UNDP CPAP Outcome
Final Evaluation Report
Myanmar
Environmental Governance and Disaster Resilience
(Pillar II)

Mid-Term Evaluation

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Contents

Executive Summary

RELEVANCE (RATING - HIGHLY RELEVANT)
The Pillar II work is highly relevant to Myanmar's development context. Support is contained within UNDP/Myanmar's cooperation agreement and the United Nations Strategic Framework (UNSF) 2012–2015, designed to take into account the rapidly changing country context.[i] The year 2016 saw of a new Government led by the National League for Democracy coming into power. This Government established a 12-point economic policy that prioritizes inclusive economic growth and development. Recognizing the relation between economic development and disaster risk in Myanmar, the Government has also committed to implement key global/regional frameworks endorsed in 2015 and 2016, including the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, and the Paris Agreement on Climate Change, Habitat III, the World Humanitarian Summit, and the AADMER Work Programme 2016–2020. Pillar II has outlined three outcome areas (work streams of support) for promoting environment as an integral part of sustainable development and building resilience to climate change and disaster risk to safeguard development gains in line with all these agreements.

Myanmar, like many countries, is experiencing an increase in slow onset small and medium disaster situations in the absence of clear international support protocols for resilience programming crossing the humanitarian and development space (outside international cluster response). This situation requires new protocols and financing solutions for early recovery planning.

UNDP engagement for reducing vulnerability to natural disasters and climate change, improved environmental and natural resource management and promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid local communities, is a reflection of considerations of its unique capabilities. UNDP engages as a trusted expert partner around the overarching CC/DRR Resilience outcome toward which Pillar II contributes. UNDP is positioned to support reduction of risk and risk informed development work, drawing upon its internal global knowledge base on Disaster Risk Management DRM, Environmental Governance EG and Renewable Energy RE.

Development partners reported the UNDP positioning as per its comparative advantage will take the program only so far. To grow its partnership base, UNDP must perform and express tangible results through implementation with partners. UNDP might now begin to assert its convening power towards leading on behalf of government sector-wide approaches: environmental, governmental DRM and monitoring for linkages between the two toward one overarching *Resilience* outcome.

EFFECTIVENESS (RATING - SATISFACTORY)
Significant progress is made toward the Pillar II outcome, in particular to contribution to capacity strengthening coordination, policy, legal and financing work (upstream). In review of the targets (the Pillar II cooperation framework and ways of working and despite early challenges including institution of a new way of working with government, exceeded the planned expectations. The Pillar II achievements are impressive (see annex, 1-2 results reported and verified by evaluator), including National Policy on Environment 2017; the Disaster Management Rules 2015 for implementation of the Disaster Management Law 2013; support for DRM coordination of the sector working group; development of a national database on loss and damage); support to Myanmar for its leadership at the ASEAN regional network developing the ASEAN Reference Guide on Recovery Planning; financing mobilized from GEF, AF, Norway, UNREDD, Finland, USAID, etc.
The body of work is commendable, especially considering challenges of policy engagement and working through institutional bottlenecks during a period of rapid change and a new government. That said, UNDP by nature of its mandate, was met with a very conducive policy environment favoring its upstream compar-

ative advantages. The downstream support has also advanced through key projects, i.e. Inle Lake, Adaptation Fund, UNREDD and Biodiversity and PA, but more can be done to improve monitoring and learning from project contributions at the subnational level.

Finally, as the climate financing instruments are new to Myanmar, it was also commendable that the team supported access to AF, GEF, GCF, and UN-REDD in a very short time. However, learning to utilize these financing instruments for program results requires good design thinking. To maximize these financing instruments for program level results requires carefully negotiating during design and including budget for program monitoring, knowledge management/learning resource and events and strategic activities to leverage learning and sustain the results at the onset. Pillar management and government must engage and reflect on this experience to determine the best use of the climate financing to ensure sustainability in line with the overall outcome level goals CC-DRR-Resilience. The disaster and environmental policy contributions position UNDP and GOM work within UNDP's comparative advantage for institutional strengthening capacity and policy showcasing and implementation. The status of activities under two (output) streams of Pillar II's work is included in Annex.

EFFICIENCY (RATING - SATISFACTORY)

The program resources (funds, expertise, time, staffing) are being used economically and contributing to results, value for money, but there is always room for improvement. The value for money lay in the capability of the human resources to oversee portfolio implementation process, build synergies and convene partner's contributions to the results.

Strengths and Challenges
The work of the two thematic areas (EG-CC/DRR) are making vertical and horizontal synergies and demonstrating approaches for resilience through projects, i.e. Inle Lake and Adaptation Fund, Biodiversity, UN-REDD. Pillar II management is building good partnerships and relationships (Annex10) and acquiring resources. It will do better with a stronger, clearer overarching monitoring framework on Resilience and integrated CC/DRR approaches. Some noted bottlenecks for linkages and implementation were outside of UNDP's control.

→ *Human Resources*
A major issue was identifying highly capable human resources with competencies for interdisciplinary program management, relationship management and upstreaming downstream monitoring and learning.
Pillar II involves two technical and substantive areas leading complex cross-sector work, convening partners and relations management for carrying the expected result forward with development partners. There is a shortage of resources and availability of highly trained people to work in the program and projects, i.e. UN-REDD national program.

→ *Monitoring System and Proximity to Government Partners and across Locations*
Normally managing inputs across multiple geographic locations is not an issue when there is strong monitoring and learning system in place. The monitoring system with government; however, was a work in progress. Two key issues have emerged. The first was the oversight and reporting overload, with too many levels of oversight and reporting requirements including the need for conceptual clarity around the overarching resilience outcome i.e. theory of change and joint monitoring framework. The second was a need for a mechanism and strategies for advocating the interlinkages between the outputs as well as subnational level monitoring. To deal with upstream Pillar oversight overload and need for improvements in the joint monitoring of outcome level results, it is best to merge the two output boards into one on resilience. This will support understanding of the EG/DRR/CC+mitigation = Resilience integrated expected outcome. The subnational issues are discussed in-depth in the section on results.

→ *Knowledge Management and Learning Approaches*
A knowledge management approach can support enhance program level outcomes by promoting strategic communication and partnerships, networking, learning and linkages. This means that to foster learning across activities and institutions, UNDP can institute a stronger knowledge network/Pillar partnership. To do this it is recommended that a facilitator be designated the role for strategic communication and networking. Adding this post will support learning across the agencies , project and sectors which can address some the GEF-DIM learning issues, promote convening of the development partners and provide leadership on resilience. It will promote integration and an improved monitoring framework. A knowledge management approach will leverage greater technology transfer into activities, knowledge sharing and learning cross-pillar, cross-sector and cross-region.

SUSTAINABILITY (RATING - HIGHLY LIKELY)
The Disaster Management DM Rules, National Environmental Policy, ASEAN Recovery Planning Reference Guide, MAPDRR, support to National REDD Roadmap implementation, etc. are fully owned by the government, and UNDP's role has been to support and to facilitate. These initiatives will be sustained and will continue to exist and be fully operationalized by the government in the long-term.

→ *Outcome level*
For sustainable improvements, the program team can visualize the integration of work on CC/DRR/EG plus mitigation under a banner of resilience and institute a partnership approach to implementation. The development partners should rally around the concept of resilience. The outcome vision needs to be articulated, communicated and leveraged. Integrated risk informed development approaches are good entry points for institutional capacity and planning work with the local government departments. The target for impact is improvement in planning and services delivery at the lowest levels of government. Ultimately, these projects can be delivered with a view to institutional sustainability and system level improvements linked to the upstream Resilience policy work. The integrated cross-sectoral planning approach, instilling risk-based natural resource co-management and planning thus provides a vision that might be best articulated for outcome level monitoring. A key finding is that national DRM full cycle can be an overarching framework for downstream work with local government departments. This is not yet being considered as an explicit strategy across the Pillar II outputs toward resilience.

→ *Move toward NIM implementation*
While it was normal to undertake all projects through DIM, the design decision on how to implement through or not is also about results. The optimal implementation approach for capacity building can be "learning by doing" through NIM plus or DIM plus, which include some support for government-led implementation and monitoring. A Government partner at the union level requested solutions for improved joint monitoring of project level inputs. "DIM plus usually entails additional activity to support government with program reporting and monitoring support for their contributions to expected Pillar level results.

Improvement in knowledge management and communication will improve general knowledge transfer and technology uptake cross-project. It will also serve to improve the synergies and learning between projects, development partners and government departments and raise visibility of underreported results.

RECOMMENDATIONS:

1. Relevance/Design

→ Streamline Pillar II assistance under the overarching resilience banner with a focus on the full-cycle DRM (Risk Assessment, Governance, Mainstreaming, and Preparedness) and a downstream focus on environmental risk reduction linkages for impacts in communities.

→ For EG, streamline to support the operationalization of the new environmental policy and public service strengthening. For DRM, provide support on disaster risk management/governance in line with the upstream creation/convergence of an intersectoral governmental group working with climate change and support for DRM mainstreaming and showcasing CBDRM.

→ Position portfolio around Resilience. Create a paper for Government that makes the investment and institutional case for the EG/CC/DRR interlinkages. Include a strong argument around aligning the CC and DRR agendas.

2. Effectiveness and Program Implementation

→ Augment human resources with monitoring, knowledge management and communications. Review staffing for DRM and EG in line with this report.

→ Develop a theory of change in terms of institutional capacity development toward resilience outcome.

→ The renewable energy work root cause analysis needs to be built in, *articulated through the results plan* as a root issue and negotiated with national partners holding these competencies.

→ The program management teams of all three Pillars must be made responsible to ensure the design thinking and guidance for integration and development of two or three concrete projects to make this happen.

→ Undertake action to strengthen cross-pillar linkages with local governance and democratic governance.
  o Ensure design of Pillar targets at national and subnational level with a conflict, gender and governance lens; include concrete actions like joint dialogues and work around governance and CBDRM and NRM; undertake design thinking through lens of conflict; undertake a small project, making and showing important linkages, possibly attached to risk informed work in Inle Lake–NRM or CCA-AF;
  o Undertake resilience strategic planning linked to sustainable development planning work with finance and budget. Scale up PEI work as it relates to sustainable development planning to improve work on financing environment. This is a natural area for collaboration with the ENR team. More cross-pillar and focused work on SDG financing indicators.

→ Build baseline, strategy and road map for the DRM governance/mainstreaming work.
  o Identify partner for an assessment of the overall landscape on DRM for future program development. Use the Finland EG study model.
  o Develop full program support on DRM governance/mainstreaming;
  o Include support for early recovery planning in a scenario of crisis management;
  o For EG support, follow through by designing a public service strengthening project.

→ Review subnational portfolio for gaps and an area based approach.

→ National level full-cycle DRM can be made an overarching framework for downstream work with local government departments as an explicit strategy yet across the Pillar II outputs toward resilience.

→ Augment cross-sector work for joint projects on resilience, and in a country in transition with continual crisis-management demands, include a dedicated resource person on post-disaster and protracted crisis to support strategic planning full time and engage in cross pillar work closely with the humanitarian coordinator.

3. Efficiency

→ NIM/DIM per results. Undertake a movement now to NIM implementation for capacity building results and for sustainability. The portfolio can include some support to NIM for next cycle to better establish

support for government monitoring (learning opportunities). More support can be also provided to entice government learning from DIM projects, including training on project monitoring for results as an example.

→ Apply monitoring (streamlined to resilience), knowledge management, communications and learning approach to pillar implementation.

Sustainability

→ Anchor UNDP programs, projects and activities into government mechanisms and institutionalize best practices, e.g. AF working with DMH on early warning and agro-advisory and RRD on disaster alert notification. In the implementation of these activities, the project has engaged relevant departments and given them a lead role, which has ensured ownership and responsibility. There is now very high demand for these products, and the departments are really interested in pursuing these products further.

→ Host an end of Pillar II learning event and round table to showcase results and to convene partners for future Resilience EG and DRM work.

ACRONYMS

ADB	Asian Development Bank
ADRRG	ASEAN Disaster Recovery Reference Guide
AF	Adaptation Fund
AMMDM	ASEAN Ministerial Meeting on Disaster Management
ASEAN	Agreement on Disaster Management and Emergency Response (AADMER
ASEAN	Association of Southeast Asian Nations
BDMC	Basic Disaster Management Courses
CBDRM	Community Based Disaster Risk Reduction
CBO	Community Based Organization
CC	Climate Change
CCA	Children Centered Approach
CDD	Community Development Project
CDR	Community Disaster Resilience
CP	Country Program
CPAP	Country Program Action Plan
CSO	Civil Society Organization
DAN	Disaster Alert Notification
DICA	Directorate of Investment and Company Administration
DIM	Direct Implementation Modality
DMH	Department of Meteorology and Hydrology
DMTC	National Disaster Management Training Center
DRD	Department of Rural Development
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRRRWG	Disaster Risk Reduction Work Group
DRRYV	Disaster Risk Reduction Youth Volunteers
DSW	Department of Social Welfare and Relief and the Resettlement Department
DZGD	Dry Zone Greening Department
ECD	Environmental Conservation Department
EG	Environmental Governance
EIA	Environmental Impact Assessment
FAO	UN Food and Agriculture Organization
FD	Forest Department
FERD	Foreign Economic Relations Department
FRI	Forest Research Institute
GCF	Global Climate Fund
GEF	Global Environment Facility
GOM	Government of Myanmar
IASC	Inter-Agency Standing Committee
ILO	International Labor Organization
IWUMD	Irrigation and Water Usage Management Department
KM	Knowledge Management
LBVD	Livestock Breeding and Veterinary Department
MAPDRR	Myanmar Action Plan on Disaster Risk Reduction
MCCAU	Myanmar Climate Change Alliance Unit
MCCDDM	Myanmar Consortium for Capital Development on Disaster Management
ME	Monitoring and Evaluation
MOECAF	Ministry of Environmental Conservation and Forest
MOECC	Ministry of Environment and Climate Change
MONREC	Ministry of Natural Resources and Environmental Conservation

MoSWRR	Ministry of Social Welfare, Relief and Resettlement
MOT	Ministry of Transportation and Communications
MPD	Myanmar Private Sector Disaster Management
MRCS	Myanmar Red Cross Society
MxE	Monitoring and Evaluation
NGO	Non-governmental Organization
NIM Plus	National Implementation plus support
NRM	Natural Resources Management
PA	Protected Areas
PEI	Poverty Environment Initiative
PIU	Program Implementation Unit
PSD	Planning and Statistics Department
RA	Risk Assessment
RBM	Result Based Management
RRD	Relief and Resettlement Department
SD	Statistics Department
SDG	Sustainable Development Goals
SEDP	Socio-economic Development Plan
SIA	Strategic Impact Assessment
SWRRM	Social Welfare Relief and Resettlement Ministry
ToR	Terms of Reference
TWG	Technical Working Group
UMFCCI	Union of Myanmar Federation of Chambers of Commerce and Industry
UNDAC	UN Disaster Assessment and Coordination Team
UNDP	UN Development Programme
UNEP	UN Environment Programme
UNESCO	UN Educational, Scientific and Cultural Organization
UN-Habitat	United Nations Human Settlements Programme
UNOCD	UN Organization for Drug and Crimes
UN-OCHA	UN Office for the Coordination of Humanitarian Affairs
UN-REDD	UN Reducing Emissions from Deforestation and Forest Degradation
UNREDD+	UN Programme on Reducing Emissions from Deforestation and
UNSF	UN Strategic Framework
UNTCSG	UN Technical Coordination Support Group
WB	World Bank
WCS	Wildlife Conservation Society
WG	Working Group

1. INTRODUCTION

1.1 Background

The UNDP Myanmar Country Program CP (2013–2017) was developed during late 2011 and 2012 with a focus on governance as guided by the UNDP Executive Board's approval and the needs of the country in transition to a new democratic nation. It marked a significant departure from previous UNDP interventions

(since 1993) that focused on service delivery centered on grass-roots livelihoods and microfinance support. The UNDP Myanmar Country Program (2013–2017) aims to promote local governance, growth and sustainable development. This goal is being pursued through three complementary pillars. Pillar I focuses on strengthening local governance, Pillar II, on environmental governance and disaster resilience and Pillar III, on strengthening responsive and inclusive governance. The program stipulates that UNDP should forge new partnership with state institutions: government, parliament and the courts, which had limited experience engaging with international stakeholders. The outgoing regime has had limited exposure to democratic governance and human rights principles, other international standards and best practices and limited exposure to how other countries had strengthened institutions, pursued reforms or overcome development challenges.

1.2. Purpose, objectives and scope
This report is the result of an Independent Midterm Evaluation of the United Nations Development Program (UNDP) Country Program Pillar II for Myanmar. The Program was initially designed to cover the period 2013–2015, but it was subsequently extended by two years so that it is now a five-year program of support for the period 2013–2017. The evaluation was undertaken by a two-person team (one international and one national consultant) and in accordance with the terms of reference and the agreed work plan. It involved the following:

An analysis of available documentation and reports linked to the design and implementation of Pillar II; a two-week in-country period of consultations (February 19–March 1, 2017) which included face-to-face discussions with Myanmar government and other stakeholders and UNDP Myanmar Program management and staff associated with Pillar II, Program appointed advisors and consultants and development partner representatives; the presentation of a draft report and a review of its findings in Myanmar in mid-March and delivery of the final report by March 30, 2017.

While it is a mid-term evaluation, it is also an outcome-level evaluation. In this regard, the evaluation recognizes the UNDP Planning and Monitoring and Evaluating Handbook1 definition of outcomes as:

"The intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies such as UNDP. They are medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. Outcomes provide a clear vision of what has changed or will change globally or in a particular region, country or community within a period of time. They normally relate to changes in institutional performance or behavior among individuals or groups. Outcomes cannot normally be achieved by only one agency and are not under the direct control of a project manager."

1.3 Evaluation methodology
The Mid-Term evaluation considers the quality, quantity and timeliness of the progress toward delivering intended results based on what it set to do out in the original cooperation framework and any changes based on monitoring. It includes an assessment of the performance of on-going and recently completed projects (list of project and expected results in annex) and considers lesson learned from annual project reviews, project evaluations and the result of the annual Pillar II review exercises as conducted by the steering committees in order to define the progress archives.

The evaluation has used the standard evaluation criteria to assess its performance, which includes relevance, effectiveness, efficiency, impact and sustainability. The evaluation followed a collaborative and participatory approach ensuring close engagement with the project implementation and support team based at UNDP and government offices, government counterparts, the UNDP Country Office and all key stakeholders. Engagement of stakeholders during the evaluation is vital to a successful execution. It included conducting interviews including with financing partners, i.e. Norway, Finland, ADB, WB, GCF, GEF focal points and

other donors, the project team, national and local governments, UN and international agencies. The MTE evaluator conducted field survey in two pilot target areas.

Key questions were used to query and gather information expected to document key results and lessons learned and support provision of specific recommendations for future programming. These questions are provided and answered in the body of this report.

The evaluation approach had the following characteristics:
→ Orientation: Outcomes of Project, Log Frame and Desk Review, review strategies with the implementation and management team (February 20, 2017);
→ Main Research Questions: Determined in advance by UNDP and the counterpart agencies based on preliminary stakeholder consultations (pre-evaluation);
→ Major focus: Assessing the results of UNDP's Country Program Action Plan and expected outcomes of the EG/DRR program within the context of the Pillar II contribution to country level expected results and outcomes including projects;
→ Timing: February–March 2017.

Key approaches: Face-to-face interviews with over 100 principle stakeholders involved in Program (Field based surveys in two townships and two cities, including the capital and Yangon), Logical Framework Assessment (see question on outcome goals and effectiveness, Annex 1) and Impact Evaluation Methods and Rapid Assessment, including the following:

→ In-depth, open-ended interviews with key stakeholders, key informants;
→ Focus group discussions;
→ Community group interviews;
→ Direct observation and guided mini-survey;
→ Written documents (e.g., open-ended written items of questionnaires, project records);
→ Assembly of evidence: intensive onsite project study, including work with PIU based at UNDP in Yangon; observations off project work and discussion with beneficiaries. Use of interview (focus groups and individuals), tests, questionnaires and other qualitative data and observational data. Determining all the outcomes also requires use of qualitative evidence;
→ Sampling: Purposive sampling (selected subjectively; a purposive sampling was representative of the population and ensures that a range from one extreme to the other is included, i.e. townships and scale-up characteristics);
→ Methodology for analysis: Triangulation (simultaneous use of perception, validation and documentation to analyze information);
→ Data collection details end noted;[ii]
→ Key documentation reviewed end noted.[iii]

1.4 Limitations
Limitations apply; there are language considerations for government and project level counterparts. This was compensated by having a translator in all meetings, and gaps in information were picked up through Skype calls from past country visits.

2. THE DEVELOPMENT CHALLENGE

2.1. Government of Myanmar Development Context/Situation Analysis
Myanmar is endowed with rich natural resources and is the most forested country in Southeast Asia, with nearly 60% forest cover. It also possesses some of the most pristine marine ecosystems on earth. Rapidly

expanding investments in economic sectors, such as agriculture, plantations, extractive industries and transportation necessitate capacity development for effectively managing and safeguarding natural resources, including biodiversity and ecosystem services. The country is prone to extreme weather events and natural hazards and frequently affected by different types of small to large-scale disasters which lead to the loss of lives, disruption of livelihoods and destruction of public and private infrastructure and which undermine the development gains and resilience of the communities across the country, resulting in poverty and inequalities.

