

Closure Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Highly Satisfactory
Decision:	
Portfolio/Project Number:	00074124
Portfolio/Project Title:	Livelihood Support for Social Cohesion
Portfolio/Project Date:	2013-01-01 / 2019-09-30

Strategic**Quality Rating: Exemplary**

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- 3: *The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)*
- 2: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes did not fully integrate in the project. (both must be true)
- 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

Evidence:

The project undertook a partial review of new opportunities as part of its design of a new project to provide institutional and technical assistance to the Joint Ceasefire Monitoring Mechanism (JMC), which was subsequently programmed under a new project. The project also identified 4 new opportunities, a) to institutionalize its capacity-development activities by integrating peacebuilding and social cohesion curricula into government training institutions; b) to support the implementation of recommendations of the Rakhine Advisory Commission, by supporting the Government to undertake a Livelihoods and Social Cohesion Assessment in Rakhine and c) to provide more direct technical and facilitation support for the emerging political dialogue. These entry-points were discussed and recorded at Board meetings in February and September 2017. To action these opportunities, the project a) undertook a needs survey and feasibility study for integrating peacebuilding and social cohesion curricula into education and training institutions of the Ministry of Border Affairs in July/August 2017; b) programmed preparatory activities for the Rakhine Joint Assessment; c) planned for an insider-mediation training programme for institutions involved in the political dialogue (November 2017) and d) planned for an international experience-sharing workshop on core peace process issues (November 2017).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	12_Project_Board_Meeting_minutes__Sept_2017__1741_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12_Project_Board_Meeting_minutes__Sept_2017__1741_301.docx)	khin.thuzar.win@undp.org	2/11/2020 5:04:00 AM
2	12_Project_Board_Meeting_minutes__Dec2016__1741_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12_Project_Board_Meeting_minutes__Dec2016__1741_301.docx)	khin.thuzar.win@undp.org	2/11/2020 5:05:00 AM
3	14_Minutes_P1-O5_OB5_Jan-June_2015_Sept_4_Final_1741_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/14_Minutes_P1-O5_OB5_Jan-June_2015_Sept_4_Final_1741_301.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:06:00 AM

2. Was the project aligned with the thematic focus of the Strategic Plan?

- 3: *The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)*
- 2: The project responded to at least one of the developments settings1 as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)
- 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The Project responds to Outcome 3 (strengthen resilience to shocks and crisis) and uses a corresponding indicator that measures Number of people benefiting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics (# of persons reporting increased income 6 months following receipt of support disaggregated by gender).

Evidence generated through the project has been explicitly used to confirm or adjust the programme/CPD's theory of change.

Evidence generated from the project, including independent evaluations of livelihood activities have informed the design of livelihood support activities in new project proposals for Rakhine and South-Eastern Myanmar. Lessons learnt reports, events and research studies have informed the design of scale-up activities as well as the mainstreaming of social cohesion and conflict sensitivity in the new UNDP Country Programme's ToC.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	11_sample_external_evaluation_-_summary_report_of_vocational_training_activity_1741_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_sample_external_evaluation_-_summary_report_of_vocational_training_activity_1741_302.pptx)	khin.thuzar.win@undp.org	2/11/2020 5:08:00 AM
2	5_CS_in_Local_and_Com_Dev_UNDP_Global_final_for_print_1741_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5_CS_in_Local_and_Com_Dev_UNDP_Global_final_for_print_1741_302.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:08:00 AM
3	11_RABDP_project_proposal_1741_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_RABDP_project_proposal_1741_302.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:07:00 AM
4	11_Technologies_for_Rural_Communities_Results_from_Independent_Evaluation_1_1741_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_Technologies_for_Rural_Communities_Results_from_Independent_Evaluation_1_1741_302.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:07:00 AM
5	5_CS_In_Local_and_Com_Dev_Myanmar_final_for_print_1741_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5_CS_In_Local_and_Com_Dev_Myanmar_final_for_print_1741_302.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:07:00 AM

Relevant**Quality Rating: Satisfactory**

3. Were the project's targeted groups systematically identified and engaged, with a priority focus on the discriminated and marginalized, to ensure the project remained relevant for them?

