UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT
MYANMAR

Project Title: Governance for Resilience and Sustainability Project (GRSP)

Project Number: 00111777

Implementing Partner: UNDP

Supporting implementing partner: UN Environment through the joint UNDP-UN Environment Poverty-Environment Action for Sustainable Development Goals (PEAS)

Start Date: 1 Jul 2018 **End Date:** 31 Dec 2022 **PAC Meeting date:** 18 May 2018

Brief Description

The Government of Myanmar (GoM) has committed to a series of policy reforms on environmental governance, climate change and disaster risk reduction (DRR), to ensure that economic growth in Myanmar is more inclusive, resilient and sustainable. The Governance for Resilience and Sustainability Project (GRSP) will support the GoM's implementation of these policies, building on UNDP's ongoing support for these reform efforts, as well as the joint UNDP and UN Environment Poverty-Environment Action for Sustainable Development Goals (PEAS). The project recognises that environmental degradation, when combined with natural disasters and effects of climate change, undermines the attainment of inclusive and sustainable growth. It also recognises that Myanmar's environmental assets present unique opportunities for green economic development, which can directly support women's economic empowerment and community resilience.

The recent increased emphasis on public infrastructure and foreign direct investments requires matching increases in sustainability and resilience. The potential of green investments as wealth and employment generator also needs active promotion by the GoM. The GoM is promulgating a series of policies to address these challenges (including the National Environmental Policy, Green Economy Policy Framework, Myanmar Climate Change Strategy and Action Plan, and Myanmar Action Plan on DRR), which now require enabling mechanisms for effective implementation and enforcement to deliver benefits for all people.

This 5-year project aims to enable the GoM mainstream environment, climate change and DRR considerations into planning and project appraisal systems of key sectors and key States and Regions. It will also support counterparts implement the new policies, including by promoting an integrated environmental financing framework by helping develop comprehensive organisational and human resources development plans. GRSP also aims to help promote and mobilise green investments in environmental goods and services to protect natural resources, minimize and manage waste more effectively, while simultaneously creating sustainable wealth and employment. The project will also integrate the work under the UNDP & UN Environment PEAS programme, which aims to promote integrated policies and financing in support of SDG implementation. The expected Project results are as follows:

- The standards for sustainability and resilience, as inspired by the recent progressive policies in environment, climate change and DRR, are mainstreamed by sectoral and subnational agencies in their programmes and project appraisal systems.
- Strengthened disaster risk reduction and management framework to support mainstreaming and implementation of MAPDRR.
- Increased emphasis on environmental monitoring and compliance supported by clearly defined inclusive mechanisms for public participation in environmental management.
- Long term environment and climate change programmes are undertaken in accordance with budgetary and planning processes that are underpinned by integrated environmental financing strategies.
- Increased investment promotion in targeted environmental goods and services, through more enabling policies and improved access to advisory services.
- Increased promotion of small and large-scale green investments.

- Improved organisational performance by lead agencies responsible for environmental management, climate change and DRR.
- Locally-led, gender sensitive, strategic action programmes for sustainability and resilience launched to respond to specific needs and provide models for mainstreaming environment, climate and disaster risk considerations in sub-national planning processes.

CPD (2018-2022) Outcome 2: By 2022, Myanmar becomes more resilient to climate and disaster risk with efficient environmental governance and sustainable use of natural resources. Outputs with gender marker: 1. Resilience and sustainability policy frameworks are strengthened and implemented (GEN 2). 2. Increased promotion of small and large-scale green investments (GEN 2). 3. Improved organizational arrangements and capacity of targeted government offices with environment, climate change and DRR responsibilities (GEN 2). 4. Local resilience and sustainability issues are addressed through inclusive subnational implementation of innovative policies and programs of action (GEN 2).	**Total resources required:**		**$15,000,000**
	Total resources allocated:	UNDP TRAC:	$385,000
		PEAS:	$1,200,000
		Norway:	$1,200,000
		Luxembourg:	$603,636
		Japan:	$95,000
		Government:	
		In-Kind:	
	Unfunded:		**$11,516,364**

Agreed by (signatures):

Government	UNDP
6/11/2018 U Tun Tun Naing Permanent Secretary Ministry of Planning and Finance	Mr. Peter Batchelor Country Director UNDP
Date: 05 NOV 2018	Date: 05 NOV 2018

I. DEVELOPMENT CHALLENGE

Myanmar's national policy has long expressed a vision for sustainable development,[1] but this ambition has not yet been matched by implementation actions across all of government. Rapid economic growth has been framed as the solution for achieving national advancement and "catching up" with Myanmar's neighbours on previously missed development opportunities. However, promoting investment wholesale across the country and making economic choices with immediate short-term benefits will only bring sustainable and inclusive development if decision-makers have seriously evaluated the trade-offs involved and taken mitigating actions.

When not managed appropriately, economic activities that involve widespread deforestation, degradation of ecosystems, pollution, large scale land acquisition and resettlement, all have long-lasting negative impacts that endure for generations, are extremely costly for companies and governments to manage, fuel conflict, disproportionately impact women and girls, and contribute to enduring poverty.[2] Global acknowledgement of this reality, and painful national experiences, are what have led international institutions, banks and multinational organisations to develop and implement "safeguard" measures. Still, safeguard measures are only one piece of the solution and, as they are inherently reactive, cannot alone facilitate sustainable development.

No one part of government can be solely responsible for safeguards or the pursuit of sustainable development. Each part of government must understand the environmental and social impacts its activities produce. To cope with the fast growth of economic investments that require immediate safeguard measures, resilience and sustainability concerns (which encompass environmental management, climate change mitigation and adaptation, and disaster risk reduction) must be mainstreamed as soon as possible into sector agencies with direct regulatory oversight of economic sectors. This can be done by proactively integrating resilience and sustainability considerations into the entire planning, production and consumption processes of each sector. At the same time, organisational and human capacity in these sectors need to be enhanced to more effectively implement such programs of action.

While there is general awareness within the region that women and girls are more adversely affected by disasters and climate change, the capacities and skills that women employ in responding to disasters and climate change are less understood and, consequently, are underutilised in national climate change and DRR efforts. The lack of sex and age disaggregated data at the community, national and regional level is a significant roadblock to the creation of a robust evidence base and a deeper understanding of the issues. For mainstreaming efforts to be effective and not dilute gender outcomes, they need to be supported by adequate resource allocation and by conscious effort to build platforms that enable cross learning and exchange.

In 2013, the government announced a National Strategic Plan for the Advancement of Women 2013-2022 (NSPAW). The plan prioritises the mainstreaming of gender issues in climate change and disaster risk reduction and understanding its differential impacts on women and girls. It recognizes the importance of equal participation of women and men in designated focal Ministries and organizations that are responsible for natural resources management, environmental conservation, climate change mitigation and adaptation, and disaster risk reduction. It underscores the importance of women's equal representation and women's equal access to protection, resources, benefits, and services in natural disasters and conflict situation. It also underlines the importance of engendering laws, policies on climate change and disaster risk reduction and inclusion of women and girls in designing these policies. It also includes a plea for awareness raising activities for male and female staff in designated focal Ministries and with duty bearers, at national, regional and local levels, responsible for addressing the needs of women and girls in emergencies and protecting them from violence. It recommends investing in the capacities of women to participate in and lead programmes

[1] E.g. National Sustainable Development Strategy (2009); Framework for Economic and Social Reform (2012) which committed to raising social and environmental standards and equitable benefit sharing of natural resource wealth; Myanmar's application to join the Extractive Industries Transparency Initiative (2012); the National Comprehensive Development Plan (2014) which prioritized conserving the nation's natural resources while increasing employment, and Myanmar's adoption of the Sustainable Development Agenda to end poverty by 2030 (2015); the draft Myanmar Sustainable Development Plan (2018).

[2] International Finance Corporation (IFC), *The Business Case for Sustainability, IFC (2012)* http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/publications_brochure_businesscaseforsustainability

related to natural resource management, environmental conservation, and adaption and response to climate change.

In terms of climate change, Myanmar is already experiencing – and will continue to face – increasing temperatures, total rainfall, sea level rise with accompanying coastal flooding, and extreme weather events with accompanying natural disasters.[3] Myanmar consistently ranks in the top 3 out of 187 countries affected by climate change, primarily because of how badly exceptional catastrophes have affected the country due to lack of preparedness and response capabilities. As extreme weather events are predicted to increase in scale and intensity, Myanmar cannot afford to not be prepared.

Myanmar does, however, continue to possess environmental assets that its neighbours have lost. Both Myanmar's demographics and its relative lack of development outside urban areas can be used to its advantage. The State Counsellor recently stated: "We are also keenly aware of our latecomer's advantage, and wish to make use of the lessons available to us to avoid or possibly leapfrog over challenges and obstacles that had been faced by others."[4] If policymakers, legislators and decision-makers fully believe Myanmar's current context contributes to its potential for inclusive green growth, the possibilities are enormous. Myanmar can still be a model for another path to development, if there is a will to turn vision into reality, evaluate national strengths and weaknesses objectively, and take practical action.

To achieve this requires moving from simply a conservation-focused approach to environmental management and a reactive approach to managing climate change impacts, towards seeing environmental goods and services as viable destinations for investment that will support and encourage growth, provide Myanmar with more diverse economic opportunities, support proactive adaptation to climate change and build the country's "natural capital" – that is the wealth embodied by its environmental assets and services.

In 2016, the current government announced an "Economic Policy of the Union of Myanmar" to achieve people-centred, inclusive and continuous development. Such an approach to development is also intended to support national reconciliation by ensuring sustainable natural resources management that also sees the just allocation of their benefits across the States and Regions.[5] The Economic Policy's four objectives frame some of Myanmar's key development challenges. The relevance of these objectives for resilience and sustainability are summarised below with further detailed assessment in Annex 4.

1.To support national reconciliation and the emergence of a united federal democratic union

This objective tacitly acknowledges the legitimacy of the political, administrative and economic concerns of the ethnic minorities, which underpin ongoing conflicts and which must be addressed to achieve reconciliation. Any intervention for improving resilience and sustainability in an inclusive and gender sensitive way should be designed with a deep awareness of the historical and current context of conflicts and tensions, as well as cultural norms that mould gender identities. Instability contributes to short-term thinking that can drive natural resource extraction for immediate self-enrichment by those that have attained elite positions, or for survival by those who have limited economic options.

At present, formal natural resource management is primarily the domain of government Ministries and the respective state economic enterprises under their remit. Understanding the structure, role, and powers of these entities is necessary to identify how to practically mainstream sustainability and resilience considerations into official government processes for screening, appraising, and monitoring investments, as well as enforcing compliance with Myanmar's laws and upholding transparency and financial accountability.

The legacy of military rules means that there is still widespread anxiety or fear of officials amongst the general populace, which means that consultation, research and other activities conducted with government participation does not begin at a neutral place. Myanmar's 2017 SDG baseline report states that the proportion of businesses that reported paying or being asked for a bribe by a public official was 37% (compared to 35% in Southeast Asia and 19% in the world average). Perceiving

[3] Horton, R., De Mel, M., Peters, D., Lesk, C., Bartlett, R., Helsingen, H., Bader, D., Capizzi, P., Martin, S. and Rosenzweig, C. *Assessing Climate Risk in Myanmar: Summary for Policymakers and Planners*. New York, NY, USA: Center for Climate Systems Research at Columbia University, WWF-US and WWF-Myanmar, UNHabitat Myanmar (2017).

[4] State Counsellor, Daw Aung San Suu Kyi, "Opening Address," Myanmar's Development Effectiveness Roundtable, Naypyitaw (26 February 2018)

[5] Economic Policy of the Union of Myanmar (2016)

communities as genuine stakeholders in natural resource management can turn them into partners who maintain environmental assets. It is also important to demystify the term community and recognise sub-communities along the lines of class, ethnicity, age and gender.

2.To achieve balanced economic development across the States and Regions

This objective acknowledges that there are significant differences in the poverty dimensions and level of development of the states and regions and that inequality must be reduced. According to the latest World Bank estimates, rural poverty is 38.8%, compared to 14.5% in towns and cities. In coastal and mountainous areas, 4 in 10 people are poor and 1 in 6 people struggle to meet their basic food needs.[6] The poor are most dependent on access to natural resources for livelihoods[7], disproportionately more vulnerable to disaster risks and less able to adapt to climate change.[8] As such, economic choices and development planning must take resilience and sustainability factors seriously, particularly in States and Regions already characterised by poverty and vulnerability to climate change and disasters. Bearing in mind the link between human recovery from disasters, gender dimensions and ongoing poverty, it is necessary to design community-level adaptive or mitigating actions that can also address ongoing poverty and gender issues.

The distribution of natural resources around Myanmar means that there are high concentrations of resources in States with significant ethnic minority populations. How those resources are extracted and how that affects the environment, ecosystems, and communities' resilience to climate and disaster risk, all affect the development of those areas. Managing these impacts means including these considerations into the discussion of how much benefit has been generated by natural resource uses and how these benefits have or have not been re-distributed to affected areas, including whether men and women experience this differently.

Relying on natural resource exploitation exposes a country to revenue volatility and environmental risks, unless the revenue benefits represented by extractive activities truly include the cost of mitigating long-term trade-offs like environmental degradation or negative health and social impacts. But to do this accurately, countries must be able to recognise how rich their environmental assets are, and the market opportunities represented by increasing global interest in "green" economic development. If Myanmar can diversify its investment promotion strategies to include more environmentally and financially sustainable options, and can support more economic activities that fall into the category of environmental goods and services, the country can turn the same lack of urbanisation and industrialisation that is perceived as a barrier to development into a significant driver of sustainable development.

Out of Myanmar's total employed population aged 10 years and over, 52%[9] are employed in the "agriculture, forestry and fishing" category of industry.[10] However, the proportion of the total agricultural population with ownership or secure rights over agricultural land is only 24.5% and out of that percentage, only one quarter of owners or rights-bearers are women.[11] The accessibility of land ownership for women is affected by both cultural practices and the ad-hoc decisions of township officials when individuals come to formally register land.

The National Land Use Policy was officially launched in 2016, with the intention that it would form the basis of a new umbrella land law to address the ongoing problems around land acquisition, compensation procedures, and appeal processes. The challenge of properly valuing land is linked to the overall need by government to recognise its national environmental assets and manage this wealth accordingly. The following statistics state the case:

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[6] World Bank, *Myanmar Poverty Assessment 2017: Part Two*, World Bank (2017). Web link: http://www.worldbank.org/en/country/myanmar/publication/myanmar-poverty-assessment-2017-part-two

[7] UNDP-UNEP Poverty-Environment Initiative, *Mainstreaming Environment and Climate for Poverty Reduction and Sustainable Development,* UNDP-UNEP (2015); World Bank. *Poverty and Environment: Understanding Linkages at the Household Level. Environment and Development* Washington, DC: World Bank (2007).

[8] Department of Economic and Social Affairs (DESA) of the United Nations Secretariat, *World Economic and Social Survey 2016 - Climate Change Resilience: An Opportunity for Reducing Inequalities,* United Nations (2016); Intergovernmental Panel on Climate Change (IPCC) Working Group II, *Climate Change 2001: Impacts, Adaptation, and Vulnerability,* Cambridge University Press (2001).

[9] 11,026,852 people out of a total 21,060,531 people

[10] Department of Population, *2014 Myanmar Population and Housing Census - The Union Report: Occupation and Industry* - Census Report Volume 2-B, Ministry of Immigration and Population, Myanmar (March 2016). pg. 80

[11] Central Statistical Organisation and UNDP, Goal 5, *Measuring Myanmar's starting point for the Sustainable Development Goals*, Ministry of Planning and Finance, Myanmar (August 2017).

a. Forest Ecosystems – There was net forest loss of 11% during 1990-2010,[12] with forest cover declining to 45% of total area, which is lower than the South-east Asian average of 49.6%.[13] Annual Green House Gas (GHG) emissions are about 198 million tonnes CO^2e from deforestation and 844,000 tonnes from forest degradation.[14] There are significant discrepancies between Myanmar's reported official export volumes and the import volumes reported by neighbouring countries, meaning that Myanmar's timber assets are being extracted without proportionate benefits entering into the formal economy[15], not to mention the accompanying destruction of habitats for important wildlife, degradation of watersheds, carbon capture losses and loss of all associated environmental services provided by forests.

b. Agricultural Ecosystems – From 2010 to mid-2013, land area allocated for large-scale private agriculture concessions rose from 2 million to 5.2 million acres, a 170% increase. Yet less than one quarter of total concession areas were planted with agricultural crops by the end of 2013, while the volume and value of timber cut from land cleared for agribusiness concessions was rarely recorded in government data.[16] Myanmar ranks 121st out of 178 countries for pesticide regulation,[17] which indicates the need to address the risk posed by pesticides as sources of soil and water pollution.

c. Energy access – In 2013, the official electrification rate was 13%, with 95% of households using solid fuels like wood or rice husks for cooking and heating. The national power grid network covered only 7% of the country's villages, meaning that most villagers spent 20 hours per month collecting fuelwood, contributing to both deforestation and decreased household productivity. For 70% of households, lighting came from diesel lamps, batteries, or candles.[18] These energy uses contribute to indoor air pollution, so that Myanmar ranks 157th out of 178 countries for household air quality,[19] which disproportionately affects women and small children.[20] Yet Myanmar demonstrates an important trend: its renewable energy share in total final energy consumption was 70.5% in 2014 (compared to 31.2% in Southeast Asia and 18.1% in the world average). Myanmar has a potential advantage on which it can capitalize, and can turn a seeming weakness into a strength with the right type of investment.

d. Marine Areas – Coverage of protected marine areas as a proportion of total marine areas is 0.05% for Myanmar, lower than the average of 2.3% for other South-east Asian countries and the 8.4% world average.[21] Although Myanmar is said to primarily use low-impact, traditional fishing methods, official statistics from 2003-2013 show annually increasing production in all types of fisheries, as well as export values rising from USD 166.9 million in 2003 to USD 652.8 million in 2013.[22] As fishing pressures are likely to grow according to annual trends, Myanmar will need to implement stronger marine protections.

e. Overall Biodiversity – Myanmar recognises 132 Key Biodiversity Areas (KBAs), of which 35 have been established as "Protected Areas" and 6 have been proposed.[23] Myanmar has an

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[12] MOECAF, *Fifth National Report to the United Nations Convention on Biological Diversity*, Ministry of Environmental Conservation and Forestry, Myanmar (March 2014).