2.2 UNDP and Government Policies and Strategies

Over the past few years, Myanmar has been making concerted efforts to address environmental degradation, disaster and climate change associated risks through strengthening its legal and policy instruments, while also fulfilling its global and regional commitments. The government has set up environmental institutions and improved environmental governance in order to safeguard environmental sustainability along with economic growth. Environmental Impact Assessment Procedures and Environmental Quality Guidelines were endorsed in 2015.

The year 2016 saw the coming into power of a new Government led by the National League for Democracy. The Government established a 12-point economic policy that prioritizes inclusive economic growth and development. Recognizing the relation between economic development and disaster risk, the Government also committed to implement key global/regional frameworks and recommendations endorsed in 2015 and 2016, such as the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, and the Paris Agreement on Climate Change, Habitat III and the World Humanitarian Summit and the AADMER Work Programme 2016-2020 on disaster risk reduction.

Disaster Risk Reduction (DRR)
From 1993 until 2013, the UNDP Human Development Initiatives Program in Myanmar targeted interventions having grassroots level impact in a sustainable manner. It supported 8,000 villages in over 60 townships nationwide, reaching an estimated six percent of the population. Prior to Cyclone Nargis in 2008, UNDP had set up a community-based preparedness program in the Delta and in other HDI townships. In responding to Cyclone Nargis, UNDP provided its assistance for Nargis early recovery and community-based DRM in the delta, Rakhine and the other most hazard-prone areas. The experience of the DRR intervention aftermath of Cyclone Nargis underlined the need to entail a systematic approach to preparedness, recovery and response, including a new focus on preparedness and early warning, community-based risk reduction measures. UNDP, in its capacity of the Chair of Myanmar Disaster Risk Reduction Working Group, provided support to the government in development of MAPDRR 2012 and DM Law and strengthened interagency coordination for DRR in Myanmar. The trust and partnership was built up between MSWRR and DRR WG during 2010–2013.

Environmental Governance
Since the new government, the government has implemented some institutional changes, such as reorganization of ministries, including the reorganization of the former Ministry of Environmental Conservation and Forestry (MOECAF) to create the new Ministry of Natural Resources and Environmental Conservation (MONREC), which is in charge of climate change matters. The government is promoting conservation of biodiversity and improved management of protected areas through the implementation of the National Biodiversity Strategy and Action Plan (2015). Climate change mitigation has been emphasized through the implementation of the Myanmar Reducing Emissions from Deforestation and Forest Degradation (REDD+) Roadmap, in collaboration with the international community, intergovernmental agencies and local communities to promote responsible management of natural resource and environmental governance at all levels. Several policies, strategies and plans were formulated by the government to provide a broader framework for building resilience to disaster and climate change risks. They include the Myanmar Action Plan for Disaster Risk Reduction (2012), the National Adaptation Program for Action (2012), the Environmental

Conservation Law (2012) and its rule (2014), the Framework for Economic and Social Reform (2013), the Disaster Management Law (2013) and Rules (2015) and the Intended Nationally Determined Contributions (2015).

Significant changes in forest policy were introduced, such as a one-year moratorium on logging for all timber species and a 10-year logging ban for teak in certain areas of the country where forests are heavily depleted by past overcutting (Bago-Yoma region) and a 10-year reforestation program (2017–2027) to restore degraded and depleted forests nationwide, as well as a reduction of the annual allowable cutting rates to around half of the former rates, which were already reduced in 2010 in comparison with previous years. Pillar II is contributing to promote environmental sustainability as an integral part of sustainable development, as well as to build resilience to climate change and disaster risk to safeguard development gains.
A recent study commissioned by the Government of Finland, GOM and UNDP provides a good situational analysis of the environmental sector and shows an impressive list of laws in place, but the need is for refinements, coherence, multi-sector work and capacity strengthening to encourage enforcement and downstream implementation. The situational analysis is a good practice in terms of setting the baseline for program support. This should be replicated for the DRR-M sector in advance of next country program planning.

2.3 Description of the CPAP Pillar II
UNDP's interventions in Environmental Governance, climate and Disaster Resilience Pillar II are aligned with the SP goals to emphasize the support and critical links between environmental sustainability and efforts to eradicate poverty, reduce inequalities and strengthen resilience in Myanmar. [iv]

UNDP's work Pillar II concentrates on interlinked strategies:

1. Building enabling environment by strengthening institutions for environmental conservation, climate change mitigation, adaptation and disaster risk reduction to ensure that the respective government ministries and departments have the necessary policies, strategies with the mechanisms for implementation, coordination, resource mobilization and monitoring based on the concrete data and statistics;
2. Integration of environmental concerns, climate change and disaster risk reduction into national and sectoral plans and strategies to ensure that development in Myanmar does not happen at the expense of environmental degradation and does not expose the country to recurrent disaster risks;
3. Biodiversity conservation through integrating biodiversity and ecosystem management into development planning and production sector activities and strengthening the protected area system to protect the biodiversity and ecosystems of Myanmar and to secure livelihoods, food, water and health and enhanced resilience for its people;
4. Promoting institutional and community capacity for climate change mitigation through implementation of Myanmar REDD+ Readiness Roadmap and access to renewable energy to support the government for reducing emissions from the forest sector and to ensure communities' participation in forest conservation;
5. Enhancing institutional and community capacity through climate change adaptation actions to improve food and water security at community level and provide alternative livelihood options.

2.4 Program Strategy/Logic Model

Stated Objective/CP Outcome: Reduced vulnerability to natural disasters and climate change, improved environmental and natural resource management and promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid local communities. Pillar II is contributing to promote environmental sustainability as an integral part of sustainable development, as well as to build resilience to climate change and disaster risk to safeguard development gains through the following:

→ Capacities to adapt to climate change and reduce disaster risk. Government counterparts: Ministry of Social Welfare, Relief and Resettlement; Ministry of Environmental Conservation and Forestry; Ministry of Border Affairs and Ministry of Transport;

→ Capacities to sustainably manage natural resources. Government counterpart: Ministry of Environmental Conservation and Forestry;

→ Access to energy in rural areas. Government counterparts: Ministry of Environmental Conservation and Forestry, Ministry of Energy.

Pillar II aims to achieve two Outputs (See Annex 1 Pillar II, Results Framework Indictors):

Output 6: Strengthened capacities to adapt to climate change and reduce disaster risk at national, regional and local levels:

Resultant CP outcome: Reduced vulnerabilities to natural disasters and climate change, improved environment and natural resource management and promotion of emergency conservation through access to affordable and renewable energy, particularly in the off-grid local communities.

Baseline (2013):
a. Disaster Risk Management plan at one township used the results of the Multi-Hazard Risk assessments;
b. Level of progress 2 in core indicator 1 of the HFA Priority 1;
c. No system for recording Damage Loss and Data;
d. 10,000 households adapted climate resilience crop, livestock and fishery practices.

Indicators:
a. # of Disaster Risk Management Plans developed at the townships that are using the results of the Multi-Hazards Risk Assessments as a basis;
b. Level of progress of the core indicators for HFA priority Action 1 (i.e. national policy and legal framework for disaster risk reduction exists with decentralized responsibilities and capacities at all levels);
c. A disaster loss and damage database is set up, institutionalized in the government system;
d. # of households that adapted climate resilience crop, livestock and fishery practices.

Output 7: Enhanced capacities to sustainably manage natural resources at local, regional and national levels:

Related CP outcome: Reduced vulnerability to natural disaster and climate change, improved environmental and natural resource management and promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid communities.

Baseline:
a. National Environmental Policy (1994), which needs to be updated;
b. Policies and processes for investment management do not take into account poverty-environmental linkages/relationship;
c. No formal system exists for the implementation of REDD+ under the UNFCCC;
d. No systematic Protected Areas management standards, PA and individual performance monitoring system exist;
e. In 2012, there were 745, and in 2013, there were 792 forest user groups (nationwide).

Indicators:
a. National Environmental Policy Framework, Strategy and Action Plan developed;

b. *Number of tools or mechanisms applied by government in the investment management process to support stronger environmental and social safeguards;*
c. *The technical, legal and social systems for REDD+ implementation exist;*
d. *Number of tools or mechanism applied by government in the investment management process of Protected Area management standards and PA and individual performance monitoring system established;*
e. *Number of forest user groups that have been granted land leases certificates and are managing that land (and proportion of women in forest user groups).*

The strategy for Pillar II focused on a) institutional strengthening, capacity building and mainstreaming in development planning and b) demonstration through the implementation of pilots.

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3. EVALUATION FINDINGS (Refer to Annex 1, 2 and 10 update on Pillar 2 Indicator and Activities and Partnerships)

3.1 RELEVANCE

1. To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role and comparative advantages in Myanmar?

UNDP's engagement on Pillar level outcome *reducing vulnerability to natural disasters and climate change, improved environmental and natural resource management and promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid local communities* is a reflection of strategic considerations of the organization's unique capabilities for upstream and downstream linkages, cross-sectoral programming for outcome level results (climate change and disaster risk reduction/resilience). The Pillar II work is highly relevant to Myanmar development context. The support is contained within UNDP/Myanmar's cooperation agreement and the United Nations Strategic Framework (UNSF) 2012–2015, designed to take into account the rapidly changing country context.[v]

Myanmar, like other countries, is experiencing an increase in slow onset small and medium disaster situations for which there are no international support protocols for resilience programming that cut across the humanitarian and development space (outside international cluster response). This situation requires new focused support, protocols, financing instruments and solutions for early recovery planning.

UNDP is engaging with the key government counterparts and development partners at the upstream (normative) and downstream (mainly through projects) levels, building on its comparative advantages as a globally proven advisor and convener on the two Pillar output areas, environmental governance and disaster risk reduction. UNDP is exercising its unique capability to showcase upstream and downstream linkages toward a cross-sectoral and interdisciplinary resilience outcome through work[vi] on environmental and disaster policy and projects on adaptation, biodiversity and protected areas management, UN-REDD and lake conservation. Through these concrete projects, UNDP is showcasing examples of cross-sectoral risk informed development planning, integration of environment, natural resources management, energy and DRR services at subnational (government) and community levels.

UNDP is uniquely positioned as advisor to key government departments (see counterparts listed above) on both output areas, helpful to enabling environment around the longer-term system level improvements and toward a culture of risk reduction and resilience. In addition to its historic global experience on environmental governance and renewable energy, UNDP has a global knowledge repository concerned with sustainable development and disaster risk reduction themes, including sustainable development financing and planning work.

As per its comparative advantage to *carry forward towards longer term systemic results (sustainability)*, partners interviewed say that positioning for UNDP might express *leadership and convening more*. UNDP has been the beneficiary of financing and partnerships (see section on partnerships), but it can be more assertive in communicating and sharing knowledge about the Pillar level outcome (especially at subnational level) toward a common vision of resilience. While strong in using its convening power on institutional strengthening and capacity and building governance (DRM, EG), it can do better (also see convening question below). There are many factors to take into consideration, i.e. absence of full staff capable for cross-sectoral programming linkages and in case of missed opportunities important for resilience integration, i.e. sector lead and coordination of climate change unit MCCAU. UNDP's strong engagement on the softer upstream policy work has enabled important relationships and set a strong stage for great carrying forward of excellent policy level results in both output areas: environmental policy implementation and DRM system strengthening and (CBDRM) in the next cycle.

2. To what extent was the interlinked strategy presented in the outcome setting a relevant and appropriate vision on which to base the initiatives?

The history of UNDP's role and background of formulation of CPAP and Pillar II program and implementation strategy is significant. The cooperation is a new way of working with government. There was a need for flexibility and experimentation. Pillar II was developed while several environmental and DRR projects were already ongoing, and it had to be slotted in. These included the GEF project on protected areas, UN-REDD readiness and the Inle Lake project. The pillar strategy was built up with these existing projects, including the new subnational-focused adaptation fund project. In 2014 and 2015, when more climate finance came on stream, the government requested UNDP's help to support environment policy development, working on these issues with different UN agencies.

The Pillar level outputs were planned to focus on three output areas including 1. DRR and CCA output and 2. Environmental Governance a. Policy, and 2. Biodiversity Conservation b. Protected Areas (US$10,000,000 was expected) and c. Climate Change Mitigation (REDD+) and 3. Renewable Energy.
The entire Pillar level work would have four central themes areas, including 1. Early Warning Systems, 2. CBDRM, 3. Policy and 4. Risk. During implementation, through the overarching Pillar II Board, a decision was made to focus portfolio work on 3. Policy and 4. Risk (See Annex Pillar Results Framework). The Renewable Energy output was further rationalized (discussed later).

Finland provided financing (1 million) to support the overall Pillar work on upstream environmental policy work. Norway provided funds for specific projects, i.e. Inle Lake, and support through the global UN-REDD program. Norway's and Finland's investment in Pillar II was significant bilateral support for Pillar level program level results, crucial for growing the program and setting the stage for national level policy operationalization and downstream community level work and further towards more sustainable impacts. In 2014, the government requested development UNDP support on environmental policy development and climate change policy. The latter was eventually led by UN-Habitat. UNDP prioritized support for Environment Policy. While it did not take lead/support for CC policy due to its limited resources, Pillar II management was involved in the process of CC Policy and Strategy development along with UN-Habitat.
Support was provided for policy on climate change, disaster risk management, renewable energy and environment-related issues, all of which need to be addressed at the regional and central levels, including environmental impact analysis, environmental standards and procedures and multi-hazard risk information.

The overarching risk-focused Pillar strategy comes together around a resilience theme (reducing risk through mainstreaming, instilling risk informed planning approaches and promoting social cohesion). The pillar vision and three output areas are all highly relevant toward such a relevant expected outcome. The

outcome area is aptly designed for improved life skills and capacities of communities, civil society and local and national institutions to establish disaster risk management.

UNDP has comparative advantages for integration and interlinkages for the CC/DRR resilience programs. It has the global depth and breadth with a proven risk informed development and disaster risk management approach.

The overall Pillar II requires a robust vision and guiding strategy, theory of change and a management team with mechanisms for cross-sectoral work across three/output areas DRM, EG/NRM and renewable energy (a cross-cutting issue). Integrated design and policy thinking is UNDP's niche, appreciated by development partners and government respondents. UNDP's program design thinking is suited for current needs/demand to implement relevant policies and develop a model risk informed integrated service delivery at the subnational and township levels. Consequently, all project inputs in Pillar fit. The issue is how all the inputs can continue to be orchestrated and managed jointly by *UNDP and GOM with development partners* to serve the overall pillar goals.

The Pillar II program has tremendous growth potential.

3. How did Pillar II promote UNDP principles of gender equality, human rights based approach and conflict-sensitivity?

UNDP programs are guided by principles of UNDP cooperation, including a gender equality and human rights lens, as per program principles, and cooperation and design obligations. Learning on gender, human rights and the conflict lens is that cross-sector linkages are systematic. The program management teams of all three Pillars are responsible to ensure the design thinking and guidance for integration and. while this is aspirational. the lesson is that there needs to be a mechanism and concrete projects to make this happen.

Although the intent for cross-cutting and cross-pillar areas was spelled out in the UNDP 2012–2016 CPAP document, it is not working well operationally. Respondents say the intention was to integrate work across pillars and sectors on cross-cutting issues (see Outcome board meeting 2014). The CPAP program, however, must have a gender, human rights and crisis and disaster lens on all the UNDP program work. The lesson learned is the need for concrete mechanisms that enable these linkages. One way is to augment cross-sector work for joint projects *on resilience*, and another is to justify that in a country in transition with continual crisis-management demands, there is a need to include a dedicated resource person on post-disaster and protracted crisis to support strategic planning full-time and engage in cross- pillar work closely with the humanitarian coordinator.

The natural areas for convergence among the three Pillars (for results) are SDGs, human rights, land management and NRM, and the linkages can be expressed both upstream and downstream through risk informed planning and finance work. Work on improving environment finance is a good entry point, building on global PEI exercises[vii] and continually being informed by the UNDP global work on sustainable development finance themes, for example, BIOFIN and REDD+, financing work with the Ministry of Planning and Finance. Such strategies can be impact-oriented and transformative, linked to SDGs' localization work. Natural resource management land issues are a natural entry point for synergistic work with Pillar III (local governance and conflict). The cross-programming linkages need upfront design work and concrete mechanisms, i.e. projects. Suggestions for improving cross-pillar work were offered by respondents as follows: host joint dialogues on the NRM-DRR-Conflict-Land management nexus and undertake program design thinking ensuring the lens of conflict, gender and human rights. Finally, establish joint demonstration projects on the linkages.

4. To what extent does this work respond to UNDP's mandate and to national priorities? Which of the existing program areas are most relevant and strategic for UNDP to consider going forward?

The Pillar II support is contained within UNDP/Myanmar's first program cooperation agreement since having a democratic government (2012). The program support is consistent within the overall United Nations Strategic Framework (UNSF) 2012–2015, an overall UN cooperation agreement that has been designed to take into account a rapidly changing country context.[viii] The pillar level outcome on DRR and Climate Change is aligned with the UNDP Corporate Strategic Plan 2016–2017 priorities and outcomes.

The pillar level (Outcome level) focus included, at onset of CPAP 2012, three expected outputs[ix] and corresponding work areas, DRM, ECD and Renewable Energy. The third, Renewable Energy, was rationalized during a review of the Log Frame in 2015 in order to avoid spreading UNDP's resources, including human resources, too thinly and to conduct renewable energy RE work in partnership with those with the comparative advantage (according to Output Board meeting minutes 2014). The partnership strategy, however, was not clearly articulated at evaluation. The decision to drop renewable energy, while viewed as a good management decision for results, is a key aspect and consideration as a root cause of increased vulnerability and risk exposure interlinked to overall Pillar results. There are very good examples, such as where the energy inputs have made a significant contribution to outcome level change. At Inle Lake, the project contributed to 30% coverage for electricity and is highly regarded. The project level contributions may have been underreported in Pillar level results (subnational level monitoring bottlenecks discussed later), but this project shows that the need for access to clean energy is a critical root cause and must be considered for the broader resilience outcomes.

Hence, all three areas are relevant. Energy, however, rather than being a standalone output, can become a cross-cutting input.

5. How has UNDP positioned itself strategically in the development field in environmental governance and disaster and climate resilience and as an established value-added niche?

Three things are noteworthy: 1. Demand Based Policy/Upstream/Normative Work, 2. Climate Change and DRR Financing and 3. Sector Group Leadership.

→ *1. Demand Based Upstream Work*

For environmental governance and disaster and climate resilience, the enabling work has been advanced in environmental and DRM policy and guidelines[x] and is a significant result of cooperation. Work on the enabling environment is setting the stage for deepening the institutional capacity strengthening, policy interpretation/operationalization and for subnational integrated service delivery. Pillar II successfully supported development of new national Environment policy 2017 and operational guidelines for the DRM 2013 Policy. During the evaluation mission, counterparts at GOM requested UNDPs upstream support on preparing for early recovery financing and protocols. These are excellent examples of strategic demand-based programs of cooperation. UNDP is mandated to support government's development priorities and localization of the government international agreements, including SDGS. PEI expansion can be a good cross-pillar entry point for work on SDG financial planning.

→ *2. Access to Climate Financing*

The UNDP support to climate finance is impressive. UNDP and government accessed all the major climate finance streams in a very short time: *Adaptation Fund, Global Environmental Facility, Green Climate Fund and UN-REDD*. Work on access to climate financing was an intense learning period for government and UNDP. Issues have emerged, including concerning how to undertake integrated programming for results and other lessons (Annex, list of projects and finance). UNDP has provided support for writing, interdisciplinary design and technical and expertise inputs from UNDP regional offices.

To support government with the new climate financing, UNDP provided financial and travel support for government counterparts to participate at the relevant international negotiations, including funding the government's participation in the Asian regional platform on DRR, the World Humanitarian Summit and the three Rio Conventions. The climate funding instruments have strict design parameters and expected outcomes, and the learning is the need to negotiate the program support needs early during design. Climate financing, if not designed correctly, can reinforce silos and not include financing for knowledge management, communications and monitoring support. These are new program funding instruments in Myanmar. The opportunity is for negotiating good design and early financing for program oversight, monitoring and learning and communications.

→ *3. Sector Group Convening and Leadership*

UNDP is convening development partners around DRR through its co-chairmanship of the sector working group (more description and analysis below). UNDP is convening development partner's inputs through consultation in the environment sector on environmental policy. The UNDP coordination of leadership for areas of Pillar work is significant and of enormous value for expected outcome level results.

3.2 EFFECTIVENESS (Pillar results verified in Annex 1)

1. To what extent has progress been made toward outcome achievement? What has been UNDP's contribution to change?

In review of the targets, the monitoring and ways of working have contributed to a significant contribution to outcome level results. Despite some challenges, all have exceeded expectations (see Log Frame record of achievements against Targets Annex 1, 2, 3) and produced a list of impressive achievements for the first UNDP/GOM Pillar program. Significant progress was recorded toward the Pillar II outcome expected results, in particular to the normative enabling environment coordination, policy, legal arrangements and financing: (Environmental Policy), operationalization of DRR implementation guidelines, international leadership with ASEAN ADMRER co-chair responsibilities and national level DP coordination support (DRR working group) and climate financing. The Pillar support work has been commendable, especially for soft work establishing good relations, convening and rising to challenges of upstream policy engagement during a period of rapid change and a new government. UNDP, by nature of its mandate, was met with a very conducive policy environment favoring normative upstream and downstream pilot work (see UNDP comparative advantage- question one). Specific results and further analysis are presented on this below.

