cautious of introducing new project activities and has focused efforts towards the preparation of winding-down and preparing for a transition period from the HDI.

The outstanding challenge for the HDI will be for the forthcoming period to effectively disengage from those high performing community groups within the ICDP and CDRT in a transition that will ensure their sustainability. Current internal assessments define as many as two thirds of the community based groups as now ready to 'go it alone'. The IAM finds this a commendable achievement resulting directly for the accumulated efforts of the two project teams. But, careful action plans must be prepared to ensure that these groups will survive, and this may include periodic backstopping and support from the UNDP, to a limited and select degree.

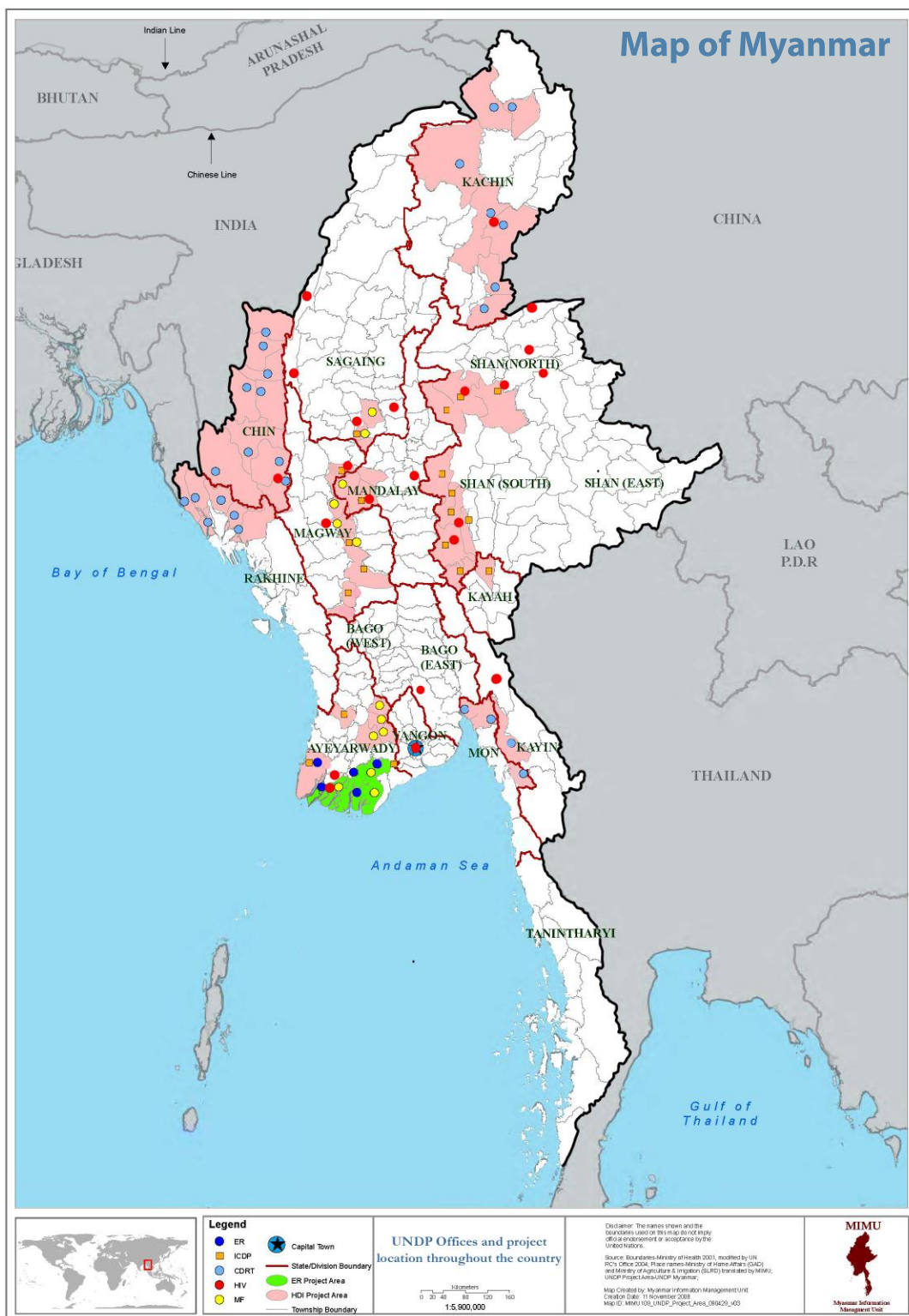
Similarly, the CDRT and ICDP must prepare an action plan regarding the future of those groups that are performing below a standard required to demonstrate potential subsistence. Hard decisions will need regarding these groups, on whether they can reach the standards of sustainability and independence in a feasible time frame or not.