[13] Central Statistical Organisation and UNDP, *Measuring Myanmar's starting point for the Sustainable Development Goals*, Ministry of Planning and Finance, Myanmar (August 2017).

[14] Myanmar Climate Change Alliance, Myanmar Climate Change Strategy & Action Plan, Ministry of Natural Resources and Environmental Conservation, (March 2018), p.21.

[15] Raitzer, David A., Jindra Nuella G. Samson, and Kee-Yung Nam, *Achieving Environmental Sustainability in Myanmar*, ADB Economics Working Paper Series No. 467, Manila (December 2015), p. 8.

[16] Not including concessions allocated by provincial, military, and/or non-state authorities. Ibid., p.v-vi.

[17] Yale University, "Myanmar," Environmental Performance Index (EPI) 2014. Web link: http://archive.epi.yale.edu/epi/country-profile/myanmar

[18] UNDP, *Accelerating Energy Access for All in Myanmar*, United Nations Development Programme, Myanmar (May 2013).

[19] Yale University, "Myanmar," EPI 2014.

[20] Bruce, Nigel, Rogelio Perez-Padilla, Rachel Albalak, *The health effects of indoor air pollution exposure in developing countries*, World Health Organisation, Geneva (2002).

[21] Central Statistical Organisation and UNDP, Goal 14, *Measuring Myanmar's starting point for the Sustainable Development Goals*, Ministry of Planning and Finance, Myanmar (August 2017), p. 40.

[22] Raitzer, David A., *Achieving Environmental Sustainability in Myanmar*, p. 19.

[23] The total number is based on an identified list, developed by the Wildlife Conservation Society (WCS). Forest Department, "Key Biodiversity Areas," Departmental website, Ministry of Natural Resources and Environmental Conservation, Myanmar (2018). Web link: http://www.forestdepartment.gov.mm/eng/node/9643

advantage in the proportion of protected areas that cover important sites for terrestrial (17.2%), freshwater (21.9%) and mountain biodiversity (39.4%), compared to Southeast Asia (12.7%, 13.9%, 15.1%) and even globally (19.3%, 16.6%, 20.1%).[24] Myanmar has a clear opportunity to consider how conserving and promoting its biodiversity will contribute to an already-existing global competitive advantage. However, managing existing Protected Areas and establishing new ones involves significant tracts of land where natural resources are often located. This requires making a national economic argument for why Protected Areas benefit the county, and enforcing this understanding across all government sector agencies. Conflict sensitivity is a strict requirement, as high value conservation areas are located in States and Regions that experience significant conflict[25]. Public trust and confidence in protecting biodiversity areas is eroded when concessions are granted, and grievances build when communities feel excluded from accessing economic opportunities, in these areas.

As long as the true value of ecosystems and the wide range of benefits they provide is undervalued, these significant national assets will continue to be degraded and, ultimately, lost. Many countries now include natural capital as part of GDP calculations, in recognition of the value that the environment creates as provider of services such as cleaning air and water, to reduce climate change and disaster risk impacts, and as a destination for investment that creates growth.

3.To create opportunities for the emergence of capable and skilled new generations for the benefit of the country.

In Myanmar, 87.5% of the working population is engaged in informal employment.[26] The average daily wage is 3,990 MMK for female employees and 5,320 for male employees.[27] An estimated 1.1 million children (9% of all children aged 5-17) are involved in child labour.[28] Creating improved employment opportunities for citizens and communities is a high priority for the government. Yet the skills, productivity and human capital of the majority of youth and children will not be sufficient for them to access high quality employment opportunities without significant investment in further training. Furthermore, like elsewhere in Asia, the educational system does not encourage interdisciplinary and cross-sectoral thinking, which affects the skill set of even those who have reached the highest national levels of educational attainment.

In this context, without interventions to address capacity gaps or create new business opportunities, low productivity agricultural activities or natural resource extraction will continue to be the only options for new generations in rural areas, while those who take risks to seek new opportunities will become migrants to urban areas. Due to current capacity gaps in organisational and human resources, civil servants will struggle to keep pace with the demand for improved actions that strengthen environmental governance and resilience to climate change and disaster risk. Subnational governments seeking to launch their own environmental programs addressing local needs face these same capacity gaps, but to a higher degree.

4.To establish an economic system that can achieve and maintain positive development outcomes through the participation, innovation and efforts of all citizens.

This objective promotes bringing innovative perspectives that will support and transform Myanmar's business environment, while at the same time protecting the rights of citizens and enforcing compliance with laws and regulations. Some of the areas targeted by this policy objective are resilient and sustainable growth, urban development and strengthened public financial management.

Myanmar has already developed numerous progressive policies that will support resilience and sustainability[29] if fully implemented and mainstreamed across government and all sectors of the economy. Implementation and mainstreaming of these polices would also highlight contradicting

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[24] Central Statistical Organisation and UNDP, Goal 15, *Measuring Myanmar's starting point for the Sustainable Development Goals*, p. 41.

[25] MOECAF, "Figure 12. Location of Protected Areas and ASEAN Heritage Parks in Myanmar," *Fifth National Report to the United Nations Convention on Biological Biodiversity*, Ministry of Environmental Conservation and Forestry, Myanmar (March 2014), p. 71.

[26] Central Statistical Organisation and UNDP, Goal 8, *Measuring Myanmar's starting point for the Sustainable Development Goals*, p. 27.

[27] Ibid.

[28] Ibid.

[29] For example, the National Environmental Policy and Strategy Framework (NEPSF), National Biodiversity Strategy and Action Plan (NBSAP), Myanmar Action Plan for Disaster Risk Reduction (MAPDRR), and the Myanmar Climate Change Strategy and Action Plan (MCCSAP).

policies or the existence of unsustainable subsidies. De facto sector subsidies at times undermine environmental considerations and must be addressed in a sector-specific way.

Policy and market-based incentives still need to be developed and applied in order to address barriers faced by businesses that wish to make greener and more socially responsible investments, as well as to rollback perverse incentives that increase environmentally and socially harmful practices. Focusing on improving conditions in the sectors of the economy in which the majority of the population are employed, or rely on for livelihoods, may significantly reduce poverty.

As there are many gaps between the needs faced by government and its budgetary resources, there is a deep need for a green macroeconomic vision that has the evidence needed to challenge the outdated assumptions that it is too costly to consider the environment, or that economic growth will necessarily bring poverty reduction, development and peace. Myanmar's economy is likely to continue to depend on its natural resources in the short and medium term, and investing in the growth, protection and improved management of these natural resource stocks is an integral part of building national wealth. Achieving this mindset change would signal a significant positive step towards achieving a truly green economy. The prospect of a green economy is still a potential reality for Myanmar, which has all the benefit of hindsight to avoid the experience of its ASEAN neighbours who have pursued paths to economic modernization with corresponding mistakes in managing negative social and environmental impacts, as well as sustaining losses to their natural capital.

II. STRATEGY

Under the overall vision for achieving national reconciliation, balanced economic development across the States and Regions, opportunities for skilled new generations and an economic system that maintains positive development through participation and innovation, the Project's theory of change (Figure 1) identifies root challenges with accompanying strategic actions to address them.

The Project envisions achieving inclusive, resilient and sustainable development in Myanmar by mainstreaming environment, climate change and disaster risk reduction considerations into target sectors, by promoting innovative green investments, by strengthening institutional implementation capacities, and by supporting sub-national leadership to respond to environmental problems and disaster risks. Implementing these 4 strategic actions in successive, yet harmonized stages can lead to the attainment of the expected Project results.

Root challenge: The rapid growth in public infrastructure and private investment projects without the application of environmental and social safeguards poses risks that undermine inclusive, resilient, sustainable development.

- Strategic Action 1: Implementing policy frameworks for resilience and sustainability and mainstreaming their principles into the actions of sectoral/thematic master plans and the processes of investment appraisal and management systems. This will more effectively guide day-to-day actions by government and businesses to prevent and mitigate environmental degradation and lessen vulnerability to disaster and climate change. This changed practice will make the enforcement of policy-driven sustainability and resilience standards the norm across sectors. The key policy frameworks to be mainstreamed are the National Environmental Policy (NEP) and its associated Strategic Framework (NEPSF), Myanmar Climate Change Strategy and Action Plan (MCCSAP), National Biodiversity Strategy and Action Plan (NBSAP) and Myanmar Action Plan for Disaster Risk Reduction (MAPDRR), as well as the National Strategic Plan for the Advancement of Women 2013 to 2022. The relevance of these policy documents is summarised in Annex 5.

Root challenge: The national economy is heavily reliant on natural resources and extractive industries. This focus depletes Myanmar's high stocks of natural capital and ignores opportunities to pursue new "green" investments and make existing investments more sustainable.

- Strategic Action 2: A convincing evidence-based case for the potential and returns of green investments is made to government and the business sector, and mechanisms supported to promote and mobilise public and private green investments. This motivates them to consider providing both the enabling environment and capital for green investment. Consequently, managing the environment and natural resources sustainably becomes part of smart business and investment practice, and small and large scale green businesses generate new entrepreneurship and employment opportunities.

Root challenge: Climate change and geography work in tandem to expose particular communities to exacerbated disaster risk and other challenges for sustainable development (covering the spectrum of adaptation, mitigation and recovery from disaster and climate impacts). The sheer scale of the issues and areas involved means that they can only be addressed through effective government institutions and strong citizen engagement. As women and men often have different engagements with the environment, understanding their gendered roles and perspectives is important.

- Strategic Action 3: Government offices with specific environment, climate change and DRR responsibilities are selected to improve their organizational performance, to meet critical resilience and sustainability targets. This investment in strengthened organizational efficiency and human capital will increase the likelihood of successful implementation of national sectoral programs and on-ground actions, particularly in priority areas. This increased capacity should include the ability to engage citizens and communities effectively through clear communication and simple mechanisms for participation, building on the experiences of communities in responding to past disasters.

Root challenge: The narrow sectoral focus displayed by institutions in exercising their mandates and the need for upskilling current human resources in critical thinking ability and applying interdisciplinary approaches, means that there are significant gaps in how plans are formulated and actions taken to address national and local needs. In particular, there is a need to turn national objectives into clear, actionable steps that take into account the context at the state/region and townships levels. There is also a need to mainstream gender concerns in climate change and disaster risk reduction discourse, policy and practice.

- Strategic Action 4: Sectoral programs that include resilience and sustainability factors with correspondingly clear actions are more easily adapted by subnational governments that develop and launch their own corresponding local action plans and programs. This will enable local resilience and sustainability issues to be addressed through subnational action plans, while linking back to key national policies and supporting the achievement of national objectives. In particular, states and regions in which vertical fund projects and UNDP's other newly launched initiatives are already at work present considerable opportunities to create synergies and value addition for achieving sustainability and resilience in local plans, programs and knowledge sharing.

Strategic linkages for mainstreaming resilience and sustainability through UNDP's new projects under the CPD 2018-2022 are as follows:

- The SERIP project works to improve the decision support systems for policy and plan formulation processes in both the executive and legislative branches of government, and at the Union and subnational levels. There are opportunities to support mainstreaming resilience and sustainability into appropriate decision support systems.
- The Township Democratic Local Governance (TDLG) Project, which is part of SERIP, focuses on budgetary planning at the township level as means of addressing some of the institutional challenges in Myanmar's local governance structures. There are opportunities to support the township investment decisions in participating townships to be informed by resilience and sustainability considerations.
- The SARL Project aims to strengthen accountability and the rule of law for increased trust in government. There are opportunities to explore the dimensions of administrative justice in enforcing compliance with regulations that safeguard people and the environment.
- The Project supporting inclusive growth and employment is exploring what systems must be further developed to provide an enabling business environment for inclusive growth, in the context of overarching macroeconomic policies being pursued by the current administration. There are clear opportunities to ensure support for both macroeconomic policies and the enabling business environment includes approaches that enhance sustainability and resilience.
- The LEAP project, which supports ongoing civil service reform, helps institutionalize human resources capacity building to address gaps in implementing important policy reforms. There is an opportunity to draw on the project's focus on promoting integrity and reducing corruption to support improved natural resources governance.

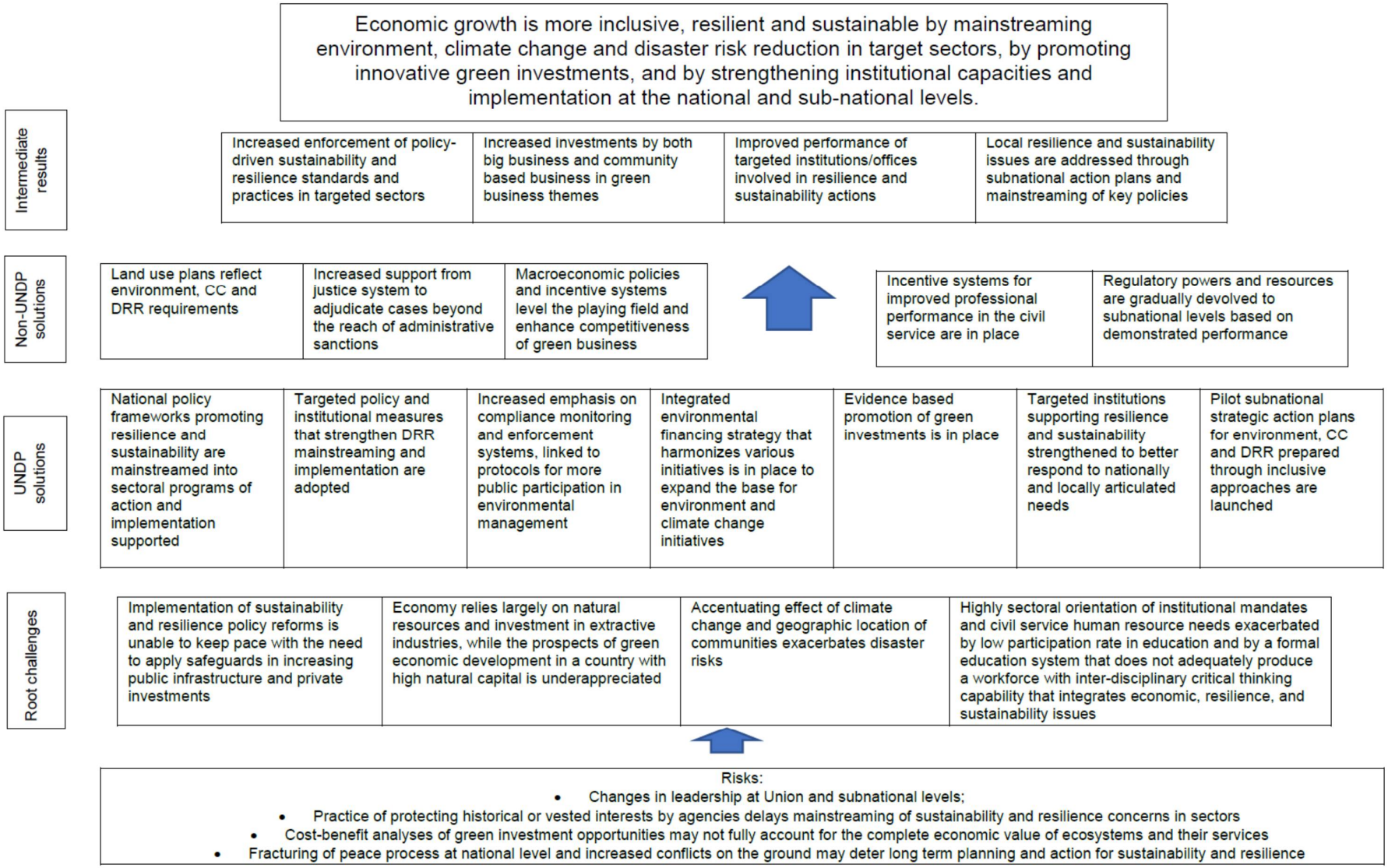
- The peacebuilding project provides the enabling environment for upscaling important gains made in promoting social cohesion. There are clear opportunities to draw on the conflict and situational insights derived through this project as a foundational part of designing resilience and sustainability interventions, and green business initiatives, in the States and Regions, and with communities.

The links from GRSP and the other new UNDP projects to the CPD 2018-2022 are depicted in Annex 6 and further articulated in Annex 7.

Further discussion on important contributions from existing UNDP vertical projects towards the fulfilment of the Theory of Change is provided under Section IV Results and Partnerships.

There are also non-UNDP initiatives (non-UNDP solutions) that are assumed to contribute to outcome attainment. These are also discussed in more detail under the partnerships subsection of Section IV Results and Partnerships. For example, projects that support land use planning at the subnational levels are critical because a substantive portion of interventions in resilience and sustainability requires specification in land zones (e.g. protection of watershed headwaters, river banks and wetlands). Another important example of a non-UNDP initiative is the policy dialogue on the Green Economy Policy Framework that provides an important long-term platform for green investments.

Figure 1: Theory of Change Diagram



III. RESULTS AND PARTNERSHIPS

Expected Results

The expected Project results are:

- The standards for sustainability and resilience, as inspired by the recent progressive and gender sensitive policies in environment, climate change and DRR, are mainstreamed by sectoral and subnational agencies in their programmes and project appraisal systems.
- Strengthened disaster risk reduction and management framework to support mainstreaming and implementation of MAPDRR.
- Increased emphasis on environmental monitoring and compliance supported by clearly defined inclusive mechanisms for public participation in environmental management.
- Long term environment and climate change programmes are undertaken in accordance with budgetary and planning processes that are underpinned by integrated environmental financing strategies.
- Increased investment promotion in targeted environmental goods and services, through more enabling policies and improved access to advisory services.
- Increased emphasis and capacity to mobilise public and private green investments for SDGs.
- Improved organisational performance by lead agencies responsible for environmental management, climate change and DRR.
- Locally-led strategic action programmes for sustainability and resilience launched to respond to specific needs and provide models for mainstreaming environment, climate and disaster risk considerations in sub-national planning processes.

