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### Project Initiation Plan

**Project Title:** Promoting Inclusive Entrepreneurship and Economic Empowerment for Women and Youth in Myanmar

**Expected UNDAF/CP Outcome:** Prosperity Outcome: All people in Myanmar, especially the poorest and most vulnerable, benefit from increased opportunities to achieve prosperity through decent work, safe migration options as well as sustainable and resilient rural and urban development.

**Expected CPD Output:** Output 2.3: Evidence-based policies and programmes developed to promote inclusive economic growth and employment creation with particular focus on women and vulnerable groups.

**Initiation Plan Start/End Dates:** November 01, 2018 – December 2019

**Implementing Partners:** UNDP, Private Sector Organisations, Civil society organizations and relevant universities in Myanmar

#### Brief Description

The objectives of the project initiation plan are to review Myanmar’s economic situation in relation to key elements of inclusive growth UNDP can act upon and presents four priorities UNDP will undertake to promote inclusive growth and employment creation over the next five years. These include: (i) formulating a strategy to support inclusive growth in Myanmar; (ii) preparing Myanmar’s first Human Development Report; (iii) undertaking a project promoting inclusive entrepreneurship and social impact investing for women and youth, and (iv) developing value-chains and cross-border trade between Myanmar through supporting micro, small and medium sized enterprises and promoting the development of inclusive finance.

Programme Period: Atlas Project Number: Atlas Output ID: Gender Marker:	Total resources required Total allocated resources: Regular Other: Donor Donor Government Unfunded budget: In-kind Contributions
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Agreed by UNDP:



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## 1. Development Challenge

- 1.1. Myanmar with its rich natural resources, virgin agricultural land, strategic location as a bridge between the dynamic economies of South Asia and South East Asia, a large coastline which can harbor deep sea ports, rich investment potential, holds the promise to be the next big economic frontier of Asia. In the decade of the sixties, Myanmar was one of the leading economies in the region. However, with the taking over of the military junta in 1962 and the rollout of the “Burmese way of Socialism” lasting until 1988, the economy suffered a serious setback. Growth was severely constrained with comprehensive nationalization policies of economic activities, widespread changes in tenancy laws, price controls wherein not only foreign but domestic retail and wholesale trade was nationalized. After half century of military rule and authoritarian regimes the country is on its way towards a major transition on social, political and economic fronts.
- 1.2. In the period before 2016, due to a combination of inappropriate domestic economic policies and international isolation, growth patterns have been sectorally skewed especially towards natural resource exports, construction and tourism sectors and employment generation lagged. The narrow base of the economy and dependence on a few sectors persists. Agriculture accounts for 29% of Gross Domestic Product (GDP), 52% of employment and 20% of exports, whereas the share of manufacturing is 20% of GDP with garments and wood products as major exports. The informal sector remains large<sup>1</sup>.
- 1.3. In terms of the labour market analysis and prospects for economic and structural diversification, it is pertinent to note that the agricultural sector, marked by low productivity and absorbs an estimated 40 per cent of the labour including in farming, forestry and fishing. Over time, due to lack of value addition in the agricultural sector and non- farm diversification of economic activities, out of the 40 percent majority of the workers have low income while only 4 percent are estimated to be in the ‘upper class’ (sic)<sup>2</sup>.
- 1.4. Open unemployment rates for youth in Myanmar between the ages of 20-24 are reported as high with urban unemployment rates being higher than those of rural unemployment pegged at 10 and 8 per cent respectively<sup>3</sup>. The unemployment rates also vary across regions. For instance, one in every 10 person in Rakhine state has been counted as being unemployed while one in every fifty person has been counted is unemployed in Shan state. It is pertinent to note that open unemployment rates are not a good gauge of the unemployment situation due to lack of social protection or/and income protection and rates of under-employment are hard to measure. The unemployment rate was much higher than the Union average among young people (aged 15-29) at 7.7 per cent<sup>4</sup>.
- 1.5. An analysis of the 2014 Census on occupation and industry, in Myanmar showed the

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<sup>1</sup> Myanmar, 2017-2021: Building the Foundations of Inclusive Growth, ADB Country Partnership Strategy, 2017