2. What have been the key results and changes? How has delivery of the outputs contributed to outcome-level progress?

The key results (also mentioned above) include Policy on Environment 2017; the Disaster Policy Implementations Guidelines in support of implementation of the 2013 DRM Policy; the support for DRM coordination of the sector working group; the development of a national database on Loss and Damage; support to Myanmar for its leadership at the ASEAN regional network on DRR and response guidelines; and the most significant amount of financing mobilized from GED, GCF, AF, Norway, REDD, etc. The disaster and environmental policy contributions are positioning UNDP and GOM within UNDP's comparative advantage for deepening and strengthening capacity for implementation. The status of activities under two (outcome) streams of Pillar II's work is included in Annex 1. The detailed analysis and summary of the two outputs follows:

Output 6: Strengthened capacities to adapt to climate change and reduce disaster risk at national, regional and local levels (See recorded activities/results against indicators in Annex 1.)

UNDP chairs the DRR Working Group (DRRWG) and leads coordination and knowledge sharing among different DRR stakeholders. Through Pillar II, UNDP has also engaged and provided technical support in

the development of the Myanmar Action Plan on Disaster Risk Reduction, 2012 (MAPDRR), National HFA implementation report 2009–2015, Interagency Contingency Plan and drafting the Disaster Management Law. These concrete initiatives help further strengthening DRR policy, programming and institutional capacities in the country. Based on these experiences, UNDP finds that an interagency coordination mechanism is also an effective way of advocating with the government for DRR policy and good governance for DRR.

Recognizing the need of systematic data and information on the disaster risk at various levels in the country, UNDP engaged in disaster research and documentation. Multi-hazard Risk Assessment in Nargis affected areas in the Delta area was completed in 2010. Similar research in Rakhine State was also conducted in 2011 with DIPECHO 7 funding support. In addition, DRR good practices in five thematic areas (CBDRM, livelihood, shelter, education and partnership) were documented and disseminated to the DRR stakeholders in Myanmar for their DRR programming and intervention.

Along with the political changes after the 2010 election, which led to the civilian administration in Myanmar, UNDP began its support for DRM policy and program intervention approaches under the first UNDP Country Program (2013–2017). UNDP has been supporting the government,[xi] institutions and the key stakeholder's capacity to coordinate, plan and organize implementation of disaster risk reduction measures. Implementation of high priority preparedness and policy guidance support activities are underway with some initial funds received from donors. The stated overall objective of UNDP's disaster risk reduction efforts in Myanmar is to strengthen capacities to adapt to climate change and reduce disaster risk at national, regional and local levels.

The strategy to achieve the objective was to be in four streams:
→ Enhanced capacity of the government institutions and key stakeholders to strengthen disaster risk reduction related policies, strategies, systems and networks;
→ Enhanced capacity of sector departments and development partners for mainstreaming DRR and CCA into development planning;
→ Capacity enhanced for generation of user-relevant climate risk information, end-to-end early warning and effective early warning dissemination;
→ Disaster Management Committees at township, village tract and village levels able to develop, implement, mainstream, monitor and evaluate their Disaster Management Plans.

The DRM partners include donor agencies, government agencies and development partners. The key government agencies are MSWRR, MONREC and MOTC. Partners are UN agencies, NGOs, CSOs and DRR WG, closely engaged in strategic interventions related to policy and capacity development. Substantive progress has been recorded for the Outcome 6 targets. In general, over half the targets have been fully met, and the rest are making significant progress toward the values (See 2015 log frame analysis, Annex 1). The DRM work is being monitored annually by a DRR Output Pillar Board (Annex). The work stream includes the variety of interlinked intervention areas contributing to the overall expected result highlighted above.

The overarching mandate of the Ministry of Social Welfare, Relief and Resettlement (MSWRR) is to fulfill the social needs of the people and to conduct the disaster management activities in accordance with the international standards. The Ministry comprises two departments: Department of Social Welfare and Relief and the Resettlement Department. Department of Social Welfare (DSW)[xii] is the focal department for providing social welfare services, in particular for children and youth, women, the aged, disabled persons, ex-drug addicts and voluntary organizations. Relief and Resettlement Department (RRD) is the mandated department for disaster management in Myanmar, with the objectives to provide relief for victims of natural disasters to ease their sufferings and take precautionary steps to minimize loss of lives and property of the victims of natural disasters. RRD's role was prominent as the relief agency until the emergency phase of

Cyclone Nargis in 2008. Since then, the broader role of disaster risk reduction became recognized, and the functions of the department expanded to its becoming the focal agency for disaster management. The department led development of the Myanmar Action Plan on Disaster Risk Reduction (2012) and Disaster Management Law (2013).

With increased institutional and technical capacities, the government was able to systematically respond to widespread floods in mid-2016 without requesting international assistance. It secured Civil Society and private sector participation in the disaster response, relying on their interest and willingness to collaborate, mostly during the floods in 2015 and 2016. Despite these improvements, the technical and operational capacity and budgetary considerations at the Union level for effective enforcement and implementation are still limited. Gaps persist in the coordination with private sector, international and local organizations and CSOs.

During 2013–2016, UNDP, along with DRR Working Group, was able to support the government in the following activities in strengthening DRM institutions, strategies and plans:

→ *Handbook on Disaster Management Functions:* UNDP, together with the Disaster Risk Reduction Working Group (DRR WG), supported Relief and Resettlement Department (RRD) in the formulation of the Situational Analysis of the Standing Order on Disaster Management, based on the review of the Standing Order 2009. With the request from the Ministry, UNDP and the DRR WG provided technical support for a *Handbook on Disaster Management Functions,* which will serve as a reference guide for the formulation of the Standing Order for the National Disaster Management Committee (NDMC), ministries, states and regions. The evaluator reviewed this and found it to be significant support for operationalizing the new policy.

→ *Myanmar Action Plan on Disaster Risk Reduction*: UNDP provided support to RRD in taking stock of the implementation of the Myanmar Action Plan for Disaster Risk Reduction (MAPDRR), 2009–2015. Based on the exercise, a lesson learned workshop on MAPDRR implementation was organized for April 2016 in collaboration with the DRR WG. A report on "Myanmar Action Plan on Disaster Risk Reduction (MAPDRR) 2009–2015, Accomplishments, Lessons Learned and Way Forward*"* was drafted. In June 2016, a workshop, "Toward a Safe and Resilient Myanmar" was organized to initiate the formulation of a new MAPDRR, which will build on MAPDRR (2009–2015) achievements and translate global and regional frameworks into national action. The Sendai Framework for Disaster Risk Reduction was translated into Burmese and launched during the event. An Interagency Task Force under the guidance of NDMC was established to guide the formulation of the new MAPDRR through thematic and subnational consultations. Four Technical Working Groups (TWGs) were constituted under the lead of four departments (Department of Meteorology and Hydrology, General Administration Department, Planning Department, Ministry of Construction) to draft specific components of MAPDRR. A regional consultation workshop to identify disaster risk issues and challenges at the subnational level and to prioritize interventions toward mitigating and managing identified risks was organized in Pathein, Ayeyawady Region, in December 2016.

→ *Long-term capacity development on Disaster Management to support implementation of key policies and strategies:* As part of the Myanmar Consortium for Capacity Development on Disaster Management (MCCDDM) Program,[xiii] UNDP supported the rollout of four Basic Disaster Management Courses (BDMC) at the Disaster Management Training Center (DMTC) in Hinthada. In collaboration with the Myanmar Red Cross Society (MRCS), the Myanmar Consortium for Community Resilience (MCCR), BRACED Alliance and the Community Based Disaster Risk Management (CBDRM) Technical Task Force, UNDP led the formulation of a 9-day CBDRM training program. The curriculum draws on the strategies identified in the Myanmar Community Disaster Resilience Framework and promotes better linkages between development and disaster management planning. A training course on Disaster Recovery was also being formulated. In consultation with key stakeholders, a capacity building strategy for the DMTC was being formulated to address long-term capacity development needs.

→ *Implementation of DRR National Awareness Strategy*: In consultation with RRD and the Awareness Technical Task Force of the DRR WG, UNDP coordinated and designed the draft National Awareness Strategy on DRR. UNDP also contributed to video clips produced by RRD, based on real life stories during recent disasters. These contributed to "educating the public on how to avoid life-threatening incidents during disaster," broadcasting through TV channels and public media. In collaboration with MCCDDM and the DRR WG, UNDP led the process of reviewing and updating pamphlets for four hazards (Flood, Cyclone, Earthquake and Tsunami) and their dissemination at national and state/regional levels. The pamphlets are available in various ethnic languages.

→ *Implementation of DRR Youth Volunteer Program*: UNDP is collaborating with UN Volunteers and UNICEF to pilot the DRR Youth Volunteer (DRRYV) Project under the leadership of RRD in nine townships across the Ayeyarwady Region Rakhine and Mon states. Based on the feedback from field visits and consultations carried out under the pilot project, the draft DRR Youth Volunteer Strategy was updated and feedback was collected from stakeholders through a consultation workshop in October 2016. The draft DRRYV Strategy will be finalized in 2017. Evaluator was advised by partners that although this is a great result and effort, the actual need is for a greater adult national volunteerism program and support on international standards for volunteer groups.

→ *ASEAN Disaster Recovery Reference Guide:* The ASEAN Disaster Recovery Reference Guide (ADRRG) was developed by the Governments of Myanmar and Indonesia as co-chairs of the ASEAN Committee on Disaster Management (ACDM) Working Group on Recovery with technical support of UNDP and participation of the government representatives from Brunei Darussalam, Thailand, Lao PDR and the Philippines. The Reference Guide was endorsed by the ASEAN Committee on Disaster Management in April 2016. The ADRRG was disseminated in various forums, such as the ASEAN Ministerial Meeting on Disaster Management (AMMDM), Indonesia, and at the 7th Asian Ministerial Conference on Disaster Management, India. This is a significant support to regional South-South Cooperation and is also influencing policy nationally as respondents say that national implementation is a result of regional level leadership.

→ *Support implementation of the DRR WG Strategic Framework:* At the request of the Humanitarian Co-ordination Team and as the lead of the DRR WG, UNDP carried out a desk review and formulated recommendations on the improvement of the Early Warning Systems in Myanmar to prepare for the 2016 monsoon season. The recommendations were presented during the 15th National Monsoon Forum in Nay Pyi Taw for further improvement of early warning systems in Myanmar.

→ *Myanmar Private Sector Disaster Management Network:* UNDP and UN-OCHA engaged with the private sector to initiate the Myanmar Private Sector Disaster Management Network (MPD Network), linking to the global Connecting Business Initiative (UNDP, UNISDR and OCHA) to establish private sector networks for Disaster Risk Reduction, Emergency Preparedness and Response. The ToR of the MPD Network was drafted through consultation meetings with the participation of key private agencies in Myanmar and Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI).

→ *The Myanmar Disaster Loss and Damage Database* has been institutionalized and operationalized (online: www.mdld-rrd.gov.mm. Past disaster loss and damage data for six cities were collected and updated in the database with UNDP/ADB support. UNDP also developed the township-specific guidance note for use of risk information for development planning based on the Multi-Hazard Risk Assessment for Rakhine State.

→ *Dry Zone Climate Change Adaptation Project*: With funding from Adaptation Fund, UNDP Myanmar is implementing a Climate Change Adaptation project directly linked to the national development goals entitled, "Addressing Climate Change Risks on Water and Food Security in the Dry Zone of Myanmar." The project aims to reduce the increasing impacts of climate change on agricultural and livestock production cycles in the dry zone of Myanmar. The project operates in five townships: Shwebo and Monywa townships in Sagaing Region, Myingyan and Nyaung Oo townships in Mandalay Region, and Chauk Township in Magway Region. The direct beneficiaries are approximately 50,000 households from 280 villages with a high percentage of marginal farmers in rain-fed areas and landless workers whose access to arable land is severely threatened by erosion and land degradation. They will benefit from the project through improved water supply to drought-prone fields; access to diversified and improved crops for fields and home gardens;

expanded agro-forestry services; diversified livestock rearing; and improved ecosystem services, soil conservation and watershed protection. While impoverished and marginal farmers with land-use rights will benefit from the project through additional investments in natural and productive capital (such as improved water supply on drought-prone fields, access to diversified and improved crops for fields and home gardens; expanded agro-forestry services; diversified livestock rearing; arrested soil erosion and watershed protection), landless people will benefit from diversified livestock assets, improved ecosystem services (such as greater availability of non-forest products and more reliable freshwater supply) and greater opportunities for manual labor in water-, forestry- and agroforestry-related components of the project. During the project formulation, an assessment of primary and secondary sources (from Department of Agriculture, General Administrative Department and Department of Forests) on the proportion of the landless and farmers with land-use rights was undertake, and it confirmed that approximately 60% of the target population is landless; among the farmers with land access, approximately 63% own only 0.4-0.8 hectares. An important element of the proposed project is to strengthen the participation and stakes of landless people in Community-based Organizations, especially Forest User Groups (ProDoc).[xiv]

Key Findings

→ *Historic Support*
Myanmar is one of the 168 countries that embarked on the Hyogo framework for action (HFA) in 2005, aiming at "substantive reduction in disaster losses, in lives and social, economic and environmental areas." Myanmar is also a signatory of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER), which came into force in 2009. In order to meet regional and international agreements, MOSWRR published the MAPDRR in 2002 to make Myanmar safer and more resilient again natural hazards, thus protecting lives, livelihoods and development gains. This was ensured by government in 2012. The government demonstrated by introducing a DRM law 2013, which was then awaiting promulgation and for which the rules and regulation are being developed. UNDP is supporting those efforts. It has been approved and UNDP already supported for Rules (2015).

→ *Convening DRR Sector Development Partners Task Force (Working Group)*
The DRR sector coordination group, led by the UNDP, is successfully convening support and synergies and reducing overlap. The DRR working group collaborates in most of the Pillar work. Government counterparts and development partners interviewed have commended UNDP leadership for convening for DRR. The group is active and has monthly meetings. It has undertaken good baseline analysis, research and joint planning. The evaluator reviewed the 2013 completed situation analysis of Disaster Risk Management DRM. It is a good baseline from which to understand the policy and program roadmap for DRM.

→ *DRM*
MAPDRR project is the precursor intervention of operationalizing a national platform (partnership approach) for action, taking into account the national commitment to Hyogo and Sendai agreements. Evaluator learned this national partnership work forms the basis for further DRM sector coherence and policy influence and is a platform for a cross-sectoral coordination for integrated disaster risk management response, recovery and preparation advocacy. While this is a good work, there is still need for coordination, mainstreaming and implementation/operationalization of the DRM law.

→ *DRR inputs vs Disaster Risk Management Cycle System, Governance and Mainstreaming, Gaps*
Disaster Risk Management is a gap. It is more holistic than the notion of only DRR mainstreaming. It linked the downstream to the upstream policy and intersectoral DRR work. Generally, UNDP is supporting great inputs and activities. The projects are implemented through direct implementation and through working with implementing partners, including many I-NGOs, NGOs and CSOs (see annex), so implementation and procurement is through UNDP-won processes. While the DRR group is providing support to department of

RRD, respondents consensus was that there is support needed to research and set up the DRM framework and support government with a cross-sectoral planning mechanism at the national level to support mainstreaming and promote the DRM approach across the government departments, i.e. social welfare, agriculture, education and home affairs, etc. To reinforce the coordination need for DRM, more coordination and alignment might be advanced on ongoing work on a joint loss and damage data base. The DRM sector is spread across several key ministries, and mainstreaming still needs work.

→ *Resilience, CCA-DRR-EG Integration and Cross- and Inter-Pillar Linkages to reinforce the integration and coordination for DRM results and integration between DRR-CCA-CM*
UNDP's specific advantage for sector coherence for DRM is its upstream and downstream focus on DRM Governance and cross-sectoral mainstreaming work. This might be enhanced towards an outcome of Resilience through a system wide whole of government approach. The DRM integrated cycle can be the aim across sectors and disciplines. UNDP has already begin this for example , undertaken great support, promoting GOM leadership including *ASEAN Reference Guide for Recovery Planning* and through the DRR sector work group, but more can be done to advance the coordinated inter-sectoral approach for DRM. The DRM downstream preparedness work with local government departments might be advanced by articulating /demonstrating the integrated risk informed local planning approach, and through supporting local level coordination work with local government and communities. Synergies can be explored, i.e. AF project (see below); ADB's work on community level resilience and support of the Guideline for Community Development Planning, Ministry of Livestock and Rural Development; and support to develop regional level recovery guidelines with MSWRR, Localization is needed now. More DRM system thinking and mechanisms for further intergovernmental DRM work coherence. A joint review by UNDP-Finland of the EG regulatory/system framework is a good example. A DRM systems review (like what Finland did for EG) will help for planning the next program.

→ *Early Recovery opportunities*
The DRR sector support work has positioned UNDP to support GOM to undertake work to prepare for early recovery as part of the DRM cycle (see cycle below in figure). UNDP and UN-OCHA engaged with the private sector to initiate the Myanmar Private Sector Disaster Management Network (MPD Network), linking to the global Connecting Business Initiative (UNDP, UNISDR and OCHA) to establish private sector networks for Disaster Risk Reduction, Emergency Preparedness and Response.[xv] More work with the humanitarian sector on the preparedness and early recovery aspects of the DRM cycle can help local government and communities prepare for early recovery. This is also in line with a request by government for UNDP's support with preparedness for early recovery. UNDP is a member in Humanitarian Country Team as well as in Emergency Response and Preparedness WG, which was activated a year ago. UN-OCHA is the lead. It was requested during evaluation to support government. A recommendation is for UNDP to undertake work on Emergency Response, which has been identified as a gap by government stakeholders. It requires a support for protocols on rapid response. UNDP can take this work up.

→ *Downstream CCA–DRR–M Work*
The downstream work is being expressed mainly through the **Adaptation Fund project**. While DRR is an entry point for work with local government departments, it is not yet considered an explicit Pillar II strategy. Full analysis follows.

❖ *Adaptation Fund*
The Adaptation Fund project has enormous potential for the subnational area based demonstration of community based adaptation and risk management approach and for risk informed integrated services delivery. The project offers good opportunities to link to government system level planning for risk informed planning and integrated service delivery as a demonstration. Two key points were found to be significant. First was the ownership and monitoring of project results at the *Dry Zone Greening Department DZGD* counterpart. Ownership is required from all stakeholders, in particular, DZGD,

LBVD, DOA, DAR, DMH, RRD, DRD, IWUMD, etc. It is critical for project sustainability and a holistic area based development vision. Second, the overall implementation approach with implementing partners IPs and technical working group TWG needs tweaking, i.e. joint monitoring and links to the counterpart government systems for monitoring and reports and for optimal learning, including more hands-on monitoring of the work of the IPs by government departments and learning at the level of the problems. Based on government requests, the TAG meetings have been moved to the field in project townships on a rotational basis. This arrangement now allows government members to do hands-on monitoring of project results (while in the field) and learn firsthand the issues and challenges in the field. In addition, government counterparts are fully engaged in planning, implementing and monitoring of the work of all the IPs at the field level. The only issue is that there is often disconnect within the government system in terms of participation/reporting, so much so that HQ level personnel are not fully informed of township level staff engagement.

❖ *Monitoring for Results, Institutional Linkages for Monitoring and Learning Dry Zone Greening Department DZGD*

The project was implemented as DIM, as were all Pillar II projects, but in this case, the counterpart has expressed for more control over IP monitoring and wants to benefit more from the technical learning work by implementing government monitoring partners. While there was nothing barring government, evaluator felt that the relationships and mechanism between PMU and government department need to be improved for greater participation and solutions for government ownership and learning. Evaluator noted that the project learning and targets should feed into the local government plan for its targets on hectare coverage. Although there were good intentions, the UNDP and Government mechanism for more optimal ways to undertake joint monitoring still need to be negotiated. There are critical relationships and bridges to be built with the project management for greater government ownership and learning uptake at DZGD. DIM plus support for monitoring and reporting work might be optimal for future implementation. Closing the proximity of the UNDP PMU office with the counterpart director's office may be a good way to begin to establish a more conducive working relationship. Currently, the office based at the dry zone department is not being used effectively as a bridge for the relationship that needs to be established.

❖ *NRM, Livelihoods, CC/DRR, Resilience Approach*

Evaluator met with three implementing partners (local NGO) during mission. After meeting (Annex, list of people met during mission) about their activities, the observation was that documentation and strategic communication of the approach and inter-IP level technical work is required. The project management, for example, has procured the hazard mapping to NGO RHIMES, while the other NGOs are engaged on community based outputs on planning, business, livestock and livelihoods and conservation agriculture. The PMU has stated that mechanisms are devised to ensure this consolidation.

❖ *Interviews with Pillar II Government Counterparts*

These interviews demonstrated interest in improved joint results oversight of projects' IPs. Evaluator learned of several examples in which DIM implementation was challenging government/UNDP relations. It is important to build trust and shared ownership of results and to begin to experiment with national implementation and find innovative ways to support national implementation.[xvi]

❖ *Demonstration for Scaling.*

A key observation was that while the implementing partners for the adaptation fund project are engaged in specific task-oriented jobs, at this point during project, the work was not yet converging or yet being communicated effectively to IPs or government departments as a community level risk-based planning approach that can be **followed, documented and scaled to other municipalities and regions**. Public awareness and communication around these community resilience level goals was also weak. To illustrate, the risk informed and inclusive planning approach is important for sustainability and scale-up

purposes. The project management structure (PSC and TAG) and monthly coordination meetings with government counterpart are the avenues/platform where information is shared and views solicited but this can be augmented with a strong communication of the risk reduction and impact oriented planning with community approach. The work is as planned as all assessment reports and documents related to the project are being shared in both hard and soft copies to government counterparts but this can be augmented with good strategic communication and leveraging of the end targets through media and other channels. The community based integrated planning targets might be better communicated for upstream policy through the sector groups for partnership and sustainability. AF vision of project work must be communicated, consolidated, documented and shared. Both parties need to work together now; otherwise, the potential for scaling a tested approach will be lost, lacking ownership and strategic documentation for scaling results and mobilizing resources. The suggestion for improvement is to create coordination points and knowledge sharing/management/media /communication and learning for contribution to outcome level results.