For many years, the HDI has been criticised by the IAM reports for not pushing the envelope on the mandate interpretation and particularly in respect to government engagement at the local township level with district technical departments. It would now seem evident that this discussion has become irrelevant in the new political arena. With the new parliament and the emerging dialogue with many facets of the government, constructive discourse has become more commonplace in the last year. It is expected that as more restrictions are lifted, that the HDI in its final transition period into the new programme will be able to fully exercise a more constructive partnership with government. Unfortunately this will be too late to ensure aspects of the HDI activities being folded into government lead initiatives; but given the limited past efforts and capability for the government, this will remain a challenge for new UNDP activities.

Outstanding challenges nevertheless remain in this final chapter of the IAM. Not least is the overall depletion of current capacity levels within the HDI. This is evident in the Policy Unit, the Monitoring and the Evaluation Unit. With that stated after considerable delay there is now a gender adviser in place, after a two years absence. Though the IAM recognise that efforts are underway to address these deficits, we report on them as having had a general bearing on the overall capacity of the HDI to perform to its full potential in the last year.

ANNEXES

Annex 1: Project map



(source: Human Development Initiative 2010. UNDP. Yangon. Page 3)

Independent Assessment Mission
Human Development Initiative: Phase IV
30 April to 9 May 2012 in Myanmar

Country Situation

Myanmar is situated in Southeast Asia. The country covers an area of 676,577 square kilometres with extensive borders with China on the north-eastern side, India and Bangladesh on the north-western and western, Lao PDR on the eastern side, and Thailand on the south-eastern to southern borders of the country. Myanmar's estimated population of 59 million is settled in 14 states and regions of the Union's administrative structure. Seventy-five per cent of the country's population lives in rural areas. Myanmar is endowed with rich natural resources including agricultural land, forests, natural gas, various metals and gems, and water resources. With abundant agricultural land, the country's economic structure is primarily dependent on agriculture and farm related activities that currently provide livelihoods to more than 65 per cent of the population. Agriculture accounts for 46.7 per cent of the country's gross domestic product (GDP).

The Integrated Household Living Conditions Assessment (IHLCA) project of UNDP carried out sample surveys of over 18,660 households in 2005 and a subsequent survey was in 2009/2010. 50% of the sample households in second survey were the same as those covered in the first survey. The survey showed that approximately 5 per cent of the population is afflicted by food poverty and some 26 per cent live below the overall poverty line, i.e. deprived of inadequate food, nutrition and essential non-food items.

According to the Human Development Report of 2010 and 2011, Human Development Index (HDI) value of Myanmar increased from 0.451 to 0.483 but it still lies at a low level of 0.500 established by the HDI. However, life expectancy at birth increased from 62.7 years to 65.2 years; mean years of schooling and expected years of schooling have remained constant at 4 years and 9.2 years, respectively. The country's gross national income per capita in US\$ PPP decreased marginally from US\$ 1,596 to 1,535 which was on account of appreciation of the local currency kyat against US dollar during 2010-2011.

Following the elections in November 2010 the new government assumed office on 30th March 2011; national and regional parliaments have been in session; and regional governments have been formed. The President of the Republic of the Union of Myanmar in his inaugural speeches has affirmed government's intention to promote policies and programmes for sustainable development and equitable growth; good governance through greater responsiveness, inclusiveness, accountability, and transparency; and respect for fundamental human rights, the media and the rule of law. 2011 also saw increased engagement between the new government and the international community. The new government has also engaged with national institutions, including key political parties to discuss national development issues and priorities. There have been positive movements in terms of release of some political prisoners as well as a relaxation of censorship on the media.

UNDP Assistance

UNDP project activities are largely focused on humanitarian assistance. In 1992, the UNDP Governing Council (currently known as the Executive Board) directed that the UNDP country programme be held in abeyance, pending a review of UNDP assistance to Myanmar by the UNDP Administrator.

Following the results of the review, the Governing Council (GC) subsequently adopted the Governing Council decision 93/21 of June 1993. In this decision, the Governing Council, recognizing the critical basic human needs of the people of Myanmar, decided that until such time that a new Country Programme could be approved, all future assistance “should be clearly targeted towards projects having grass-roots level impact in a sustainable manner, particularly in the areas of **primary health care, the environment, HIV/AIDS, training and education and food security.**” In addition, the GC/EB decisions also called upon the Administrator to report annually to the Executive Board on the extent to which UNDP activities meet the provisions of the relevant GC/EB decisions and the progress and challenges faced by the projects in their implementation. On this basis annual Independent Assessment Missions are undertaken, and their reports are presented to the UNDP Executive Board.