<sup>2</sup> <http://www.moi.gov.mm/moi:eng/?q=news/22/06/2017/id-10930>

<sup>3</sup> <http://www.moi.gov.mm/moi:eng/?q=news/22/06/2017/id-10930>

<sup>4</sup> [http://www.dop.gov.mm/sites/dop.gov.mm/files/publication\\_docs/2b\\_occupation\\_and\\_industry\\_en1.pdf](http://www.dop.gov.mm/sites/dop.gov.mm/files/publication_docs/2b_occupation_and_industry_en1.pdf)

proportion of the population in the labour force among those aged between 15-64 years as 67 %. When we consider the sex-disaggregated data, it is noticed that the unemployment rates for males and females are almost similar at 3.9 per cent and 4.1 per cent, respectively. The proportion of males (85.2%) is much higher than that of females (50.5%) in the labour force. Between 25-49 years of age while for men the labour force participation rate remains linear for the females, the rate begins to decline from age 20 onwards due to a mix of marriage, child bearing or engagement in child/elderly care activities<sup>5</sup>.

- 1.6. Worldwide, entrepreneurs are known to create jobs at twice the rate of established companies<sup>6</sup>. Small and Medium (MSMEs) enterprises have a significant potential to bring about economic transformation, create sustainable job opportunities, generate wealth for the promoters of the enterprises and alleviate poverty among the people. The current economic policy of Myanmar emphasizes the emergence, development and sustainability of MSMEs and private sector as a pivot for inclusive growth and job creation in the country. MSMEs are essential for absorbing low skilled works, create an environment of skill diffusion and with increased incomes have broader social and developmental impacts in health and education for the households.
- 1.7. However, despite a central role of entrepreneurs in a rapidly changing knowledge economy, there are no detailed data on the number of non-registered/non-licensed companies in Myanmar. It has been estimated that around 83% of all businesses were operating informally in the country<sup>7</sup>. The Micro, Small and Medium Enterprise sector (MSMEs) and an enabling environment for entrepreneurship to flourish faces constraints on several fronts including property rights, shortage of capital, credit rationing lack of technical know-how, lack of connectivity and overall a lack of culture of incentivizing entrepreneurship. World Bank's Doing Business 2018 report on reforming to create jobs has ranked Myanmar 171 out of the 190 economies and the last amongst ASEAN countries.
- 1.8. Key challenges to the issues of sustainable and inclusive growth in Myanmar include low economy wide productivity, lack of economic diversification, structural barriers to development of small and medium enterprises, inclusive entrepreneurship opportunities and lack of business development skills for women and youth including for social entrepreneurs, weak linkages between entrepreneurship and innovation. A number of new political and economic institutions are being designed and enacted, in order to take advantage of the new opportunities that Myanmar will get from the international supports, as well from the opening of the economy to the region and the world.
- 1.9. The overarching objective of the project, 'Promoting Inclusive Entrepreneurship and Social Impact Investing for Women and Youth in Myanmar' is to build and promote national and sub-national capacities catalyze a vibrant and dynamic culture of inclusive entrepreneurship (with a focus on women and youth) as well as demonstrate the effectiveness of entrepreneurship training for bringing about transformative changes in the Myanmar

<sup>5</sup> [http://www.dop.gov.mm/sites/dop.gov.mm/files/publication\\_docs/2b\\_occupation\\_and\\_industry\\_en1.pdf](http://www.dop.gov.mm/sites/dop.gov.mm/files/publication_docs/2b_occupation_and_industry_en1.pdf)

<sup>6</sup> <https://www.ft.com/content/c1d2736c-1cdc-11e6-a7bc-ee846770ec15>

<sup>7</sup> Myanmar Micro, Small and Medium Enterprise Survey, 2017, Central Statistical Organisation and UNU Wider, May 2018

economy, create jobs and wealth, linked with innovation and in partnership with private sector players. The project will also support leveraging the comparative advantages of the private sector in supporting the financing of SDGs across key sectors in Myanmar including through promotion of sustainable social investment initiatives with a focus on women and youth.

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## 2. Inclusive Entrepreneurship and Social impact investment as a driver of innovation and creation of jobs for women and youth in Myanmar

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2.1 Entrepreneurship can be defined as ‘rapid growth of new and innovative businesses, based on the ability to recognize business opportunities or combine resources in novel ways’<sup>8</sup>. It encompasses a number of different aspects including the ability to plan, persuade, raise resources and give birth to new ventures or diversifying from an existing one to pursue growth while generating wealth, employment and social good. Entrepreneurs focus on ‘new and innovative products, services and processes’. While entrepreneurs can be leading micro and small enterprises, all such owners need not be entrepreneurs<sup>9</sup>.