- 3: Systematic and structured feedback was collected over the project duration from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups were active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)
- 2: Targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)
- 1: Some beneficiary feedback may have been collected, but this information did not inform project decision making. This option should also be selected if no beneficiary feedback was collected
- Not Applicable

Evidence:

Target communities have been engaged in village needs assessment and planning exercises. Community mechanisms and local level stakeholders have been engaged in project monitoring and quality assurance activities. Stakeholders participating in capacity-development activities have been engaged in training needs assessments, pre- and post- test surveys.

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#	File Name	Modified By	Modified On
1	3_sample_needs_assessment_methodolgy_1741_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/3_sample_needs_assessment_methodolgy_1741_303.doc)	khin.thuzar.win@undp.org	2/11/2020 5:09:00 AM
2	3_sample_stakeholder_consultation_and_assessment_-_SLSC_Introductory_Mission_Synthesis_Report_22June2015_1741_303.docx)	khin.thuzar.win@undp.org	2/11/2020 5:10:00 AM
3	3_SC_training_-_post-test_-_Final-_DSW_1741_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/3_SC_training_-_post-test_-_Final-_DSW_1741_303.docx)	khin.thuzar.win@undp.org	2/11/2020 5:10:00 AM

4. Did the project generate knowledge, and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?

- 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring were discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)
- 2: *Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, were considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)*
- 1: There is limited or no evidence that knowledge and lessons learned were collected by the project team. There is little or no evidence that this informed project decision making.

Evidence:

The knowledge generated from an outcome evaluation and output evaluation, have been considered in the efforts to better institutionalize the project's capacity-development activities. As a result, the project has undertaken a needs and feasibility assessment to integrate social cohesion modules into the academic and training institutions of government. Also as a result, the project is undertaking professional development programmes on social cohesion for mid and senior officials of the Department of Social Welfare and the Ministry of Ethnic Affairs. Evidence generated from the project, including independent evaluations of livelihood activities have informed the design of livelihood support activities in new project proposals for Rakhine and South-Eastern Myanmar. Lessons learnt reports, events and research studies have informed the design of scale-up activities as well as the mainstreaming of social cohesion and conflict sensitivity in the new UNDP Country Programme's ToC.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5_RABDP_project_proposal_1741_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5_RABDP_project_proposal_1741_304.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:14:00 AM
2	5_CS_In_Local_and_Com_Dev_Myanmar_final_for_print_1741_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5_CS_In_Local_and_Com_Dev_Myanmar_final_for_print_1741_304.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:13:00 AM
3	5_CS_in_Local_and_Com_Dev_UNDP_Global_final_for_print_1741_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5_CS_in_Local_and_Com_Dev_UNDP_Global_final_for_print_1741_304.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:13:00 AM
4	5_Draft_Final_Report_-_Myanmar_LGLD_Evaluation_-_080117df_1741_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5_Draft_Final_Report_-_Myanmar_LGLD_Evaluation_-_080117df_1741_304.docx)	khin.thuzar.win@undp.org	2/11/2020 5:13:00 AM
5	5_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_304.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:13:00 AM

5. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- 3: *There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*
- 2: While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).
- 1: The project was not at scale, and there are no plans to scale up the project in the future.

Evidence:

Under the project, proposals were developed to scale the livelihood for social cohesion model in more area-based interventions. Additionally, efforts were made to scale the project's capacity-development activities by undertaking them within mandated government institutions.