In line with the above mandate, UNDP projects and activities have been formulated and implemented since 1993 in strict compliance with the guidelines set out in the relevant decisions. Individual projects are coordinated within a programmatic framework entitled the “Human Development Initiative (HDI)”. Until 2009, projects have been implemented by specialized United Nations Executing Agencies with the exception of one major project under the current HDI Phase IV, which is being implemented under the Direct Execution modality by UNDP. In late 2007, the country office began a transition process resulting in a change of the execution modality for three HDI projects from UN Agency Execution to Direct Execution modality, and one to the NGO Execution Modality. This transition to the new execution modality was completed in early 2009.

The following table provides information on the various phases of the HDI, as reflected by the relevant Board decisions:

Programme Resources: Human Development Initiative (HDI)			
Mandate	Programme Period	No. of Projects	Total resources (approved by EB)
Governing Council decision 93/21	1994-1996 (HDI Phase I)	15	\$25.5 m
Executive Board decision 96/1	1996-1998 (HDI Phase II)	10	\$52.076 m
Executive Board decision 98/14	1999-2001 (HDI Phase III)	11	\$50.0 m
Executive Board decision 2001/15	2003-2005 HDI-Phase IV	6	\$22.0 m
Executive Board decision 2005/42	2006-2007 Extension of HDI- Phase IV	6	\$22.0 m
Executive Board decision 2006/31	Initial approval for 2008-2010 Extension of HDI-IV	5	-
Executive Board decision 2007/36	2008-2010 Extension of HDI-IV	5	\$49.0m
Executive Board decision 2009/24	One year extension	5	\$103.9 m

In September 2006, the Executive Board requested UNDP to continue with the HDI IV programme taking into account the findings of the most recent independent assessment mission. Decision 2006/31 also approved, in principle, the extension of the current phase of the Human Development Initiative for the period 2008-2010. Executive Board decision 2007/36 endorsed the proposed programme focus during the three-year extension (2008-2010) of HDI Phase IV, which consists of five projects:

- Integrated Community Development project (ICDP)
- Community Development in Remote Townships project (CDRT)
- Enhancing Capacity of HIV/AIDS Prevention and Care project
- Sustainable Microfinance to Improve the Livelihoods of the Poor
- Integrated Household Living Conditions Assessment (IHLCA)

Following the Executive Board decision 2009/24 extended the HDI-IV for an additional year until the end of 2012. The UNDP Executive Board during its Second Regular Session in September 2010 passed decision 2010/30 which, among other things, recommended that “UNDP initiate, as soon as possible, within the full potential of the existing mandate, the design of programming activities from 2012 onwards, taking into account the recommendations of the independent assessment mission.” In this regard, a draft successor programme of activities for 2013-2016 is being finalized by UNDP for submission to the Executive Board for consideration at its Second Regular Session in September 2012. In preparation for this, UNDP has undertaken a number of internal analyses and developed a draft programme outline for which takes into account recommendations from the previous years’ Independent Assessment Missions (IAM).

Compliance with Mandate

As required by the GC/EB mandate, annual independent assessments and reviews of HDI projects have been carried out since 1994, and findings summarized in the Administrator’s annual report to the Executive Board. These assessments and reviews focus on *(a) the extent to which UNDP assistance to Myanmar continues to meet the provisions of the relevant decisions, including GC decision 93/21; and (b) the progress and challenges in the implementation of project activities of the Human Development Initiative.* The 2011 independent assessment covered the period June 2010 to May 2011.

Objectives and Scope

In line with the Executive Board’s directive, the 2012 independent assessment will assess compliance with UNDP’s mandate as expressed in GC decision 93/21, and comment on the progress and challenges in the implementation of HDI Phase IV projects during the period June 2011 – March 2012.

The mission will also review the current efforts on transition and exits strategies of specific project activities.

Major Issues to be addressed

The assessment mission will be expected to examine the following major issues:

- a) Review of Compliance:
 - Are the directives of the Governing Council and Executive Board decisions being closely followed?
 - Are the projects addressing the basic human needs of the target beneficiaries in a sustainable manner in the areas mandated in GC decision 93/21, namely, primary health care, the environment, HIV/AIDS, training and education and food security? Differentiate the analysis for men and women as much as possible.