2.2 Entrepreneurship policy is recognized as a key driver of sustainable and inclusive growth in most of the Asian emerging economies. New enterprises attract new resources and if they succeed generate new jobs and help in economic diversification<sup>10</sup>. Entrepreneurship activities do not originate in a vacuum but need to be catalysed and nurtured in specific institutional and policy settings. In order to unlock the productive potential of entrepreneurs and bring about a mindset change, key entry barriers including the regulatory environment, access to finance, access to innovation hubs/centres and above all ensuring that women, youth and people from all social groups have an opportunity to create successful businesses inclusively need to be addressed.<sup>11</sup>

2.3 OECD’s recent report has highlighted how ‘encouraging business creation amongst the disadvantaged section can create jobs and alleviate social exclusion’<sup>12</sup> by having a balanced mix of beneficiaries and setting clear criteria and targets. For decades, in Myanmar, the economy was dominated by a small elite which benefited from close ties with members of the junta, which often awarded them contracts for big projects. It was not an environment in which there were many opportunities for small-scale businesses to prosper. In 2016, the government released a 12-point economic policy that seeks to promote inclusive sustainable growth<sup>13</sup>. The policy includes developing an economy that creates opportunities to “nurture the young generation” and prioritizes ‘economic enterprises that create many job opportunities, and to establish a system where “all citizens can cooperate to always get good results by innovation and effort”. A business environment that encourages entrepreneurs would help the government achieve these goals. On

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<sup>8</sup> Policy Guidebook for SME Development in Asia and the Pacific, UNESCAP, 2012

<sup>9</sup> Ibid page 71

<sup>10</sup> <https://www.oecd.org/cfe/smes/31919590.pdf>

<sup>11</sup> <http://www.oecd.org/cfe/leed/entrepreneurship.htm>

<sup>12</sup> [https://www.oecd-ilibrary.org/employment/the-missing-entrepreneurs-2017\\_9789264283602-en](https://www.oecd-ilibrary.org/employment/the-missing-entrepreneurs-2017_9789264283602-en)

<sup>13</sup> [http://themimu.info/sites/themimu.info/files/documents/Statement\\_Economic\\_Policy\\_Aug2016.pdf](http://themimu.info/sites/themimu.info/files/documents/Statement_Economic_Policy_Aug2016.pdf)

the other hand, a generalized lack of entrepreneurial skills will increasingly mean that the emerging economic opportunities for many small, medium and large businesses in Myanmar may end up being owned by non-Myanmar entrepreneurs.

2.4 While driving entrepreneurship, it is important to focus on women led and women owned enterprises as there is evidence of women being ‘reliable borrowers’<sup>14</sup>, using the resources to invest in health and education of families and contributing to family and national incomes. Subject to provision of a level playing field, women have been seen as lead entrepreneurs and traders in agricultural products across many countries in Asia-Pacific as also in food processing. Self Employed Women’s Association (SEWA) model in India has been a successful one for organising the poor self-employed workers and supporting women to earn a living through small businesses or their own labour<sup>15</sup>. Policy makers need to pay particular attention to issues and barriers faced by women entrepreneurs including cultural attitudes, laws and customs which prohibit women from owning land or other assets, lack of capital and access to credit and lagging in education.

2.5 Entrepreneurship activities will need to be promoted both in rural and urban areas in Myanmar. Promotion of entrepreneurship especially along agricultural value chains, livestock, dairying uses local rural inputs and revitalizes the local economy and decreases their vulnerability to shocks. Local, national and international networks will be promoted for peer-to-peer support mechanisms and share experiences.

2.6 The thrust on entrepreneurship needs to encompass social enterprises and social entrepreneurship which is a rapidly growing area of emphasis especially in the light of the SDG financing gaps. with a broad focus on applying business methods from health, education, environment to enterprise development with a for profit and not for profit orientation.