❖ *Livelihoods Work Extension and Bigger Picture*
Evaluator listened to the beneficiaries who stated they would like additional support on alternative livelihoods. The work on livestock is good target for subsistence, but it is not bringing these communities into a local economy. The project must extend its downstream focus on poverty alleviation to economic stimulation, including a focus on alternative livelihoods also for women and a *range of livelihood opportunities and a marketing strategy* for these villages.

❖ *Resilience Planning and Convergence at Community Level* (as already mentioned above)
Based on conversations, there is still additional need for integration of IP's work for a CCADRM area based approach and demonstration for scaling. One suggestion for better demonstrating the CBDRM approach is to include local township level IP coordination points and broader learning platforms for integrating around a risk informed planning and resilience approach, i.e. IPs' and Technical Working groups' capacity building around integrated community based risk planning and action work.

❖ *Technical Working Group TWG*
Evaluator met with three members of the AF project technical working group departments active in the TWG. The AF project has convened a technical working group TWG comprised of the relevant sectors, including these division and others, i.e. agriculture and forestry (full list in AF ProDoc). The TWG meets quarterly with regularity. It has a steering committee SC that meets twice a year to discuss and approve project plans. Team learned they would like to have a mandatory designation for the participation as different people are coming each time and the learning and continuity is diluted (need agreement). This is a concern for UNDP as well and was flagged as an issue at the TAG meetings. UNDP has requested partners to maintain consistency in participation.

❖ *Data, Knowledge Management, Communications*
Additional observation was that the Department of Education has not been included in this learning project, while education and work through youth and schools to parents and community is central for adaptation learning. The CBDRM approach learning can be supported through education, schools and sustainability for measurement and scale-up purposes. Strategic communication and knowledge management are also critical for sharing the new practices being tested in villages and the approach through learning events in order to build a critical awareness of the AF area-based goals for policy and for public consumption. This needs to be improved. Additionally, a recommendation is to consolidate data coming from the IPs. A data management system is required so that all data can stored for sustainability purposes, i.e. at the Government dry zone greening department. This AF project can be evaluated as it is mid-term, and these issues need course correction.

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Outcome 7: Enhanced capacities to sustainably manage natural resources at local, regional and national level

Key Activities

→ *National Environmental Policy, Strategy Framework and Master Plan:* UNDP has been supporting the Ministry of Natural Resources and Environmental Conservation in developing the National Environmental Policy, Strategy Framework and Master Plan. During the process of the policy formulation, four national level consultations (Nay Phi Taw) and seven regional level consultations (Yangon, Rakhine, Mon, Shan, two in Mandalay, Tanintharyi) were organized with the participation of different stakeholders. The final draft of the National Environmental Policy was submitted to the National Committee on Environmental Conservation and Climate Change for endorsement. Along with the consultations on the policy document, inputs to the National Environment Strategic Framework were gathered from national and state/region level stakeholders.

→ *Environment Sector Plan in Rakhine Socio-economic Development Plan:* Through the UN-Technical Coordination Support Group (UN-TCSG), UNDP provided technical support to the Rakhine State Government in developing a five-year Socio-economic Development Plan (SEDP). UNDP, together with the Environmental Conservation Department, has taken the lead role in developing the plan for the Environment Sector. Key development challenges and gaps were identified as a basis for the development planning process through continuous working sessions with relevant government counterparts of the environment sector. Activities were proposed in the draft sector plan to improve environmental sustainability in Rakhine State.

→ *UNDP-UNEP Poverty Environment Initiative (PEI) Project*: Through continuous capacity building of government staff, the PEI project has provided technical assistance to the Directorate of Investment and Company Administration (DICA) to engage on the sustainable development implications of investment and international investment treaties. A research workshop on sustainable investment and trade with DICA was conducted as an ongoing capacity building exercise. The main goal was to understand possible implications and litigation risks resulting from high-level investment and trade commitments without consistent and clear economic policy and application of laws. An analysis of environmental and social regulatory frameworks related to mining has been drafted in order to provide insight into the needs for policy and legislative coherence. With PEI support, a multi-stakeholder task force was formed at the Mandalay region level led by the Department of Mines (MONREC) to oversee an integrated assessment of socio-economic and environmental impacts of mining in two townships, in order to provide a research baseline and provide guidance towards region level, participatory efforts to monitor mining activities.

→ *Inle Lake Authority reconstitution:* UNDP supported the Forest Department in organizing a Stakeholder Consultation Workshop on the Sustainable Conservation of Inle Lake to prioritize activities for the implementation of the Inle Lake 5-year-plan. As a follow-up to the workshop, the Lake Authority (formerly, the Management Committee for Inle Lake Conservation) was reconstituted with 17 members from the new Shan State Government and from Civil Society. The Lake Authority formed sub-working groups, and the management mechanism of the Inle Lake Authority has been resumed. The Inle Lake Conservation Bill was initiated as a result of the collaboration between Shan State Government and the Ministry of Natural Resources and Environmental Conservation.

→ *Support for Myanmar REDD+ Readiness Roadmap implementation:* UNDP is the lead agency for the UN-REDD Program in Myanmar (jointly implemented with FAO and UNEP). The program supports the government to strengthen national capacities and institutional mechanisms so that the country is able to align with the recently enacted Paris Agreement on Climate Change and UNFCC targets.[xvii] The Ministry of Natural Resources and Environmental Conservation (MONREC) is being provided with national capacity support for the implementation of the Myanmar REDD+ Roadmap and for developing relevant (technical, legal and social) systems. A national REDD+ strategy is being developed with UN-REDD National Program support. This is a good example of capacity building with government systems.

→ **Green Climate Fund Project:** UNDP is developing the Green Climate Fund (GCF) proposal, which is focused on enhancing climate change mitigation actions through the National REDD+ Strategy Implementation. Data collection and the development of the REDD+ strategy are ongoing. REDD+ related current and incipient projects in Myanmar are being mapped out.

→ **Biodiversity Conservation Project in Kachin:** UNDP is supporting the Forest Department through the project "Strengthening Sustainability of Protected Area (PA) Management in Myanmar," implemented by the Wildlife Conservation Society (WCS). The objective is to improve the terrestrial system of national protected areas for biodiversity conservation through enhanced representation, effective management, monitoring and financing.[xviii]

Key Findings

→ *Tremendous growth potential*
There is tremendous potential for growth and impacts in the environmental governance output work linked to planning and resilience. For the Environmental Governance pillar, the strategy focus was on 1. Policy, 2. Biodiversity Conservation-Protected Areas (US$10,000,000 was expected) and 3. Climate Change Mitigation (REDD+). The policy work has set the stage for demonstration of the operationalization of the policy work that has been advanced. The upstream interventions have been positioning for programs and now partnering, consolidation and integration through demonstration is needed at the subnational level towards impacts.

→ *Public Service Strengthening Next Step*
EG, the DG and government counterparts' request during evaluation visit was for continued UNDP support to operationalize the new policy and for the ministry's plans to advance public service strengthening with expected growth of 11,000 staff over 9 years.

→ *Strategic Finance Work Upstream*
The Poverty Environment support project was noted by evaluators as a small strategic project with great cross-pillar potential impact. This was also highlighted by UNDP program staff interviewed. The project was flagged during a meeting with the MOE. The PEI project has strategic links to departments and ministries responsible for SDG finance, budget and planning. This work can be augmented as an entry point for further cross-pillar link, such as demonstration government work on SDG financing planning. This should be built upon and continued.

→ *UN Joint Programming, Notable Good Practice*
UN-REDD is a model UN joint initiative implemented through a learning by doing approach with national government departments aimed at expressing the upstream-downstream linkages. The design takes full advantage across UN assets, including partnering with technical agencies FAO and UNEP. Although UN-REDD activities only began operating in November 2015, and the project inputs cannot be judged at this stage, design thinking and upstream activities show that the project is moving forward. It is closely engaged with key government departments in the capital with important soft policy influence/support and national intersectoral coordination. UN-REDD thematic content on co-management and forestry synergism would be good to take on board for joint work for Pillar II projects at the subnational level. One suggestion is to ensure pilots in same sites. The baseline research from UN-REDD is useful for resilience and co-management of NRM-sustainable peaceful land management approaches.

→ *Biodiversity Conservation Project in Kachin*
UNDP is supporting the Forest Department through the project "Strengthening Sustainability of Protected Area (PA) Management in Myanmar," implemented by the Wildlife Conservation Society (WCS). The objective is to improve the terrestrial system of national protected areas for biodiversity conservation

through enhanced representation, effective management, monitoring and financing. [xix] Team met with project members in Yangon. While project is underway and introducing new protected areas management practices, the team's visit to the Environmental DG highlighted that they could use more hands-on knowledge of the lessons emerging from the project. There is more that can be done to share the technology and learning, create more synergies and undertake more joint monitoring with Department of Forestry for leveraging the benefits of the project for scale-up.

→ *Downstream level input*
Evaluator visited the Inle Lake project and interviewed beneficiaries and stakeholders. While this project was designed for a specific purpose, lake area conservation, the project core work has potential for broader impact as demonstration of resilience policy and area development planning and programs.

o *Inle Lake Conservation Project (See full project description in Annex)* This project is the Pillar (outcome level) main subnational environmental governance and community action project. In this sense it has been notable as a potentially good subnational demonstration of the cross-sectoral resiliency goals, but it fell short of expectations due to design issues. The project was reported as designed too short and the ecosystem baseline was also too small for the whole landscape impact desired. It did establish excellent momentum and was beginning to instill mechanisms and practices for subnational results across a range of government and community level activities; building capacity of the local technical service providers, NGOs and CBOs, local service and inter-sector coordination for a package of integrated services to build community level resilience (sustainable farming, forest and lake, i.e. co-management practices that include agroforestry, conservation agriculture and co-management practices, environmental education and a training of trainers approach).

o The project can be carried forward with adjustments toward Pillar level outcome goals. This project included other partners, including Mercy Corps, Friends of Wildlife and Korean Aid. The activities were highly appreciated by local communities, government departments and beneficiaries. It was criticized as lacking an exit strategy, but the activities have left a good impression on the stakeholders. Many activities are ongoing, i.e. communities continued the conservation agricultural activities, and many have benefited from the capacity building, including the local Government departments, the NGOs and the local environmental CBOs that were created. Key successes considered noteworthy by respondents included:

→ Technology and learning built,
→ Distribution of basin water filters,
→ Environmental education center building, a convergence point for community and government departments,
→ Electricity received by thirteen villages, an idea which emphasizes that providing villages with electricity represented a concrete impact, which was therefore reported as a key asset of the assistance.

❖ *Points for improvement* (by respondents) were recorded: 1. Provide a budget, 2. Do not include NGOs from outside the country for the baseline work (noteworthy bad practice), 3. Coordination of local NGOs is needed and 4. It is best to use local NGOs in implementation as the international or foreign ones do not support, but hinder, the goals.
❖ *Scalable practices:* Community organizing and the development of environmental and local development CSOs as implementing partners are excellent approaches for empowerment of local people and co-management and sustainability approaches to other villages.
❖ *Energy:* A notable good practice was the energy services. Energy service was a root need, and the project work has a concrete and lasting result.

- ❖ *NRM user groups (volunteers):* They are a key strategy for the community based risk management approach as training on risk informed integrated services planning.
- ❖ *Ecosystem Baseline:* The respondents informed the evaluator that the Inle Lake area has four different eco-logical baselines according to geography and ecological settings and that the baseline work of UNDP was insufficient for the entire picture and regional ecosystem-wide change results expected. A key suggestion for improving the future programming is design for scale-up and an area based approach.
- ❖ *Monitoring:* The key is monitoring sub nationally for Pillar level Resilience CC/DRR results. Issues provided for the monitoring disconnection to outcome level targets, i.e. government HR capacity, DIM implementation, monitoring issues and absence of subnational vision and around resilience, including links to improving planning and empowering communities. All projects have elements of community based risk informed planning for resilience and improving local governance.

Summary of key findings (Output 2 analysis)
The principle findings of contribution toward outcome level process follow:
- → *DRM and EG Outputs Contributions to Pillar Level Outcome level changes for Resilience Pillar 2.* They are demonstrating cross-sectoral integration and alignment between disaster risk reduction and climate change adaptation/mitigation work for resilience outcomes, but there can be more vision and mechanism for convergence upstream in government departments (also see commentary on results, next question).
- → *Open Policy Window:* The Pillar II work has fed into the wide open window for policy support and the enabling environment allowed achievement of significant upstream level results in a relatively short time. Government expressed appreciation for convening resilience meetings at Union level. Resilience is a good overarching programmatic framework and valid for the broader cross-sector program CC/DRR level results.[xx]
- → *Pillar level Monitoring:* The Pillar II output areas Disaster Risk Reduction DRR and Environmental governance EG (activities) are monitored through a CPAP oversight structure of four levels (see governance and oversight structure, Annex 3). The CPAP pillar learning curve for results-based management RBM and intersect oral programming has been significant. The CPAP framework provides a strong results monitoring system guide. The monitoring was reported as overload -reporting and meetings, by all respondents. They should serve to establish the understanding of commonly held Pillar II results. The monitoring for resilience should have only one oversight structure at government and UNDP levels for policy coherence.
- → *Soft Coordination Inputs are effective:* The softer upstream inputs provided to coordinate the DRM and EG work streams were significant for outcome level changes and good partner relationships. The Pillar program manager works well with the development partners, undertaking day-to-day project oversight and determining whether the project level and other inputs are feeding into the outcome results. The Output Board meetings (Annex) are pivotal for oversight.
- → *Subnational Monitoring Need Improvement* The evaluation team visited four project teams (AF, Inle Lake, Biodiversity and UN-REDD). All the projects provide subnational contributions to UNDP/GOM common interest to demonstrate common risk based community level planning for service delivery approach and introduce new technologies for resilience. Generally, there is commonality emerging from the projects that should be highlighted and scaled, in particular cross-sect orality in NRM, EG and community and risk informed planning approaches. The vision of the subnational work that the project contributes to around environmental and NRM based planning, however, is not articulated as a common approach, nor is it taking advantage of resilience work streams around Adaptation, NRM and DRR as an entry point for working with the local government departments. The integrated approach, instilling risk based natural resource co-management and planning, provides a vision toward the outcome level changes. The common *risk informed planning approach* can be better articulated and monitored for scale-up across the districts in Myanmar and linked to the EG and DRM policy reforms that are taking

place at the national level. These projects need monitoring and knowledge management to share experiences toward this common goal.

→ *Only NGOs from Cambodia should be used for community level program baseline assessments.*

3. How has the program implementation approach been effective, or ineffective, in ensuring progress toward the outcome?

The effectiveness of the program approach is measured by key considerations (for results), including technology transfer, designing results, setting targets, capacity strengthening NIM vs DIM, oversight and monitoring (governance) structure and program management.

Key Findings:

→ *Monitoring Outcome Level results*
While design and framing of the Pillar II expected results and design of the inputs are sound, there does need to be a commonly held vision of the area based CC/DRM resilience. For instance, the Pillar can be optimally monitored for one vision of risk informed sustainable development. The Pillar should include the expected changes at the subnational level and strategies on how to achieve them, i.e. theory of change. In the case of Inle Lake Project, a clear area-based strategy included a scalable version of risk informed NRM planning and actions linked to the overall Pillar expected results on resilience CC/DRR. One concrete suggestion for broadening as a subnational implementation for Pillar level results is to build activities around the project to demonstrate the vision and to create coordination points for all IP and government departments to engage in the work at one subnational demonstration pilot.

→ *Institutional Capacity Building Approach NIM vs DIM*
At first the program cooperation agreement, decision on NIM vs DIM, was a critical one. National implementation NIM is optimal for strengthening capacity and learning by doing, and decisions with regard to the implementation are based on the baseline level of capacity to undertake project management and responsibilities related to implementation and graduate toward full government responsibilities, but there must be capacity at government for project management to build on. This was an unknown at the onset. Decisions during development of the new cooperation framework were to implement all projects through DIM and move progressively toward an NIM model. For optimal results, shared ownership of the results and learning implementation can move to progressively more NIM for institutional capacity results.

→ *Program Oversight and Monitoring*
UNDP established a 4-tier governance structure at program outcome area and output levels (based on a UNDP Country Program Steering Committee meeting on October 7, 2013). These tiers are described fully in Annex X. This was covered during the mid-term evaluation of the CPAP (2015 MTE report), but to date, no changes in this Pillar's monitoring and oversight have been made. In general, Pillar II management team is commended for carrying out an oversight plan that has enabled monitoring and oversight responsibilities with partners and established the trust and leadership of the government in monitoring Pillar II for results. However, respondents involved in oversight reported that the commitment was a bit overloaded, involving too much time, travel and reports. This was reported as problematic for high level government respondents due to logistics, i.e. meetings held at the capital vs Yangon.

→ *Joint Programs, Model UN Cooperation*
Myanmar became an UN-REDD member country in 2011 (see annex 3). The work program is focused at national scale, with no subnational expressions as yet. This project is a model UN support with UNDP leading and technical agencies providing inputs and support. Potentially, all projects related to climate change mitigation can contribute to the UN-REDD Program or vice-versa, either as part of potential policies

and measures relevant for REDD+, carbon emissions/removal calculations for specific interventions, benefit sharing approach/es or safeguards and possibly other aspects. The content, scope and scale of those projects would determine what specific aspect they are.

→ *Technical Inputs, Technology Transfer, Innovation Learning*
The project innovations and technical inputs are important conduits for change, both by bringing in new ideas with external technical expertise, learning and spurring new ways of working, inputting new knowledge, encouraging uptake of relevant technological innovation and building new competencies. The evaluator found that the technical knowledge was limited to the project framework. This can be improved with a knowledge management approach. In the absence of a KM strategic and communication support, learning and models are limited to projects. This could be improved with a knowledge management approach across the program level with communications and a platform for knowledge exchanges. New democracy and an appetite for policy is a tremendous leapfrogging and innovation opportunity.

3.3 EFFICIENCY

1. Have resources (funds, expertise, time, staffing) available to the program been used in the most appropriate and economic way possible toward the achievement of results?

→ *Staffing (See Pillar II staffing table in Annex)*
An issue reported was identifying qualified human resources with competencies for inter- disciplinary program management and monitoring. Pillar II involves two substantive interdisciplinary work areas requiring management and oversight for cross-sector work, convening partners and managing relations with a variety of development partners. The central factor for value for money thus lay in the capability of the UNDP human resources to oversee the synergies in the implementation process and to build contributions to the results. The keys for results are synergies, results, relationships and resources. There was a shortage of resources noted for work in many of program and projects visited, i.e. UN-REDD (also see annex program/project staffing).

→ *Multiple locations*
Normally, managing program level inputs across multiple geographic locations is not an issue if a strong monitoring and learning system is in place. Pillar II has many projects and interventions are spread across several offices including at the subnational level. The fact that the government counterparts are in the capital while UNDP is in Yangon is also a logistical problem. It affects both learning and monitoring and is detrimental to efficiency.

2. How did vertical projects contribute in an efficient way to achieve results?

The climate financing instruments are new to Myanmar. It was commendable that, in a very short time, the Pillar II team was able to access AF, GEF and UN-REDD. Learning to best utilize the financing for sustainable program results is an UNDP art form. To maximize these financing instruments for program level results requires carefully negotiating the design and including budgets for program monitoring, management and strategic activities that help sustain the results at the onset. Pillar management and government engage in these design negotiations to determine the best use of the financing to ensure sustainability and results of interventions and to ensure it is in line with larger program goals.

3.4 SUSTAINABILITY

1. *What indications are there that achievements so far will be sustained (e.g. national ownership, national systems and structures, individual capacity)?*

Outcome level

The Disaster Management DM Rules, National Environment Policy, ASEAN Recovery Planning Reference Guide, MAPDRR, support to National REDD Roadmap implementation etc. are fully owned by the government. UNDP's role has been to support and to facilitate. These initiatives will be sustained and will continue to exist and be fully operationalized by the government in the long-term.

While it was normal to undertake all projects through DIM, the design decision on how to implement is about trust. The government expressed a need for UNDP's trust and joint monitoring solutions. Consideration of UNDP's trust level regarding NIM vs DIM is a two way assessment and needs consideration also of the current strengths/weaknesses of government to manage funds. Steps government can take to increase trust and processes government can commit to following in order to sustain trust can include a willingness to work with UNDP on solutions and a move to NIM in some form, i.e. using NIM plus and/or DIM Plus to work at the interface of communities and local government departments. Subnational level inputs require joint program monitoring support for greater contribution to Pillar level results.

Output level

In order to improve demonstration and scale-up contributions of the projects, the program approach Pillar monitoring can be at national and subnational levels. It can include work on strategic communication of lessons from projects and knowledge management. The project's communication efforts can be augmented at the subnational level to present the vision for scale-up potential. A review of mechanisms for including government in project monitoring can be conducted.