- What actions have been taken by the country office to consider the recommendations made by the HDI 2011 Assessment Mission as well as additional assessments, **including outcome/impact surveys, case studies and annual partner/donor review missions?**

- b) Review of the programme and challenges in the implementation of the project activities of HDI:
 - How has the programme assisted to the more vulnerable section of target communities
 - Examine whether the programme adequately integrates gender, HIV/AIDS, environmental sustainability, disaster risk management and risk reduction and the rights-based approach in the relevant interventions.
 - What contribution has the HDI programme initiative made in providing sustainable benefits for the targeted communities?
 - Are the monitoring and evaluation mechanism adequate to measure results in gender disaggregated manner
 - Have the exit strategies brought into the programme been robust and adequate for achieving the end of the current programme cycle?

Outputs from the mission

The mission/consultant will present the initial findings to the country office team three days before conclusion of the mission and the draft report before one day before the conclusion of the mission.

The independent consultant, in consultation with the Country Office and UNDP's Regional Bureau for Asia and the Pacific (RBAP), will be responsible for finalizing the Mission's report after receipt of comments from the UNDP Country Office and RBAP on the draft report by the 1st of May. The final report will be submitted to the CO and RBAP.

Methodology and Approach

The review process will be carried out through a combination of desk study of documents (to be made available prior to, and during the review exercise), and consultations with CO programme and operations staff, project staff, NGOs, UN agencies, donors and line departments of the various government ministries where possible. The mission/consultant is expected to take up the following tasks:

- review of the five projects operational in 2011/12, including project documents, project work plans and progress/results reports and other materials (including documents relevant to UNDP's Draft New Programme, UN's Strategic Framework, Integrated Household Living Conditions Assessment, etc.);
- Preparation of draft report and presentation to key stakeholders; and
- Finalization of the report, based on feedback from stakeholders, especially the country office senior management and UNDP's Regional Bureau for Asia and the Pacific.

A list of reference documents and a work plan of the consultant will be prepared in due course and shared with the consultant.

The Consultant should have significant experience in programme/project evaluation (preferably in the Asia and Pacific region) and demonstrate good knowledge about the country. Prior experience and exposure to the special circumstances governing UNDP assistance to Myanmar would also be beneficial.

She will have the responsibility for undertaking the assessment, drafting the report and formulating the findings of the assessment.

Implementation arrangements

The independent consultant will be briefed by the UNDP Country Office upon arrival in Yangon.

The UNDP Country Office will provide logistical and administrative support to the mission/consultant as needed. Appropriate staff, including project staff, will be designated to work with the mission as needed. The CO will also ensure that all relevant data, material and documentation are made available to mission/consultant.

The consultant and the CO senior management will agree at the beginning of the mission on a schedule of briefings on the progress of the assessment exercise, consultations on preliminary findings and a mechanism for validation of these preliminary findings with key stakeholders.

The consultant, as previously mentioned, will provide a draft report to the Resident Representative at least three days prior to her/his departure to allow for substantive feedback and consultations by both parties to be reflected, as appropriate in the final draft document.

Timing and Duration

The duration of the above assignment will be 24 working days (including up to 2/3 days of home-based work prior to in-country mission for document review). The consultant should plan to arrive in Yangon by the 24st of March 2012, to begin work on 26rd of March 2012. The consultant will submit a final draft report to UNDP by the 23rd of April, conditions permitting.

Duties and Responsibilities

The consultant will have the overall responsibility for the delivering the Independent Assessment Mission report. His/her responsibilities shall include (but are not necessarily limited to) the following:

- Conduct the assessment to ensure the issues noted above are addressed, and the methodology set forth in these Terms of Reference is followed.
- Conduct consultations and interviews with key counterparts within and external to UNDP and project management;
- Document and consolidate findings;
- Present the initial assessment findings to UNDP Myanmar and UNDP Regional Bureau for Asia and Pacific for comments;
- Finalize the evaluation report in English and submit it to UNDP by 1st of May 2012.

Qualifications for the Consultant

- At least Masters level university degree, preferably in economic development, social work, public policy analysis, or public administration;
- Minimum 15 years of international work experience in the field of economic or social development, preferably in areas related to community development, poverty alleviation, microfinance, and/or vulnerable groups;
- Substantive experience in conducting evaluations and assessments; experience with UN-mandated evaluations and Results Based Management will be given preference;
- Familiarity with and previous experience in the Asia Pacific region will be an asset. Strong analytical, writing, presentation and interpersonal skills;
- Strong command of written and spoken English; and
- Computer literacy.