2.7 The private sector has a key role to play in promoting entrepreneurship in the country. Traditional technical and vocational training (TVET) offerings have their limitations in times of rapid changes in the nature of work and demand for skills. Entrepreneurship can be mainstreamed and integrated in the entire training process and encourage beneficiaries to pursue self-employment as an practical option for sustainable income generation while being aligned to market needs and demands. Aspects of entrepreneurship training such as drafting of business plans, numeracy, digital literacy, basic accounting and marketing and administrative processes for starting a new business can be combined. Innovative business models in partnership with Ooredoo which is setting up an innovation lab to support women and youth will be integrated especially around technology mediated start up initiatives. UNDP will act as a catalyst which will help UNDP to create a better environment for private sector on SDG financing gaps, including on developing multisectoral solutions on service gaps around health, education, and environment.

2.7 The UNESCAP policy guidebook has highlighted a number of recommendations to promote entrepreneurship and key ones are listed as per below:

1. Offering ‘single window’ assistance;

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<sup>14</sup> Policy Guidebook for SME Development in Asia and the Pacific, UNESCAP, 2012

<sup>15</sup> <http://www.sewa.org/>

2. Reformation of business registration;
3. Facilitating access to seed capital;
4. Provision of credit information systems;
5. Ensuring formal property rights;
6. Simplification of tax collection procedures;
7. Stronger investor protection;
8. Provision of exit channels;
9. Creation of positive attitudes towards entrepreneurship;
10. Institutionalization of entrepreneurial education and skills development including opportunity identification, risk taking, strategy making, leadership, negotiation, networking, building strategic alliances and intellectual property protection;

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### 3. Strategy

3.1 The programme's theory of change is that if women and youth in targeted states are supported with improved micro and small scale enterprise development training in accessing seed financing including catalysing social impact investment, it will help in unlocking the potential of emerging opportunities in the country, generating new jobs and help spur innovation and economic dynamism in emerging sectors, foster disruption and help to accelerate the SDG attainment in lagging sectors in Myanmar.

3.2 The project is aligned with the UNDP Strategic Plan, 2018-2021 UNDAF, 2018-2022 and the national Sustainable Development Goal priorities with a special focus on reducing poverty and inequalities, empowering people, increasing women's employment and financial inclusion. The project speaks directly to Signature solution 1 (Keeping people out of poverty), Signature solution 3 (enhance national prevention and recovery capacities for resilient societies). The project is also directly linked with the CPD thrust on promotion of innovation throughout the country programme and develop partnerships with the private sector to support the 2030 Agenda. Wherever possible, UNDP will also provide a platform for South-South cooperation (with Association of Southeast Asian Nations and neighbouring countries) and engagement with Myanmar's diaspora community.

3.3 UNDP will focus primarily on individuals and communities that are "furthest behind", which may include rural and urban poor, ethnic minorities, women and youth living in conflict-affected and disaster-prone areas, and female-headed households in its choice of beneficiaries.

3.4 The project has benefited from a preliminary round of consultation with private sector telecom company which has indicated its commitment to partnering with UNDP on promoting entrepreneurship, identifying innovative SDG solutions and linking up with the innovation lab particularly around ICT applications. It will synergize with the ILO's MSME's support programme.

3.5 In line with the UNDP Strategic Plan guidance, UNDP will broaden and deepen its engagement with the private sector and seek to mobilize private sector capital for SDG financing agenda aligned to the CPD and national priorities. The project is anchored in UNDP's role as an SDG

integrator across sectors and partners encompassing a whole of government approach and a whole of society approach for transformational changes. UNDP's relationships with the government across ministries of finance and planning, parliaments and sub-national authorities would be fully utilized. The project will partner with UNCDF on issues of financial inclusion and on local development finance together with ILO and UN Women. The project will build on the lessons learned from ongoing efforts to support entrepreneurship in particular by International Labour Organisation (ILO) and complement similar efforts being made by Myanmar Young Entrepreneurs Association.

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#### 4. Methodology, Results and Partnerships

4.1 UNDP in partnership with UNCTAD's EMPRETEC model of entrepreneurship development will customise and develop a package of interventions that will target training on soft skills for attitudinal and behavioural mind set change approach to entrepreneurship opportunities. This would be coordinated with a mix of entrepreneurial and management skills development and delivery of systematic follow up, customized business advisory services for enterprise establishment and start up grants and facilitate access to credit/finance to the unemployed women and youth as also support existing MSMEs in select project areas.