2. ***To what extent has fostering international and South-South Cooperation and knowledge management contributed to the sustainability of the Program? (See Annex, all events)***

South-South Cooperation and Learning (See Annex)

This is a notable good practice area of the Pillar work, and it is to be commended. The extensive support provided to advance South-South learning is obvious (see annex table). A significant result of the SSC input has been UNDP's support to Myanmar to undertake a leadership role on the *ASEAN Disaster Recovery Reference Guide* (ADRRG), which was developed by the Governments of Myanmar and Indonesia as co-chairs of the ASEAN Committee on Disaster Management (ACDM) Working Group on Recovery with technical support of UNDP and participation of the government representatives from Brunei Darussalam, Thailand, Lao PDR and the Philippines. The Reference Guide was endorsed by the ASEAN Committee on Disaster Management in April 2016 and was disseminated in various forums, such as the ASEAN Ministerial Meeting on Disaster Management (AMMDM), Indonesia, and the 7th Asian Ministerial Conference on Disaster Management, India. This is a significant support to regional South-South Cooperation and also influences policy nationally. Respondents say that national implementation is a result of regional level leadership.
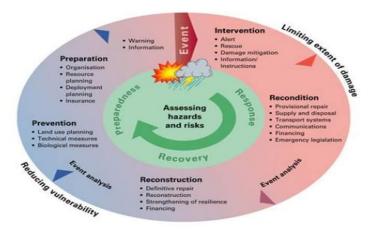
Internal Knowledge Management KM: Exchange and Learning [xxi]

The question was how Pillar II has supported technology transfer and learning agenda, i.e. the content of intervention and projects and how the projects and experts fed content back for optimal uptake and for the broader learning outcomes, i.e. optimal technology transfer and scale uptake. For the interdisciplinary DRR-EG portfolio, the knowledge sharing and learning contributions can be made significant and deliberate through case studies, dialogues and knowledge networks and strategic communications. The GEF portfolios are rich for demonstration and can potentially influence national and subnational learning for greater scale-up and uptake. A good pillar level KM and learning system enables learning and the technical expertise from other countries to be leveraged through projects for greater effect. It is recommended that the Pillar II team hire full time **Knowledge Management and Communications staff** to encourage learning and knowledge transfer for the GEF-heavy and DIM-heavy portfolio. KM learning approaches will also enable

a steadier flow of knowledge from the UNDP's great repository to the national work and support information sharing and learning among the project level inputs with the government and development partners.

3. *How will concerns for environmental governance and disaster and climate resilience, gender equality and human rights be taken forward?*

The government requested the UN country team to support operationalization of the environmental system level policy. This will require a partnership approach. For DRR, work is needed to visualize and instill a whole of government DRM full cycle approach. Myanmar is now responding to a compounding cycle of medium and small-scale disasters. Myanmar responded to floods in 2016. Such situations are provoking governments to seek "FEMA type"[xxii] institutional capacity strengthening and help on preparedness and getting ready for communities with increased risk exposure. With a changing global environment and more sudden and slow onset disasters, there has been an increase in demand for UNDP's strategic planning and coordination services for early recovery and "building back much better."

INTEGRATED RISK MANAGEMENT
Source: www.Planat.ch and www. WMO.int/integrated flood management

4. *How will partnerships and current approaches to resource mobilization sustain the Program Partnerships?*

The following represent the perspective of partners interviewed. A full list of partners is attached in the annex. The recommendation is to develop a Pillar partnership strategy in advance of the next programming cycle. UNDP can aim for convening joint monitoring, piloting and partnering. Outcome level CC/DRR resilience will require consideration of renewable energy and a partnership to support outcome level changes and impacts.

UN agencies
The evaluator reviewed the work with UN agencies, including UNESCO, FAO, UNEP, UNV and UN-Habitat. The relationship with UN agencies is mixed and, in cases like UN-Habitat, needs further work. Where UNDP works with agencies constructively in line with UN comparative advantages, things work out well, e.g. in the work with the UN-REDD model (FAO, UNEP). FAO is undertaking much work on climate smart agriculture. UN-HABITAT is very willing to convene and to partner with UNDP and GOM on the climate change work. National government departments and agencies are providing key technical services. At the downstream subnational level, partnership with the UN agencies can be engaged toward whole of government DRM area based development planning resilience goals. Subnational level model programs can be developed, building on the work of the adaptation and Inle Lake project. In particular,

UNV synergies can be tapped for programs, especially for impacts at the community levels. UNVs are skilled cost-effective human resources that Pillar II has been fully utilizing as staff without any additional cost. UNV, as an organization, has strong expertise and links at community level. In Myanmar, it is promoting youth volunteerism for DRR through the DRRYV project, funded by UNV but implemented with UNDP and UNICEF (as already mentioned in the report). It has underlined the necessity for UNDP to come closer to the communities and to prioritize CBDRM interventions.

Non-Governmental Organizations NGOs
Since 2012, there has been a blooming of NGOs and CSOs. NGO partners interviewed appreciated the UNDP coordination. There are many opportunities for partnership. Evaluator visited Action Aid, a British-based charity with a strong history of community based action since Cyclone Naris 2008. They have three pillars of cooperation, including 1. institutional strengthening; 2. response to Sendai and 3. involvement in the international aid machinery. They are members of the DRR working group chaired by UNDP. Currently Action Aid has a strong regional program on the women's resilience index for Asia. They are in the process of developing a national resilience framework. They also work on climate-smart sustainable agriculture, and they have developed a study on gender and resilience. They would be a good partner for Pillar II.

Civil Society Organizations CSOs
UNDP is currently engaging its strategy to work with CSOs. Building on the strengths of local CSOs to carry forward project results is a key lesson learned. The evaluator visited a local PWEHCA CSO at Inle Lake Project in a small township, a village with 450 households reported as receiving support. The CSO was formed in 2013 and has been undertaking a training of trainers approach covering five villages, with 1,050 households and 4,000 hectares of forest land affected. The village and target area was reported to have 30% landless farmers. Impressive work has been done, including a model program approach through for community resilience and capacity building, i.e. the CSO training of training model can be scaled in other districts.

Financing Partners
The international financing partners are new partners for CC/DRR resilience work, in particular for scaling demonstrations. Finland provided blanket support to UNDP to carry forward the pillar coordination, relations and monitoring.

- *Asian Development Bank*

ADB's country investments are in the urban, irrigation and agriculture sectors. In 2013 they began working with the Social Welfare, Relief and Resettlement Ministry on DRR projects. The ADB support goes to small scale infrastructure and retrofitting. ADB appreciates UNDP leadership of the DRR sector group. They recently concluded a Myanmar cooperation strategy 2012–2016 and are in the process of establishing the new country partnership agreement. UNDP and ADB collaboration has set the stage for further support at the request of government in this sector. UNDP and ADB have worked together on an information management system for five cities, Devin star, which, depending on its success, may have potential for scaling up to more cities and potentially linking to a DRM system approach. ADB has also supported strategic level normative and technical work at the national level to work with a national community resilience program. The discussion with the ADB was centered on their work with government on resilience. They are working based on a whole of government approach with the community based resilience initiative. Respondents say UNDP's value added is to bring the technical knowledge to the government and help them absorb that knowledge. UNDP can also position for facilitating support in the risk governance sector. They confirm that the broad architecture for GOM DRM is in place and that the role of UNDP and ADB might be to continue to support government focus on the cross-sectoral institutional linkages and provide the technical and capacity building support to make that happen.

- *World Bank*

During a visit, synergies for future work were highlighted. The interest to cooperate was noted as high (also see annex, how to partner with WB). WB is engaging a new DRM officer. The WB and the UNDP mission are complementary, i.e. the link between DRR, integrity and resilience is complementing their role. The perspective is that UNDP's work on DRR has been targeted very well. They are currently working on several initiatives in the DRR sector but not so much on environment. Their work includes a safeguard learning center, i.e. EIA and SIA in the mining sector. They are involved in a community-driven development CDD project with 15 townships covered. The window for financing depends on what the government would like to do. They agreed that UNDP can be helpful by making the business case for risk, risk governance. UNDP and GOM can work with WB for capacity mapping and scaling demonstration of localizing DRM systems. In 2016, the World Bank began working on a US$124 million Southeast Asian DRR project. The WB is also working on targeted DRR work with the Yangon regional government.

Norway
Team visited Norway, a key financing partner for the program. In general they are happy with UNDP work and are considering moving forward. They are encouraged by the work that links the local to the union level. They will give mobilizing support for UN-REDD and continuing support for the Inle Lake conservation commission. They would like more local assurance of monitoring for results. They are open to good proposals for additional program management and monitoring support for results.

 Finland
Through the desk study, evaluator identified an excellent cooperation with Finland on the scoping study for implementation environmental governance sector 2016.

Summary of Partnerships
For resource mobilization and carrying forward contribution to outcome level results, relationships and demonstration of results are key. UNDP's thematic sector group coordination and leadership and its unique access and relationships with the key government departments have successfully positioned UNDP for resourcing the Pillar II level results. Currently, UNDP is strong in its leadership and in convening the sector inputs for Pillar II outcome through the DRM working group development of the environmental policy. Thematic coordination was reported as being highly appreciated by the development and government partner interviewed (see below). To engage effectively with partners, the work needs to be better communicated and joint monitoring of the downstream work should be installed. This necessitates quality program delivery.

UNDP should continue to undertake strategic program work and not spread its human and other resources too thinly on pilots. All projects need exit strategies. Donors are looking to UNDP for quality "strategic" design, planning, coordination and support for implementation. For DRM, partnerships can be forged with the international finance institutions, i.e. ADB and WB.

In addition, program managers should spare no cost on the upfront cost of good design, such that the implementation strategy and monitoring plan is clearly mapped out at the onset for results based on the 80 20 principle, 80 percent design and 20 percent implementation and monitoring. The Finland baseline study of the environment sector is a case in point. This is good programming. It can be replicated to prepare for the next programming cycle on DRM. Establishing the baseline for programs helps position DRM and the environmental sectors. UNDP can map out a partnership on energy as neither output can reach its outcome without considering energy. From a perspective of program financing, this work is more strategic when driven by government.

While found to be doing impressive partnership work and accessing funding from bilateral sources, UNDP was not using its full potential for convening partners and attracting resources to the extent that it could, especially with the IFIs for programs at scale. Partners state that UNDP is in a position to convene and

"pitch" for results and must ensure that results are forthcoming. Strategic communication and knowledge management are lacking. Developing the "results" relationships with donors, government and UN partners and giving an impression of full design competency is reported as needing more work. It is engaged in promoting strategies for transformative outcome Pillar Level results, but it needs a clear message on resilience. This should continue to be broad and comprehensive, in line with the governmental plans and demand for support on sustainable development and resilience, including energy.

5. CROSS-PILLAR LINKAGES

There are good examples, including collaboration with the Civil Society and Media Output team under the Local Governance Pillar, in development of a mobile application (DAN Myanmar) and pilot testing of IEC materials through the CSO network and Pillar. UNDP supported participation of CSO networks in training and capacity development. Furthermore, under the UNCT Technical and Coordinating Support Team, Pillar II collaborated with the other pillars and the UNCT in development of a five-year socio-economic development plan (SEDP). The work on developing a National Framework on Community Disaster Resilience with ADB is providing a good entry point for cross pillar linkages.

Output 6 linked with Output 7 to provide comprehensive technical inputs related to DRR, climate change adaptation and mitigation in the draft National Climate Change Strategy and Action Plan formulated by the Ministry of Natural Resources and Environmental Conservation. Furthermore, both the Outputs collaborated to provide technical inputs related to environmental sustainability and disaster resilience into the Rakhine State Socio-Economic Development Planning, National Framework on Community Disaster Resilience by MSWRR.

Further definition of the resilience vision is needed as it related to natural resource management. Co-management of resources is central to local government and democratic governance outcomes. While all pillars' management sees the value added of this important asset, it has not been explored concretely. Natural Resources Management RM and land issues are strategic entry points for cross-sectoral results. NRM approaches can be an entry point for local government and democratic government. The suggestion is to identify a project and demonstrate these linkages at the subnational level.

Crisis and Disaster Lens on All Programming
There is a need to have a crisis and disaster lens on all the UNDP program work. A strategic, dedicated human resource specialist in post-disaster and protracted crisis may be called for to support strategic planning and post-disaster recovery and to work closely with humanitarian coordinators.

6. GOOD PRACTICES AND LESSONS LEARNED

1.	DRR, EG, RE and NRM are good entry points for resilience type outcome, including improving local governance and community resilience.
2.	All programs need a gender, human rights and conflict lens on program design. A strong recommendation is to look at the interface of natural disaster and human conflict in design and to use concrete mechanisms for expressing these linkages.
3.	Time spent on good program design is of paramount importance, including smart targets and indicators and a clear monitoring framework. The lesson is to invest in the 80/20 rule. Spending 80 percent on design and 20 per cent of implementation is key for good project outcomes. Good design follows the 80/20 principle.
4.	Root cause analysis support good programming practices
5.	Smart RBM, development of strategies, baselines and TOC help guide work.
6.	Resilience requires strong DRM governance agenda, full cycle. Preparedness, response and including work on early recovery and recovery.

7.	For improvements in joint monitoring for resilience, it is best to merge the two Pillar level oversight boards to one concerned with Resilience. This is also fitting for integration of DRR/CC plus mitigation as one expected outcome.
8.	Engaging the private sector as a strategic activity is important for DRR and ECD financing goals.
9.	DRM governance and mainstreaming work is needed to deal with fragmentation in sectors for results in communities to prepare for disaster and to respond better.
10.	Being positioned for an open appetite for policy is a given, but to follow through toward results takes demonstration of results.
11.	This portfolio can leapfrog technical transfer, but UNDP must leverage technical support from comparative experiences and share good practices from projects, such as leveraging ideas beyond projects, i.e. forest and lake governance, conservation, protection and human rights need a KM learning approach.
12.	In NIM vs DIM choices, trust is key for NIM. DIM also leads to results and is a good modality, depending on the needs.
13.	For NIM and DIM monitoring with government, there must be capacity to build institutional capacity from within. Help government learn how to monitor projects. Build support for this capacity with training on RBM to ready government for NIM and DIM plus.
14.	Small strategic investment at the community level can have knock on effects. Building capacity of CSO using training of trainer approaches is a good practice.
15.	More work on strategic upstream work linking to SDGs is possible, e.g. links to PEI and possibly running a finance improvement project for SDGs.
16.	Cross-pillar linkages can be easily made through the CB DRR/NRM entry point for governance results, i.e. institutional strengthening of environmental and development NGOs and improving planning at local government level.
17.	Joint UN program on capacity building can improve expected outcomes, i.e. the UN-REDD approach to technical cooperation is ideal.
18.	The investment case for change, with more upstream work on the cost/benefits of system level changes, is a key input for policy and budget.
19.	Pillar level oversight/governance mechanism streamlined is more effective and efficient; otherwise, there can be monitoring overload.
20.	Joint monitoring mechanisms must be clearly designed.
21.	For greater impact and more strategic work, do not spread resources too thinly. Good design follows the 80/20 principle.
22.	Investment in quality human resources for management will lead to results and is a value for money tactic.
23.	National ownership is critical for sustainability. If local level projects are not felt "to be owned" by government, they will not build capacity, be scaled or be implemented.
24.	Work on budget and finance is strategic for sustainability. Finance solutions are possible from within the country, so all options for risk finance and environmental protection solutions should be explored from this angle before requests for ODI are attempted. Efficiency equals resource mobilization. Good baselines on the finance gap are needed in the areas of biodiversity financing and DRM.
25.	Upstream impacts/results are about building relationships.
26.	Downstream result are about working with and in communities and local governments.

7. CONCLUSIONS

Following the assessment of the documentation and the in-country consultation with over 100 key program stakeholders from national to village level, this is the evaluation summary:

Relevance (Rating - Highly Relevant)

The Pillar II work is highly relevant to Myanmar's development context. The support is contained within UNDP/Myanmar's cooperation agreement and the United Nations Strategic Framework (UNSF) 2012–2015, designed to take into account the rapidly changing country context. [xxiii] The year 2016 saw the coming into power of a new Government led by the National League for Democracy. This Government established a 12-point economic policy that prioritizes inclusive economic growth and development. Recognizing the relation between economic development and disaster risk in Myanmar, the Government has also committed to implement key global/regional frameworks endorsed in 2015 and 2016, including the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, and the Paris Agreement on Climate Change, Habitat III, the World Humanitarian Summit, and the AADMER Work Programme 2016–2020. Pillar II has outlined three outcome areas (work streams of support) for promoting environmental sustainability as an integral part of sustainable development and building resilience to climate change and disaster risk to safeguard development gains in line with all these agreements.

Myanmar, like many countries, is experiencing an increase in slow onset small and medium disaster situations. This is in the absence of clear international support protocols for resilience programming crossing the humanitarian and development space (outside international cluster response). This situation requires new protocols and financing solutions for early recovery planning.

UNDP engagement for reducing vulnerability to natural disasters and climate change, improved environmental and natural resource management and promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid local communities, is a reflection of considerations of UNDP's unique capabilities. UNDP is engaging as a trusted expert partner around the overarching CC/DRR Resilience outcome that Pillar II is contributing towards. UNDP is positioned to support reduction of risk and risk informed development work, drawing upon its internal global knowledge base on Disaster Risk Management DRM, Environmental Governance EG and Renewable Energy RE.

That said, development partners reported the UNDP positioning as per its comparative advantage will take the program only so far, and that to grow its partnership base, UNDP must perform and express tangible results in projects that it is implementing with partners.

UNDP can now assert it convening power more for the overarching Resilience outcome. For instance, missed opportunities for climate change leadership can be rationalized as a strategic partnership while UNDP continues to position around the broader resilience outcomes that demand integration of CC/DRR/EG themes. The national upstream policy work has enabled important relationships and set the stage for system strengthening and risk informed planning approaches.

Effectiveness (Rating - Satisfactory)

Significant progress is made toward the Pillar II outcome, in particular, to contribution to capacity strengthening coordination, policy, legal and financing work (upstream). In review of the targets, the Pillar II cooperation framework and ways of working and with a new way of working with government, exceeded planned expectations (see Pillar II revised (2015) based on the log frame, reported activities and achievements. See Annex). The Pillar II achievements are impressive (see Annex, results reported and verified by evaluator), including National Policy on Environment 2017; the Disaster Management Rules 2015 for implementation of the Disaster Management Law 2013; the support for DRM coordination of the sector working group; the development of a national database on Loss and Damage; support to Myanmar for its leadership at the ASEAN regional network in developing the ASEAN Reference Guide on Recovery Planning; financing mobilized from GEF, AF, Norway, UNREDD, Finland and USAID, etc.

The body of work is commendable, especially considering challenges of policy engagement and working through institutional bottlenecks during a period of rapid change and a new government. That said, UNDP by nature of its mandate, was met with a very conducive policy environment favoring its upstream comparative advantages. In addition to many upstream results, the downstream support has advanced through key projects, i.e. Inle Lake, Adaptation Fund, UN-REDD and Biodiversity and PA, but more work can be done to improve monitoring and learning from the contribution and results at the subnational level.

Finally, as the climate financing instruments are new to Myanmar, it was also commendable that, in a very short time, the team supported access to AF, GEF, GCF and UN-REDD. However, the learning is to utilize these financing instruments for program results requires good design thinking. To maximize these financing instruments for program level results requires carefully negotiating during design and including things like budget for program monitoring, knowledge management/learning resource and events and strategic activities to leverage learning and sustain the results at the onset. Pillar management and government must engage and reflect on this experience to determine the best use of the climate financing to ensure sustainability and in line with the overall outcome level goals CC-DRR-Resilience. The disaster and environmental policy contributions position UNDP and GOM work within UNDP's comparative advantage for institutional strengthening capacity and policy showcasing and implementation. The status of activities under two (output) streams of Pillar II's work is included in Annex.

UNDP's comparative strength is linking upstream policy work with downstream demonstration, in particular for preparedness and the overarching goals on Resilience. The evaluation team visited downstream project inputs to assess the subnational contributions to outcome level results for AF, Inle Lake, and UN-REDD. Generally, there are commonalities that can be built upon, in particular the project level contribution to risk planning, cross-sectorality and improvements in local governance, NRM, EG, community and risk informed planning approaches. While subnational projects are contributing to specific project level results, they are not, however, being monitored for outcome level results effectively. For sustainability, work might continue with EG and CC/DRR output level work streams with renewable energy as a cross-cutting feature and/or made explicit will streamline and support linkages and partnerships.

Efficiency (Rating - Satisfactory)
The program resources (funds, expertise, time, staffing) are being used economically and contributing to results (value for money), but there is always room for improvements. The value for money lay in the capability of the UNDP HR to oversee portfolio implementation process to build synergies and convene partners' contributions to the results.

Strengths
Both portfolios are making synergies and demonstrating approaches to resilience through projects, i.e. Inle Lake and Adaptation Fund, Biodiversity, UN-REDD.
Pillar II management is building relationships and acquiring resources but can do better with a stronger, clearer overarching message on Resilience approaches.

Challenges
Noted bottlenecks have been making linkages and synergies in implementation, many of which were outside of UNDP's control.

Human Resources
A major issue identified highly capable human resources with competencies for interdisciplinary program management, relationship management and for upstreaming downstream monitoring and learning.
Pillar II involves two technical and substantive work areas leading complex cross-sector work, convening partners and relations management for carrying the expected result forward with development partners.

There is a shortage of resources and availability of highly trained people to work in the program and projects, i.e. UN-REDD national program.