To achieve these results, the following Project outputs are targeted:

- Output 1 – Resilience and sustainability policy frameworks are strengthened and implemented.
- Output 2 – Increased promotion of small and large-scale green investments.
- Output 3 – Improved organizational arrangements and capacity of targeted government offices with environment, climate change and DRR responsibilities.
- Output 4 – Local resilience and sustainability issues are addressed through inclusive subnational implementation of innovative policies and programs of action.

Output 1 – Resilience and sustainability policy frameworks are strengthened and implemented

Key deliverables by project end:

a. Sectoral/thematic Master Plans including sector-based project appraisal systems for public and private investments incorporate environmental, climate change and DRR considerations (with sections that articulate ways to overcome sector-specific gender challenges), particularly in the renewable energy, mining, tourism, agriculture and fisheries sectors.
b. New Disaster Management Policy, Recovery Framework and Relief Guidelines support the further implementation of MAPDRR, including by incorporating gender equality and women's rights, and provide an overarching framework for improved performance in disaster preparedness, response and recovery.
c. Increased emphasis by MONREC on monitoring and enforcement of environmental regulations, including through public participation processes.
d. Strategic environmental financing strategy covering the needs of environmental governance (including biodiversity) and climate change actions adopted by MONREC.

Activity Result 1.1: Resilience and sustainability concerns are incorporated into project screening and appraisal systems for public and private investments and into sector plans for 3 key sectors.

The project will assist MONREC and MSWRR mainstream the newly develop policy framework, including strategies and action plans, for resilience and sustainability into to 3 key sectors.[30] This framework is built around the: new National Environmental Policy, Strategic Framework and pending master plans; new Climate Change Policy and Myanmar Climate Change Strategy and Action Plan, National Biodiversity Strategy and Action Plan; Green Economy Policy Framework; and Myanmar Action Plan for Disaster Risk Reduction. In addition, the National Strategic Plan for Advancement of Women (2013 to 2022) prioritises the mainstreaming of gender issues in climate change and disaster risk reduction and understanding its differential impacts on women and girls. Each component of this framework recognises the critical importance of mainstreaming.[31] Mainstreaming at sub-national levels will be addressed by Output 4.

The content of mainstreaming would cover the concepts, strategies and practices of resilience and sustainability framework, as well as how they relate to each other. This content would involve an integrated message that articulates the relationship between the key components of DRR, climate change mitigation and adaptation, and environmental management. The integrated message will cover common themes such as, land use and spatial planning, conserving biodiversity, watershed management, waste management, as well as cross cutting themes such as gender and conflict sensitivity. Gender sensitivity will be attained by incorporating gender equality and women's rights into: standard operating procedures governing institutional structures, development policy, and programming; human resource management; performance assessment; budgeting; and monitoring, and evaluation of policies and programs.

The targets of the mainstreaming process will be the various operating systems within each sector. These include the systems and protocols that guide the design, appraisal and implementation of policies, projects, activities and practices within the sector. The most immediate target operating systems would be those for project screening and appraisal by both PAPRD and sectoral ministries.

Subsequently, the mainstreaming process will also cover the project design guidance for public and private developers (e.g. in designing infrastructure, production facilities and waste management systems). The effort will be linked to Output 2 of this Project which aims to promote the concept of green business by demonstrating their financial viability. The Project will cooperate with the Myanmar network for UN Global Compact as well as industry chambers in helping promote mainstreaming of resilience and sustainability measures.

The mainstreaming process will be guided by the reality that it is not occurring in a vacuum. Sectors that are to be targeted for mainstreaming have their own, ongoing sector-wide plans and reforms to support Myanmar's development. These initiatives may include initial efforts to mainstream aspects of the resilience and sustainability policy framework. The mainstreaming process to be supported by the Project will build on these internally-generated efforts. It is also expected to be a negotiated and phased process, based on actual "absorptive capacity" of the sector stakeholders to enhance "buy-in" and sustainability. Capacity strengthening on gender equality integration and respect for women's rights will be required because even when power holders, institutional staff, or local communities are gender aware, they need the technical expertise to apply gender equality and women's rights concepts in practice.

Given the above framework for mainstreaming, the project will support MONREC and MSWRR to facilitate the mainstreaming process in 3 out of 5 candidate sectors (energy, agriculture, fisheries, mining and tourism). Annex 8 provides a summary of the candidate sectors, their relevance as priorities for mainstreaming and an overview of the proposed mainstreaming process.

The project will support joint meetings among officers, advocates and experts within and outside government who are associated with the resilience and sustainability framework to craft a basic integrated message for mainstreaming. These individuals may come from the various working groups associated with each of the resilience and sustainability policies and action plans.

[30] MONREC's ECD serves as the secretariat for the NEP and MCCSAP, while MONREC's FD serves as the secretariat of the NBSAP. MSWRR's DDM is the secretariat for MAPDRR.

[31] MAPDRR priority 3.2 noted the criticality of disaster and climate risk consideration into private sector investment and recognizes the need for guidelines in support of the process. The sector can contribute to an increase or reduction of vulnerability. During disasters, the private sector could be resourceful in supporting relief operations, especially in the recovery phase where government capacities are often limited as resources dwindles.

Subsequently, the Project will help establish dialogue mechanisms between the mainstreaming agents (primarily MONREC and MSWRR) and each of the targeted 3 sector line agencies. These will involve joint meetings and other interactive events to determine milestones and gaps of ongoing mainstreaming processes within each sector, develop a phased agenda of mainstreaming into the different operating systems, and facilitate the conduct of mainstreaming activities.

The Project will involve the creation of a mainstreaming task force. The task force will consist of key personnel from MONREC, MSWRR and the key sectors concerned, and comprise personnel from the planning department as well as key technical offices. The task force will lead the mainstreaming process described in this Activity Result. The Project will provide expert technical assistance to help guide the overall mainstreaming process, craft the integrated message of mainstreaming resilience and sustainability, help pilot innovations on the ground, and develop knowledge products. The Project will also review the piloting of mainstreaming actions, document the experience and lessons learned, and develop catalytic guidance for other sectors.

GRSP will explore opportunities for facilitating partnership between the government and the private sector to support the mainstreaming of resilience and sustainability considerations into investment planning and approvals processes. Guidelines for incorporating DRR considerations into project proposals and EIAs, consistent with other sector-based EIA guidelines, will be explored.

The technical assistance provided by the Project will also help DDM establish, and support, the MAPDRR Steering Committee so that it can fully function, including providing programmatic guidance on the DRR aspects of the integrated mainstreaming process. The MAPDRR Steering Committee will be supported to become a key actor of the mainstreaming process, recognising its multi-sectorial composition. Technical support will help establish the protocols for its organization, as well sustainable systems for coordination and monitoring of targets set under MAPDRR.

To support the mainstreaming of DRR considerations into investment planning and decision-making, and in line with MAPDRR priority action 1.1, GRSP will support the development of a central repository of all disaster risk information and related data (including sex-disaggregated data, where relevant) in Myanmar. This will also serve as an information source for setting baselines and indicators to monitor DRR-informed investment.

Throughout the implementation of these activities, the Project will work closely with UNDP's existing and planned vertically funded projects to build synergies, including: the Adaptation Fund project, which is developing a range of ecosystems-based strategies for climate change adaptation in agriculture; and the GEF Ridge to Reef project in Tanintharyi Region, which will develop strategies for integrated land and seascape management to support biodiversity conservation and livelihoods.

Activity Result 1.2: Support the implementation of MAPDRR, including the development of a disaster risk management policy, recovery framework and relief guidelines.

Building on the comparative advantage gained through UNDP's work in recent years, GRSP will support DMD and other key stakeholders in the overall process of implementation of MAPDRR to pursue disaster resilient development in Myanmar. GRSP will provide technical support to set up effective mechanisms for overseeing, mobilizing resources for, and reporting on, MAPDRR implementation (including to facilitate mainstreaming of DRR as detailed under Activity Result 1.1), as well as to implement some of the priority actions it contains. Initially, following the priority actions defined in MAPDRR, the Project will support the finalisation of a comprehensive DRR policy framework for Myanmar.

MAPDRR priority action 2.1 recognizes that the changing risk profile of the country requires an overarching policy framework to guide a comprehensive disaster risk reduction approach, which is integrated with Myanmar's broader policy settings. The Project will assist DMD to develop a new Myanmar Disaster Risk Management Policy. The policy will support the mainstreaming of disaster risk management (DRM) in development planning and sector-based policies to reduce the impact of disasters on lives, livelihoods and economic and environmental assets, and to achieve sustainable development in the country.

The preparation of the Disaster Risk Management Policy will involve a consultative process to identify key challenges that presently hinder comprehensive DRM, and define policy directions to address these challenges. Institutional arrangements for DRM that will ensure successful implementation of the policy will be considered. The policy will take an integrated approach, linking with existing relevant policies (including the 12-point economic policy, MCCSAP and NEP), while also drawing on good practices from other ASEAN countries.

Myanmar is the co-chair of the ASEAN Committee for Disaster Management Working Group on Recovery along with Indonesia and led the process of developing the ASEAN Disaster Recovery Reference Guide 2016. Under Myanmar's National Disaster Management Committee, the Government has established a Recovery Coordination Committee to oversee recovery planning and management. Despite positive development and strong political commitment, however, recovery has not been managed as originally envisaged, as acknowledged under priority action 2.3 of MAPDRR. GRSP will assist the Government to improve its policy, institutional and financial frameworks to plan and implement sustainable recovery processes, by reviewing existing institutional arrangements, capacity and mandates, and by providing technical support to the development of new policy framework and mechanisms. A key output under this sub-activity will be the formulation and adoption of a National Recovery Framework that will identify a common approach, steps and institutional arrangements for undertaking recovery activities that are inclusive, sustainable and integrate "build-back-better" principles. To complement the National Recovery Framework and create a comprehensive policy framework for recovery, GRSP will support the development of Post-Disaster Needs Assessment Guidelines. Systems for financing and monitoring recovery activities, and the capacities of communities to implement recovery, will also be enhanced.

As part of efforts to improve disaster response, MAPDRR priority action 2.2 recognizes the need to formulate guidelines that outline standards for relief items and procedures for their distribution. GRSP will assist MSWRR in formulating Disaster Relief Guidelines that, by defining standards and procedures for relief distribution, can ensure a timely, transparent and accountable response to affected populations in the aftermath of a disaster. The Guidelines will focus on relief provided by the Government and will rely on key elements of the Disaster Management Law (2013), Disaster Management Rules (2015), Myanmar Social Protection Strategic Plan, and State/Region disaster management regulations. The preparation of the Guidelines will analyse relief codes, manuals and procedures of different countries in the region, SPHERE minimum standards and international good practices. The Guidelines will define, among others, minimum standards for relief items, procedures for identification of beneficiaries, relief distribution and documentation. They will be prepared, and designed for implementation, in a consultative manner and will have a special focus on the needs of people 'most at risk' during disaster relief. Mechanisms for involving the private sector in the preparedness and response phase will also be considered in the Guidelines.

MAPDRR further recognizes the need for nation-wide disaster awareness programmes that focus on people at most risk. GRSP will support the development and dissemination of key messages on action to take prior to, during and after specific disaster types (initially earthquakes and tsunamis). The focus of these campaigns will be on school children as instrumental change agents in society.

GRSP will promote the incorporation of gender equality and women's rights into the abovementioned policies, frameworks and guidelines. This will be pursued through discussion with gender experts and women's groups from diverse backgrounds, as well as the national machinery for gender equality and women's empowerment.

In addition to the abovementioned direct involvement in specific priority actions under MAPDRR, GRSP will support the overall process of MAPDRR implementation by promoting dialogue among different stakeholders from the government, development partners, private sectors and CSOs. Technical and coordination support will be provided to facilitate and enhance existing coordination networks, including the DRR Working Group and the Myanmar Private Sector Disaster Management Network (MPD network).

Activity Result 1.3: Support the implementation of the environmental policy and regulatory framework, including through strengthened participatory decision-making, monitoring and compliance processes.

With the impending adoption of the new National Environmental Policy and Strategic Framework, the existence of the Environmental Conservation Law 2012, the Environmental Conservation Rules 2014, the Environmental Impact Assessment Procedure 2015 and the Environmental Quality (Emissions) Guidelines 2015, Myanmar has developed a comprehensive environmental policy and regulatory framework. As identified in the *Needs Assessment for the Effective Implementation of the Environmental Conservation Law* published by UNDP and other partners in 2016, increased attention and support for key government agencies is required to ensure this framework is effectively implemented.

The Project will collaborate with MONREC and other relevant agencies at the Union and sub-national level to support implementation priorities. The two initial priority areas of attention for the

Project are in strengthening public participation and access to information in environmental management and in strengthening tools and systems for monitoring and compliance with environmental regulations. An additional, inter-related priority area, which could potentially be addressed in conjunction with UNDP's SARL Project, is supporting enhanced environmental management and anti-corruption efforts through the application of administrative justice mechanisms.

The Project will support MONREC finalise and adopt the draft Guideline on Public Participation in EIA Processes, and use this as a basis to promote broader institutionalisation of public participation in environmental management. A stocktake and analysis of existing formal and informal avenues for public participation in environmental service delivery (e.g. solid waste management), conservation (e.g. protected area management) and climate change action (e.g. climate risk assessments) will be undertaken. This analysis will be used to identify common barriers to increased participation and opportunities to introduce complementary measures. The recommendations could include a policy reform agenda to address gaps in participation requirements, as well as principles and practical steps for agencies to voluntarily broaden the space for public participation in planning and decision-making processes. The Project will also support the creation of mechanisms to ensure public disclosure of relevant information held by environmental agencies.

Technical assistance will be provided to MONREC at the Union and sub-national levels to introduce strengthened mechanisms for monitoring performance, and ensuring compliance, with environmental laws. This will include the development of tools and systems to link EIA, licensing, pollution monitoring and compliance control processes. Subject to assessments of absorptive capacity and the work under Output 3, later stages of the Project may involve pilot activities to test these tools and systems. The Project will also support MONREC undertake necessary outreach efforts and internal procedural reforms to ensure the effective operation, legitimacy and acceptance of the systems, including strengthening capacity of private sector companies to understand and meet EIA regulations.

Incorporated throughout the aforementioned activities to support implementation of the environmental policy and regulatory framework, the Project will integrate the principles of administrative justice and environmental justice.[32] In coordination with the SARL Project, recognising the potential for collaborative efforts, the Project will support MONREC to introduce operational procedures that give effect to the administrative justice rights identified in the Environmental Conservation Law 2012 and EIA Procedure 2015, including the right to access information and administrative appeals processes. The Project will provide orientation and training activities for MONREC officials on global benchmarks and best practices, and develop separate Question and Answer (Q&A) Handbooks on administrative justice in environmental regulation for concerned government personnel and for citizens.

Activity Result 1.4: Integrated environmental financing strategy adopted

The Project will work with MONREC and MOPF to develop an integrated financing strategy that will support the implementation of environment and climate change related work for the long term.[33] This activity will be undertaken consistently with the draft Myanmar Sustainable Development Strategy on strengthened public financial management.

The development of this strategy will involve the identification of multiple short- and long-term sources of support, including from: regular Union budget allocations; fiscal earmarking; payments for ecosystem services; environmental management charges; fines and guarantees; ODA; and private sector. It will involve a roadmap for mobilising and integrating these various sources of financing and for determining most appropriate management and allocation mechanisms. This work will involve the integration of UNDP's ongoing support for the operationalisation of the Environmental Management Fund mandated by the Environmental Conservation Law 2012 and for the investigation of a Biodiversity Fund under the protected areas management project involving FD and WCS.

[32] Administrative justice is concerned with the degree to which public agencies make decisions that are aligned with the principles of transparency accountability and due process, including the provision of fair and impartial appeals mechanisms. Environmental justice is concerned with the fair treatment and participation of all persons regardless of ethnicity, income level, religion, gender or legal status with respect to the development, implementation and enforcement of environmental laws and policies, ensuring the equitable distribution of environmental benefits and burdens.

[33] This activity does not include support for DRR.

The strategy will also complement ongoing Union-wide Public Financial Management Reform efforts by MOPF. The Project will support MONREC and MOPF to conduct an analysis of the nature and trends of public expenditure for environment and climate change. The analysis will result in structural recommendations towards increasing the funding base of the government to meet the expanding needs for environmental governance and climate change adaptation and mitigation.

Working primarily with the planning and financial management offices of MONREC, especially ECD and FD, as well as MOPF, the following actions will be undertaken:

a. Review the policy and institutional contexts for environment and climate financing.
b. Define and validate the scope of financial requirements to ensure effective environmental management, including through implementation of the key policy documents and action plans (NEP and draft Strategic Framework, NBSAP and MCCSAP).[34]
c. Review the targets under the respective national policy documents and action plans to determine the extent they are captured by current public expenditure, as reflected in the multiyear plans and budgets being prepared by line agencies.
d. Review the status and prospects of other proposed sources of financing, in addition to central budget allocations, such as:
    - ODA, including the more recent multilateral sources of climate financing that are currently under discussion;
    - fiscal earmarks to support environmental taxes and user fees (e.g. tourism-related fees), environmental management charges (e.g. licence fees) and fines and guarantees;
    - payments for ecosystem services;
    - other existing and proposed funds and "other accounts" established for environment-related purposes (e.g. the Inle Lake Conservation Trust Fund); and
    - private sector financing in the form, for example, of voluntary green investments or public-private partnership schemes.
e. Share examples of good practices and lessons learned from pioneering initiatives within other ASEAN or neighbouring countries that can help illustrate the value of adopting integrated financial strategies.
f. Prepare an environmental financing strategy that identifies and integrates various financial sources, management arrangements and allocation methodologies.