4.2 The entrepreneurship development programme will identify and select growth oriented enterprises as well as potential entrepreneurs, and unemployed youth and women entrepreneurs, and provide them with entrepreneurship training and a comprehensive and integrated range of business development services in selected locations across the country. This service mix shall include entrepreneurial and management training, technical assistance in the preparation and review of business plans, business counselling, assistance in sourcing credit, and assistance in identifying backward and forward linkages including local subcontracting opportunities between small enterprises and large local companies. It is expected that the programme will stimulate economic growth, create self and wage employment and income generating opportunities thereby laying foundation for industrial development and poverty reduction in the country.

4.3 As a first step, it would be important to do a rigorous assessment through stakeholder surveys/engagement and literature review on the current state of entrepreneurship policy in Myanmar and the institutional and regulatory gaps and policy recommendations. This would generate an analytical basis for informing strategic policy and programming directions. EMPRETEC will support in developing an set of indicators and targets which are aligned with good practices across all EMPRETEC supported countries for measuring the impacts and ensuring value for money.

4.4 Interviews/ selection of Participants: Entrepreneurship Training Workshops(ETW) training would begin with selection and interview of the trainees. Six-6 national advisors will be selected from the group trained for Business Development Services (BDS) would be deployed in project locations 5-6 days in each location to enlist 35-40 participants for the training session in each site.

4.5 Four-4 entrepreneurship training sessions conducted for a total of 150 trainees: The training is expected to unlock the growth potential of new start up and existing enterprises that have failed to overcome constraints that have inhibited their growth and migrate them into competitive medium and large enterprises based on good practices established on the entrepreneurship competencies needed especially by potential start-ups. It is expected that all relevant training materials will be supplied by an EMPRETEC certified training firm as an implementing partner.

4.6. Seventy five (75) businesses Started: The success of the entrepreneurship development and business development training will critically depend on achievement of results viz. actual start up of businesses by the trainees which will be supported including through preparation of high quality, bankable investment business ideas. Evidence shows that many start-up enterprises fail during the first year of establishment, even after undergoing entrepreneurship training. This is because training is just one component of developing successful and competitive entrepreneurs. The critical component is the provision of systematic, dedicated and personalized business support services to those that graduate from the entrepreneurial training programs to enable them set-up new enterprises. For those who are currently running micro and small enterprises and seeking to stabilize or grow and expand their businesses, specialized business development support services (BDS) will be provided in a systematic and on continuous basis until they are able to run their enterprises competitively and profitably on their own. In this context, the initiative would be equipped to provide a programmed package of entrepreneurial and management skills training accompanied by a coordinated delivery of customized business advisory and mentorship services (BDS) to develop a cadre of entrepreneurs that actually set up successful and growth oriented enterprises. The complementary support from the BDS activities would ensure total development of the entrepreneurs and their enterprises and thereby develop Micro, Small and Medium Enterprises (MSMEs) among rural populations and the urban poor across sectors.

4.7 One week refresher course for the 17 BDS Advisors already trained: With regards to BDS follow up action, it is proposed to provide a refresher course for one week for the 17 BDS Advisors already trained and prepare them in terms of allocation of the 150 clients and modalities of providing the BDS follow up services.

4.8 BDS Services provided by Trained Advisors. Whilst recognizing the evidence and propensity of new businesses to fail in the first year itself, a critical component of support would be the provision of systematic, dedicated and personalized business support services tailored to the development stage of the enterprise to those that graduate from the entrepreneurial training programs to enable them to set-up new enterprises. The 150 ETW participants would be divided and business advisors paired with them appropriately by the firm at project locations

4.9 Provision of start-up kits for newly formalized businesses. Based on the needs of the newly formed business entities, the training providing EMPRETEC firm will purchase basic requirements to prop up and allow their smooth take off. The firm will have to diligently assess the needs of new businesses before identifying which items to purchase.





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4.10 Under promotion of social entrepreneurship/impact investing, in partnership with Bangkok Regional Hub (BRH) select SDG Finance models with a focus on technologically mediated SDG solutions on health, education and environment will be promoted in close partnership with the private sector, with the overall aim to strengthen the ability of UNDP to be a catalytic organization that helps Governments to create a better enabling environment for private sector funding for government priorities, and by providing services to help mobilize private capital and other investments for country development where appropriate. Activities will be developed to build strong network and partnership between Myanmar based social enterprises and impact investors including investors who promote and invest in women's businesses thereby enhancing SDG outcomes and linking up with SDG country support platforms.