Monitoring System and Proximity to Government Partners and across Locations
Normally, managing inputs across multiple geographic locations is not an issue when there is a strong monitoring and learning system in place. The monitoring system with government, however, was a work in progress. Two key issues have emerged. The first was the oversight and reporting overload with too many levels of oversight and reporting requirements while there was still a need for conceptual clarity around the overarching resilience theme. The second was a need for mechanism and strategies for advocating the interlinkages between the outputs and subnational level monitoring. To deal with upstream Pillar oversight overload and need for improvements in the joint monitoring of outcome level results, it is best to merge the two output boards into one on resilience. This will support understanding of the EG/DRR/CC +mitigation = Resilience integrated expected outcome.

Knowledge Management and Learning Approaches
A knowledge management approach with a strong knowledge network/Pillar partnership facilitator with training for strategic communication is needed. This post will support greater learning and address some the GEF-DIM learning issues, promote convening of the development partners and provide leadership on resilience. It will promote integration and an improved monitoring framework. A knowledge management approach will leverage greater technology transfer, knowledge sharing and learning cross-pillar, cross-sector and cross-region.

The outcome vision needs to be articulated, communicated and leveraged. Integrated risk informed development approaches are good entry points for institutional capacity and planning work with the local government departments. The target for impact is to improvement in planning and services delivery at the lowest levels of government. Ultimately, these projects can be delivered with a view to institutional sustainability and system level improvements linked to the upstream Resilience policy work. The integrated cross-sectoral planning approach, instilling risk based natural resource co-management and planning thus provides a vision that might be best articulated for outcome level monitoring. A key finding is that national DRM full cycle can be an overarching framework for downstream work with local government departments, and this is not being considered as an explicit strategy yet across the Pillar II outputs toward resilience.

ANNEX 1: STATUS OF ACTIVITIES AND RESULTS MATRIX

Output 6 - Capacities to adapt to climate change and reduce disaster risk			
Resulted CP outcome: Reduced vulnerabilities to natural disasters and climate change, improved environmental and natural resource management and promotion of emergency conservation through access to affordable and renewable energy, particularly in the off grid local communities.			
Baselines	Revised CPAP Indictors	Results Reported by Team	
A. Disaster Risk Management plan at one township used the results of the Multi-Hazard Risk assessments.	*a. # of Disaster Risk Management Plans at the Township developed, that are using the results of the Multi-Hazards Risk Assessments as a basis.*	In 2015, township level risk profiles at 5 townships in Rakhine were developed. Still need to work for township level plans based on the Risk Assessments The other agencies also used the multi-hazard risk assessments conducted by UNDP in the previous years in developing Township Plans at their project areas.	
b. Level of progress of the core indictor for HFA Priority action 1 (i.e. National Policy and legal framework for DRR exist with de-centralized responsibilities and capacities at all levels.	*b. Level of progress of the core indictors for HFA priority Action 1 (i.e. National policy and legal framework for disaster risk reduction exists with decentralized responsibilities and capacities at all levels.*	Disaster Management Rules promulgated in July 2015. National Framework on Community Disaster Resilience Framework. Updating Myanmar Action Plan on DRR (in progress) Developing Disaster Management Functions Handbook (in progress) Level of progress "3" in Core Indicator 1 of the HFA Priority 1 (achieved in March 2015)	
c. No system for recording Damage Loss and Data	*C. a system for disaster loss and damage databases is set up, institutionalized in the government system.*	- National Disaster Loss and Damage Database has been set up. The database now has the data for 6000 disaster events. - The database is hosted by RRD and will be accessible by public soon. - It will be used for Sendai Framework implementation reporting and MAPDRR reporting. - Further data collection (past data) and institutionalization (to be update and used by the departments for future disasters) is on-going.	

d. 10,000 households adapted climate resilience crop, livestock and fishery practices.	*D # of households adapted climate resilience crop, livestock and fishery practices.*	2500 household (by 2016)	

Output 7 - Enhanced capacities to sustainably manage natural resources at local, regional and national level;

Related CP outcome: Reduced vulnerability to natural disaster and climate change, improved environmental and natural resource management, and promotion of energy conservation through access to affordable and renewable energy, particular in off grid communities.

		UPDATED STATUS	
A. National Environmental Policy (1994) which need to be updated.	*A. National Environmental Policy Framework, Strategy and Action Plan developed.*	- The National Environmental Policy is finalized and waiting the final approval. - National Environment Strategy Framework and Master Plan is being developed. To be finalized by 2017.	
b. Policies and processes for investment management do not take into account the poverty-environmental linkages/relationship.	*b. # of tools or mechanism applied by government in the investment management process to support stronger environmental and social safeguards.*	- 1 negotiation reference document endorsed by government as support tool to be used in engaging with international investment treaties (the model treaty as a negotiation reference document is endorsed by Directorate of Investment and Companies' Administration (DICA).	
C. no formal system exists for the implementation of REDD+ under the UNFCCC.	*c. The technical, legal and social systems for REDD+ implementation exist.*	**-** Myanmar REDD+ Roadmap developed and endorsed by the government. - REDD+ Task Force, REDD+ Office and TWGs are established.	
D. no systematic Protected Areas management standards and PA and individual performance monitoring system exists.	*d. # of Protected Area management standards and PA and individual performance monitoring system established.*	A roadmap for capacity development on Protected Area Management was developed. A Forest Cover Change Analysis was conducted and the Buffer Zones for four Protected Areas were developed. The government staff and the community guardians were trained on Spatial Monitoring and Reporting Tool (SMART) which includes Law Enforcement and SMART application, Biodiversity	

		Monitoring and community participation in PA management.	
e.745no. (2012), 792 NO (2013) OF Forest Unser groups (Nationwide)	*e. # of forest user groups that have been granted land leases certificates and managing that land (and proportion of women in forest user groups).*	- additional 7 Forest User Groups having been granted land lease certificates and managing that land [and proportion of women in forest user groups]	

ANNEX 2: UPDATED OUTPUT LEVEL ACTIVITIES (PILLAR BOARD II MEETING MINUTES 2017)

		2013		2014		2015		2016	
1	Pillar Board 2 Meeting	Date:		Date: 7 March 2014		Date: 6 March 2015			
		Venue:		Venue: Naypyidaw		Venue: Naypyidaw			
		Participants:		Participants: RRD, UNDP, DMH,PSD,DZGD, SD, FD, ECD, DRD, FERD		Participants: DZGD, RRD,ECD,DICA,FERD,UNDP,FD,DMH,MOECAF,MOT,DOM,			
2	Output 6 (DRR) Board Meeting	Date:	Date: 8 August 2013	Date: 29 Jan 2014	Date: 27 Nov 2014	Date:	Date:	Date: 5 April 2016	Date: 1st Dec 2016
		Venue:	Venue: Naypyidaw	Venue: Naypyidaw, UNDP Office	Venue: Naypyidaw	Venue:	Venue:	Venue: Naypyidaw	Venue: Naypyidaw
		Participants:	Participants: DMH,RRD, JICA,UNDP	Participants: RRD, DZGD,UNDP	Participants: FD,UNDP,FERD,RRD, DZGD,DMH,WCS, ECD	Participants:	Participants:	Participants: RRD,UNDP,FD,FERD,IWUD,DMH,LBVD,ECD	Participants: RRD, UNDP,ECD, FD, DMH,LBVD, IWUMD, DRD

3	Output 7 (Envy Governance and NRM) Board Meeting	Date:		Date: 28 January 2014	Date: 29 March 2015	Date: 29 March 2016	Date: 12 Dec 2016
		Venue:	Venue:	Venue: UNDP Office , Nay Phi Taw	Venue: UNDP office, NPT	Venue: UNDP Office, Nay Phi Taw	Venue: UNDP Office, Nay Phi Taw
		Participants:	Participants:	Participants: MoECC, UNDP, FD, Norway Embassy, WCS	Participants: MoECC, UNDP, FD, Norway Embassy, WCS	Participants: FD- Morne, UNDP, DICA, Dept. of Mine, PEI Coordinator, WCS	Participants: RI, FD, MoN-REC, UNDP, Dept-Mine, FAO, WCS
	List of Acronyms						
	RRD	Relief and Resettlement Department					
	DMH	Department of Meteorology and Hydrology					
	PSD	Planning and Statistic Department					
	DZGD	Dry Zone Greening Department					
	SD	Statistic Department					
	FD	Forest Department					

ECD	Environmental Conservation Department						
DRD	Department of Rural Development						
FERD	Foreign Economic Relations Department						
DICA	Directorate of Investment and Company Administration						
IWUMD	Irrigation and Water Utilization Management Department						
LBVD	Livestock Breeding and Veterinary Department						
WCS	Wildlife Conservation Society						
MOECAF	Ministry of Environmental Conservation and Forestry						
FRI	Forest Research Institute						

ANNEX 3: 2017 UPDATES ON THE PRINCIPLE AREAS OF WORK, 2017 PILLAR BOARD MINUTES

2017 Update on Program Activities

Disaster Risk Reduction: During the recent two years, UNDP supported the government in drafting of Disaster Management Rules (2015), developing DRR Youth Volunteer Strategy, National Public Awareness Strategy on DRR, developing National Framework on Community Disaster Resilience (with ADB), and setting up of Myanmar disaster loss and damage database. To address the long term capacity development needs, it is supporting formulation of capacity development strategy for disaster management through the newly established National Disaster Management Training Center (DMTC). Upon the government's request, UNDP also provided its technical support for developing the ASEAN Recovery Reference Guide, to fulfill Myanmar's commitment to ASEAN. Currently, UNDP is supporting Ministry of Social Welfare, Relief and Resettlement in developing Myanmar Action Plan on Disaster Risk Reduction.

Climate Change Adaptation: With the financial resources from the Adaptation Fund, a community-based climate change adaptation project (2015–2019) was started in 2005 in the Dry Zone, covering 280 villages in 5 townships (Shwe Bo, Monywa, Nyaung U, Chauk and Myingyan) reaching 50,000 households to address climate change risks on water resources and food security in a particularly vulnerable area of the country. The project aims to reduce the increasing impacts of climate change on agricultural and livestock production cycles in the dry zone of Myanmar - the impacts of increasing temperature and evaporation, declining water availability, and intensifying weather events especially flash floods and cyclones.

Climate Change Mitigation: With support from UN-REDD Program, UNDP, FAO and UNEP are providing technical support to the Ministry of Natural Resources and Environmental Conservation (MONREC) in building national capacity for the implementation of Myanmar REDD+ Roadmap and in developing relevant (technical, legal, social) systems. A national REDD + strategy is being developed with UN-REDD National Program support. With request from the Government, UNDP is supporting MONREC in preparation of the GCF proposal which focus on enhancing climate change mitigation actions through National REDD+ Strategy Implementation.

Biodiversity Conservation: UNDP has secured the GEF-5 financial resources for implementation of the project titled "Strengthening Sustainability of Protected Area Management in Myanmar" (2015–2020). The project aims to strengthen the terrestrial system of national protected areas for biodiversity conservation through enhanced representation, management effectiveness, monitoring, enforcement and financing Biodiversity Conservation. The project was kicked off in the last quarter of 2015. Another project concept note (Project Identification Form) on "Integrated Protected Area Land and Seascape Management in Tanintharyi (Ridge to Reef Project – R2R in Tanintharyi)" was approved by GEF Secretariat in April 2015, and now the full project proposal is waiting the endorsement from GEF. The project is expected to start by mid-2017 and will take 5 years for implementation.

Environmental Governance: UNDP provided technical support to MONREC in developing National Environmental Policy which will serve as a guiding policy framework to incorporate environmental conservation in relevant sectors to ensure the sustainability of natural resources and environmental conservation. The Policy Document is now finalized and waiting endorsement of the National Committee on Environmental Conservation and Climate Change. UNDP will continue to support MONREC in developing the National Environment Strategy Framework and Master Plan.

Through the Poverty Environment Initiative project, UNDP is supporting MONREC in carrying out a small, subnational level participatory assessment of socio-economic and environmental impacts of mining in two townships.

At the community level, UNDP implemented a community-based natural resource management project in Inle Lake watershed area since 2012, aiming to demonstrate how economic and social well-being could be promoted in balance with environmental sustainability, and the support to the government for nomination of Inle Lake as Man and Biosphere Reserve (MAB). With project support, Inle Lake was inscribed as the first MAB Reserve of Myanmar by UNESCO in June 2015. The Inle Lake Authority was constituted by the govt. for effective management of Inle Lake conservation. A 5-year plan for Inle Lake Conservation (2015–16 to 2019-2020) was also developed with technical assistance from UNDP and endorsed by the government.

Linkages with the Other Programs/Pillars under UNDP
"Environmental Governance, climate and Disaster Resilience Program" was expected to benefit from the work of "Democratic Government Program" in developing capacities within key public institutions to be more responsive, efficient, transparent and accountable in natural resource management and disaster risk management, in sensitizing and lobbying the parliamentarians and executive bodies of the government, and ensuring that policies and strategies are streamlined across the development sectors. The Program will also closely implement its strategies with the other interventions under "Local Governance" in peace-building and social cohesion, and CSO capacity building, as the vulnerable communities to disaster risks, climate change or forest and biodiversity resources locate in the remote and post-crisis areas.

ANNEX 4: PROGRAM GOVERNANCE STRUCTURE

Tier 1 - Output Boards (Outcome level)
Core Task: Results Management
Decisions prerogatives: Approve output Annual Work Plans; endorse Output Annual Progress Reports; review Output results and resource frameworks (RFs) and if necessary, recommend changes to Outcome Area Boards as EPA UNDP rules and regulations
Member ships : 1-2 Main government partners per output; 1 donor per output; other partners as agreed upon by UNDP, government and honors; all participants at technical level(Output lead for UNDP and Director level for government)

Tier 2- Pillar Output Boards (Output level)
Core task: quality assurance of results; Program coherence and strategic focus.
Decision prerogatives: approve Output RRFs and, on this basis, Outcome Area RRF; consider recommendations and approve changes to RRFs (except substantial changes to be reviewed by the Steering Committee,; provides overall guidance to Output Boards on Annual Work Plans; where appropriate, recommend alignment with Sector Working Groups; endorse Annual Outcome Area Progress Reports; other decisions as delegated by the Steering Committee and as per UNDP rules and regulations.
Membership: 1–2 main government counterparts per each output; 1–2 donor per pillar; UNDP; other partners as agreed upon between UNDP, government and donors; all participants at management level (e.g. Outcome Area team leader for UNDP; Director-General-level for government).
Frequency: 2 time a year

Tier 3 – Steering Committee
Core task: strategic direction and overall alignment with national priorities.
Decision prerogatives: conducts annual country Program review; provides overall guidance to Outcome Area Boards on their respective RRFs; approves substantial changes in the RRF, such as concerning deletion, addition or amalgamation of entire outputs; commissions independent evaluations and approves UNDP management responses; considers overall duration of the Program cycle in line with evolving national priorities and timelines and makes appropriate recommendations to Government and UNDP.
Membership: all government counterparts and all donors; UNDP; UN agencies; other partners as agreed upon between UNDP, government and donors; all participants at executive level (e.g. Country Director for UNDP; Deputy Minister for government).
Frequency of meetings: once every year.

ANNEX 5: TERMS OF REFERENCE

ATTACHED

ANNEX 6: CHRONOLOGY OF PILLAR II ACTIVITIES

Before 2013	UNDP under restricted mandate working at the community level through Human Development Initiative (HDI) projects
	Inle project started from January 2012 and continued till June 2016. With the support of the Inle Lake project, the nomination of Inle Lake as a Biosphere Reserve was submitted by the Ministry of Environmental Conservation and Forestry to UNESCO Man and Biosphere (MAB) Program (Inle Lake becomes the first biosphere reserve in 2015 December)
April 2013	CPAP was signed with government. Ministry of National Planning and Economic Development (now Ministry of Planning and Finance) is the focal ministry on behalf of all counterpart ministries
July 2013	Disaster Management Law (2013) was enacted. UNDP coordinated with DRR WG member agencies to convey the consolidated feedback on DM Law draft to MSWRR during the process (happened in 2012 before Country Program was approved).
Oct 2013	With reference to the discussions in the Environmental Sector Working Group on 18 Oct 2013, and the proposed projects and the brief concept notes shared by the Environmental Conservation Department, UNDP was informed of the need to develop "" National Environmental Policy and Strategic Framework and Master Plan". In 2015 January, UNDP confirmed its support for it under the UNDP Country Program (2013–2017) and started the process from April 2015 onwards.
Late 2013	UNDP started its support to the Ministry of Social Welfare, Relief and Resettlement to set up the database system on Myanmar Disaster Loss and Damage in pilot townships and replicate to the state/region level.
March 2014	**Pillar Board Meeting** was organized and chaired by Director General of Relief and Resettlement Department and Team Leader for UNDP – Pillar 2. Access to Rural Renewable Energy Output (Output 8) was postponed.
April 2014	Myanmar submitted its HFA Implementation Report (2011–2013) to UN-ISDR with technical and facilitation support from UNDP through multi-stakeholder consultations.
August 2014	The endorsement and financial resources were secured from the Adaptation Fund Board for the implementation of the Climate Change Adaptation project in Dry Zone, titled "Addressing Climate Change Risks on Water and Food Security in the Dry Zone of Myanmar".
September 2014	The project document (PIF) on "Strengthening Sustainability of Protected Area in Myanmar (BD Project in Kachin - GEF)" was developed through consultations with relevant line departments, non-government organizations and communities and was endorsed by GEF Chief Executive Officer on 10 September 2014.
November 2014	In **2014, the role of Myanmar's involvement in the ASEAN community for disaster management was getting momentum and taking the lead role for recovery sector.** UNDP provided technical support to the Ministry of Social Welfare, Relief and Resettlement, as the **co-lead of the ACDM Working Group on Recovery, in developing the ASEAN** recovery planning guidelines which was finalized and endorsed by ASEAN Committee on Disaster Management in April 2016.
April 2015	Myanmar was enabled to submit its inputs for the Post 2015 DRR Framework to UNISDR with UNDP's support. The stakeholders identified to revise and update the **Myanmar Action Plan on Disaster Risk Reduction (2012) along with M&E framework, which will guide the DRR Program implementation in the coming years.**

	Disaster Risk Reduction was included in long-term National Comprehensive Development Plan (NCDP) (2011–2030) which was developed during 2012–2014
2014	Through the community-based projects - **Inle Lake project and REDD+ Readiness project in Naga** - UNDP supported for the development of Land Use Change Map of the project area and community based proposed land use planning maps, promotion of organic farming practices, reforestation activities, soil and water conservation, livestock and fishery resource management, improving sanitation and safe drinking water, and access to rural electrification
2014	The **financial resources for the UN-REDD+ targeted support project was mobilized and the project was agreed by the UN-REDD Program (Implementation starts from 2015)**
2014	UNDP supported the Ministry of Environmental Conservation and Forestry and the Shan State Government for setting up the institutional structure of the Inle Lake Management Body which could take the leading role for implementation of the Inle Lake conservation five-year plan (2015–16 to 2019–2020) which is developed by Forest Department with technical support of UNDP, in full consultation with the stakeholders.
Feb. 2015	AF project was launched in partnership with Dry Zone Greening Department under the Ministry of Natural Resources and Environmental Conservation
April 2015	UN-REDD-Targeted support Project Document was signed and implementation had started from April 2015–Dec. 2016. The REDD+ Readiness enabling activities and policy works are: Formation of the Program Executive Board (PEB) and REDD+ Task Force Developing the Stakeholder Engagement Guidelines for strengthening of stakeholder representation and consultation Developing a consultation plan for REDD+ (draft) Organized the technical working groups meeting for all three areas of the REDD+ TWG structure (Driver and Strategy analysis, MRV, Stakeholder engagement and safeguards) Capacity development of national institutions and stakeholders for REDD+ Producing the training manuals for REDD+ in Myanmar (draft), REDD+ glossary of technical terms (English Version), Program Knowledge management and communication strategies. Developing a competency framework and capacity building plan for REDD+ documents Developing National REDD+ strategies formulation, Drivers and Strategy Analysis for REDD+ and identification of Policies and Measures (draft) Initial draft document on REDD+ Strategy Mapping of REDD+ related current and incipient projects in Myanmar
April 2015	PIF for the project "Integrated Protected Area Land and Seascape Management in Tanintharyi (Ridge to Reef Project – R2R in Tanintharyi)" was endorsed by GEF.
April 2015	Myanmar was enabled to submit its inputs for Post 2015 DRR Framework to UNISDR.
June 2015	GEF 5 project document "Strengthening Sustainability of Protected Area in Myanmar (BD Project in Kachin - GEF)" was signed with WCS as Implementing Partner.
May 2015	The 5-year Action Plan for Inle Lake Conservation (2015–16 to 2019–20) was prepared by the focal Ministry with support of UNDP