In undertaking the aforementioned activities and developing the integrated environmental financing strategy, the Project will source global expertise, including through the UN Biodiversity Finance (BIOFIN) program (with initial exploration already initiated) and by employing the climate public expenditure and institutional review (CPEIR) methodology, adapted to the Myanmar context.

The Project will provide appropriate learning sessions, for senior personnel in the above-mentioned offices, on the overview, approaches and integrated strategies for resource mobilization. Good practices from pioneering initiatives in Myanmar and other ASEAN countries will be used as examples.

Output 2 – Increased promotion of small and large-scale green investments

Key deliverables by project end:

a. Folio of Green Business Cases to highlight genuine investment options based on approximately 20 representative cases (including measures that enhance gender equality and promote peace).
b. Environmental goods and services are promoted as priority investments by the Myanmar Investment Commission.
c. Road maps for at least five examples of environmental goods and services that can promote resilience and sustainability, including priority policy and technological measures to promote increased investment in these areas.

[34] The National Action Plan to combat desertification and land degradation particularly in agricultural lands is part of GoM's commitment to the UN Convention to Combat Desertification or UNCCD. This is an important plan because of the high level of encroachment of agriculture in Myanmar's forest lands, but has not yet been updated. Exploratory discussions with the national focal point for UNCCD will be conducted, to obtain a perspective of needs.

d. Specific advisory support provided to at least five green businesses to contribute to women's economic empowerment and serve as models for increased investment in green business.
e. Advisory support provided to banks in Myanmar to integrate environmental sustainability into bank lending and operations.

Activity Result 2.1: Folio of Green Business Cases developed and communicated.

Building on the GEPF, the Project will produce a "Folio of Green Business Cases" that documents experiences and lessons learnt from promising green businesses and social enterprises. By highlighting real world examples of financially successful businesses that provide environmental goods, services and finance, this knowledge product will demonstrate that the green economy principles can work in practice and the viability of green investment. In addition, the Project will identify cases from Myanmar that have environmental and social benefits (such as high employment, pollution abatement and technical upskilling) to underline where new incentives could allow for further growth for businesses in that sector.

The information will be used to raise awareness of the potential for green investments and expand the menu of options for policy-makers as well as for the business and financing sectors. The folio would be widely disseminated and communicated in multimedia format.

The compilation will provide substantive evidence to support a series of round-table discussions among decision-makers and stakeholders on the strengths, weaknesses and lessons learnt from sample cases; and identifying needed policy measures and technology/market research.

Drawing on both primary and secondary information, the folio would consist of 20 representative cases[35] that have been studied from the perspective of green economy principles. The 20 published cases would be drawn from a long-list of promising businesses and community social enterprises that would be retained for future study. About half of the cases will be sourced from Myanmar while the rest will come from pioneering efforts in ASEAN and other neighbouring countries. The choice of cases to study will be guided by the priorities identified in the Green Economy Policy Framework (GEPF).[36]

Illustrative examples from some of the above list of priorities would include: a) renewable energy for infrastructure projects and production facilities; b) non-timber forest products for the high-end market; c) community based coastal ecotourism; d) large scale, multi-story agroforestry involving beverage crops, fibre, medicinal plants etc.; and e) recycling options for solid waste management.

The preparation of the folio and case studies, including criteria for the selection and assessments[37], will be agreed in consultation with DICA. The results would be tested in consultation with a diverse stakeholder group, including government, social enterprises, business associations, foreign business chambers, CSOs, banking and finance. Relevant regional initiatives, such as the ASEAN Strategic Action Plan for SMEs, the UN Global Compact, the ASEAN Institute for Green Economy (AIGE) and the Belt and Road Initiative, will be references for the studies.

Activity Result 2.2: Myanmar Investment Commission investment categories are expanded to support the development of an environmental goods and services sector

The Project will support the implementation of the Green Economy Policy Framework by promoting investments in "environmental goods and services" (in line with international definitions – see Annex 9), including by working with the Myanmar Investment Commission to have the sector recognised as a prioritised investment category. Depending on the nature of the MIC's review process, environmental goods and services may be adopted as a single concept or in the form of discrete green business themes (e.g. renewable energy or sustainable agriculture). Once declared as an MIC investment category, environmental goods and services may enjoy varying levels of policy and institutional support to enhance the actual flow of investments.

[35] The representative cases can be drawn from large, medium, small and micro enterprises. Examples of large businesses could include the 100% solar powered airport in Cochin, India.

[36] Sustainable and productive agriculture and livestock; Clean air and clean and sufficient water; Clean and accessible energy; Healthy forests and biodiversity; Sustainable urban and rural development and buildings; Sustainable fisheries; Sustainable consumption and production; Sustainable waste management; Sustainable transport infrastructure; Lower impact from extractives; Sustainable tourism.

[37] The criteria could include factors such as global, regional or local certification systems and other mechanisms to strengthen demand for environmental goods and services and to green the value chain.

The Project will study five (5) specific examples of environmental goods and services associated with the 5 candidate sectors identified for mainstreaming resilience and sustainability: agriculture, mining, renewable energy, fisheries and tourism. The specific examples selected would be guided by the work under Activity 2.1.

Under each study, the Project will conduct a: review of the current and potential demand and supply situation; value chain analysis; stakeholder analysis; and an assessment of policy and institutional drivers (including both incentives and disincentives) as they apply on the ground. The review would consider the following perspectives: large- and small-scale investors; potential community stakeholders, especially women, both in terms of potential impacts and potential benefits as contributors to the value-chain.

The studies will also investigate the potential for investments in these business themes to provide a platform for developing market-oriented, social enterprises. These could include community-based natural resources management (CBNRM), such as community forestry and community-based ecotourism, or localised waste management services.

Through "road maps", the studies would make recommendations for other organisations (whether government, research institutions or NGOs) on a range of enabling interventions, such as:

- policy settings that affect resource access and utilisation, including policy implementation by local authorities;
- improved production processes, including quantity and quality of supply, access to technology and skills upgrading;
- promotional programs that target value addition, consumer education, and access to profitable and sustainable markets.

The road maps will also identify potential national, regional and global providers of expertise that could support the implementation of the recommendations.

The Project will treat the road maps as inputs for the other project activities under Outputs 1 and 4. Disseminating the road maps will be a component of the GRSP communications strategy.

The studies would be designed and undertaken in consultation with DICA and other key stakeholder agencies and research groups.

Activity Result 2.3: At least five green business opportunities (identified through existing UNDP projects) receive business advisory services, contributing to women's economic empowerment

Community Based Natural Resources Management (CBNRM) is being practiced on an increasing scale in Myanmar by sectoral programs. These are meant to involve organised local communities in the protection of natural resource assets such as forests, PAs, coastal areas, etc. The initial focus of attention has been on allocation of resources access rights, while income generation potential and barriers are at nascent stages of consideration.

To translate the green economy principles, as well as the work to promote investment in environmental goods and services under Activities 2.1 and 2.2, into tangible business opportunities for communities, the Project will work with existing vertical funded projects implemented by UNDP Myanmar to identify community partners and needs. For example, the Protected Areas Management project promotes the benefits of ecotourism in and around protected areas in northern Myanmar, but has identified capacity barriers for local communities to capitalise on this potential. The Project would work in partnership with these communities and other stakeholders, including potential private investors, to assess these local needs and barriers and operationalise ecotourism concepts. Similar analyses would be undertaken for potential businesses associated with community based natural resources management (e.g. sustainable aquaculture) and provision of environmental goods and services (e.g. local waste management) in relation to landscape based projects in Tanintharyi Region and Rakhine State.

The Project will initially conduct a needs assessment and capacity evaluation to identify potential community partners in the targeted locations. This preliminary assessment will be based on criteria that include: willingness to invest (both capital and human resources); engagement with the relevant vertical project; integration in the community and social capital; future partnership potential; and commitment to gender equality and approach to women's economic empowerment.

For the identified business opportunities, and drawing on the results from Activities 2.1 and 2.2, the Project will provide support subject to the particular circumstances and needs of the community

partners, taking into account the different barriers and needs facing men and women. The following kinds of support will be provided:

- Review of market and production potentials including the use of value chain analysis
- Analysis of constraints in producing and marketing goods and services to strengthen entrepreneurial capacity
- Analysis of policy and institutional constraints at the local level and facilitation of multi-agency action to address these constraints
- Development / finetuning of robust business concept and support for reviewing business plans
- Support for identification of potential targeted business partners and tools for negotiating agreements
- Identification of necessary orientation/education of markets and consumers required to support growth in the particular type of business
- Advisory services on identification of sustainable sources of technology, and on procurement and installation of value adding equipment
- Advisory services on potential financing availability and potential insurance needs and options
- Documentation and sharing of experience to peers working on the same business theme.

Throughout all advisory aspects, specific attention will be given to links to broader women's economic empowerment.

The experience from the above cases will be shared with key stakeholders involved in Activities 2.1 and 2.2. It will also be more widely disseminated as examples of small-scale green business start-up approaches.

UNDP will partner with government counterparts in the existing vertical projects that this activity engages with, as well as any new counterparts relevant for the particular business.

Output 3 – Improved organisational arrangements and capacity of targeted government offices with environment, climate change and DRR responsibilities.

Key deliverables by project end:

a. Long-term organisational and human resources development plans for selected national and sub-national offices addressing critical targets on resilience and sustainability
b. Trained government personnel of key offices at the Union and sub-national levels, and trained members of national and sub-national legislatures.
c. Institutionalisation of MDLD reporting.
d. Strengthened peer support networks and knowledge management for professionals involved in resilience and sustainability efforts.
e. Advisories to the Union Civil Service Board and targeted universities on competencies to be developed and supported to support improved governance for resilience and sustainability.

Activity Result 3.1: Organisational and human resources development strategies and action plans developed, and learning events implemented, for national and sub-national institutions.

This Activity will primarily work with key departments and divisions of MONREC and MSWRR and their sub-national offices. It will also assist inter-agency institutions established to support resilience and sustainability work (e.g. central committees and steering committees). In conjunction with the SARL Project, GRSP will work with parliamentary committees at the Union and subnational levels to increase parliamentarians' understanding of environmental issues, as part of their professional development. Throughout, these efforts will involve mainstreaming gender and women's rights concerns in the key institutional structures and processes, including by enhancing the gender capabilities of key stakeholders. The objective will be to support deeper transformation of values, attitudes and behaviours to empower women and women's organizations to participate in decision making and influence policy implementation from a gender perspective.

Table 1 summarises candidate target offices for capacity strengthening support and the target topics (with reference to Project outputs) that will be covered at the agency level.

Table 1: Summary of Candidate Target Offices and Project Outputs to be Addressed

MONREC • Union Minister's office • NE5C and its working groups • National Coastal Resources Management Central Committee	Capacity building support for: • Policy development and coordination • Mainstreaming • Executive and institutional management • Green economic development
ECD • Union-level • At least 3 National Divisions • At least 5 sub-national offices	Organisational and human resources capacity development plan prepared Capacity building support for: • Mainstreaming • Policy development • Executive management • Administrative justice • Green economic development • Integrated financing for environmental management • Sub-national action planning and implementation • Other topics identified in the organisational development plan
FD • Union-level divisions • At least 2 sub-national offices	Capacity building support for: • Mainstreaming • Policy development • Administrative justice • Integrated financing for environmental management • Sub-national action planning and implementation
MSWRR • Union Minister's office • MAPDRR Steering Committee	Capacity building support for: • Institutional strengthening • Inter-ministerial coordination under NDMC
DDM • Union-level divisions • At least 5 sub-national offices • Working groups	Organisational and human resources capacity development plan prepared Capacity building support for: • Mainstreaming • Policy development • MDLD institutionalisation • Sub-national action planning and implementation • Other topics identified in the organisational development plan
Parliaments • 2 environment-related committees at the Union level • 1 DRR-related committee at the Union level • At least 3 sub-national parliaments	Capacity building support for: • Sustainability and resilience principles • Mainstreaming • Administrative justice • Green economic development • Sub-national action planning and implementation
Sub-national administration offices • At least 5 sub-national administration offices (e.g. Office of the Environment Minister)	Capacity building support for: • Sustainability and resilience principles • Mainstreaming • Administrative justice • Sub-national action planning and implementation

In collaboration with ECD, FD and DDM, the Project will identify and prioritise the departments' divisions that are critical to achieve the Project objectives. This is likely to include those divisions that: lead the mainstreaming of resilience and sustainability across government; oversee long-term organisational and human resources management; and undertake regulatory functions.

Building on preliminary work underway between UNDP and ECD, the project will assist both ECD and DDM develop comprehensive organisational and human resources development strategies. This will commence with a detailed capacity needs analysis that would analyse the gaps between institutional mandates and actual capacities and evaluates immediate training needs and gaps. The preparation of the detailed strategies will involve identifying barriers to capacity improvements and recommending short- and long-term interventions to support ongoing organizational and human resources development. The analysis will also include organisational and human resources capacity needs to implement the resilience and sustainability policy and regulatory frameworks at the sub-national level.

The preparation and implementation of the organisational and human resources development strategies will target capacity at both institutional and individual levels (i.e. the capacity of specific offices and teams to deliver specific outputs, as well as the knowledge and skills of individual staff members to perform their roles and contribute to team outputs). The strategies will be linked to the organisations' annual and multi-year workplans and may recommend clarified Terms of References to improve institutional and individual performance.

The organisational and human resources development strategies will proactively support the needs, roles and career development opportunities for women.

In line with the preparation of these organisational and human resources development strategies, training programmes and training modules for subject matter specialists and facilitators will be developed. These will consider existing successful training programs and modules developed internally or with other partners, and will be pre-tested, executed and monitored. Human resources and training units within ECD and DDM will be strengthened to manage the complex adult learning processes involved during and after the Project.

Organisational capacity building targets at the subnational level will involve 4 actors: a) the Office of the Regional Minister of Environment; b) local offices of Union Ministries (e.g. State/Region ECD and FD offices); c) State/Region parliamentarians (especially the committees with oversight on environment and natural resources, land use, and DRR); and d) members of various special technical task forces composed of government and non-government sectors, that may be created to address local environment and DRR issues.

Partnerships will be pursued with appropriate public and private training institutions to develop and deliver training programmes, with a view to long-term sustainability beyond the life of the Project. Examples of potential training institutions are the GAD-based Institute of Development Administration and the Disaster Management Training Centre (DMTC). The organisational and human resources development strategies will also provide the high-level context for the implementation of associated capacity development initiatives, such as the DFAT and World Bank proposed Environmental and Social Safeguards Learning Centre.

Concurrently with the preparation of these strategies, some initial interventions will be introduced to support immediate organisational and human resources capacity development needs. Linked to the policy support teams under Output 1, executive management support will be deployed in the offices of the Union Minister of MONREC, and of ECD and DDM senior managers. In recognition of the rapidly expanding mainstreaming advisory and regulatory functions of these offices, this executive management support will provide management coaching and recommend systems enhancements to increase internal efficiency and organisational performance.

The Myanmar Disaster Loss and Damage Database (MDLD) was established in recent years by DDM, with support from UNDP, as tool to analyse risks and vulnerabilities, generate risk information and contribute to informed decision-making and planning at Union and sub-national levels. While data have been collected in 13 States and Regions, there are no systems in place to ensure systematic data collection and entry, with unclear responsibilities and lack of coordination amongst departments that gather and utilise data. GRSP will support the institutionalization of MDLD, starting with building capacity of DDM staff at the sub-national level and facilitating dialogue among sectoral offices. To become an effective tool that will improve the quality of development planning, MDLD should be integrated into departmental procedures and contribute to an improved culture of information sharing.

Annex 10 provides an overview of the proposed processes for preparing and implementing the organisational and human resources development strategies (including the range of content) that may transpire in an agency. It discusses the process at organisational and individual levels.

Activity Result 3.2: Knowledge support networks strengthened, and feedback provided to the Union Civil Service Board and targeted educational institutions.

Recognising that capacity building is a long-term process, the Project will support at least two interventions to institutionalise training and knowledge management. The first is the development of post-training knowledge and information back-up service. This may consist of social media-based knowledge hubs that are run by the either professional networks or NGOs. This may also build on existing systems being developed by other cooperation partners and platforms already extensively used by professionals (to be determined during training needs analysis exercises). This also aims to strengthen their content management to support the roles and tasks defined or clarified during working teams' strengthening activities (Activity Result 3.1 above) and where professional associations exist or have the potential to be formed (including women oriented and managed peer-to-peer knowledge sharing networks). The project will support selected strengthening activities that would reinforce the mandated tasks of the personnel concerned.

The second activity would be to provide feedback advisories throughout the Project to the targeted post-secondary education institutions that offer relevant courses important for the supply of future generations of professions. Similar advisories will be prepared for Union Civil Service Board (through the UNDP LEAP Project) on the linkages between the organisational development and capacity building interventions and the broader civil service reform processes. This will involve recommendations for amending the curriculum of relevant courses or creation of new courses. Recommendations will also include actions needed by the Union Civil Service Board and relevant line agencies on competencies to be established and supported. The specific enabling activities would include a series of round table discussions among experts from the technical agencies concerned and experts from the education and civil service agencies.

Output 4 – Local resilience and sustainability issues are addressed through inclusive subnational implementation of innovative policies and programs of action.

Key deliverables by project end:

a. Strategic Action Plans developed, with implementation initiated, to address local issues relevant to resilience and sustainability in at least three States/Regions, including:
    - Sagaing Region: to demonstrate incorporation of environment and DRR in watershed management, pollution abatement, local biodiversity conservation strategies and expansion of ongoing work on climate change adaptation in agriculture.
    - Bago Region: to demonstrate environmental management particularly in urban management and biodiversity conservation.
    - Rakhine State: to enhance local understanding of disaster risks based on hazard mapping and analysis, coastal resilience through ecosystem-based approaches to livelihoods and climate change adaptation, and environmental management generally, to support integrated township-level planning (as described in SERIP)
b. Network of trained facilitators to support potential upscaling of the development and implementation of sub-national Strategic Action Plans.
c. Knowledge products that describe experience, key principles and strategies for use by other sub-national governments and authorities, including local institutional mapping.
d. Guidelines prepared for MONREC and MOPF to support sub-national offices prepare Strategic Action Plans, including guiding principles and decision support tools.