Annex 3: List of Documents consulted

Documents consulted during the Independent Assessment Mission 2011.

No.	Name of document	Author	Date of publication
1	Gender: ATLAS Jan 2008, Sept 2010 BPAP Brx.		September 2010
2	http://www.devex.com/en/blogs/the-development-newswire/aid-to-myanmar-drops-to-pre-nagris-levels		Accessed 18 th May 2011
3	http://www.mm.undp.org/Executive_board.html#2001 that included: EB Decision 1996/1; EB Decision 2001/15; EB Decision 2003/2; EB Decision 2004/2; EB Decision 2005/3; EB Decision 2006/2; EB Decision 2006/31; EB Decision 2007/36; EB Decision 2009/24.		Accessed 15 th May 2011
4	http://www.undp.org/governance/topics_human_rights_strengthenin.g.shtml		Accessed on 14 th May 2011
5	Letters from the US Assistant Secretary of State Esther Brimmer to the UNDP Administrator Helen Clark and the UNDP reply to the Mr Brimmer.		dated October 6, 2010, dated 13 October 2010.
6	Technical review of UNDPs HIV/ AIDS prevention and care programme.	Bill O'Loughlin	April 2009
7	Poverty, food insecurity and vulnerability: Issues and strategies, Myanmar.	Bishwa Nath Tiwari Shafique Rahman Khine Tun	April 2011
8	Concluding comments of the CEDAW Committee on the latest CEDAW update report from Myanmar. Http://sim.law.uu.nl/SIM/Caselaw/uncom.nsf/F005fcb50d8277cc12569d5003e4aaa/0cdfb34172b8c12575530037a5f6?	CEDAW committee	2008
9	Comparison table of cost between UNOPS and DEX, Yangon and townships	DSC, DEX office, Yangon, Myanmar	2011
10	Formative strategic review of micro-finance investments: Issues and recommendations for the future.	Feisal Hussain, UNCDF, Bangkok	April 2011
11	Enhancing capacity for HIV/ AIDs prevention and care	Government of the Union of Myanmar, UNDP, UNOPS.	March 2002
12	Action plan for SRG. Sustainability and exit plan	ICDP Naung Cho township	9 th June 2010
13	IHLC survey 1: MDG relevant information	IDEA International Institute, Quebec City, Canada; IHLCA Project	2006

		Technical Unit, Yangon, Union of Myanmar.	
14	IHLC survey 1: Poverty profile.	IDEA International Institute, Quebec City, Canada; IHLCA Project Technical Unit, Yangon, Union of Myanmar.	2006
15	IHLC Survey 2: MDG relevant data	IHLCA Project Technical Unit With support from: Planning Department and Central statistical organization of ministry of national planning and economic development. UNDP Yangon, Union of Myanmar	March 2011
16	IHLC Survey 2: Poverty Dynamics Report	IHLCA Project Technical Unit With support from: Planning Department and Central statistical organization of ministry of national planning and economic development. UNDP Yangon, Union of Myanmar	March 2011
17	IHLC Survey 2: Poverty profile report	IHLCA Project Technical Unit With support from: Planning Department and Central statistical organization of ministry of national planning and economic development. UNDP Yangon, Union of Myanmar	March 2011

18	IHLC Survey 2: Quality Report	IHLCA Project Technical Unit With support from: Planning Department and Central statistical organization of Ministry of National Planning and Economic Development. UNDP. Yangon, Union of Myanmar	March 2011
19	IHLC Survey 2: Technical report	IHLCA Project Technical Unit With support from: Planning Department and Central statistical organization of MoNPED. UNDP. Yangon, Union of Myanmar	March 2011
20	Technical manual for agroforestry	Khin Hnin Myint, national consultant	June 2010
21	Comments of the UNDP-Myanmar concept note on HDI, programme strategy 2010-2011. <i>and</i> Ideas for programme formulation beyond 2011	Lars Birgegaard, Glen Swanson, Dulan de Silva	June 2010
22	Report of the Independent Assessment Mission Covering the period May 2009 to April 2010	Lars Birgegaard, Glen Swanson, Dulan de Silva	June 2010
23	Report of the Independent Assessment Mission Covering the period May 2007 to April 2008	Lars-Erik Birgegård, Gabriela Byron, Glen Swanson	December 2008
24	Report of the Independent Assessment Mission Covering the period May 2008 to April 2009	Lars-Erik Birgegård, Gabriela Byron, Jens Grue Sjørsløv	June 2009
25	End of assignment database report	Lars-Johan Soderberg.	Undated
26	Environment sector review and formulation of re-afforestation strategy for the Ayeyarwadi Delta.	Maung Maung Than National Consultant	February 2009
27	Environment Sector review, PowerPoint presentation	Maung Maung Than National Consultant	14 th September 2010