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#	File Name	Modified By	Modified On
1	7_RABDP_project_proposal_1741_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/7_RABDP_project_proposal_1741_305.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:15:00 AM
2	7_concept_note_-_support_for_social_cohesion_mainstreaming_-_DSW-_May2017_1741_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/7_concept_note_-_support_for_social_cohesion_mainstreaming_-_DSW-_May2017_1741_305.docx)	khin.thuzar.win@undp.org	2/11/2020 5:14:00 AM
3	7_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/7_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_305.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:15:00 AM

Principled**Quality Rating: Satisfactory**

6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.

- 3: *The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)*
- 2: The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)
- 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

Evidence:

All project indicators are gender disaggregated, besides indicator 1 that specifically measures women's empowerment through membership in village CBOs. The project promotes women's socio-economic empowerment by providing 51% of its livelihood support to women reaching 7,920, with 95.7% reporting an increase in income 6 months after; improving access to livelihoods, markets and services for 9,216 women through better rural infrastructure; while fuel-efficient cook-stoves, portable solar lights and solar charges (specifically identified for their value to women) helped reduce women's socio-economic burdens and improved their security, while support to women technology entrepreneurs contributed to improving both their income-generation and leadership roles in their communities.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ReporttoOutputBoardP1-05Jan-Dec2014draft29Jan2015_1741_306 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ReporttoOutputBoardP1-05Jan-Dec2014draft29Jan2015_1741_306.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:16:00 AM
2	LivelihoodsandSocialcohesioninMyanmarevaluationreport2017_1741_306 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LivelihoodsandSocialcohesioninMyanmarevaluationreport2017_1741_306.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:17:00 AM

7. Were social and environmental impacts and risks successfully managed and monitored?

- 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- 2: *Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.*
- 1: Social and environmental risks were tracked in the risk log. For projects categorized as High, Substantial, or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

Evidence:

Social cohesion is part of village based needs assessment, so interventions are planned in response to social dynamics at the community level. The intervention on rural technologies identified products from a clean energy perspective

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No documents available.			

8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

- 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High, Substantial, or Moderate Risk through the SESP, a project-level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)
- 2: *Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as Substantial or High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.*
- 1: Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)

Evidence:

No experience of unanticipated issues.

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#	File Name	Modified By	Modified On
No documents available.			

Management & Monitoring

Quality Rating: Highly Satisfactory

9. Was the project's M&E Plan adequately implemented?

- 3: *The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)*
- 2: The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)
- 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

Evidence:

The M&E Plan's baselines and targets are populated. Data is collected and updated bi-annually. Certain project activities are independently evaluated. The full project was independently evaluated. Lessons learned activities are organized. Evidence generated from the project, including independent evaluations of livelihood activities have informed the design of livelihood support activities in new project proposals for Rakhine and South-Eastern Myanmar. Lessons learned reports, events and research studies have informed the design of scale-up activities as well as the mainstreaming of social cohesion and conflict sensitivity in the new UNDP Country Programme's ToC.

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#	File Name	Modified By	Modified On
1	11_RABDP_project_proposal_1741_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_RABDP_project_proposal_1741_309.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:18:00 AM
2	11_CS_In_Local_and_Com_Dev_Myanmar_final_for_print_1741_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_CS_In_Local_and_Com_Dev_Myanmar_final_for_print_1741_309.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:18:00 AM
3	11_Technologies_for_Rural_Communities_Results_from_Independent_Evaluation_1_1741_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_Technologies_for_Rural_Communities_Results_from_Independent_Evaluation_1_1741_309.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:18:00 AM
4	11_CS_in_Local_and_Com_Dev_UNDP_Global_final_for_print_1741_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_CS_in_Local_and_Com_Dev_UNDP_Global_final_for_print_1741_309.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:19:00 AM
5	11_sample_external_evaluation_-_summary_report_of_vocational_training_activity_1741_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_sample_external_evaluation_-_summary_report_of_vocational_training_activity_1741_309.pptx)	khin.thuzar.win@undp.org	2/11/2020 5:19:00 AM
6	11_P1-05_RRF_and_ME_masterdocument_last_update_Nov2016_1741_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11_P1-05_RRF_and_ME_masterdocument_last_update_Nov2016_1741_309.xlsx)	khin.thuzar.win@undp.org	2/11/2020 5:19:00 AM

10. Was the project's governance mechanism (i.e., the project board or equivalent) function as intended?

- 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)
- 2: *The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)*
- 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

Evidence:

All project board meetings organized according to plan based on progress reports and documented by filed minutes.