Activity Result 4.1: Inclusive Strategic Action Plans developed and launched to address local issues relevant to resilience and sustainability.

The project will support the preparation of sub-national Strategic Action Plans in at least three States/Regions – Rakhine State, Sagaing Region and Bago Region – in collaboration with relevant Union-level and sub-national agencies. These action plans may be at the State/Region level and/or township level. The level of the planning will be determined on the basis of links to UNDP's vertically funded projects and area-based programming, as well as demonstrated interest in providing co-leadership to address locally-perceived environment and DRR issues. Other localities that

communicate expressions of interest, identify local resilience and sustainability challenges, and commit to work with civil society and private sectors will also be supported to prepare Strategic Action Plans. These Strategic Action Plans will link to the existing resilience and sustainability policy framework (including NEP, MAPDRR and MCCSAP) and could be used to fulfil ECD's commitment to develop State/Region level environmental master plans, as well as to support the roll-out of new sub-national ECD and DDM offices.

Specifically, the project will provide technical assistance support consisting of technical services from government and non-government-based trained facilitators and experts who will help subnational offices with Strategic Action Plans on locally prioritised concerns. The process involves working with existing or proposed consultative groups at subnational levels together with Region/State government operatives and relevant Union-level Ministries to undertake the following activities:

- Mapping of local institutional arrangements for environmental and disaster risk planning and for environmental service delivery, including functional relationship analyses between key stakeholders (such as ECD, DDM and DAO).
- Participatory, gender- and conflict-sensitive, rapid appraisals of key issues and concerns identified by the local partners, as well as opportunities for improved management approaches.
- Data gathering on local disaster types and, subject to need, preparation of localised disaster risk hazard assessments to support risk-informed decision-making.
- Reviewing regulatory arrangements and management options (e.g. including gender sensitive good practices).
- Consensus building towards a shared practical vision and agenda or priorities.
- Preparation of Strategic Action Plans that incorporate:
    - implementable short-term actions using local resources;
    - long term actions requiring more technical studies and external support (with identification of required assistance);
    - links to local planning and budgeting processes;
    - links to relevant national policies;
    - implementation timeframes, targets and indicators;
    - implementation responsibilities, including monitoring arrangements;
    - local human resource requirements, and training needs, for implementation of the action plan (cross reference to Output 3); and
    - gender considerations.

The strategic action planning may cover simple and/or complex themes for which subnational authorities have deep interests to address and the readiness to commit available local resources for immediate actions. The selection of these themes, while locally driven, will be encouraged to integrate environmental management and disaster risk reduction principles. Examples are:

- Integrated DRR actions on preparedness, response and recovery.
- Managing locally important sub-watersheds to help mitigate flooding.
- Managing targeted landscapes to support water systems for CCA in agriculture.
- Establishing integrated solid waste management systems.
- Establishing an integrated coastal resources management program.
- Providing institutional support for community forestry or green business initiatives

The strategic action plans will also draw on improved multi-hazard risk assessments and management plans.[38] Building on work in Rakhine, GRSP will support updating existing, or developing new, multi-hazard disaster risk management plans in those States and Region involved in this Activity Result.

The project will provide technical & operational support to pilot innovations at the State/Regional and/or township levels. This will aim to support demonstrating innovative technologies. Examples

[38] Consistent with MAPDRR Priority Action 4.1.

may include: a) forest landscape restoration in a micro-watershed to help address a local flooding problem; b) processing municipal waste biodegradables using the biodegradable waste of a wet market; and c) enrichment planting of a natural mangrove stand to address sea level rise. Annex 11 provides a more detailed example of the type of approach that may be taken in the development of these strategic action plans, drawing on the initial scoping work undertaken for a new environment and DRR initiative in Sagaing Region. Other anticipated strategic action plans would address integrated management of the Inle Lake watershed in Shan State and urban sustainability and resilience in Bago Region.

The strategic action planning is not meant to substitute mandated planning and budgeting processes. Rather, it is meant to jumpstart vertical and horizontal partnerships around locally crafted shared practical visions of what can be immediately done, with available resources. The above processes will build on current and pipeline policy innovations (from Output 1) and advocacy for green business (Output 2). It will build on the results of, and concurrently feed into, organisational capacity building component (Output 3).

Support will be provided to local coordination and partnership mechanisms to support the start-up of agreed action plans, monitor progress of implementation, and facilitate the preparation of follow up actions. The specific interventions for HR capacity building will be provided by the activities under Output 3. Support will also be provided to ensure the long-term viability of the strategic action plans, by assisting partners identify, and develop strategies to mobilise, potential resources in addition to government budgetary allocations. This assistance will be linked to the development of an integrated environmental financing strategy (Output 1) and the promotion of private sector investment in environmental goods and services (Output 2).

Activity Result 4.2: Guidelines for sub-national resilience and sustainability action plans, knowledge products and trained facilitators developed

Based on the experience under Activity 4.1, the Project will work with MOPF, MONREC, MSWRR and other key agencies at both the Union and State/Region levels to develop guidelines that would enable the preparation of other subnational strategic action plans. These guidelines would define the processes and activities to be upscaled. They will be initiated concurrently with Activity 4.1, and be revised with insights from the local strategic action planning processes.

In addition to the guidelines, the Project will produce a series of knowledge products that describe experience, key principles and possible strategies for use by other subnational authorities in preparing action plans and/or responding to localised environmental problems and/or disaster risks. These knowledge products would include:

- Documentation of gender sensitive good practices in relation to environmental and/or disaster risk management in the locations supported in Activity Result 4.1.
- Process guides for potential recurrent themes (e.g. community watershed management, coastal resources management, ecosystem based flood mitigation, climate change adaptation in local agriculture, etc.).
- Institutional mapping and recommended institutional arrangements at the sub-national level.
- Guidance for incorporating sustainability and resilience considerations in procurement processes.
- Lists of institutions with specific competencies that can be sources of knowledge and follow up training.

Through the strategic action planning process under Activity Result 4.1, and consistent with Output 3, government officials and identified non-government individuals at the sub-national levels will be supported using a train-the-trainers model to become facilitators for future planning processes. This will result in a new network of individuals with the technical knowledge and capacity to advise and lead strategic responses to local resilience and sustainability challenges across the country. This network will also be used to establish an information sharing platform, including for the dissemination of the aforementioned knowledge products.

Activity Result 4.3: Small grants facility to support civil society participation in subnational initiatives established.

A complementary grant facility could effectively support meaningful civil society participation in local planning and implementation of subnational efforts to enhance local resilience and sustainability,

including through the Strategic Action Plans under Activity 4.1. The Project will negotiate with the GEF-Small Grants Program (GEF-SGP) to set up a Small Grants Facility in Myanmar, building on the experience of peer ASEAN countries that have established their country programs using GEF allocations.

The facility will be designed to support GEF-SGP objectives as well as the project's expected results areas. Small grants will be made available to civil society organizations that will partner with subnational entities to support the development of viable green investments while concurrently addressing global concerns of GEF-SGP related to biodiversity, CCA and sustainable land management.

Resources Required to Achieve the Expected Results

The diverse range of topics and activities covered by the Project requires a diversity of expertise to come from: UNDP Myanmar Programme Units; Union and subnational government offices; and NGO partners. This will be supplemented by technical assistance to be provided by international and locally-based NGOS; regional and global UNDP offices; the private sector; and individual experts. Below is the summary of required human resources, equipment and other relevant items.

Human Resources

Project Staff: Approximately four international staff and seven national staff will be needed in the Project Team. Some (particularly international advisors) will also share small portions of their time with other UNDP projects to stimulate increased integration. Some project staff (international and national) will be stationed at the Union level in Nay Pyi Taw and, for shorter periods, at the sub-national level. Certain experts will be embedded in counterpart offices at the Union and, as needed, sub-national levels.

International and local technical staff will provide policy-level inputs and phased capacity development support to GoM partners. They will contribute to the design and management of key dialogues, training workshops and other interactive events that contribute to knowledge generation and sharing. They will also take charge of organising and accompanying study visits within and outside the country, as needed. Mid/short-term consultants will also be recruited to perform specialised tasks requiring expertise not available with Project staff or not reconcilable with their workload. More broadly, other advisors from UNDP Myanmar, including the Gender Advisor and Conflict Sensitivity Advisor, will be formally involved in project implementation.

Government Institutions: Principal partners among Union Ministries (ECD, FD, DDM and PAPRD) will co-convene policy related discourses to facilitate the mainstreaming of resilience and sustainability policies in the different sectors. They will provide oversight to organisational capacity strengthening interventions for targeted offices. Government-based planners and experts will serve as key resources persons in workshops and training activities, with technical guidance and back-up from Project staff and experts. The Directorate of Investment and Company Administration (DICA) will co-convene high-level intersectoral discussions that promote green investments in the country and facilitate decision making to expand investment categories to include the category of environmental goods and services.

Myanmar has multiple institutional mechanisms currently in place that serve to implement the country's commitment to gender equality and women's empowerment, including the Department of Social Welfare in MSWRR and the Myanmar National Committee for Women's Affairs. These bodies (along with key non-government stakeholders including the Myanmar Women's Affairs Federation, Myanmar Maternal and Child Welfare Association, Myanmar Children and Women Development Association, and Myanmar Women Entrepreneur Association) will be engaged in the policy discourses to ensure that the special needs of the women are appropriately addressed. The mainstreaming taskforce established under Output 1 provides a platform for bridging the thematic expertise in resilience and sustainability with the technical skills to facilitate truly gender-responsive and transformative contributions. to policy design and implementation.

At the sub-national levels, the Project will need technical and administrative support from the local offices of Union Ministries (specifically ECD, DDM and, in some instances, FD), relevant Ministries of sub-national governments and the development affairs organisations. Work with the sub-national entities will be undertaken in close collaboration with SERIP to avoid overlaps in UNDP work. The Project will identify sub-national environment and DRR planning facilitators, drawn from competent government and non-government staff, who can share the key experience and good practices outside the initial project sites in Sagaing, Bago and Rakhine.

Responsible Parties: The facilitation and technical support to project activities will be the primary responsibility of UNDP-based staff and consultants. Some Project activities will be executed by contracted parties, especially when these require specific expertise for a lengthy duration or that is unavailable to UNDP, or when the cost-effectiveness of outsourcing such activities rather than using Project staff is higher (in particular for activities in remote locations). UNDP will conduct discussions with selected competent organisations to help implement certain outputs. UNDP will give priority in finding qualified Myanmar support organisations and companies (policy institutes, market research companies, management training companies) as responsible parties.

Contracted Service Providers: The Project will regularly hire specialised services for short-term event management, training programmes, research studies, evaluations, monitoring and opinion surveys, etc. from Myanmar and international vendors.

UNDP Country Office: Through its Programme structure, the CO will provide resource mobilisation, quality assurance and policy advice in facilitating learning cycles, strengthening the planning model and promoting policy change to the Union government and implementation support. The CO's Operational structure will support day-to-day administrative and financial needs for project implementation.

UNDP Regional and Global Networks: The UNDP Regional Hub in Bangkok will provide policy advisory and networking support, bringing best practices from the region in areas of interest, including the gender and resilience framework[39] which is critical for ensuring gender outcomes. Gender equality programming improves access to services, increases the effectiveness and inclusiveness of outcomes, and reduces gender inequalities. The regional assistance will be particularly important for the integration of SDGs and mainstreaming of gender, environmental and conflict sensitivity criteria. The Regional Hub will also be instrumental in organising South-South exchanges within the Asia/Pacific Region and will provide opportunities for Project beneficiaries to participate in regional learning events. This is further discussed under the section on South- South collaboration. The UNDP-UN Poverty and Environment Action for the SDGs (PEAS) will be requested to support the implementation of the activities contemplated under Activity Result 1.1 (mainstreaming) and of Output 2 (green investments) in particular. The UNDP Biodiversity Finance Initiative (BIOFIN), as well as the UNDP teams working on development finance and Climate Public Expenditure and Institutional Reviews (CPEIRs), will be involved in Activity Result 1.4 on strategic environmental financing.

Equipment and Other Resources

The Project will purchase two vehicles for coordination of activities in Nay Pyi Taw and for sub-national project implementation. No other large-scale asset procurement is planned for the Project. Limited asset purchases will be restricted to office and ICT equipment used by Project staff and, on an occasional basis, by government partners in the framework of piloting new systems/functions for which government assets may not be available. The Project will cover all other costs related to the capacity development, workshops and meetings, travel and small start-up operating costs to support the initial piloting of selected technical innovations at the sub-national level.

Partnerships

UNDP will mobilise different technical partnerships for implementing GRSP, building on UNDP's existing formal and informal partnerships. Partnerships are important to enable the achievement of certain broad outcomes that require complementary non-UNDP interventions generated by related initiatives of government agencies and development partners.

Overarching Partnerships

Within government, MONREC (primarily ECD and FD) and MSWRR (primarily DDM) are key partners for implementing all components of the Project. The Project will also involve other Union-level and subnational agencies and development partners involved in discourse and efforts to:

[39] UNDP Bangkok Regional Hub's Disaster Risk Reduction Team and Gender Team have developed a conceptual framework and guideline to illustrate strategic entry points to building community resilience through strengthened gender equality. The UNDP gender and resilience framework builds on Five Resilience Capitals, i.e., Human Capital, Financial Capital, Political Capital, Physical Capital and Natural Capital. Adapting and integrating CARE's gender equality framework (Structure; Relations; Agency) in the gender and resilience framework will enable to demonstrate how changes in gender transformative capacity influence the level of resilience of the Five Resilience Capitals.

mainstream of resilience and sustainability concerns; promote green investments; strengthen organisational capacities and performance; and support subnational demonstration of policy innovations. These organisations are engaged in key sector coordination groups (SCGs) established by the Government, including the: Environmental Conservation SCG (for mainstreaming and green investments generally); Agriculture & Rural Development SCG (mainstreaming and green investments in agriculture); Social Protection & Disaster Management SCG (mainstreaming); and Gender Equality and Women's Development (unofficial SCG).

The Project will continue engagement with other institutional structures, such as the Myanmar Climate Change Alliance (mainstreaming climate mitigation and adaptation); NE5C (mainstreaming and green economy); the National Coastal Resources Management Central Committee (coastal resources and fishery resources issues and green investments); and, the Protected Areas Management Steering Committees (mainstreaming interventions for the NBSAP and green investment opportunities for communities in protected areas).

Output 1 – Policy frameworks strengthened, implemented and mainstreamed

To ensure that the mainstreaming process for resilience and sustainability proceeds in the right context, the Project will inform and obtain advice from the relevant Government-based secretariats and Development Partners leading the NEP, NBSAP, MAPDRR and MCCSAP. The Project will consult with the recognised institutional and individual champions among the government and development partners who contributed to the development of these action programmes.

The Project Appraisal and Progress Reporting Department (PAPRD) of MOPF is a crucial partner as the initial work on mainstreaming will focus on incorporating resilience and sustainability concerns in the formal appraisal systems for major projects in infrastructure and production facilities.

The Project will collaborate with the MAPDRR Steering Committee to support the strengthening of DRM policy under Activity 1.2. With respect to the formulation of the National Recovery Framework, Project personnel will build on the learnings and ongoing work of the National Recovery Coordination Committee and its secretariat in the Ministry of Construction. To facilitate the broadening of concerns of recovery beyond traditional infrastructure-related concerns, the Project will work closely with the DRR working group. UNDP Myanmar will implement the global *Building Capacities for Resilient Recovery* project, funded by Luxembourg, through Output 1 of GRSP.

Under Activity 1.3, improving the protocols for citizen participation in the EIA and compliance monitoring and enforcement, the Project will collaborate with Development Partners currently helping in these programmes. These include the ADB, JICA, IFC, Norwegian Environment Agency and Vermont Law School.

To support work on strategic environmental financing under Activity 1.4, ECD and FD, with guidance from the MONREC Minister's office, will be key partners in defining the financial needs and in launching immediate strategies for resource mobilisation. The Project will work closely with MOPF, and with the WB-assisted project on Public Financial Management (PFM), which is defining the overarching reforms in revenue generation and management and which will serve as the context for proposed strategies in environmental financing. The Project will also work with relevant existing initiatives including the initiation of the Environmental Management Fund (being led by WWF and UNDP), the investigation of a Myanmar Biodiversity Fund (under the UNDP and WCS implemented protected areas management project), and the UN-REDD+ project. Further, the Project will build on the methodologies used for financial strategy formulation from the UNDP BIOFIN project and the UNDP Governance of Climate Change Finance Programme that enhances gender equality in the Asia-Pacific.

Output 2 - Green Investments

DICA is a key partner for the implementation of project interventions to promote green investments. The Project will collaborate with DICA in prioritizing key promotional activities to support evidence-based decision making that would expand the investment categories of the Myanmar Investment Commission to include environmental goods and services.

The Project will work with Development Partners that cooperate with DICA and MIC in capacity building towards promoting innovations in private investments (including small- to medium-scale enterprise development) through DICA's donor coordination group. The Project will also engage specifically with organisations that promote green economic development and responsible business practices, including the Myanmar Centre for Responsible Business (promotion of the establishment

of business environment for responsible business and conduct of sector analysis for the ecotourism industry) and WWF (on the Green Economy Policy Framework).

UNDP will maintain consultative linkages and catalyse knowledge sharing with the network of almost 200 local businesses registered with the UN Global Compact, an initiative to encourage voluntary commitments to practice environmentally sound business. The national network is in the initial phase of awareness building on the benefits of environmental sound business and has commenced dialogues on the role of business at the subnational levels to support peace efforts.