28	Review on environmental and Natural Resources Management (NRM) activities:	Maung Maung Than National Consultant	Undated
29	Report of the Independent Assessment Mission Covering the period May 2006 to April 2007	Michael Adair, Dinesh Awasthi, Lars-Erik Birgegård, and Jan Reynders.	June 2007
30	Myanmar action plan on disaster risk reduction (2009-2015)	Ministry of social welfare, relief and resettlement, Government of Myanmar	August 2009
31	Myanmar action plan on disaster risk reduction (MAPDRR) volume II Outline of priority projects	Ministry of social welfare, relief and resettlement, Government of Myanmar	Undated
32	Myanmar Action Plan on DRR (MAPDRR) 2009-2015.	Ministry of Social Welfare, Relief and Resettlement, Union of Myanmar and sponsored by Asian Disaster Preparedness Council,	August 2009
33	Final National progress report on the implementation of the Hyogo Framework for Action (2009-2011)	Mr Soe Aung, Director General, Relief and Resettlement department	6 th April 2011
34	Outcome/Impact Assessment of UNDP Support for Recovery of Cyclone Nargis Affected Communities in Ayeyuarwady Delta.	Myanmar Survey Research & Myanmar Egress.	2009
35	Technical manual for environment rehabilitation and climate change mitigation (for HDI areas of Myanmar)	Nay Wun Paw, Environment rehabilitation consultant	March 2010
36	Final report of Gender Tracking Study in Bogalay and Labutta townships	NGO gender group	December 2009
37	Progress on SRG- MF linkages on wholesale loans.	PACT Myanmar MF project	March 2011
38	Micro-finance work plan for 2011	PACT, Yangon, Myanmar	Undated
39	Sustainable Microfinance to Improve the Livelihoods of the Poor project. Executed and Implemented by Pact, first quarter report 2011.	PACT, Yangon, Myanmar	March 2011
40	Progress on environment activities	Policy Planning and Strategy Unit, UNDP, Yangon, Myanmar	30 th April 2011

41	ADB International Comparison Programme for Asia and the Pacific, Regional ICP workplan 2010-2012	Regional ICP	Undated
42	A hen is crowing: A gender impact study of two UNDP Myanmar Community development programmes.	Reid Smith	July 2006
43	Accuracy in the IHLCA survey	Sten Backlund	Undated
44	The progress of GDP activities for PPP calculations. Internal paper.	Sten Backlund	18 th February 2011
45	The progress of ICL activities. Internal paper.	Sten Backlund	18 th February 2011
46	End of assignment report for Price statistics specialist	Sultan Ahmed	February 2011
47	Report on Economic and Social Development Outcome of SRG Households Receiving HDI Support	Thet Lwin and Zaw Win (WIN- WIN Research)	February 2010
48	Mission Report – Monitoring, Evaluation and reporting in UNDP Myanmar.	Thomas Winderl	2010
49	Agricultural development issues and strategies, Myanmar; background paper to develop agricultural strategies.	Tin Maung, Yangon, Myanmar	January 2011
50	Impact Study of Microfinance Project. UNOPS/UNDP (Myanmar).	U Thein Myint and U Kyaw Thu.	September 2007
51	Development policy options, Myanmar: for short and medium term growth and poverty reduction	UN country Team, Yangon, Myanmar	October 2010
52	Outline of UN programme structure, Myanmar	UN, Yangon, Myanmar	2011
53	UNDP Gender Parity in UNDP.	UNDP	March 2008
54	Draft ToR review of DEX service centre	UNDP, country office, Myanmar	March 2011
55	Multi-hazard risk assessment in Nargis-affected areas (Ayeyarwady, Bago, Yangon). Hazard risk and vulnerability assessment report.	UNDP, Myanmar	January 2011.
56	Outcome/Impact Assessment of UNDP Support for Recovery of Cyclone Nargis Affected Rural Communities in the Ayeyarwady Delta, Myanmar	UNDP, Myanmar, Myanmar Survey Research and Myanmar Egress	November 2009
57	Disaster Risk Reduction, prevailing over disasters through community action.	UNDP, Myanmar.	Undated
58	A Brief Report on the Impact/Outcome of the HDI Programme on SRG Members.	UNDP, Yangon, Myanmar	Undated
59	Achievements of Post Nargis recovery (ER) component of ICDP in 2010.	UNDP, Yangon, Myanmar	December 2010
60	Capacity assessment of SRGs.	UNDP, Yangon, Myanmar	Undated