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#	File Name	Modified By	Modified On
1	12_Project_Board_Meeting_minutes__Sept_2017__1741_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12_Project_Board_Meeting_minutes__Sept_2017__1741_310.docx)	khin.thuzar.win@undp.org	2/11/2020 5:23:00 AM
2	12_Project_Board_Meeting_minutes__Dec2016__1741_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12_Project_Board_Meeting_minutes__Dec2016__1741_310.docx)	khin.thuzar.win@undp.org	2/11/2020 5:23:00 AM
3	12_Report_to_Output_Board_P1-05_Jan-Aug_2017_final_1741_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12_Report_to_Output_Board_P1-05_Jan-Aug_2017_final_1741_310.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:23:00 AM
4	12_Report_to_Output_Board_P1-05_Jan-Dec_2016_draftynmjdf_1741_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/12_Report_to_Output_Board_P1-05_Jan-Dec_2016_draftynmjdf_1741_310.docx)	khin.thuzar.win@undp.org	2/11/2020 5:23:00 AM

11. Were risks to the project adequately monitored and managed?

- 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- 2: The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.
- 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence:

Risk log updated quarterly.

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#	File Name	Modified By	Modified On
1	13_QPR_P1-05_April-June_2017_1741_311 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/13_QPR_P1-05_April-June_2017_1741_311.docx)	khin.thuzar.win@undp.org	2/11/2020 5:24:00 AM
2	13_QPR_P1-05_July-Sept2017_1741_311 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/13_QPR_P1-05_July-Sept2017_1741_311.docx)	khin.thuzar.win@undp.org	2/11/2020 5:24:00 AM
3	13_QPR_P1-05_Jan-March_2017_1741_311 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/13_QPR_P1-05_Jan-March_2017_1741_311.docx)	khin.thuzar.win@undp.org	2/11/2020 5:24:00 AM

Efficient

Quality Rating: Highly Satisfactory

12. Adequate resources were mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

- Yes
- No

Evidence:

The Project Board approved a number of programmatic changes, namely transitioning out of downstream livelihoods assistance and re-positioning of the project to support capacity-development and knowledge-management for social cohesion and peacebuilding. Three new indicators were tabled for Project Board approval to better measure project's scope.

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#	File Name	Modified By	Modified On
1	LivelihoodsandSocialcohesioninMyanmarevaluationreport2017_1741_312 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LivelihoodsandSocialcohesioninMyanmarevaluationreport2017_1741_312.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:25:00 AM

13. Were project inputs procured and delivered on time to efficiently contribute to results?

- 3: The project had a procurement plan and kept it updated. The project quarterly reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)
- 2: *The project had updated procurement plan. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)*
- 1: The project did not have an updated procurement plan. The project team may or may not have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them.

Evidence:

The procurement plan is updated in PROMPT, and reviewed regularly.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

14. Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results?

- 3: *There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)*
- 2: The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.
- 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

Evidence:

Project uses open competitive processes to ensure cost-effective partnerships.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	16_RFP-_Professional_Service_-_Training_1741_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16_RFP-_Professional_Service_-_Training_1741_314.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:26:00 AM
2	16_Signed_ToR-International_Consultant-Needs_Survey_and_Feasibility_Study_1741_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16_Signed_ToR-International_Consultant-Needs_Survey_and_Feasibility_Study_1741_314.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:27:00 AM
3	16_Signed_ToR_-_National_Consultant_-_Needs_Survey_and_Feasibility_Study_1741_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16_Signed_ToR_-_National_Consultant_-_Needs_Survey_and_Feasibility_Study_1741_314.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:27:00 AM

Effective

Quality Rating: Exemplary

15. Was the project on track and delivered its expected outputs?

- Yes
- No

Evidence:

project outputs were delivered to its targets.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	17_P1-05_RRF_and_ME_masterdocument - updated_Nov_2017_1741_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/17_P1-05_RRF_and_ME_masterdocument_updated_Nov_2017_1741_315.xlsx)	khin.thuzar.win@undp.org	2/11/2020 5:27:00 AM

16. Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?