4.11 The project will undertake a detailed review of the state of social impact investing in Myanmar as a driver of innovative sources of SDG financing in the country and the strategic gaps, barriers, challenges, opportunities and policy recommendations; identify entry points for UNDP programming as a SDG integrator in supporting SDG financing agenda innovatively including through crowdsourcing and in partnership with the private sector. There will be an attempt to bring both demand and supply side together

UNDP will ensure that the beneficiary mix follows an optimal gender balance with at least 40 percent of the targeted beneficiaries being women vulnerable to conflict. Gender disaggregated data will be used to monitor gender sensitive results.

The following Outputs/Activities/Activity Results are envisioned:

**Output 1:** Evidence based policies and programmes developed to promote inclusive economic growth and employment creation with particular focus on women, youth and vulnerable groups

**Activity Result 1.1:** Legal, Policy and Institutional Framework supporting sustainable diversified livelihoods, including TVET strengthened

1.1.1 Conduct a comprehensive livelihood assessment in Rakhine, including impacts of conflict, disasters and climate change on livelihoods and recommendations for strategies, programmes and projects

**Activity Result 1.2** Myanmar's first National Human Development Report prepared

1.2.1. Develop NHDR through a multi-stakeholder consultative and inclusive approach leading to an integration of findings and recommendations for informing UNDP programming and policy development.

**Activity Result 1.3** Diagnostic study on the policy, institutional and regulatory environment for entrepreneurship and social impact investment carried out

1.3.1 Conduct an assessment through stakeholder surveys/engagement and literature review on the current state of entrepreneurship in Myanmar, and institutional and regulatory gaps and policy recommendations;

1.3.2 Undertake detailed review of the state of social impact investing in Myanmar as a driver of innovative sources of SDG financing in the country, and UNDP programming options; and

1.3.3 Undertake rapid feasibility study for implementing entrepreneurship development programmes for women and youth in select sites and regions in the country

#### **Activity Result 1.4** Private sector's role in accelerating SDG progress supported

1.4.1 Conduct an assessment on the role of the private sector in accelerating SDG progress in Myanmar;

1.4.2 Collaborate with private sector to implement innovative programmes on strengthening climate change mitigation and resilient livelihood opportunities; and

1.4.3 Support innovative and catalytic private sector initiatives that promote women and youth led MSMEs.

**Output 2:** Innovative development solutions implemented at the national and sub-national levels contributing to inclusive economic growth and social cohesion, with a particular focus on women and youth led MSMEs

**Activity Result 2.1:** Activity 2.1 Community resilience strengthened through sustainable and diversified livelihoods and reducing vulnerabilities to disasters

2.1.1 Undertake a rapid feasibility study for undertaking entrepreneurship training for women and youth;

2.1.2 Provision of entrepreneurship training to youth and women in select sites and regions including potentially in Rakhine and Yangon; and

2.1.3 Support micro- and small-scale enterprises development for youth and women entrepreneurs (start-up kits, advisory services & business management)

**Activity Result 2.2:** Promote Private Sector supported SDG financing solutions including through digital start ups

2.1.1 Design and pilot programmes for enabling rural communities to diversify their livelihoods, and develop their productive capacities with a particular focus on women and youth led MSMEs in Rakhine

**Activity 2.2** Micro and small-scale enterprises and social enterprises supported for youth and women entrepreneurs

2.2.1 Provide MSME development support (inclusive of training, start-up kits, advisory services and business management) to women and youth entrepreneurs in select sites and regions, including in Rakhine and Yangon with private sector

#### **Resources Required to Achieve the Expected Results**



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The project will require both human and financial resources as indicated in the costed work plan. UNDP project staff will work in close collaboration with the relevant government counterparts in particular Ministry of Finance and Planning, sub-national governments in Rakhine and Yangon; Chambers of commerce, and communities particularly women and youth and other relevant stakeholders.

### **Partnerships**

The project will be implemented and managed by UNDP in close coordination and partnership with the Ministry of Finance and Planning, regional and state government and relevant UN agencies in partnership with the private sector. State and local communities in liaison with the embassy of Japan.