The Project will work with the following organisations in the discussion of promotional programs for green investments:

- The ASEAN Institute for Green Economy to help strengthen high-level discussions on green economic development.
- The United Myanmar Federated Chambers of Commerce and Industry and the newly formed Ethnic Entrepreneurs Association to support SME development. Both groups are currently collaborating to find ways to promote green investments in ethnic communities and encourage private sector investments in them.
- The National Community Forestry Working Group (NCFWG) and RECOFTC, in line with their efforts to make community forestry more enterprise-oriented in supporting livelihoods.
- Ministries responsible for promoting renewable energy, agriculture and fisheries and tourism.
- The Ministry of Commerce and Ministry of Industry in the promotion of small-scale green investments as part of the ASEAN Strategic Action Plan for the promotion of Small and Medium Enterprises (SMEs).[40]

Output 3 - Organisational Capacity

The Project will work closely with the planning and human resource departments of ECD and DDM to support their respective initiatives to broaden the staff base at Union and sub-national levels. Similar collaboration will be initiated with the relevant ministries in Sagaing Region, Bago Region and Rakhine State. Development Partners currently involved in human resources capacity building for ECD, DDM, FD and sub-national authorities on matters related resilience and sustainability will be included. Organisational development and capacity building activities in Rakhine State will be implemented, initially, as part of UNDP's Japan-supported project "Improving Inclusive and Sustainable Development for People Living in Rakhine State, Particularly Women".

GRSP will build sustainable partnerships between key action programmes (e.g. MAPDRR) and training institutions that can provide training services on a sustained basis. These include the GAD-based Myanmar Institute of Development Administration, Disaster Management Training Centre (DMTC), the University of Yangon and the Yezin University of Forestry and Environmental Science.

Feedback and learnings from the capacity building activities that has implications for new competencies that need to be institutionalised will be discussed with the Union Civil Service Board. This will be undertaken in collaboration with the UNDP LEAP Project, which has identified ECD and DDM as candidate agencies for piloting civil service reforms.

Output 4 - Subnational Implementation

The Project will work with closely with SERIP in strategic action planning for resilience and sustainability at the sub-national level. SERIP provides major support to township level governance through the advancement of participatory planning and implementation processes. SERIP also provides Township Grants for initiatives identified by local stakeholders. GRSP will provide technical assistance to selected State and Regional Governments, and potentially at township levels, for piloting of innovations. This is to support subnational levels understand their environmental issues and disaster risks, incorporate them in local planning, and address them through innovative solutions. Existing CSO networks that are pursuing resilience and sustainability initiatives in these locations will also be engaged.

In the three regions where the Project will initially be implemented, GRSP will build on existing UNDP vertical projects, as well as work with Development Partners' projects, to achieve synergies. In Sagaing, the Regional Ministry of Environment and the local offices of Union ministries have

[40] Under the ASEAN framework, a Myanmar entrepreneur, Ms Soe Amy Kyaw, who worked on coffee and cacao production and export business, received an ASEAN Outstanding Woman Entrepreneur Award.

identified watershed management action programme formulation as among the critical needs. GRSP will work closely with the existing UNDP project "Addressing Climate Change Risks on Water Resources and Food Security in the Dry Zone of Myanmar". This Adaptation Fund assisted Project can provide the experience and learnings on land rehabilitation and water management using a combination of risk information management and micro watershed planning in addressing local vulnerabilities of the farm sector to disaster and climate change.

The Sagaing and Bago Regional Governments have both indicated the need to improve capacities for more effective and inclusive approaches for natural resources and biodiversity management. The UNDP project "Strengthening Sustainability of Protected Ares of Myanmar" implemented with WCS, is generating important information and learnings that will help subnational initiatives better understand the issues and opportunities towards a more decentralised and more inclusive management of local biodiversity resources. UNDP's new Ridge to Reef project in Tanintharyi Region will also be engaged to develop synergies in the promotion of integrated planning for mutually beneficial biodiversity and livelihood outcomes and in the involvement of diverse ethnic groups in local environmental management.

In Sagaing Region, Bago Region and Rakhine State, resilience and sustainability planning priorities identified by the sub-national governments will be complemented by activities to improve access to renewable energy and reduce vulnerabilities that affect rural productivity. This will be facilitated under the proposed GEF-assisted "Myanmar Rural Renewable Energy Development Programme" and "Reducing Climate Vulnerability of Coastal Communities of Myanmar through an Ecosystem-based Approach" projects.

Initial support for improved sub-national action planning in Rakhine State will be implemented through UNDP's Japan-supported project "Improving Inclusive and Sustainable Development for People Living in Rakhine State, Particularly Women".

The Norwegian Government has committed to funding for UNDP's interventions to strengthen management of Inle Lake for improved environmental outcomes.

THE GEF Small Grants Program (SGP) is a small grants facility that can support qualified proposals from NGOs and community based organisations working on environmental issues that support global objectives of biodiversity, climate change adaptation and combating land degradation. UNDP will negotiate with the GEF SGP management to seek to customise the facility so that it complements the objectives and geographic coverage of Output 4. CSOs who participate in the local planning processes for subnational government projects can then apply for funding.

Risks and Assumptions

Political

Political risks involve changes in political leadership, and therefore commitments to the resilience and policy frameworks at the heart of GRSP, brought about by elections at the Union and sub-national levels. At the State and Regional levels, the decision-making dynamics are often affected by extraneous factors for which the Project has no control. Examples include cases of sensitive relationships between the local offices of Union Ministries and the Office of the State/Regional Minister because of varying technical capacities. There is also the dynamics between the executive branch and the legislative branch of government at the subnational level brought about by internal differences in approaches within the party in power. These situations could distract project stakeholders and derail project schedules. They could require new rounds of consultations that may delay the forward movement of plans.

Mitigation: At the subnational level, the Project will conduct political economy analysis to appreciate the formal and informal drivers of decision making and identify local champions that can be developed and supported. The Project will identify and support the development of articulate "champions" within the career service so that they can help provide orientation and endorsements even after the Project completion.

In Rakhine, the unstable peace and order situation could severely limit the choice of activities and pilot sites where innovations may be safely demonstrated under Output 4. This lessens the opportunity for marginalised communities to benefit from project interventions. In piloting innovative projects at the ground level that may be within or adjacent to former conflict zones, the slow process of seeking appropriate concurrence and clearances among different parties may potentially delay

project implementation. Misunderstandings during implementation may also be possible, provoking unnecessary tensions that could lead to long delays and eventual termination of activities.

Mitigation: The Project will encourage prior consultations with Ethnic Armed Organizations (EAOs) at the early stages of preparation of the activities prioritised by sub-national governments in collaboration with Union Ministries under Output 4. In collaboration with MONREC and MSWRR and other development partners on the ground, agree on regular coordination and communication mechanisms between government agencies and EAOs to carefully monitor progress and resolve potential misunderstandings as early as possible. The consultations will be guided by the framework set under the recent National Ceasefire Agreement (NCA).

Institutional

All target sectoral agencies have been part of previous consultations on the NEP, NBSAP, MAPDRR and MCCSAP that call for mainstreaming. As experienced world-wide, there will always be the risk of natural resistance from within the targeted Ministry for which the innovations are being introduced, especially under Output 1. This may also be compounded by the potential resistance from business groups in relevant sectors due to perceived additional costs to meet new standards.

Mitigation: The Project will conduct a detailed stakeholder analysis as well as stock-taking of ongoing efforts within the sector to address resilience and sustainability concerns. The Project would build on these internally generated efforts and conduct the mainstreaming process in a negotiated, step-wise pace that is within the general comfort level of the lead sector agency. The Project, to the extent possible, will provide ECD and DDM with evidence-based information (sourced from within and outside the country) to assist in negotiations with other agencies.

In some situations, the strong personality of a senior champion of government may solely drive the proactive participation of the agency in project activities, with little institutional capacity built. Should the senior champion leave office, the pace of involvement may be negatively affected, thereby jeopardising the sustainability of good practices started within the agency.

Mitigation: While starting with natural champions, GRSP will make concerted effort to involve and develop career officers who can institutionalise the good practices in agency plans and programs, as well as effectively articulate the merits of project interventions. Through the UNDP LEAP Project, work with the Union Civil Service Board to institutionalise good practices will facilitate the adoption of improved standards and competency requirements for relevant staff. GRSP will also aim to provide a continuous flow of information and establish broad professional networks to increase the pool of public servants capable of advocating for the adoption of good practices.

Due to the lack of precedent, few citizen groups may initially be interested to participate in the planning processes that will be conducted under Outputs 1 and 4, particularly at sub-national levels.

Mitigation: GRSP will support participating local authorities to employ guides and appropriate communication tools to encourage increased participation from key sectors within the community (e.g. user groups, professionals, women's organisations). The Project will also document successful interactions between government and civil society that result, or are expected to result, in effective projects and improved environmental outcomes.

Financial

Output 4 (sub-national demonstration of policy innovations) anticipates sub-national governments utilising their financial resources to finance the first few years of activities identified through their strategic action planning, with the Project providing expert technical assistance and limited support for planning and initial piloting activities. Additional assistance (from a variety of sources) will then be solicited to support the succeeding phases of the subnational project. It is possible that, due to resourcing constraints and budgeting limitations, some subnational partners may not be able to allocate sufficient counterpart funds, may delay the availability of funds, or may deprioritise important initiatives, thereby affecting the timely attainment of potential results.

Mitigation: Project interventions will consider a 2-year gestation period before actual physical activities are seen on the ground. Interventions should be timed at the early part of the year so that project proposals with budgets are included in budgetary outlays for the subsequent year by the concerned local offices of Union Ministries and the Subnational Governments. Key members of the local Parliament should be involved in the early discussions so that they can help advocate for their approval as part of the annual expenditure programmes. The strategic environmental financing framework to be developed under Activity Result 1.is also expected to result in a broad strategy that could support local implementation of initiatives in the long-term.

Stakeholder Engagement

The primary stakeholders of the project are ECD and FD of MONREC, DDM of MSWRR, PAPRD and DICA of MOPF, and selected sub-national governments and townships. The Project will help ECD, FD and DDM as key facilitators (and providers of technical advice) to mainstream resilience and sustainability concerns into the sectoral plans and programs of at least three sectors.

To effectively engage ECD, FD and DDM, the Project will facilitate agency-specific, participatory assessments of capacity for implementing project activities, identify current and potential strengths to build on, and adapt project targets to actual capacities and agency priorities in order to develop ownership. This approach will require regular presence of project staff in the said agencies, working with key champions in strategic offices and participating in agency planning and program assessment processes. Additionally, the engagement strategy for DICA will focus on helping establish strong evidence on the viability of green investments to support the effective advocacy of the formal promotion of green investments by MIC.

At the subnational level, equally important primary stakeholders are the participating entities with strong local orientations. These are represented by the regional ministries of natural resources and environment, municipalities and social affairs, and development affairs (representing the Development Affairs Organizations). The project aims to capacitate them, “back-to-back “with the local offices of ECD FD and DDM, so that programs that utilise innovative policies can be developed, adapted. implemented and applied to address local environmental and DRR issues. The Project will conduct political economy analyses of concerned sectors in Sagaing Region, Bago Region and Rakhine State, as well as other selected locations. This would enable the project to craft relevant location-specific approaches that take into account the inter-institutional dynamics affecting decision-making. Based on this, the Project will ensure intermittent presence of project staff at the sub-national levels to support decision-making, planning, monitoring and assessment.

Other equally critical stakeholders are the lead Union Ministries associated with at least 3 of the 5 respective target sectors (Agriculture, Fisheries, Tourism, Energy and Mineral Resources). Working in collaboration with the ECD, DRR and FD, the Project will assist them incorporate resilience and sustainability concerns in their respective sectoral plans and programs including project appraisal systems. A key engagement strategy is to provide evidence on the benefits of the mainstreaming of resilience and sustainability in the sectoral programs and specially build on ongoing internally-generated initiatives norms. Said ministries will also be assisted in communicating appropriate values associated with resilience and sustainability as advocated by the Project, among relevant private sector stakeholders (producers and processors etc.).

The Project, in collaboration with SERIP, will engage members of at least two parliamentary committees working on environment, natural resources and DRR at both Union and subnational levels in project planning and knowledge management events. They are important stakeholders who can help assure long term policy and budget support.

Local communities in several locations that host subnational projects under Output 4 are expected to benefit from technical and institutional innovations that may be piloted by their respective subnational governments and entities. They will be expected to be consulted in the design of local projects as well as in monitoring, assessment and reflection on lessons learnt. The design process shall include participatory screening processes for social and environmental impacts. To highlight inclusivity, differentiated targets and reporting of project interventions (i.e. for men and for women) will be practiced by the Project. Should the need at the subnational levels require, the Project will consult with EAOs on planned activities in conflict affected areas, identify common objectives and manage differences. In implementing this consultation process, the Project shall be guided by both guidelines and consensus reached under the NCA.

South-South and Triangular Cooperation (SSC/TrC)

The Project will facilitate South-South collaboration for timely information on good practices in similar situations that can be used by decision makers as benchmarks for planning interventions. Simultaneously, the experience in Myanmar can contribute to the development of the body of knowledge on relevant interventions. A good part of the South-South collaboration will be linked with ASEAN, where Myanmar is an active member. UNDP’s Bangkok Regional Hub will be engaged to provide assistance in making the appropriate linkages.

Under Output 1, the Project will help partner agencies become acquainted with the experience of mainstreaming in other countries, including those assisted by UNDP-UN Environment PEAS and

UNDP BIOFIN. These include the experience on linking poverty and environment in the Philippines, public environmental expenditure reviews in Indonesia and Bhutan, and financial strategy formulation for biodiversity conservation in the Philippines, Vietnam and Sri Lanka (where climate change is also considered in the strategy).

The project work on developing the DRM policy and relief and recovery frameworks will tap the learnings from cooperation among ASEAN countries. Reference is made to the cooperation with ASEAN Countries (particularly among the Mekong countries) under the ASEAN Agreement on Disaster Management and Emerging Response (AADMER) and the working group that maintains knowledge exchange related to the 2016 ASEAN Disaster Recovery Guide. To support interventions that will strengthen the environmental compliance and enforcement and citizen participation, a review of studies on experiences and good practices in Indonesia, the Philippines and Mekong countries may be conducted in consultation with the ADB and the Institute for Global Environmental Strategies (IGES).

Under Output 2, the Project will help establish linkages with initiatives under the UN Global Compact (UNGC). The Myanmar network for the UNGC has been considered as among the more active in ASEAN. The experience of ASEAN countries including parts of South Asia (India) in promoting green investments may be studied with support of the UN Global Compact. The Project will facilitate knowledge exchange with the ASEAN-based Programme Secretariat to support the Strategic Plan for small and medium enterprises. This will enable access to pioneering work in green investments. The potential for engaging with China's Belt and Road Initiative to support the development of green investment opportunities in Myanmar will also be explored.

Under Output 3 and Output 4, the Project will link project partners with relevant information on experience and lessons learnt by neighbours in their efforts to strengthen institutional capacities of environment, climate change and DRR offices. Among the outstanding initiatives in the Asia Pacific is the Asia-Pacific Adaptation Network or APAN which holds regional fora on technical and institutional reforms related to climate change adaptation.

The International Council for Local Environmental Initiatives (ICLEI) has an active Southeast Asia programme that brings together the experience of ASEAN countries in introducing local environmental measures particularly in the urban setting. Within ASEAN, special thematic working groups that may also be tapped include those working on biodiversity (ASEAN Center for Biodiversity or ACB), social forestry (ASEAN Social Forestry Network or ASFN), environmental management, food security and climate change. These initiatives maintain knowledge hubs that document experience in improving governance for resiliency and sustainability, which can be tapped to broaden the menu of options of project partners.

Knowledge

The Project is expected to assemble and generate a wide spectrum of knowledge helpful to Union ministries, sub-national governments, and the private sector (both big businesses and small NRM-based enterprise initiatives wishing to expand). Much of the knowledge generated may also be useful to interest groups who want to be heard in government decision-making processes, particularly at the local levels.

The cross-cutting messages of the various knowledge products (case studies, policy briefs, how- to-guides, etc.) generated from project experience may include the following:

- Mainstreaming the resilience and sustainability strategies and practices can be addressed in an integrated manner and not individually to avoid confusion. There is also a need to increase emphasis on preventive measures rather than curative ones. An example is the choice of production technologies that prevent pollution.
- Protecting the environment does not only provide for public good, it can also be the basis for viable green business for rural communities. Green investments can benefit more people and directly support women's economic empowerment.
- In addition to the conventional approach of human resource capacity which focus on strengthening of individuals, there is also a strong need to invest in strengthening office teams to perform better as key to organisational capacity building. Working groups that consist of both government and non-government actors can also be strengthened for better performance.

- Many location-specific environmental concerns are recurrent and a wide range of solutions have been developed in many parts of Asia for these types of issues. What is immediately important is for local stakeholders to understand the nature and scope of their local issues and begin with practical and implementable actions. To support this, build partnerships between Union and Subnational governments and among government, civil society and business.

Under Output 1, the key knowledge products include sectoral plans and programs that incorporate resilience and sustainability concerns. It will also include case studies of their application in project designs and business proposals. Guidelines will be developed to inform those who belong to the respective sectors.

Under Output 2, the key knowledge products include: the folio of successful practices and lessons in green business for potential replicability in Myanmar; road maps for enabling interventions to expand green economic activity in Myanmar; and documentation of green business advisory services as examples of small-scale green business start-up approaches.

Under Output 3, the key knowledge products are orientation and training modules and back-up information products that are customised for different audiences such as senior decision makers, legislators, technical planners and implementers. The key topics covered by the learning modules will include environmental management planning by business and by subnational governments; environmental finance and resource mobilisation; compliance monitoring; administrative and environmental justice; green business; and human resources capacity building. The project will identify and work with existing formal or informal knowledge networks to explore engaging these as platforms for dissemination of knowledge products and information emanating from the Project (e.g. good practices, follow up information for training participants, etc).

Under Output 4, environmental plans and programs prepared by participating subnational offices can become good examples of initiatives to be used by other State and Region governments and township authorities. Good practices utilising innovative decision support tools will be documented and disseminated.