- 3: Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)
- 2: There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were used to inform the review(s). Any necessary budget revisions have been made.
- 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

Evidence:

Mid-year workplan and budget revisions were undertaken to reflect adjustments to project, including to adjust the project to modify activities.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	18_O5_AWP_2017__29June__1741_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/18_O5_AWP_2017__29June__1741_316.xlsx)	khin.thuzar.win@undp.org	2/11/2020 5:29:00 AM
2	18_P1-_O5_AWP_2017__8June2017__1741_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/18_P1-_O5_AWP_2017__8June2017__1741_316.docx)	khin.thuzar.win@undp.org	2/11/2020 5:29:00 AM
3	18_P1-_O5_AWP_2017__draft_29Nov2016__1741_316 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/18_P1-_O5_AWP_2017__draft_29Nov2016__1741_316.docx)	khin.thuzar.win@undp.org	2/11/2020 5:29:00 AM

17. Were the targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?

- 3: *The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)*
- 2: The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)
- 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.
- Not Applicable

Evidence:

Project targets 7 border states in Myanmar, with majority populations being ethnic minorities and conflict-affected.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	19_sample_target_village_profile_Khaung_Toke_Pa_Laung2_1741_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19_sample_target_village_profile_Khaung_Toke_Pa_Laung2_1741_317.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:30:00 AM
2	19_sample_target_village_profile_Khaung_Toke_Muslim1_1741_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19_sample_target_village_profile_Khaung_Toke_Muslim1_1741_317.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:30:00 AM

Sustainability & National Ownership

Quality Rating: **Highly Satisfactory**

18. Were stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

- 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- 2: National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)
- 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable

Evidence:

conduct project monitoring missions. For infrastructure construction, government engineers join tripartite monitoring committees, along with UNDP and contractual partners. Larger infrastructure units are handed over the relevant authorities. National stakeholders have been engaged in validating training curriculum and in drafting conflict sensitivity indicators. Needs and feasibility survey was undertaken in partnership with the Ministry of Border Affairs to assess the feasibility and capacity for integrating new curricula into government training institutions.

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#	File Name	Modified By	Modified On
1	21_COs_Transfer_Title_Assets_Form_YCP_Bridge_1741_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/21_COs_Transfer_Title_Assets_Form_YCP_Bridge_1741_318.docx)	khin.thuzar.win@undp.org	2/11/2020 5:31:00 AM
2	21_Project_Board_Meeting_minutes__Sept_2017__1741_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/21_Project_Board_Meeting_minutes__Sept_2017__1741_318.docx)	khin.thuzar.win@undp.org	2/11/2020 5:31:00 AM
3	21_TOR_for_Bridge_Construction_Monitoring_Committeedf_1741_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/21_TOR_for_Bridge_Construction_Monitoring_Committeedf_1741_318.docx)	khin.thuzar.win@undp.org	2/11/2020 5:32:00 AM
4	21_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/21_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_318.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:34:00 AM
5	22_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/22_Feasibility_study_integrating_curricula_into_MoBA-EDT_institutions__Aug_2017__1741_318.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:34:00 AM

19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)⁸ adjusted according to changes in partner capacities?

- 3: Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)
- 2: *Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true)*
- 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.
- Not Applicable

Evidence:

The project undertook a capacity assessment to integrating peacebuilding and social cohesion curricula into government training institutions;

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#	File Name	Modified By	Modified On
No documents available.			