### ***Risks and Assumptions***

The major potential risks to the project include lack of traction by the private sector. The project assumptions in this context will include, conducive national and state level buy in from the government counterparts, security and stable economy and ownership of project by the beneficiaries

### ***Stakeholder Engagement***

**Target Groups:** Women and youth, Internally Displaced Persons (IDPs), and entrepreneurs. The project will consultatively with the key stakeholders develop a detailed strategy for identifying and engaging with the target groups.

**Other Potential Affected Groups:** Business community/private sector

### **South-South and Triangular Cooperation (SSC/TrC)**

The project will explore opportunities for South -South and Triangular Cooperation with the neighboring countries including Thailand, China and India.

### **Sustainability and Scaling Up**

- The project will build capacity within relevant private and state/regional level institutinos through training of trainers (ToT) who will be used as resource persons to impart skills to women and youth thereby institutionalizing learning.
- The project will provide start-up capital to entrepreneurs to start business and apply skills gained through entrepreneurship training in the day to day running of their businesses in a sustainable manner.
- In addition, the project will work in close collaboration with the relevant government counterparts for provision of entrepreneurship support to trained entrepreneurs leading to institutionalization of the project approach.
- Subject to availability of further resources, the project will be scaled up in and replicated in other parts of the country as per determination of need.



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## 5. Management Arrangements

The size and scope of the project does not require the establishment of a Project Board. The project will be administered by the UNDP Myanmar Country Office, and implemented under Direct Implementation (DIM) modality.

Oversight and quality assurance of the project will be provided by the Chief of Unit, Sustainable and Inclusive Growth Unit. Project management function will be performed by Resilience Building Specialist who will be assisted by a Project Manager. A Project M&E Officer (cost shared with Governance for Resilience and Sustainability Project (GRSP) and a Project Associate will be recruited to support project implementation. The Project Manager will be responsible for day to day management of the project as well as ensuring that the project produces the results specified in the PIP under the guidance of the Resilience Building Specialist

UNDP's Strategic Management Unit will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.

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## 6. Monitoring and evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

- Activation of Issue Log in Atlas updated by Project Manager on a quarterly basis to facilitate tracking and resolution of potential problems or request for change;
- Activation of Risk Log based on risk analysis and updated quarterly by the Project Manager based on review of external environment that may affect implementation;
- Activation of Lessons Learned Log and updated quarterly by Project Manager to ensure ongoing learning and adaptation, and to facilitate the preparation of the Lessons Learned Report at the end of the project;
- Activation of monitoring schedule plan in Atlas, and updating quarterly to track key management actions/events; and
- Quarterly progress reports shall be prepared by the Project Manager and shared with CO management, and a final annual report at the end of the project period.



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7. Workplan

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME							RESPONSIBLE PARTY	PLANNED BUDGET		
		Q2	Q3	Q4	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Evidence based policies and programmes developed to promote inclusive economic growth and employment creation with particular focus on women, youth and vulnerable groups  Baseline: 1 Indicators: # of policies, plans or strategies developed Targets: ___	<b>Activity Result 1.1 Legal, Policy and Institutional Framework supporting sustainable diversified livelihoods, including TVET strengthened</b>											
	1.1.1 Conduct a comprehensive livelihood assessment in Rakhine, including impacts of conflict, disasters and climate change on livelihoods and recommendations for strategies, programmes and projects				x	x			UNDP	TRAC	International Consultants	50,000
	<b>Sub Total Activity Result 1.1</b>										<b>50,000</b>	
	<b>Activity Result 1.2 Myanmar's first National Human Development Report prepared</b>											
	1.2.1. Develop NHDR through a multi-stakeholder consultative and inclusive approach leading to an integration of findings and recommendations for informing UNDP programming and policy development.				x	x	x	x	UNDP	TRAC	International Consultants	150,000
					x	x	x	x	UNDP	TRAC	Travel	50,000
	<b>Sub Total Activity Result 1.2</b>										<b>200,000</b>	
	<b>Activity Result 1.3 Diagnostic study on the policy, institutional and regulatory environment for entrepreneurship and social impact investment carried out</b>											
	1.3.1 Conduct an assessment through stakeholder surveys/engagement and literature review on the current state of entrepreneurship in Myanmar, and institutional and regulatory gaps and policy recommendations				x	x			UNDP	TRAC	International Consultants	100,000