Sustainability and Scaling Up

The processes proposed by the Project are generally long term in nature. In terms of governance improvements, only so much can be accomplished over a five-year project period. Planning for sustainability is critical in order that processes that were started under the Project are to be allowed to fully mature and produce outcomes among the concerned Agencies and their target clients and beneficiaries. To ensure ownership, consultations were made with Union ministries and selected State and Regional governments prior to active project preparation. These consultations were made in the context of newly launched resilience and sustainability policy frameworks for the concerns addressed by the Project.

To ensure that the Project interventions are not driven by ready-made solutions, full implementation activities will kick off with various rapid capacity needs analysis to be conducted depending on the nature of the agency. These would consist of simple training and communications needs analyses for Union-level agencies, and stakeholder analyses for target agencies of mainstreaming. For subnational levels, political economy analyses may be needed in addition to training and communications needs analyses. This will ensure that capacity building interventions (policy analysis, training, communication) are guided accordingly and project interventions adapted to the local situation. To the extent possible, advocacy and communication plans will be developed for each partner agency. Such plans would clearly demarcate target knowledge skills and attitudes, and strategies that will be addressed.

The multiyear Project work plan will be further fine-tuned in collaboration with focal points and planning offices of key partner Agencies to make sure that they are aligned with the Ministries' overall vision, strategies, work plan and schedules. Implementation progress will be subjected to reviews by the Ministry concerned so that important evidence and insights are captured and factored in the regular program of the agency. The Project will support the strengthening of existing formal and informal peer support networks that can help supplement dedicated training programs for target actors. These knowledge networks will be identified during the training needs assessments.

Sustainability and upscaling are partly functions of demand, particularly from citizens and subnational governments and authorities. Demand, in turn, is partly a function of successful communication of examples of successful action. The documentation of good practices generated

and lessons learnt are therefore critical actions of the Project. Further, the knowledge networks to be strengthened under the Project will include promotional programs that encourage the sharing of documented good practices as basis for interactions among professionals in government, and between citizen groups and concerned government agencies. Supporting the exchanges of experience among sub-national authorities will also help generate widespread interest and demand for more guidance and support from Union ministries.

Existing institutions and programs will be engaged to implement most of the project activities. To the extent possible, local consultants will be prioritised to provide expert inputs. Both international and local consultants will be requested to also include knowledge transfer plans to ensure that key technical subject matter specialists would be able to optimise hands-on opportunities for learning new concepts and skills.

The Project will develop the framework for strategic environmental financing under Activity Result 1.4. As part of this work, the Project will develop practical guides for resource mobilisation and to operationalise the framework.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the management of this Project are maximised through the following elements:

- **National ownership and use of country systems** to implement most of the activities, especially those that require economies of scale (e.g. training government staff across line ministries, etc.). While UNDP will contribute human resources to deliver technical and facilitation support, implementation will generally mobilize government bodies, staff and processes. This approach allows concentration of UNDP staffing costs to key advisory positions and minimal field/implementation staff. Working through country systems also means that the lessons learned and the capacity developed will remain with supported institutions, facilitating policy uptake and dissemination. This will impact a much wider group of beneficiaries than directly covered under this Project and result in even greater cost-effectiveness.
- ***De facto* cost-sharing with government:** although not formally calculated, the government contribution to project activities is real, given the central role given to country systems and human capacities in GRSP. Subnational governments will also be encouraged to provide counterpart funding using their own budgets. The Project will not pay stipends or premiums to GoM staff, and per diem allocations for attending workshops and other events are provided only to traveling participants and calculated considering Myanmar public service scales. While the Project will sponsor limited capital expenses of partner institutions to deliver certain activities (e.g. IT and office equipment for training institutes), it does not plan to cover such needs comprehensively – GRSP will complement GoM's own investments. Cost-sharing also means the possibility given to UNDP utilizing public buildings for Union-level and sub-national project offices, as well as during trainings and workshops.
- **Contracting implementation services where cost-effective**: as necessary, responsible parties will be enlisted, with a preference for qualified national entities with proven track records. This not just due to staffing costs but also due to the more flexible operational arrangements used by these execution partners where mobility is often constrained by security reasons for UNDP in remote or conflict-affected areas.
- **Integrated implementation approach with other UNDP Projects**: under the new CPD, and as explained in Section III, a high level of integration across UNDP's portfolio has been sought at the conceptual level to deliver on the selected outcomes. This also translates into a joint approach to implementation. There will be a multitude of opportunities for projects to jointly conduct workshops, conferences, dialogue events or study tours and share costs, or to commission studies or surveys that can serve more than one project. The adoption of an area-based approach opens opportunities for increased cost-efficiency. Maximizing the benefits of this portfolio approach, at the heart of UNDP's vision for effectiveness and efficiency, will be the task of the new Chiefs of Programme Units (Governance and Peacebuilding, and Sustainable and Inclusive Growth). At an operational level, the integrated approach implies the Project's use

of UNDP's common services for processing procurement, human resource management, administration, finance and logistical support for operations.

- **Integrated implementation approach with UN Environment:** The joint UNDP & UN Environment PEAS will also draw on and integrate with UN Environment's related work on green investments in Myanmar and the region including those under UNEP Inquiry into the Design of a Sustainable Financial System, UNEP Finance Initiative and the International Coalition for Green Development on the Belt and Road.
- **Building partnerships with financial and technical development partners**, such as the ADB, UN-Habitat, WWF, WCS, FFI, Vermont Law School, and others, as already underlined in Section III. Opportunities for joint implementation of activities will be sought through direct contacts and through the Sector Coordination Groups. UNDP's position as lead technical assistance provider to the new DACU will also facilitate engineering such partnerships.

Project Management

Project Locations and Offices

The Project will have impact at the Union level as well as conduct activities in Rakhine State, Sagaing Region, Bago Region and a number of other locations to be confirmed. Project Management will be based at the UNDP offices in Yangon and Nay Pyi Taw. Technical teams for each output will be housed either in the same office or at key counterparts' offices.[41] Depending on the eventual profile of participating entities at the sub-national level, Project staff may be housed in local administrative buildings.

Implementation Arrangements

The Project will use the Direct Implementation Modality (DIM), where UNDP is the Implementing Partner (IP). Under DIM, UNDP will bear full responsibility and accountability to manage the project, achieve project outputs and ensure the efficient use of funds. UNDP will be accountable to the funding partners for the disbursement of funds and the achievement of the project objective and outcomes, according to the approved work plan. In particular, the IP will be responsible for the following functions: (i) coordinating activities to ensure the delivery of agreed outcomes; (ii) certifying expenditures in line with approved budgets and work-plans; (iii) facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; (iv) approval of Terms of Reference for consultants and tender documents for sub-contracted inputs; and (vi) reporting to the Project Board on project delivery and impact. UNDP's Chief of the Sustainability and Inclusive Growth Programme Unit will take overall responsibility for achieving results of the project and report to the Project Board. Under his/her supervision, the day-to-day management of the Project will be delegated to a Project Management Team (PMT), as detailed in Section VII.

UNDP, as the IP, will enter into agreement with other entities, or Responsible Parties (RP) to deliver project outputs. UNDP will sign a standard Letter of Agreement (LoA) with respective government agencies to delineate the areas of collaboration, expected support from UNDP, commitments from the recipient organizations (in particular with regards to availability of staff for capacity development programmes and co-selection of service providers) and for the transfer of funds, if applicable. The LoA regulates the implementation modality, usage of the funds provided by the UNDP, and reporting and audit requirements. UNDP will ensure technical and financial monitoring of all activities undertaken by RPs and state institutions are in line with the signed agreements. Bi-Monthly Project Management Meetings between UNDP and any RPs will provide further guidance on implementation. The project components supported through the joint UNDP & UN Environment PEAS will be implemented through the UNDP Country Office in consultation with the regional PEAS team. The regional PEAS team will provide support and guidance to regional components of this project, including engagement with ASEAN bodies, and in regional fund raising to support implementation of GRSP.

Auditing

As DIM is the selected implementation modality for the Project. UNDP will apply the DIM audit arrangements. The audit of DIM projects is done through the UNDP's Office of Audit and Investigation (OAI). Audits shall be conducted on an annual basis. Where Micro-Capacity Grants

[41] Subject to confirmation, likely with MONREC Minister's office, ECD, DDM and DICA.

are used, micro HACT[42] assessments will be conducted by independent third parties before signing a Standard Grant Agreement for Micro-Capacity Grant and specific audit requirements will be used. Should the biennial Audit Report of the Board of Auditors of the UNDP to its governing body contain observations relevant to the contributions, such information shall be made available to the donor.

Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the project shall be vested in UNDP. Matters relating to the transfer of ownership by the UNDP shall be determined in accordance with applicable policies and procedures of the UNDP.

Collaborative Arrangements and Direct Project Costing

GRSP will cost-share certain implementation costs with other projects under the new CPD. Given the thematic complementarity of the planned projects, and the similarity in institutional partners, some of the international advisors and staff will share their time between different projects, and be costed accordingly to each project's budget. It is foreseen as well that the projects will co-organise a significant number of training, knowledge exchange and planning activities, for the same reasons as technical staff resources are shared. All of these will greatly reinforce the integrate approach taken by the new CPD. The Project's operational means, in particular at the sub-national level where different projects will coincide, will also be pooled, where possible.

In line with the UNDP Executive Board - approved Policy on Cost Recovery (EB document DP-FPA/2012/1, DP-FPA/2013/1 and EB Decision 2013/9), organisational costs incurred by UNDP in terms of staff time and other implementation costs of a policy-advisory, technical and implementation nature essential to deliver development results of the project will be included in the project budget and directly charged. This includes the Direct Project Services (DPS) provided by UNDP Country Office, according to UNDP Direct Project Cost (DPC) policy. DPS costs are those incurred by UNDP for the provision of services that are execution-driven costs, directly related to the delivery of project.

[42] Harmonized Approach to Cash Transfers, used by all UN agencies.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF: Outcome 2: By 2022, Myanmar becomes more resilient to climate and disaster risk with efficient environmental governance and sustainable use of natural resources

Outcome indicators as stated in the Country Programme:

- Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
- Direct disaster economic loss in relation to global gross domestic product (GDP)
- Proportion of biomass energy generated from natural forests (Myanmar Energy Master Plan 2015)
- Renewable energy share in the total final energy consumption (%)
- Savings on the total forecast electricity consumption (INDC, 2015)
- Forest area as a proportion of total land area

Applicable Output(s) from the UNDP Strategic Plan: UNDP Strategic Output 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict

Project title and Atlas Project Number: Governance for Resilience and Sustainability Project (GRSP) – 00111777

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	Final	
Output 1 Resilience and sustainability policy frameworks are strengthened and implemented	a. Number of sector based government plans developed incorporating resilience and sustainability criteria, which are gender sensitive (PEAS).	TARGET SECTOR AGENCY	0	2019	0	1	2	3	3	3	Desk Review Agency Interview
	b. Number of gender-responsive measures developed to contribute to priority actions under Myanmar Action Plan on DRR i. Disaster management Policy ii. Recovery frameworks iii. Relief Guidelines	DDM	TBD	2019	0	1	3	4	5	5	Desk Review

	c. Strategic, integrated environmental financing strategy adopted and used by MONREC in multiyear planning and budgeting to support implementation of environment and climate change related work (PEAS).	MOPF MONREC	0	2019	0	0	1	1	1	1	Desk Review Interview of Sample Agencies
	d. Annual change in number of environmental monitoring or compliance inspections undertaken by ECD staff (as a percentage)	ECD	TBD	2019	0	5%	5%	5%	5%	22%	Desk Review Interview
Output 2 Increased promotion of small and large-scale green investments	a. No. of road maps developed for priority environmental goods and services and for green finance that can promote resilience and sustainability (PEAS)	MOPF	Eco-tourism road map	2018	0	1	3	5	5	5	Desk Review Interview
	b. Environmental goods and services adopted as an investment category, or otherwise institutionally recognised, for promotion by the Myanmar Investment Commission	MIC	0	2018	-	-	1	1	1	1	Desk Review Interviews
	c. No. of private sector businesses, including banks and community businesses, receiving green finance and business advisory services (PEAS)	Vertical fund projects and counterparts	0	2018	-	2	2	4	5	5	Project reports

	d. No. of women and no. of vulnerable groups benefiting from improved green business opportunities and collaboration with private sector entities leading to economic empowerment; data for women collected and tracked separately (from CPD)	Vertical fund projects and counterparts	TBD	2018	0	0	50	100	150	150	Pre and post surveys Data for women collected separately with specific targets for the number of women benefiting.
Output 3 Improved organisational arrangements and capacity of targeted government offices with environment, climate change and DRR responsibilities	a. No. of organizational and human resources development plans formulated for selected national and subnational institutions addressing critical targets on resilience and sustainability issues	ECD DDM	0	2018	0	2	2	2	2	2	Project Reports Desk Review
	b. No. of government staff (including parliamentarians) at Union and Subnational level trained on sustainability and resilience concepts (including on differential gender impacts), disaggregated by sex	ECD DDM	TBD	2018	50	100	100	100	100	450	Project Reports Desk Review Interviews
	c. No. of manuals developed that govern the use of the Myanmar Disaster Loss and Damage Database (including guidance on collecting and managing gendered statistics) to support institutionalisation	DDM	0	2018	0	0	1	2	2	2	Project Reports

Output 4 Local resilience and sustainability issues are addressed through inclusive subnational implementation of innovative policies and programs of action	a. No. of subnational Strategic Action Plans developed to address local issues of resilience and sustainability (including to explicitly address disaster risk and climate risk management)	ECD FD DDM S/R AND TSP	0	2018	0	1	2	3	3	3	Project reports
	b. Number of knowledge products developed and disseminated that describe experience, key principles and possible strategies for preparing action plans or responding to localized environment problems	ECD FD DDM	0	2018	1	2	3	4	5	5	Project reports Desk review Interview of target S/R and TSP
	c. No of mechanisms developed and adopted to facilitate meaningful participation in environmental management and DRR (disaggregated by women's groups, civil society, vulnerable communities etc)	TBD	TBD	2019	0	1	2	3	3	3	Project reports

VI. MONITORING AND EVALUATION

UNDP will establish a permanent, internal technical and financial monitoring system for the activities and prepare regular progress reports and final reports. Every report will provide an accurate account of implementation of the activities, difficulties encountered, changes introduced, as well as the degree of achievement of its result, as measured by corresponding indicators, using as reference the results framework matrix and the result indicators.

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	The project will track and analyse progress data against the results indicators in the RRF to assess the progress in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management. Advanced progress will also be noted to determine enabling factors	ECD, FD and DDM	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained and updated to keep track of identified risks and actions taken.	ECD, FD and DDM	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. Learnings will be fed into the regular assessment and planning process of key partner agencies.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	ECD, FD, DDM, PAPRD, DICA	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify	Annually	Areas of strength and weakness will be reviewed by project	Relevant technical	

	project strengths and weaknesses and to inform management decision making to improve the project.		management and used to inform decisions to improve project performance.	support desks at UNDP Regional Hub	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by key partners involved in each of the 4 project outputs and by the project board and used to make course corrections.	NA	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	NA	NA	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress as well as outstanding progress should be discussed by the project board and management actions agreed to address the issues and opportunities identified.	NA	

Evaluation Plan[43]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review	NA	2	2	2020	UNDP partners; implementing agencies; Union, State/Regional and local governments directly benefiting from the project.	150,000 Source: project funding
Final Output level evaluation	NA	2	2	2022	UNDP partners; implementing agencies; Union, State/Regional and local governments directly benefiting from the project.	150,000 Source: project funding

[43] Optional, if needed

VII. MULTI-YEAR WORK PLAN[44]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Indicative Planned Budget by Year					RESPONSIBLE PARTY	INDICATIVE PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: Resilience and sustainability policy frameworks are strengthened and implemented	**Activity Result 1.1:** Resilience and sustainability concerns are incorporated into project screening and appraisal systems for public and private investments and into sector plans for 3 key sectors. • Consolidated mainstreaming strategy drawing on NEP, NBSAP, MAPDRR and MCCSAP • Mainstreaming in target sectors (from Energy, Agriculture, Fisheries, Mining, Tourism) • Finalise NEP framework • Mainstreaming in public appraisal system • Documentation of experience and sharing • Support for development of a central repository of disaster risk information and related data	100,000	275,000	300,000	205,000	250,000	UNDP			1,130,000
	Activity Result 1.2: Support the implementation of MAPDRR, including the development of a disaster risk management policy, recovery framework and relief guidelines. • DRM policy developed • Develop national recovery framework • Disaster Relief Guidelines developed • Facilitation of partner support for MAPDRR implementation • Conduct disaster awareness and preparedness strengthening programmes in the schools and communities, including initiatives with a hazard specific focus	270,000	400,000	400,000	200,000	200,000	UNDP			1,470,000