20. Were the transition and phase-out arrangements were reviewed and adjusted according to progress (including financial commitment and capacity).

- 3: *The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)*
- 2: There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.
- 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

Evidence:

The Project Board approved a number of programmatic changes, namely transitioning out of downstream livelihoods assistance and re-positioning of the project to support capacity-development and knowledge-management for social cohesion and peacebuilding. for ongoing livelihoods activities, sustainability actions are built into partners' contracts.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	23_minutes_P1-05_OB6_Jan-Dec_2015_March20162_1741_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23_minutes_P1-05_OB6_Jan-Dec_2015_March20162_1741_320.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:35:00 AM
2	23_Minutes_P1-O5_OB5_Jan-June_2015_Sept_4_Final_1741_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23_Minutes_P1-O5_OB5_Jan-June_2015_Sept_4_Final_1741_320.pdf)	khin.thuzar.win@undp.org	2/11/2020 5:35:00 AM

QA Summary/Final Project Board Comments

UNDP Myanmar's Improved Livelihoods and Social Cohesion Programme (Pillar 1, Output 5) aims to increase capacities of target communities and institutions for social cohesion, sustainable livelihoods, and improve opportunities for peace. In order to meet this aim, the Output targets ceasefire and high-poverty areas in Rakhine, Kachin, Kayah, Kayah, Shan, Chin and Mon; uses livelihoods as an entry-point to improve community social cohesion; supports capacities for social cohesion and peacebuilding of government, non-state actors (NSAs) and civil society organizations (CSOs); and facilitates early recovery coordination.

The output was implemented following a large livelihoods intervention at the downstream level, the Human Development Initiative, in the framework of the first Country Programme Development of UNDP in Myanmar. During the course of the project, a Non-Cease Fire Agreement was signed with eight Ethnic Armed Groups which represents a significant progress, though the situation still remains fragile and conflicts are still active in a number of areas. International assistance strongly increased over the previous years, either in terms of funding or the number of stakeholders.

The output 5 acted at several levels on livelihoods and social cohesion dynamics in Myanmar, and illustrates also the interdependency between the two aspects. To some extent, it contributed to groundwork to prepare for a political dialogue and peace process, although a number of areas and stakeholders remain outside the political and output process. The output acted at the community level, by creating demand for social cohesion, notably by illustrating direct peace dividends, as well as at the supply level, through the involvement of local

UNDP Myanmar - Evaluation of Output 5

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representatives of government, EAO and CSO, while in the meantime introducing soft approaches to conflict mitigation and conflict sensitivity at the union level. Those achievements create opportunities to facilitate dialogues and reforms addressing structural roots of the conflicts, strengthen national unity and promote an inclusive development pattern. The evolution from a downstream approach to a capacity-development and policy support approach has also generated significant interest from the various stakeholders involved, creating dynamics which should be pursued. Based on this experience, UNDP is expected by a broad range of stakeholders in Myanmar, to play a lead role, as well as to ensure knowledge capitalization to guide other agencies and assist the government in streamlining / planning the work on livelihoods and social cohesion. UNDP is also well placed to ensure that the various conflict dynamics are addressed by the State institutions, at the township, State and Union levels. In that respect, there are clear linkages between the institutional and organizational support to the JMC and the work on social cohesion/support to institutions, in targeting more systematically JMC members / NCA signatories, or reaching out to stakeholders in high risk / conflict affected areas where stakeholders did not ratify the NCA. To date, social cohesion and peacebuilding mechanisms are limitedly institutionalized and more would be needed at the strategic / policy level on community based governance, and inter-ministerial work and policy on social cohesion.

In the next programme design and annual work plans, support the conceptualization and planning of an integrated programmatic approach to optimize the synergies between the outputs and with other UN agencies, where relevant. Conflict sensitivity should also be streamlined in all the country programme components, and output 5 is well positioned to support this.