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<p>Baseline: 0</p> <p>Indicators: # of women, youth and vulnerable groups benefiting from collaboration with private sector entities</p> <p>Targets: ___</p>	1.3.2 Undertake detailed review of the state of social impact investing in Myanmar as a driver of innovative sources of SDG financing in the country, and UNDP programming options				x	x				UNDP	TRAC	International Consultants	30,000	
	1.3.3 Undertake rapid feasibility study for implementing entrepreneurship development programmes for women and youth in select sites and regions in the country				x	x				UNDP	TRAC	International Consultants	40,000	
	<b>Sub Total Activity Result 1.3</b>												<b>170,000</b>	
	<b>Activity Result 1.4 Private Sector's Role in Accelerating SDG Progress supported</b>													
	1.4.1 Conduct an assessment on the role of the private sector in accelerating SDG progress in Myanmar				x						UNDP	TRAC	International Consultants	40,000
	1.4.2 Collaborate with private sector to implement innovative programmes on strengthening climate change mitigation and resilient livelihood opportunities			x	x	x	x				UNDP	TRAC	International consultants	200,000
											Other Resources			800,000
	1.4.3 Support innovative and catalytic private sector initiatives that promote women and youth led MSMEs			x	x	x	x	x			UNDP	TRAC	Training, Workshops and Conferences	200,000
	<b>Sub Total Activity Result 1.4</b>												<b>1,240,000</b>	
	<b>TOTAL FOR OUTPUT 1</b>												<b>1,660,000</b>	
Output 2: Innovative development solutions implemented at the national and sub-national levels	<b>Activity 2.1 Community resilience strengthened through sustainable and diversified livelihoods and reducing vulnerabilities to disasters</b>													
	2.1.1 Design and pilot programmes for enabling rural communities to diversify their livelihoods, and develop their			x	x	x	x	x			UNDP	TRAC	International Consultants	1,170,000



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contributing to inclusive economic growth and social cohesion, with a particular focus on women and youth led MSMEs	productive capacities with a particular focus on women and youth led MSMEs in Rakhine				x	X	x	x	UNDP	TRAC	Training Workshops and Conferences	700,000
					x	x	x	x	UNDP	TRAC	Travel	80,000
<b>Sub Total Activity Result 2.1</b>											<b>1,950,000</b>	
<b>Activity 2.2 Micro and small-scale enterprises and social enterprises supported for youth and women entrepreneurs</b>												
<p><i>Baseline: 0</i>  <i>Indicators: # affected people having recovered their livelihoods through UNDP's interventions in post-conflict/disaster areas in selected areas</i>  <i>Targets: __</i></p> <p><i>Baseline: 0</i>  <i>Indicators: # MSMEs benefiting from MSME development support</i>  <i>Targets: __</i></p>	2.2.1 Provide MSME development support (inclusive of training, start-up kits, advisory services and business management) to women and youth entrepreneurs in select sites and regions, including in Rakhine and Yangon with private sector				x	x	x	x	UNDP	TRAC	Training, workshops and conferences	150,000
					x	x	x	x	UNDP	TRAC	International Consultants	50,000
<b>Sub Total Activity Result 2.1</b>											<b>200,000</b>	
<b>TOTAL FOR OUTPUT 2</b>											<b>2,150,000</b>	



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Management and M&E	Project Implementation Costs				x	x	x	x	UNDP	TRAC	Salary and Post adjustment-IP staff	249,781	
					x	x	x	x	UNDP	TRAC	Salary Cost-NO staff	45,246	
					x	x	x	x	UNDP	TRAC	Salary Cost-GS staff	31,812	
					x	x	x	x	UNDP	TRAC	Salary Cost-GS staff	31,812	
	M&E			x	x	x	x	x	UNDP	TRAC	Travel	10,000	
	DPC			x	x	x	x	x	UNDP	TRAC	DPC	1,295,382	
	<b>Sub Total (Project Implementation Costs, M&amp;E and DPC)</b>											<b>1,664,033</b>	
	<b>GRAND TOTAL</b>											<b>5,474,033</b>	
												2018	160,000
												2019	5,314,033
												TRAC	4,511,711
												Other resources	800,000





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