61	CDRT Annual report for period January to December 2010	UNDP, Yangon, Myanmar	Undated
62	CDRT Monthly Project Monitoring Report, February 2011	UNDP, Yangon, Myanmar	Undated
63	CDRT Monthly Project Monitoring Report, January 2011	UNDP, Yangon, Myanmar	Undated
64	CDRT Monthly Project Monitoring Report, March 2011	UNDP, Yangon, Myanmar	Undated
65	CDRT presentation to IAM 2011.	UNDP, Yangon, Myanmar	April 2011
66	CDRT Project achievements and results during 2010	UNDP, Yangon, Myanmar	Undated
67	CDRT Project document and annexes	UNDP, Yangon, Myanmar	Undated
68	Community Development Project monthly monitoring report, January 2011 (CDRT, ICDP and ER townships)	UNDP, Yangon, Myanmar	January 2011
69	Cost benefit analysis for various livelihood interventions	UNDP, Yangon, Myanmar	Undated
70	Disaster Management: Strategic Policy Framework. A strategic framework for DRR in UNDP's HDI. 2010.	UNDP, Yangon, Myanmar	2010
71	Early recovery (ER) work plan 2010	UNDP, Yangon, Myanmar	Undated
72	Final ICDP and ER annual report for 2010	UNDP, Yangon, Myanmar	Undated
73	Final report cost sharing activities in CDRT for AusAid for period June 2009 to June 2010	UNDP, Yangon, Myanmar	Undated
74	Final report cost sharing activities in CDRT for Sida for period January to December 2010	UNDP, Yangon, Myanmar	Undated
75	First quarter CDRT report 2011	UNDP, Yangon, Myanmar	Undated
76	First quarter report on Enhancing Food Security in Myanmar Uplands to Danida, Nov 2009-October 2010	UNDP, Yangon, Myanmar	Undated
77	Further Analysis on Inputs to Project villages	UNDP, Yangon, Myanmar	Undated
78	Gender Livelihoods and vulnerability Issues (linked to gender tracking study)	UNDP, Yangon, Myanmar	Undated
79	Gender mainstreaming, collective work of UNDP and stakeholders, Myanmar	UNDP, Yangon, Myanmar	2011
80	GIRI master plan	UNDP, Yangon, Myanmar	2010
81	GIRI project proposal	UNDP, Yangon, Myanmar	2010
82	Guidance notes for townships on SRG sustainability and exit planning.	UNDP, Yangon, Myanmar	Undated

83	Guidelines for Developing 2011 CDRT Work Plan	UNDP, Yangon, Myanmar	Undated
84	Guidelines for environmental rehabilitation activities	UNDP, Yangon, Myanmar	Undated
85	HDI in Myanmar, fast facts	UNDP, Yangon, Myanmar	Undated
86	HDI- IV ICDP programme document	UNDP, Yangon, Myanmar	Undated
87	HDI logframe for CDRT/ ICDP 2011	UNDP, Yangon, Myanmar	January 2011
88	HDI workplan 2011	UNDP, Yangon, Myanmar	January 2011
89	HIV/ AIDS workplan 2010	UNDP, Yangon, Myanmar	January 2010
90	HIV/ AIDS workplan 2011	UNDP, Yangon, Myanmar	January 2011
91	Human Development Initiative Report 2010. UNDP. Myanmar. 2010.	UNDP, Yangon, Myanmar	
92	Human Development Initiative, Myanmar, 2010	UNDP, Yangon, Myanmar	2010
93	Human Resource planning for ICDP for non-Nargis affected households for 2011	UNDP, Yangon, Myanmar	November 2010
94	ICDP 23 township work plans	UNDP, Yangon, Myanmar	April 2011
95	ICDP mid-term workplan for 2010	UNDP, Yangon, Myanmar	Undated
96	ICDP sector wise achievements for 2010	UNDP, Yangon, Myanmar	Undated
97	ICDP workplan guidelines	UNDP, Yangon, Myanmar	Undated
98	IHLC project document	UNDP, Yangon, Myanmar	December 2002
99	IHLC survey 2: Summary of activities and achievements	UNDP, Yangon, Myanmar	Undated
100	IHLC workplan for 2010	UNDP, Yangon, Myanmar	January 2010
101	IHLC workplan for 2011	UNDP, Yangon, Myanmar	April 2011
102	IHLCA Organogram 2010-2011	UNDP, Yangon, Myanmar	January 2010
103	IHLCA work plan for 2011	UNDP, Yangon, Myanmar	January 2011
104	Indicative activities of UNDP assistance to Myanmar 2012-2015 at the community, township and regional/ National level	UNDP, Yangon, Myanmar	Draft 29 th March 2011
105	Integrated Community Early Recovery project document	UNDP, Yangon, Myanmar	December 2008
106	LIFT1, Semi-annual report, March 2011.	UNDP, Yangon,	