Oct. 2015.	UNDP has started its implementation "Strengthening Sustainability of Protected Area (PA) in Myanmar (BD Project in Kachin)" funded by GEF. The project engaged Wildlife Conservation Society (WCS) as an implementing partner. The inception workshop was organized in October 2015.
2015	The **Global post-2015 DRR Framework was endorsed at the World Conference on DRR in 2015 March.** UNDP was continuing its support the government to update and revise the Myanmar Action Plan on Disaster Risk Reduction and for its implementation.
July 2015	The Disaster Management Rules was endorsed by the Ministry of Social Welfare, Relief and Resettlement. Massive flood affected nation-wide. UNDP collaborated with WB for **Post Flood and Landslide Needs Assessment.**
April–Oct 2015	"Needs Assessment for Effective Implementation of Environmental Conservation Law" was conducted jointly with Finnish Environment Institute (SYKE) and "Institutional and Legal Analysis on Environmental Conservation" was also conducted
June 2015	Inle Lake was inscribed as Man and Biosphere Reserve (MAB) in June 2015
November 2015	Under Inle Lake Conservation Activities, The first Lake Authority meeting was organized in November 2015 to form the relevant sub committees and discuss the work plan of the Authority. Terms of Reference for Inle Lake Authority and formation of Inle Lake Authority were endorsed by Shan State Government.
Mid 2015	Two community-based projects (Inle and Naga) were phased out in mid-2015; meantime the Adaptation Fund Project titled "Addressing Climate Change Risks on Water Resources and Food Security in the Dry Zone of Myanmar" was started implementation in 2015.
April 2015	"Integrated Protected Area Land and Seascape Management in Tanintharyi (Ridge to Reef Project, R2R in Tanintharyi)" Project Preparatory Grant was approved.
September 2015	Independent Mid-term evaluation was done for the UNDP Myanmar Country Program 2013–2017.
November 2015	The Government Election and transition to New Government happened until March 2016.
March 2016	Output Board meeting was organized in March 2016
October 2016	UN-REDD- Country Program project document was signed.
December 2016	The project document for "Integrated Protected Area Land and Seascape Management in Tanintharyi (Ridge to Reef Project – R2R in Tanintharyi)" was submitted to GEF
December 2016	The final draft of National Environmental Policy was submitted to the Environmental Conservation Department.
December 2016	Output Board meeting was organized in December 2016

ANNEX 7: PARTICIPATION OF PILLAR MEMBER IN REGIONAL AND GLOBAL EVENTS

DRR or Env.	When (year/month)	Brief description of the event/knowledge sharing event, conference etc. (ABROAD)	Participants from UNDP	Participants from the govt.	Participants from the govt.
DRR	10 -15 Feb 2015	14th ARF inter sessional meeting on Disaster Relief		Director, RRD	U Chum Hre
DRR	20-24 April 2015	26th ACDM meeting		RRD Official	Aung Khine
DRR	20-24 April 2015	26th ACDM meeting		Assistant Director, RRD	Thurein Tun, Assistant Director, RRD
DRR	14-15 July 2014	The World Conference on Disaster Risk Reduction to be held in Geneva from 14–15 July		Director General, RRD	Soe Aung, Director General
DRR	6-20-Nov-14	Mission to 3 ASEAN member countries; Indonesia, Vietnam and Thailand for the ASEAN Guidelines on Recovery Planning during 6–22 Nov 2014		RRD official	Khin Mon Mon Ei
DRR	11-20-Nov-14	to participation in mission to 3 ASEAN member countries; Indonesia, Vietnam and Thailand for the ASEAN Guidelines on Recovery Planning during 6–22 Nov 2014		RRD Official	Win Ohnmar
DRR	14-18-March-15	3rd World Conference on DRR in Sandai, Japan. 14 – 18 March 2015		RRD Official	Aung Lin Aye

DRR	14-18-March-15	3rd World Conference on DRR in Sendai, Japan. 14–18 March 2015		RRD Official	Wai Wai Phyo Hlaing
DRR	24-Aug-15	4th Recovery WG meeting back to back with TOT on DaLA		RRD Official	Toe Toe Aung
DRR	24-Aug-15	4th Recovery WG meeting back to back with TOT on DaLA		RRD Official	Phyu Phyu Win
DRR	9-15-Dec-2015	High level delegation visit to the University of Queensland		Deputy Director General, RRD	Dr. Ko Ko Naing, Deputy Director General
DRR	9-15-Dec-2015	High level delegation visit to the University of Queensland		Minister, MSWRR	H.E Myat Myat Ohm Khin
DRR	14-16-Dec-15	27th ACDM meeting		Director, RRD	Win Htein Kyaw
DRR	14-16-Dec-15	27th ACDM meeting		Assistant Director, RRD	Khin Mon Mon Ei
DRR	19-21-Sep-16	United Nations International Conference on Space Based Technology for DRR		Director General, RRD	Soe Aung, Director General
DRR	2-5-Nov-2016	AMCDRR 2016	Mai May Htar Phwy Bob	National Project Coordinator	
DRR	10-14-Oct-16	ASEAN workshop in Manado, Indonesia		RRD Official	Nwet Yin Aye
DRR	22-27-Aug-2013	Conference on Mentawal Megathrust DIREX 2013–2014	Lat Lat Aye	Team Leader	
DRR	25-29-Aug-2013	Conference on Mentawal Megathrust DIREX 2013–2014		Government Official	Zaw Win Htun
DRR	Nov-13	ACDM Meeting		Director , RRd	U Win Htein Kyaw
DRR	Nov-13	ACDM Meeting		Assistant Director, RRD	Phyu Lai Lai Htun

DRR	26–28 February 2014	ASEAN Regional Forum Chengdu China		RRD Official	Myo Sat Aung
DRR	26–28 February 2014	ASEAN Regional Forum Chengdu China		Director, RRD	Win Htein Kyaw
DRR	26–28 February 2014	ASEAN Regional Forum Chengdu China		MOFA official	Hla Thida Lin
DRR	2014	Fellow-ASEAN w/s on Emergency		RRD Official	Su Su Tun
DRR	15-18-Apr-2014	Partnership Mission Tokyo	Toily Kurbanov		
DRR	20–22 May-2014	24th meeting of the ASEAN-ACDM & 1st Task Force meeting in Bandaseri Begawan,Brunei Durre-salam,		Director, RRD	Win Htein Kyaw
DRR	22-26-June-2014	6AMCDRR Conference in Bangkok	Lat Lat Aye	Team Leader	
DRR	22-26-June-2014	6AMCDRR Conference in Bangkok	Khin Ma Ma Gyi	program Analyst	
DRR	2014	6AMCDRR Conference in Bangkok		CSO	Myint Ngwe
DRR	2014	6AMCDRR Conference in Bangkok		Director General, RRD	Soe Aung, Director General
DRR	2014	6AMCDRR Conference in Bangkok		RRD Official	Thiri Maung
DRR	2014	6AMCDRR Conference in Bangkok		RRD Official	Phyu Phyu Aung
DRR	2014	6th Asian Ministerial Con-ference on DRR in BKK, Daw Lai Lai Aye(RRD)		RRD Official	Lai Lai Aye

DRR	14-Aug-14	CHR high level meeting, Philippine		Assistant Director, RRD	Thurein Tun, Assistant Director, RRD
DRR	14-Aug-14	ASEAN High Level Conference on Assistance for the Recovery of Yolanda Affected Areas		Director General, RRD	Soe Aung, Director General
DRR	8-9-Dec-14	Meeting in Bangkok	Lat Lat Aye	Team Leader	
DRR	21-Jun-14	6th Asian Ministerial Conference on DRR	Lat Lat Aye	Team Leader	
DRR	23-24-Aug-2015	4th meeting of ACDM		RRD Official	Phyu Lai Lai Htun
DRR	22-24-Aug-2015	4th Meeting of the ACDM Working Group on Recovery, Yogyakarta, Indonesia, 24 August 2015	Lat Lat Aye	Team Leader	
DRR	22-29-May-2015	Meeting in Geneva	Lat Lat Aye	Team Leader	
DRR	24-30-April-2016	ACDM Meeting		RRD Official	Myat Moe Thwe
DRR	24-30-April-2016	28th Meeting of the ACDM and other related meetings, 26–28 April 2016, Semarang, Indonesia		RRD Official	Win Htut U
DRR	2016	ASEAN workshop in Manado, Indonesia		Director	Nyi Nyi Naing, Director
DRR	25-28 May-2016	UNDP Expert Consultation Retreat on the Belt and Initiative, Beijing, P.R.China, 26–27 May 2016	Lat Lat Aye	Team Leader	
DRR	22-26 June 2014	6AMCDRR in Bangkok from 22 - 26 June 2014		Director General, RRD	Sue Aunt, Director General

Envi-ron-ment	11-14 March, 2014	South-south exchange and knowledge sharing on PEI, Vientiane		Deputy Director, Directorate of Investment and Company Administration	U Kyaw Zarni Win
Envi-ron-ment	11-14 March, 2014	South-south exchange and knowledge sharing on PEI, Vientiane		Assistant Director, Mining & Energy Sector, Planning Department	Daw Myint Myint Oo
Envi-ron-ment	11-14 March, 2014	South-south exchange and knowledge sharing on PEI, Vientiane		Deputy Director, Department of Electric Power	Daw Myint Myint Kyi Swe,
Envi-ron-ment	11-14 March, 2014	South-south exchange and knowledge sharing on PEI, Vientiane		Deputy Director, Department of Hydropower Planning	Daw Thi Da Aye
Envi-ron-ment	11-14 March, 2014	South-south exchange and knowledge sharing on PEI, Vientiane		Deputy Director, Department of Mines	U Kyi Win Zaw
Envi-ron-ment	11-14 March, 2014	South-south exchange and knowledge sharing on PEI, Vientiane		Assistant Director, Office of the Union Minister, Ministry of Mines	U Thein Lwin
Envi-ron-ment	11-14 March, 2014	South-south exchange and knowledge sharing on PEI, Vientiane	Samara Yawnghwe	PEI Coordinator	
Envi-ron-ment	Apr-14	Youth Knowledge Forum, Tunisia	Khan Hein Mint	National Project Manager	
Envi-ron-ment	Apr-14	Youth Knowledge Forum, Tunisia		Deputy Staff Officer, Forest Department	U Saw
Envi-ron-ment	27-29 May 2014	PEI Regional Meeting "Pathways to an Inclusive Green Economy," Nepal	Lat Lat Aye	Team Leader	
Envi-ron-ment	27-29 May 2014	PEI Regional Meeting "Pathways to an Inclusive Green Economy," Nepal	Samara Yawnghwe	PEI Coordinator	

Environment	27-29 May 2014	PEI Regional Meeting "Pathways to an Inclusive Green Economy," Nepal		Deputy Director, Planning Department	U Tin Yi
Environment	27-29 May 2014	PEI Regional Meeting "Pathways to an Inclusive Green Economy," Nepal		Director, Environment Conservation Department (Mandalay Branch)	U Thein Htay
Environment	Nov-14	Study Tour to Lake Chalice, India	Le Mon	program Associate	
Environment	Nov-14	Study Tour to Lake Chalice, India	Saw Doha Wahl	program Analyst	
Environment	Nov-14	Study Tour to Lake Chilika, India		Forest Department	U Bo Ni, Forest Department
Environment	Nov-14	Study Tour to Lake Chilika, India			U Tin Aung Kyaw
Environment	Nov-14	Study Tour to Lake Chilika, India			Daw Wai Nyein Aye
Environment	Nov-14	Study Tour to Lake Chilika, India			U Soe Myint Thein
Environment	Nov-14	Study Tour to Lake Chilika, India			U Moe KyiHan
Environment	Nov-14	Study Tour to Lake Chilika, India			U Tet Toe Aung
Environment	Nov-14	Study Tour to Lake Chilika, India			U Than Hlaing
Environment	Nov-14	Study Tour to Lake Chilika, India			U Tun Aung

Envi-ronment	Nov-14	Study Tour to Lake Chilika, India			U Thar Doe
Envi-ronment	Nov-14	Study Tour to Lake Chilika, India		Shan State Government	U Kaung San Oo-Director Shan State Governemnt
Envi-ronment	Nov-14	Study Tour to Lake Chilika, India			U Aung Kyi Win
Envi-ronment	Nov-14	Study Tour to Lake Chilika, India			U Htay Maung
Envi-ronment	20-22 Jan-15	Regional Interactive Meeting on the Development of Investment Treaty Models, Jakata		Directorate of Investment and Company Administration Official	Daw Htar Ei San
				Director, Union Attorney General's Office	Daw Thida Oo
Envi-ronment	May-15	UN-REDD- Policy Board Meeting, Washington DC		Forest Department	U Ngwe Thee
Envi-ronment	6-8 October 2015	South-South Exchange and Training Workshop on Extractive Industries and Sustainable Development	Samara Yawnghwe	PEI Coordinator	
Envi-ronment	6-8 October 2015	PEI South-South Exchange and Training Workshop on Extractive Industries and Sustainable Development		Deputy Director General, Directorate of Investment and Company Administration	U San Myint
Envi-ronment	Dec-15	COP21, Paris		Union Minister for Environmental Conservation and Forestry	H.E Win Htun

Envi-ron-ment	Dec-15	COP21, Paris			U Myo Nyunt
Envi-ron-ment	2-3 June 2016	PEI Regional Meeting on "Advancing the Poverty-Environment Nexus for Achieving the SDGs", Dhaka		Director, Department of Mines (Mandalay Branch)	U Kyi Win Zaw
Envi-ron-ment	2-3 June 2016	PEI Regional Meeting on "Advancing the Poverty-Environment Nexus for Achieving the SDGs", Dhaka		Deputy Director, Directorate of Investment and Company Administration	Dr. Wunna Aung
Envi-ron-ment	2-3 June 2016	PEI Regional Meeting on "Advancing the Poverty-Environment Nexus for Achieving the SDGs", Dhaka	Samara Yawnghwe	PEI Coordinator	
Envi-ron-ment	Oct-16	Regional Workshop on Gender, Bangkok	Thiri Aung	National Project Coordinator	
Envi-ron-ment	Oct-16	Regional Workshop on Gender, Bangkok	May Nwe Soe	program Analyst	
Envi-ron-ment	Nov-16	COP22, Marrakesh	Khin Hnin Myint	National program Coordinator	
Envi-ron-ment	Nov-16	COP22, Marrakesh		Planning Department	U MAUNG MAUNG LWIN
Envi-ron-ment	Nov-16	COP22, Marrakesh		Relief and Resettlement Department	Dr. MIN THEIN
Envi-ron-ment	Nov-16	COP22, Marrakesh		Union Minister for Natural Resources and Environmental Conservation	H.E OHN WINN

Environment	Nov-16	COP22, Marrakesh		Forest Department	U KYAW KYAW LWIN
Environment	Nov-16	COP22, Marrakesh		Forest Department	U HLAING MIN MAUNG
Environment	Nov-16	COP22, Marrakesh		Forest Department	Dr. THAUNG NAING OO
Environment	Apr-16	High Level Thametic Debate, New York		Environmental Conservation Department	U Hla Maung Thein, Deputy Director General
Environment	Apr-16	High Level Thametic Debate, New York		Union Minister for Natural Resources and Environmental Conservation	H.E OHN WINN
Environment	Jul-15	Regional Exchange program -National Strategy and Action Plan, Bangkok	Khin Hnin Myint	National program Coordinator	
Environment	Aug-16	Regional Exchange Program -National Strategy and Action Plan, Bangkok	Franz Arnold	Chief Technical Advisor	
Environment	Aug-16	Regional Exchange Program -National Strategy and Action Plan, Bangkok	Khin Hnin Myint	National Program Coordinator	
Environment	Aug-16	Regional Exchange Program -National Strategy and Action Plan, Bangkok		Forest Department	Daw Yu Ya Aye
Environment	Aug-16	Regional Exchange Program -National Strategy and Action Plan, Bangkok		Forest Department	U Min Min Oo
Environment	Jan-15	Project Management Training- GEF, Bangkok	Khin Hnin Myint	National Program Coordinator	

ANNEX 8: PILLAR II DESIGN SET UP

Insert

ANNEX 9: MISSION PROGRAM

Date	Activities	Place
19th Feb (Sunday)	Arrive at Yangon Intl Airport	Yangon
20th Feb (Monday)	Meeting with UNDP Program team Senior Management/Program Strategic and Support Unit Pillar I Pillar II Pillar III	Night stop at Yangon
21st Feb (Tuesday)	Meetings in Yangon with partner agencies Plan/ActionAid UN-Habitat WCS FAO	Night stop at Yangon
22nd Feb (Wednesday)	Meetings in Nay Pyi Taw Forest Department Environmental Conservation Department Relief and Resettlement Department	Depart for Nay Pyi Taw by morning flight Night stop at Nay Pyi Taw
23rd Feb (Thursday)	Meetings in Nay Pyi Taw UN-REDD team	Depart from Nay Pyi Taw for Mandalay by road in the afternoon (3 hr. drive) Night stop at Mandalay

	(Time for departure from NPT may change depending on the meeting confirmations from Departments in NPT and in Mandalay)	
24th Feb (Friday)	Meetings in Dry Zone with departments Dry Zone Greening Department Department of Agriculture Dept. of Meteorology and Hydrology Livestock breeding veterinary department	Night stop at Mandalay
25th Feb (Saturday)	Meetings in Dry Zone with departments and beneficiaries from Nyaung Oo/Chauk Beneficiaries Implementing partners (Focus Group Discussion with NAG, CESVI, CDAs)	Depart from Mandalay for Nyaung Oo by flight in the morning Night stop at Nyaung Oo
26th Feb (Sunday)	Meetings in Nyaung Shwe/Inle Lake with beneficiaries NGOs (Focus Group Discussion) beneficiaries	Depart from Nyaung Oo for Nyaung Shwe in the morning by flight Night stop at Taunggyi
27th Feb (Monday)	Meetings in Nyaung Shwe/Inle Lake with beneficiaries NGOs (Focus Group Discussion) beneficiaries	Depart for Yangon by flight in the evening (4:30 pm) Night stop at Yangon
28th Feb (Tuesday)	Meetings in Yangon with partner agencies/donor agencies Norway Finland USAID MRCS World Bank Evaluation brief to UNDP	Night stop at Yangon
1st March (Wednesday)	Depart from Yangon Intl Airport, early morning	Departure Yangon

ANNEX 10: BLOG ON WAY OF PARTNERING WITH THE WORLD BANK

Ways of partnering with WB vary general in many countries, operational collaboration might be perceived as most challenging because the existing mechanism for cross-financing is complicated. Cross-funding will have to go through extensive and painful negotiation processes. In this case the value added and the impact of partnership can be small compared to the high transaction costs required to make it happen. Modalities for collaboration that created a shared vision can include joint analytical work harmonizing Bank-UN policy response, and programmatic collaboration committing the institutions to align their resources against common objectives, is found to be more effective. These are following represent principles for **agile partnering.**

1. Start with a clear division of labor. Collaboration tended to be effective when the division of labor was clear and based on each partner's comparative advantages. Putting the complicated mechanics of operational partnership aside—which the Bank now aims to improve—cooperation was often easier with UNHCR and WFP or the International Labor Organization (ILO), for instance, than with the UN Development Program (UNDP). The relationship between the World Bank and UNDP has tended to be more contentious in part because of some overlap in their respective mandates in development. This overlap creates tension and competition, which in turn is often fueled by donor preferences in the allocation of resources at the country level (for example, the establishment of the Lebanon Syrian Crisis Trust Fund).

2. Strengthen common understanding through high-level dialogue that has to be translated into more nuanced strategic dialogue and technical guidance. For instance, regular strategic consultations between the Bank Group President and the UN High Commissioner helped strengthen the partnership between the Bank and UNCHR and establish a common understanding of the priorities that should guide future joint analytical, policy, and operational work. This dialogue was followed by a series of joint analytical work on the Syrian crisis and in several African countries.

Leverage staff experience and good relations with partner institutions. Behind initiatives that go beyond the institutional boundaries are often proactive team leaders and supportive country managers. A common factor in more collaborative behavior, for instance, was team leaders who had prior work experience at the other institution, which means first- hand knowledge of what the partner institution can offer, and a relationship that can be the basis of trust.

ANNEX 11: PILLAR PARTNERS

Implementation partners (2013 - 2016)

Donor Agencies

Sr	Agencies	Roles in implementation
1	Government of Finland	Un-earmarked financial support for UNDP Country Program
2	Government of Norway	Financial support for UN-REDD Program Financial support for Inle Lake Conservation Project
3	USAID /MCCDDM	Financial support for the capacity development through the National Disaster Management Training Center
4	Adaptation Fund	Financial support for the implementation of "Addressing Climate Change Risks on Water Resources and Food Security In the Dry Zone of Myanmar" project
5	Global Environment Facility	Financial support for "Strengthening Sustainability of Protected Area (PA) Management in Myanmar" (GEF 5) Financial support for formulation of "Ridge to Reef project" (GEF 6)

Government Agencies

Sr	Department/Ministries	Roles in implementation
1	Ministry of Social Welfare, Relief and Resettlement (Relief and Resettlement Department)	Lead Focal, technical advice and collaborative support to the DRR and CCA Output, in particular DRR Project.
2	Ministry of Natural Resources and Environmental Conservation (Department of Mines, Environmental Conservation Department, Forest Department, Dry Zone Greening Department)	Lead Focal, technical advice and collaborative support to the Environmental Governance and Natural Resource Management Output.
3	Ministry of Transport and Communication (Department of Meteorology and Hydrology)	Climate Information Services and Early Warning in the Dry Zone of Myanmar.
4	Ministry of Agriculture, Livestock and Irrigation (MoALI)	Coordination and Institutional support in implementation of the UNDP-UNEP Poverty Environment Initiative
5	Ministry of National Planning and Economic Development (MNPED)	Coordination and Institutional support in implementation with the UNDP-UNEP Poverty Environment Initiative
6	Rakhine State Government	Mainstreaming disaster resilience into development planning
7	Tanintharyi Region Government	Collaborative support in formulation of Ridge to Reef GEF project
8	Shan State Government	Lead and Collaborative support in Inle lake conservation

Other Development Partners

Sr.	Agency	Responsibilities of Partners
1	UN-Habitat	Partnership for capacity development on DRR
2	UN-OCHA	Co-chairing and collaboration for private sector engagement in disaster preparedness and response.
3	UNICEF	Partnership to formulate Disaster Reduction Youth Volunteers strategy and pilot project implementation
4	UNV	Partnership to formulate Disaster Reduction Youth Volunteers strategy the pilot project implementation
5	UNEP	A partner agency of the UN-REDD Program and PEI Program
6	FAO	A partner agency of the UN-REDD Program
7	DRR WG	Collaboration in formulation of key strategies, advocacy and awareness activities
8	UNESCO	A partner agency for nominating Inle Lake as UNESCO Man and Biosphere Reserve

Implementing Partners

Sr.	Agency	Responsibilities of Partners
1	Wildlife Conservation Society (WCS)	Implementing agency of the project "Strengthening protected area management in Myanmar" (GEF 5).
2	Farm Business Development Technical Team (FBD)	Strengthening community response to climate change impacts through technical adaptive initiatives, capacity building and demonstration of soil and water conservation activities under Adaptation Fund project.
3	Hydroconseil	Assessment, identification & monitoring of small-scale water infrastructure needs for drinking and irrigation water in the Dry Zone of Myanmar, under Adaptation Fund project.
4	Aung Zay Yar CSO	Renovation of irrigation system to ensure drinking and irrigation water supply to enhance food and water security in Shwebo Township, under Adaptation Fund project.
5	Community Development Action (CDAc)	Strengthening watershed management through rehabilitation/reforestation of denuded community areas and farm boundaries the Dry Zone under Adaptation Fund project.
6	Network Activities Group (NAG)	Support for executing watershed management and agroforestry activities in Myanmar Dry Zone, under Adaptation Fund project.
7	CESVI	Climate-resilient farming methods promoted through capacity building, farmer-managed seed multiplication, participatory demonstration plots, exchange visits and postharvest assessment, under Adaptation Fund project.