		Myanmar	
107	Livelihood Implementation Strategy for Cyclone Giri	UNDP, Yangon, Myanmar	Undated
108	Livelihoods and food clusters joint assessment. Livelihood section, Giri.	UNDP, Yangon, Myanmar	February 2011
109	Microfinance annual report 2010	UNDP, Yangon, Myanmar	January 2011
110	Microfinance project document	UNDP, Yangon, Myanmar	Undated
111	Mid-term ICDP report	UNDP, Yangon, Myanmar	Undated
112	MSE micro business plan for fish paste/ dry fish and traditional food selling, Thee Phyu, Bogale	UNDP, Yangon, Myanmar	August 2010
113	Post Nargis recovery component of ICDP, achievements 2010	UNDP, Yangon, Myanmar	December 2010
114	ri UNDP Community-Base Emergency and Early Recovery Initiative, January monthly report 2011.	UNDP, Yangon, Myanmar	January 2011
115	i UNDP Community-Base Emergency and Early Recovery Initiative, February monthly report 2011.	UNDP, Yangon, Myanmar	February 2011
116	i UNDP Community-Base Emergency and Early Recovery Initiative, March monthly report 2011.	UNDP, Yangon, Myanmar	March 2011
117	i UNDP Community-Base Emergency and Early Recovery Initiative, December monthly report 2010.	UNDP, Yangon, Myanmar	December 2010
118	RCC Mission Report to Myanmar: Integrated Household Living Conditions Assessment for Myanmar,	UNDP, Yangon, Myanmar	May 2009
119	Regional Centre in Colombo mission report to IHLC, Myanmar	UNDP, Yangon, Myanmar	May 2009
120	Report on experiences of SRG-MF linkages in S Shan state for March 2011	UNDP, Yangon, Myanmar	April 2011
121	Review of DEX implementation structures, Myanmar country office	UNDP, Yangon, Myanmar	March 2011
122	Simple micro-business plan outline for MSEs	UNDP, Yangon, Myanmar	Undated
123	SRG audit reports	UNDP, Yangon, Myanmar	Undated
124	SRG audit reports for SHGs	UNDP, Yangon, Myanmar	Undated
125	SRG formation and operation in ICDP	UNDP, Yangon, Myanmar	Undated
126	SRG progress report March 2011	UNDP, Yangon, Myanmar	Undated

127	SRG wholesale loan disbursement, interest and capital collection.	UNDP, Yangon, Myanmar	March 2011
128	Terms of partnership for Environmental Activities	UNDP, Yangon, Myanmar	Undated
129	The poorest of the poor strategy, ICDP.	UNDP, Yangon, Myanmar	March 2007
130	The strategy for Vulnerable Group, or Poorest of the Poor, CDRT.	UNDP, Yangon, Myanmar	October 2007
131	UNDP, Myanmar Gender action plan	UNDP, Yangon, Myanmar	October 2006
132	Work plan budget summary for CDRT 2010 (excel)	UNDP, Yangon, Myanmar	Undated
133	Work plan summary for CDRT 2011 (excel)	UNDP, Yangon, Myanmar	Undated
134	ICDP Progress and Achievements 2010 (presentation to IAM 2011).	UNDP, Yangon, Myanmar.	April 2011
135	ICDP Self reliance group grading, undated.	UNDP, Yangon, Myanmar.	Undated
136	SRG_Assess_maturity.xls	UNDP, Yangon, Myanmar.	Undated
137	Sustainable Microfinance to Improve the Livelihoods of the Poor	UNDP/ PACT	Presentation to IAM, 8 th May 2011
138	Sustainable Microfinance to Improve the Livelihoods of the Poor, First Quarter Report, January-March 2011.	UNDP/PACT	March 2011.
139	Sustainable Microfinance to Improve the Livelihoods of the Poor, First Quarter Report, January-March 2011.	UNDP/PACT	March 2011.
140	U Thein Myint and U Kyaw Thu. The SRG case studies, and Impact Study of Microfinance Project. UNOPS/UNDP (Myanmar)		

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