8	Community Development Association (CDAs)	Introduction of climate-resilient livestock practices in the dry zone of Myanmar through capacity development, provision of drought resilient livestock species and associated animal husbandry practices, under Adaptation Fund project.
9	Chalk and Slate	Support to RRD on the development of mobile application for disaster alert notification, under Adaptation Fund project.
10	Regional Integrated Multi-Hazard Early Warning System (RIMES)	Technical advisory services for climate information and services to manage climate risk in the dry zone of Myanmar, under Adaptation Fund project.
11	Myanmar Survey Research (MSR)	Impact Assessment Survey under Adaptation Fund project.
12	Myanmar Forest Association (MFA)	One of implementation partner for the project "Improvement of the quality of life of ethnic minorities in the Naga Hill Region in Myanmar through youth participation in REDD+"
13	Professional Research and Consultancy (PRC)	One of implementation partner for the project "Improvement of the quality of life of ethnic minorities in the Naga Hill Region in Myanmar through youth participation in REDD+"
14	Advancing Life and Regenerating Mother Land (ALARM/EcoDev)	One of implementation partner for the project "Improvement of the quality of life of ethnic minorities in the Naga Hill Region in Myanmar through youth participation in REDD+" and for Improving Resource Governance to Rehabilitate Degraded Inle Lake Environment
15	Ecosystem Conservation and Community Development Initiative (ECCDI)	One of implementation partners for Inle Lake Conservation and Rehabilitation Project
16	Danu Literature & Culture Development Association (DLCDA)	Rehabilitation of Pawnu Dam and Its Environment as part of Inle Lake Rehabilitation and Conservation activities
17	Myanmar Agro Action	Farmer Filed School, Compost making, Systematic disposal of solid waste (Demonstration), Seed bank, Integrated Pest Management & Bio septic tank as part of Inle Lake Rehabilitation and Conservation activities
18	Farm Business Development Technical Group (FBD)	Soil and Water Conservation as part of Inle Lake Rehabilitation and Conservation activities
19	Friends of Wildlife	Negotiating Sustainable Fisheries Practices and Conservation of Wildlife in the Inle Lake Wildlife Sanctuary as part of Inle Lake Rehabilitation and Conservation activities

***   A complete list of CBOs and NGOs which received the small grant facility during the implementation of Inle Lake Rehabilitation and Conservation Project is also provided (List of CBOs and NGOs for Inle Small Grant Facility).

ANNEX 12: DESCRIPTION OF THE AF FUND PROJECT GOALS

UNDP Myanmar, with funding from Adaptation Fund is initiating the implementation of a CC adaptation project - "Addressing Climate Change Risks on Water Resources and Food Security in the Dry Zone of Myanmar." The project aims to reduce the increasing impacts of climate change on agricultural and livestock production cycles in the dry zone of Myanmar; the impacts of increasing temperature and evaporation, declining water availability, and intensifying weather events especially flash floods and cyclones.

The project will operate in five townships in the Sagaing, Mandalay and Magway Regions, Shwebo and Moneywa townships in the Sagaing region, Myingyan and Nyaung Oo townships in the Mandalay Region, and Chauk Township in the Magway Region. The townships were selected on the basis of observed temperature extremes, frequency of drought per year, and the impacts of climatic parameters on food security. An additional criterion for township selection was the potential to access ground and surface water resources, vital prerequisites for small irrigation and water management schemes. The direct beneficiaries of the project are marginal farmers in rain-fed areas and landless workers whose access to arable land is severely threatened by erosion and land degradation. Special emphasis is placed on women and female-headed households within this vulnerable group.

The project target sites consist of approximately 50,000 households from 280 villages with a high percentage of landless households and marginal/small farmers. Many of these landless and marginal/small farmers will benefit directly from the proposed project. Among them, approximately 85% of the total population is estimated to be impoverished landless and marginal farmers' households on rain-fed lands who are prone to critical losses of livelihood assets from recurring droughts and crop failures. While impoverished and marginal farmers with land-use rights will benefit from the project through additional investments in natural and productive capital (such as improved water supply on drought-prone fields; access to diversified and improved crops for fields and home gardens; expanded agro-forestry services; diversified livestock rearing; arrested soil erosion and watershed protection), landless people will benefit from diversified livestock assets, improved ecosystem services (such as greater 6 availability of non-forest products and more reliable freshwater supply), as well as through greater opportunities for manual labor in water-, forestry- and agroforestry-related components of the project. An important element of the proposed project is to strengthen the participation and stakes of landless people in Community-based Organizations, especially forest resource users groups and water resource users groups.

By the end of the four-year period, the project aims to ensure continuous freshwater resource during the dry seasons in 280 villages in the Dry Zone, promote and enhance climate-resilient agricultural and livestock practices and ensure timely and quality dissemination of climate risk information through use of short-term weather forecasts, medium-term seasonal forecasts, and longer-term climate scenario planning.

The project was signed between UNDP and Adaptation Fund on 6 August 2014. However, actual implementation started only in 2015. This was due to time taken in mobilizing the project, as well as delays in recruitment of key project personnel. The project was officially launched on 17 February 2015 in Sedona Hotel, Mandalay. The Inception Workshop was held on 26 August 2015.

The following are the outcomes and outputs of the project:

Outcome 1: Continuous freshwater availability ensured during the dry season in 280 villages in the dry zone

Output 1.1: Water capture and storage capacities in 280 villages enhanced to ensure sufficient irrigation and potable water supply during dry periods

Output 1.2: 4,200 hectares of micro-watersheds are protected and rehabilitated through Farmer- Managed Natural Regeneration (FMNR) to increase natural water retention and reduce erosion

Output 1.3: Community-based agroforestry plots established on 5,100 hectares of private and communal lands to conserve soil and water

Outcome 2: Climate-resilient agriculture and livestock practices enhanced in Myanmar's dry zone

Output 2.1: Drought-resilient farming methods introduced to farmers to enhance the resilience of subsistent agriculture in the Dry Zone

Output 2.2: Resilient post-harvest processing and storage systems introduced to reduce climate-induced post-harvest losses (drought and floods)

Output 2.3: Climate resilient livestock production systems introduced in 6,300 landless households to buffer the effects of flooding and drought on rural livelihoods

Outcome 3: Timeliness and quality of climate risk information disseminated to dry zone farmers enhanced through use of short-term weather forecasts, medium-term seasonal forecasts, and longer-term climate scenario planning

Output 3.1: Climate hazard maps and risk scenarios are developed in each township to support community-based climate risk management and preparedness planning 7

Output 3.2: Local level climate and disaster risk management framework strengthened for timely and effective communication of climate risk and early warning information

[i] This program support is contained within UNDP's first cooperation agreement since having a democratic government (2012); and intended to allow a learning period as the institutional nature and pace of reforms and their implementation cannot be predicted.

[ii] DATA COLLECTION METHODS

Monitoring and Evaluation systems:

Uses performance indicators to measure progress, particularly actual results against expected results.

Extend Reports and Documents

Existing documentation, including quantitative and descriptive information about the project, its outputs and outcomes such as documentation from capacity development activities, donor reports, and other evidence.

Questionnaires

A standardized approach to obtain information on a wide range of topics from a large number or diversity of stakeholders (employing sampling techniques) to obtain information on their attitudes, beliefs, opinions, perceptions, level of satisfaction, etc. concerning the operations, inputs, outputs and contextual factors of the project.

Interviews

Solicit person-to-person responses to predetermined targeted questions (prepared in advance of each meeting as a team), designed to obtain in-depth information about a person's impressions or experiences, or to learn more about their answers to questionnaires or surveys. Meeting will be recorded as a key tool for analysis stage.

On-Site Observation

Entails use of a detailed observation form to record accurate information on-site about how a program operates (ongoing activities, processes, discussions, social interactions and observable results as directly observed during the course of an initiative).

Group Interviews

A small group (6 to 8 people) are interviewed together to explore in-depth stakeholder opinions, similar or divergent points of view, or judgments about a development initiative or policy, as well as information about their behaviors, understanding and perceptions of an initiative or to collect information around tangible and intangible changes resulting from an initiative.

Key Informants

Qualitative in-depth interviews, often one-on-one, with a wide range of stakeholders who have first-hand knowledge about the initiative operations and context. These community experts can provide particular knowledge and understanding of problems and recommend solutions.

To assess the project's communication and learning strategy, key questions were assembled (see questions above - also see evaluation survey tool - annex). These will support evaluation of improvement in public and local governance awareness, knowledge and project impact.

These will be provided to the evaluators at the start of their assignment.

[iii] Mid Term Evaluation of the UNDP Myanmar Country Program (2015)

List of key stakeholders and partners and suggested resources

UNDP Program Narrative (2015–2017)

Environmental Governance and Disaster Resilience Outcome model and Results and Resources Frameworks (2014 – 2017)
Annual Work plans (2013–2016)
Output and Outcome Reports (2013–2016)
Monitoring Framework and Results Matrix
Organogram
UNDP Evaluation Policy
UNEG Ethical Guidelines for Evaluation/Code of Conduct (2008)
Quality standards for evaluation
Example Evaluation Matrix

ANNEX: FIELD MISSION SCHEDULE

iv The resilience of communities depends upon biodiversity and healthy ecosystems, and the goods and services they provide. Threat to development and community resilience from climate change and disasters is increasing and undermined human welfare, ecosystem services and development gains of Myanmar over the years. Unless the urgent actions for climate change mitigation and adaptation are undertaken at all levels, it can lead to resource scarcity, mass migration, disruption of livelihoods and production, ultimately disrupting community resilience and sustainable development.
Meantime, Myanmar's industrial development has increased rapidly along with its political, social and economic transition in building a democratic nation. The subsequent impact has been positive for economic growth and employment, but has brought with it the challenge for conserving its environment and natural resources as well as for protecting lives and livelihoods from increasing disaster risks resulted from un-planned growth and rapid urbanization. Strong institutional capacities including policy, legal frameworks, regulations, social safeguards, procedures and standards are required to protect environment, biodiversity resources and its ecosystem, as well as to protect the communities from the impending disaster risks.

v This program support is contained within UNDP's first cooperation agreement since having a democratic government (2012); and intended to allow a learning period as the institutional nature and pace of reforms and their implementation cannot be predicted.
vi The UNDP support generally operationalizes in two areas: a) upstream institutional capacity building and mainstreaming in development planning and b) downstream demonstration through the implementation of subnational level pilots.
vii PEI Myanmar began in January 2014 as a project under the Development Effectiveness (DE) Output of the Democratic Governance programme – Pillar III. The original focus was to improve the quality of Foreign Direct Investment (FDI) through strengthened policies and institutional capacity building, with the objective of maximizing the social benefits and minimizing the negative environmental impacts of investments, in order to improve human-wellbeing. PEI's focal department was the Planning Department and its implementing department was the Directorate of Investment and Company Administration, both under the Ministry of National Planning and Economic Development (MNPED). In the course of the year, the country office identified opportunities for improving technical synergy by moving PEI to Pillar II and the Minister of MNPED acknowledged that the majority of PEI's activities were being carried out with DICA.
By January 2015 PEI Myanmar was established with its focal and implementing partner as the DICA (which had transferred its head office from Nay Pyi Taw to Yangon) with an ongoing engagement with the Department of Mines, Ministry of Mines. PEI was simultaneously established as a project under the Environmental Governance and National Resource Management (NRM) Output of the Environmental Governance and Disaster Resilience programme – Pillar II.
Under the new government formed during the first quarter of 2016, DICA now sits under the merged Ministry of Planning and Finance (MoPF) and the Department of Mines sits under the merged Ministry of Natural Resources and Environmental Conservation (MoNREC).

As the Poverty Environment Facility considers the evolution of PEI post-2017 and its relation to the sustainable development goals, PEI Myanmar has identified that continuing to focus on the impacts of public or private investment is highly relevant to achieve the SDGs in Myanmar

viii This program support is contained within UNDP's first cooperation agreement since having a democratic government (2012); and intended to allow a learning period as the institutional nature and pace of reforms and their implementation cannot be predicted.

ix The outcome statement of the Environmental Governance and Disaster Resilience Pillar is: "Reduced vulnerability to natural disasters and climate change, improve environmental and natural resource management, and the promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid local communities." The Outcome includes three output work areas at the beginning of the UNDP Country Program. DRM , ECD and Renewable Energy (The third Energy area was rationalized to be conducted in partnership with other stakeholders-Output board meeting 2014)

x *National Environmental Policy, Strategy Framework and Master Plan:* UNDP has been supporting the Ministry of Natural Resources and Environmental Conservation in developing the National Environmental Policy, Strategy Framework and Master Plan. During the process of the policy formulation, four National Level Consultations (Nay Pyi Taw) and seven regional level consultations (Yangon, Rakhine, Mon, Shan, two in Mandalay, Tanintharyi) were organized with the participation of different stakeholders. The final draft of the National Environmental Policy is now ready to be submitted to the National Committee on Environmental Conservation and Climate Change for endorsement. Along with the consultations on the policy document, inputs to the National Environment Strategic Framework were gathered from national and state/region level stakeholders.

xi **Relief and Resettlement Department (RRD)** is the mandated department for disaster management in Myanmar, with the objectives to provide relief for victims of natural disasters to ease their sufferings and take precautionary steps so as to minimize loss of lives and property of the victims of natural disasters. RRD's role was only prominent as the relief agency till the emergency phase of Cyclone Nargis in 2008. Since then, the broader role of disaster risk reduction became recognized and the functions of the department expanded to cover as the focal agency for disaster management. The department led development of Myanmar Action Plan on Disaster Risk Reduction (2012) and Disaster Management Law (2013).

xii MSWRR for social welfare support comes mostly through INGOs such as World Vision, Save the Children, HelpAge, etc. and the UN agencies such as UNICEF, UNFPA, UN-Women with funding support of multi-donors. For disaster risk reduction, the Ministry is provided by technical assistance by INGOs and UN agencies including UNDP, UN-OCHA, UN-Habitat, and the relief assistance during the emergency provided by multi-donors through agencies, such as WFP, IOM, UN-OCHA and other INGOs. The main donors for disaster risk reduction are European Commission (DIPECHO), USAID, GTZ, Japan, AusAid, Norway. The main challenge of the MSWRR is its capacity gap to take lead role in translating the plans and strategies into practice through participation of the government departments and the other stakeholders. Both social welfare and disaster risk reduction are cross-cutting issues and the Ministry needs effective coordination and collaboration with the departments. However, the Ministry does not have enough technical capacity (esp. for disaster risk reduction) and influence on the other Ministries for mainstreaming social protection and disaster risk reduction.

xiii MCCDDM is a Consortium funded by USAID and composed of UN-Habitat (Lead), ACTED, ADPC, American Red Cross (with Myanmar Red Cross Society), SEEDS Asia, and UNDP.

xiv Other activities include assessments of climate profiles of 5 project townships (Shwebo, Monywa, Chauk, Nyaung Oo and Myingyan), assessment of small-scale water infrastructure, afforestation/reforestation activities on farm boundaries and public land, and soil and water conservation training and demonstration. Community-level trainings on climate-resilient livestock management are on-going in the 5 project townships.

xv The ToR of the MPD Network was drafted through consultation meetings with the participation of key private agencies in Myanmar and Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI).

xvi While government departments are generally happy with this DIM arrangement, respondents however, state that they do not always know always what is happening within the DIM projects, i.e. with NGO or CSOS implementing partners. Optimally for capacity building and sustainability however, projects would be implemented through NIM, but as projects in Myanmar are still DIM, there is a need for special Joint monitoring agreements and /or inclusion of mechanisms to ensure ownership and government monitoring of IPs. The evaluator finds need for revisiting the joint monitoring agreements - DIM vs NIM and overall negotiation with government on the pillar level vision of CC/DRR resilience and the work streams monitoring.

xvii In order to assure the highest level of participation and inclusion, Stakeholder Engagement Guidelines and a Consultation Plan for REDD+ have been drafted. Five TWG meetings (each in all three areas of the REDD+ TWG structure: Driver and Strategy Analysis, Measurement Reporting and Verification (MRV), Stakeholder Engagement and Safeguards) and several Information Core Group meetings have been organized and the National level REDD+ Stakeholder Engagement Structure has been strengthened. The Program Executive Board (PEB) as well as the REDD+ Task Force have been established. All technical working groups were actively involved in all relevant aspects of the Myanmar REDD+ readiness process. As part of the capacity development of national institutions and other stakeholders for REDD+, two follow up events on the REDD+ Academy 2015 were organized, including a Trainer Selection meeting and Refresher Training. Training of Trainers was conducted for 20 REDD+ trainers coming from different government agencies, universities and NGOs. A training manual for REDD+ in Myanmar, and IEC materials have been developed, while a REDD+ glossary of technical terms, a national REDD+ Communication Strategy and a Competency Framework and Capacity Building Plan for REDD+ are currently in the making. An Institutional and Context Analysis focusing on key government agencies for developing and implementing REDD+ in Myanmar, a Driver and Strategy Analysis and identification of responsive Policies and Measures have been drafted as necessary steps toward the formulation of the National REDD+ Strategy that is at the initial draft stage.

xviii This will be secured through two project components. The first component will enhance the systematic and institutional capacity to plan and manage the expanded national Protected Area System through a range of inputs aiming to strengthen the national and regional policy and planning frameworks in relation to Protected Areas, build central capacity for Protected Area system management, expand the Protected Area system coverage to 10% of the national land area, develop a systematic approach for sustainable financing of the expanded Protected Area system, and integrate Protected Area values into regional and local development for sub nationalsubnational government units associated with the demonstration Protected Areas. The second component will improve management capacity and motivation at the Protected Area level to manage local threats and achieve conservation outcomes, focusing on strengthening management effectiveness, financial sustainability, community engagement, monitoring and planning to address external threats at the four selected demonstration PAs.

During 2016, targeted training Programs on Spatial Monitoring and Reporting Tool (SMART) 2xviii were provided for the government staff and for the community guardians. These include (1) 143 Forest Department staff were trained for Law Enforcement and SMART application, (2) 52 Forest Department and WCS staff were trained for Biodiversity Monitoring (3) 50 Community Guardian were trained to participate in PA management. The project also assisted in developing a management plan of Natmatung National Park to receive regular funds from Chin State government which are earmarked from entry fee revenue of the national park. The project has also supported the management planning exercise at the four target sites including defining and incorporation of buffer zones. Participatory mapping together with local communities were conducted to delineate actual boundary on the ground. Likewise, village level consultation process and village use zonation process were conducted to strengthen resource use and land use of local communities who live in and around four model sites. In addition, the project supported the Forest Department in the Project Sites for law enforcement and patrolling, biological monitoring, promoting community participation, community-based natural resource management, buffer zone management, Protected Area boundary demarcation in four demonstration Protected Areas.

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xx. Theories of change for the national and subnational level can help identify the opportunities for linking to the system level and policy work of UNDP comparative advantage

xxi Knowledge management includes workshops and annual or biannual technical gatherings and provides a slate of knowledge services, including investment case studies and various other services, e.g. an electronic information sharing platform. Communication is essential for learning and also for action. The program needs to design both a KM and a communication strategy linked to the vision of results as a priority of business for the pillar. Human Resources are needed to support pillar level knowledge sharing vision and strategies and good practices. Develop clear strategies and a theory of change for each output area in terms of institutional capacity development.

xxii Today, FEMA (USA) has the authority (reforms post Hurricane Katrina) necessary to lean forward and leverage the entire emergency management team in response and recovery efforts. Its team includes not only government but also the private sector, non-profits, and citizens themselves. FEMA is the face of the government in communities preparing for and responding to disasters. FEMA support survivors and this holistic approach emphasizes the importance of working as a team to prevent, protect against, respond to, recover from, and mitigate all hazards.
xxiii This program support is contained within UNDP's first cooperation agreement since having a democratic government (2012); and intended to allow a learning period as the institutional nature and pace of reforms and their implementation cannot be predicted.