[44] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Indicative Planned Budget by Year					RESPONSIBLE PARTY	INDICATIVE PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	Activity Result 1.3: Support the implementation of the environmental policy and regulatory framework, including through strengthened participatory decision-making, monitoring and compliance processes. • Strengthen public participation processes • Strengthen monitoring and compliance • Strengthen environment justice and administrative justice mechanisms • Facilitation of partner support to NEP implementation	20,000	200,000	150,000	150,000	175,000	UNDP			695,000
	Activity Result 1.4: Integrated environmental financing strategy adopted • Develop integrated environmental financing framework • Support development of Environmental Management Fund • Support BIOFIN and CPEIR in Myanmar	30,000	120,000	125,000	55,000	50,000	UNDP			380,000
	MONITORING	20,000	40,000	50,000	50,000	50,000	UNDP			210,000
	Sub-Total for Output 1									3,885,000
Output 2: Increased promotion of small and large-scale green investments	**Activity 2.1**: Folio of Green Business Cases developed and communicated • Scoping of trends and gaps in green business • Study and communication of national cases • Study of communication of regional cases	35,000	100,000	50,000	15,000	15,000	UNDP			215,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Indicative Planned Budget by Year					RESPONSIBLE PARTY	INDICATIVE PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	Activity Result 2.2: Myanmar Investment Commission investment categories are expanded to support the development of an environmental goods and services sector. • Consensus building on road map (policy, research, marker development) for environmental goods and services promotion • Study examples of environmental goods and services associated with the candidate sectors for mainstreaming resiliency and sustainability • Training and communication campaign	25,000	140,000	145,000	130,000	130,000	UNDP			570,000
	Activity 2.3: At least five green business opportunities (identified through existing UNDP projects) receive business advisory services, contributing to women's economic empowerment • Business advisories to promising businesses • Documentation & sharing of experience	-	100,000	150,000	150,000	150,000	UNDP			550,000
	MONITORING	5,000	10,000	10,000	15,000	20,000	UNDP			60,000
	Sub-Total for Output 2									1,395,000
Output 3: Improved organisational arrangements and capacity of targeted government offices with environment, climate change	**Activity Result 3.1:** Organisational and human resources development strategies and action plans developed, and learning events implemented, for national and sub-national institutions • Support to ECD organizational capacity • Support to DDM organizational capacity • Capacity building for Parliaments • Contribute to institutionalisation of the Myanmar Loss and Damages Database and promote its usage for development planning	145,000	250,000	355,000	365,000	275,000	UNDP			1,390,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Indicative Planned Budget by Year					RESPONSIBLE PARTY	INDICATIVE PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
and DRR responsibilities.	**Activity Result 3.2:** Knowledge support networks strengthened, and feedback provided to the Union Civil Service Board and targeted educational institutions. • Development of post-training knowledge and information back-up service • Feedback provision to targeted educational institutions and UCSB to inform education planning and civil service reform	-	60,000	100,000	100,000	100,000	UNDP			360,000
	MONITORING	10,000	15,000	15,000	15,000	15,000	UNDP			70,000
	Sub-Total for Output 3									1,820,000
Output 4: Local resilience and sustainability issues are addressed through inclusive subnational implementation of innovative policies and programs of action	**Activity Result 4.1:** Inclusive Strategic Action Plans developed and launched to address local issues relevant to resilience and sustainability. • Inle Lake management • Rakhine strategic action planning • Sagaing strategic action planning • Bago strategic action planning • Support the development/updating of multi-hazard risk management plans in priority states/regions	1,000,000	1,100,000	1,000,000	1,015,000	1,025,000	UNDP			5,140,000
	Activity Result 4.2: Guidelines for sub-national resilience and sustainability action plans, knowledge products and trained facilitators developed. • Development of process guides on subnational strategic action planning for resilience and sustainability • Knowledge products on strategic action plans and processes • Development of a corps of local facilitators to help cascade process to other localities	-	125,000	125,000	150,000	150,000	UNDP			550,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Indicative Planned Budget by Year					RESPONSIBLE PARTY	INDICATIVE PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	Activity Result 4.3: Small grants facility to support civil society participation in subnational initiatives established • Establishment of the Small Grants Facility • Grants support to civil society organizations	35,000	100,000	110,000	110,000	95,000	UNDP			450,000
	MONITORING	50,000	75,000	75,000	75,000	75,000	UNDP			350,000
	Sub-Total for Output 4									6,490,000
Evaluation *(as relevant)*	EVALUATION			150,000		150,000	UNDP			300,000
General Management Support	8% of Project Costs									1,110,000
TOTAL										15,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Figure 2 outlines the Project's governance and management structures, including the different roles and responsibilities of the parties involved in governing and managing the project. The project governance structure will ensure UNDP's accountability for programming activities, results, monitoring and management of risks, and the use of resources, while at the same time fostering national ownership and alignment with national processes. Annex 12 presents the Terms of Refence of the Project Board and of key Project staff positions.

Project Governance

The different roles and responsibilities within the Project's governance structure are described as follows:

The **Project Board** is the highest authority within the Project's governance structure. The Board is responsible for providing overall strategic direction to ensure that the project's objectives are being met, that progress is achieved against set targets, and that risks and issues are adequately addressed through management actions. It is composed of the following members:

- Co-chairs: MONREC Permanent Secretary and UNDP Country Director (representing also the joint UNDP & UN Environment PEAS programme)
- Senior Beneficiaries: Union-level executive institutions (MONREC (ECD, FD), MSWRR (DDM), MOPF (PAPRD, DICA)) and representatives of State/Region Chief Ministers and relevant agencies from subnational locations the Project is active (Bago, Sagaing and Rakhine initially)
- Senior Suppliers: Other donors.

Decision-making is to be by consensus of the members of the Project Board present at a duly convened meeting, with the Co-chairs holding the final decision in case of ongoing disagreement. Other relevant stakeholders (i.e. CSOs and responsible parties from the areas where the project is being implemented) may be invited to attend Project Board meetings as observers, as approved by the members, but without decision-making rights. The Committee will meet twice per year, but can be convened on an ad-hoc basis at the request of any of the members or of the Project Manager.

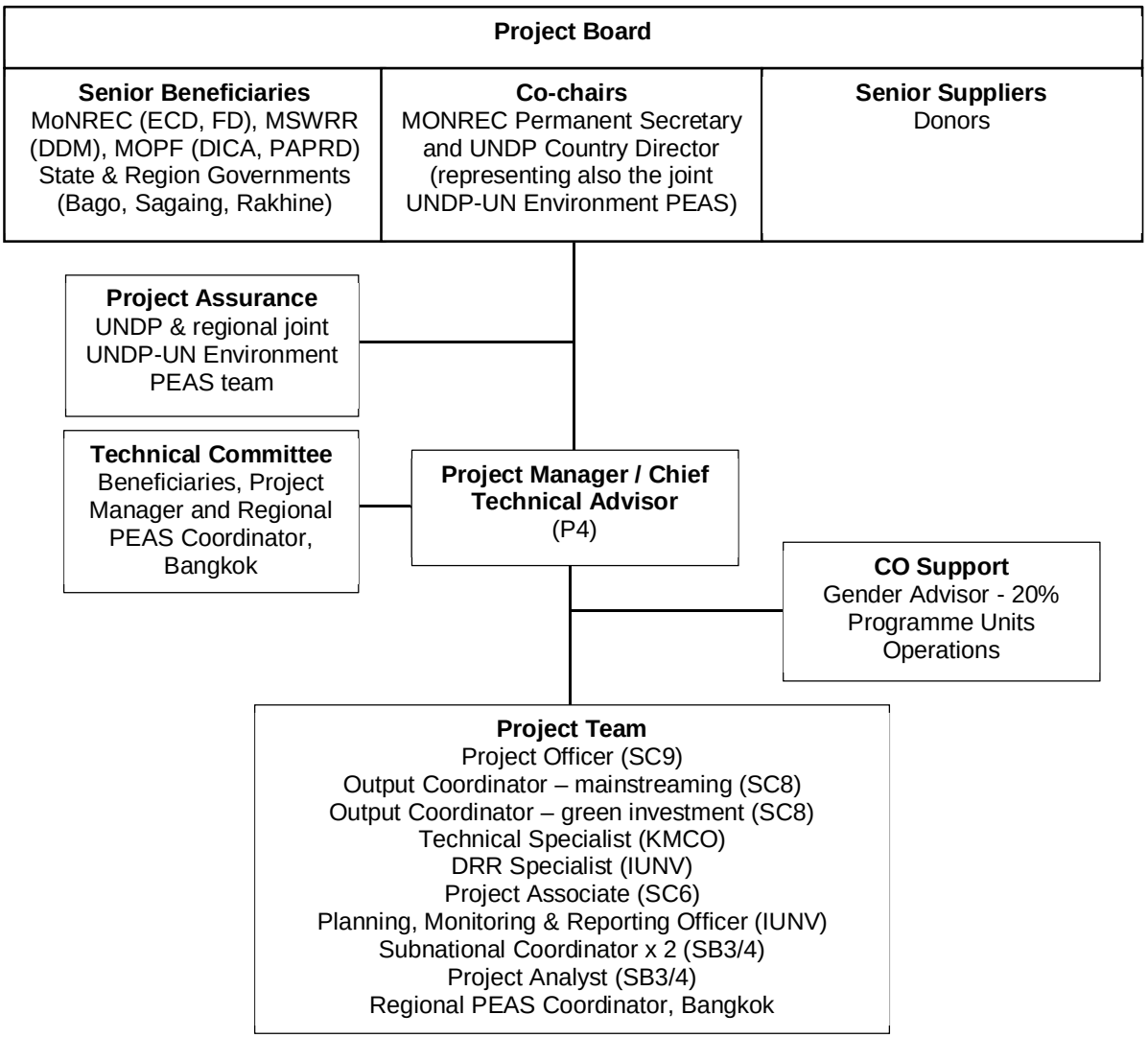
Given the wide range of institutions and thematic issues covered by the Project, and to ensure more agile decision-making regarding output-level implementation, the Project governance structure is complemented by a **Technical Committee (TC).** The TC is co-chaired by a senior beneficiary institution (DG-level) and the Project Manager. Pending GoM agreement, UNDP proposes that, tentatively, the TC 1 be co-chaired by ECD and DDM. Other government institutions (executive, legislative) will also participate as members in the TC. Responsible parties are represented in the TC without voting rights. Donors are not represented in the TC as it is first and foremost meant to be a dialogue and problem-solving space for government and the Project team. The TC cannot change the overall nature of an Output and its expected results but will prepare and approve workplans as it sees fit and approve new partnerships to implement the Project as needed. The TC will meet on a quarterly basis.

Further, the Project Board may decide, when a critical amount of project activities happens in any single State or Region, to establish a **S/R Coordination Committee**, to guarantee the utmost level possible of coordination and integration between project activities implemented under the different outputs. The Coordination Committee will be co-led by the relevant Chief Minister and UNDP Area Office Coordinator. It will not have decision-making powers on AWPs and budget revisions, but make suggestions for considerations by the Project Board.

The UNDP Country Office, with support from the regional joint UNDP & UN Environment PEAS team, will perform a **Project Assurance** role, in support of the Project Board, by carrying out objective and independent project oversight and monitoring functions to ensure strategic and substantive coherence between the UNDP Country Programme and GSRP relevance and compliance with quality standards, completion of appropriate project management milestones and implementation according to UNDP rules and regulations. This role cannot be delegated to the Project Manager. A UNDP Programme Officer, or M&E Officer, will hold the Project Assurance role on behalf of UNDP.

The Project falls under the UNDP Country Programme Document 2018-2022. As such, the Project will also be reviewed by the **Country Programme Board**, which is responsible for overseeing and guiding overall implementation of the Country Programme. The Country Programme Board is co-chaired by UNDP and MOPF and is made-up of government counterparts and contributing donors. The Country Programme Board will be convened annually or as requested by the Chairs.

Figure 2: Project Management and Governance Board



Project Staffing and Implementation:

Project implementation will be ensured by a dedicated staff, under the leadership of the Project Manager. The Project Manager is responsible for executing project funds according to the work plans established by the Project Team and approved by the Project Board. S/he is also in charge of overall monitoring and reporting to the Board and donors. S/he will be the interface between the Project Team and Technical Committee, as well as UNDP Country Office's Operations and Programme Units. The Project Manager should ensure that the utilisation of project funds remains within the framework set by the Project Document and approved AWP, allowable deviation from time and budgets, Project Board/UNDP Country Office decisions, UNDP Rules and Regulations, and national legislation. The Project Manager will provide direction and guidance to the Project Team, ensuring cross-output coordination. S/he will work with and State/Region Coordination Committees and the Subnational Coordinators to maintain S/R-based workplans (not budgetary tools as only the overall Project AWP, which is output-based, will be presented to the Project Board for approval). The Project Manager will oversee the preparation of output-based reports. The Project Manager will also represent the Project in UNDP Country Programme meetings to ensure good

coordination with other Projects. Finally, the Project Manager will report to the Project Board and UNDP senior management on the implementation of the project and update periodically on the project management and assurance mechanisms in place. The Project Manager will liaise closely with the Regional PEAS Coordinator in Bangkok to ensure effective implementation and reporting of PEAS components. The Project Manager will ensure that the role of UN Environment, through the PEAS component, is reflected in discussions with external partners.

The Project Manager is supported in his/her functions by the **Project Team**, which will aid management and administration, as well as provide technical guidance and inputs. The Project Team will assist in mobilising project resources and the support of UNDP Operations (human resources, travel, finances, procurement) to carry out activities and produce outputs in line with the approved AWP, including the management and oversight of the responsible parties for the procurement of goods and services, as specified within the AWP. The Project Team will monitor progress in the implementation of the project, assess progress in the achievement of outputs and targets and in the use of financial resources, review project activities per set quality criteria, monitor issues and risks and update these in the project issues and risks logs. Project Quarterly Progress Reports and the Annual Review Report will be prepared and submitted through the Project Manager to the UNDP Country Office for onward submission to the Project Board.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

[NOTE: The following section is required for all project documents, and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Myanmar and UNDP, signed on (17 September 1987). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply**.**

RISK MANAGEMENT STANDARD CLAUSES

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][45] [UNDP funds received pursuant to the Project Document][46] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

[45] To be used where UNDP is the Implementing Partner

[46] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template**
3. **Risk Analysis**
4. **Overview of the Relevance of Myanmar's Economic Policy Objectives for Resilient and Sustainable Development**
5. **Myanmar's Key Policy Frameworks Addressing Resilience and Sustainability**
6. **GRSP's Links to CPD Outputs**
7. **Linkages between GRSP and other UNDP projects**
8. **Relevance of candidate sectors as priorities for mainstreaming and overview of the proposed mainstreaming process**
9. **Environmental Goods and Services**
10. **Profile of Organisational and HR Capacity Building Support**
11. **Subnational Environmental and DRR Initiative in Sagaing**
12. **Project Board Terms of Reference and TORs of key management positions**

Annex 1 Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ◉◉◉◉◉	HIGHLY SATISFACTORY (4) ◉◉◉◉○	SATISFACTORY (3) ◉◉◉○○	NEEDS IMPROVEMENT (2) ◉◉○○○	INADEQUATE (1) ◉○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned**.** Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):

- **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.
- **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.
- **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	

Evidence

Theory of Change clearly links intervention logic to the following UNDP CPD (2018-2022) outputs:

2.1: Improved disaster and climate risk management systems for community resilience

2.2: Solutions developed at the national and sub-national levels for sustainable management of natural resources and ecosystem services as a platform for inclusive economic development

Development challenge and Strategy provide clear justification for the approach taken in the project.

- GRSP Theory of Change Diagram
- GRSP draft Project Document (data and evidence used for designing Theory of Change cited fully within the Project Document)
- GRSP draft Project Document Annexes 4 (Overview of the Relevance of Myanmar's Economic Policy Objectives for Resilient and Sustainable Development), 5 (Myanmar's Key Policy Frameworks Addressing Resilience and Sustainability), 6 (GRSP's Links to CPD Outputs), 7 (Linkages between GRSP and other UNDP projects) and 8 (Relevance of candidate sectors as priorities for mainstreaming and overview of the proposed mainstreaming process)
- UNDP draft Country Programme Document

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): • **3:** The project responds to one of the three areas of development work[47] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[48]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)* • **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)* • **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.	3 **2** 1 **Evidence** Project accurately mirrors Strategic Plan Output 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict. The project Results Framework include solutions presented in the UNDP Strategic Plan 2018-2021. - UNDP, Strategic Plan (2018-2021) - GRSP Results Framework
RELEVANT	
3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project): • **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)* • **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)* • **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. *Note: Management Action must be taken for a score of 1	3 **2** 1 *Select (all) targeted groups: (drop-down)* **Evidence** GRSP will translate national-level assistance to targeted support in at least 3 diverse geographic areas, and also prioritises specific target groups that are disproportionately impacted by environmental harm and natural disasters (namely, women and people in conflict affected areas). The rational for selecting geographic areas and how beneficiaries will have meaningful participation are explained in detail in the GRSP Project Document (including the section on Stakeholder Engagement). - GRSP draft Project Document
4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): • **3:** Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1	**3** 2 1 **Evidence** GRSP and its Theory of Change have been informed by external evaluations of UNDP Myanmar's previous pillars and outputs, existing country analysis and past lessons learned. - GRSP draft Project Document
5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): • **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender	3 **2** 1 **Evidence** Gender considerations have been actively mainstreamed into GRSP's design. The differential impacts of environmental degradation and natural disasters on women and girls have been considered in the Theory of Change, and specific activities included to respond to this understanding. A gender

[47] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

[48] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. *Note: Management Action or strong management justification must be given for a score of 1	analysis of the draft Project Document was undertaken through UNDP's Regional Technical Advisor, with feedback and suggestions incorporated into narrative and results framework. - GRSP draft Project Document - GRSP Results Framework
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project): • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)* • **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	3 | **2** | 1 **Evidence** GRSP has comprehensively identified UNDP's advantages in Myanmar's development context and established linkages with other development actors. The Project Document presents how each of GRSP's output areas will leverage partnerships under the Results and Partnerships section. GRSP has also identified options for south-south and triangular cooperation. - GRSP draft Project Document
SOCIAL & ENVIRONMENTAL STANDARDS	
7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project): • **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)* • **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1	3 | **2** | 1 **Evidence** The project supports the development of more inclusive approaches to environmental management and disaster risk reduction in Myanmar, including activities on improved information disclosure and public participation processes that address diverse populations. - GRSP Project Document
8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project): • **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*. • **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential	**3** | 2 | 1 **Evidence** The project is explicitly designed to enhance environmental sustainability and integrate poverty-environment linkages, including by fully integrating the new phase of the UNDP-UN Environment joint program on Poverty Environment Action for the SDGs (PEAS). All project activities are designed to support enhanced sustainability, with a major focus on mainstreaming environmental

adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. *Note: Management action or strong management justification must be given for a score of 1	considerations throughout all development planning. All project activities have been assessed for potential impacts. - GRSP Project Document - GRSP Annex 2 (Social and Environmental Screening Template)
9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	Yes / No GRSP Annex 2 (Social and Environmental Screening Template)
MANAGEMENT & MONITORING	
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): • **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* • **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)* • **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *Note: Management Action or strong management justification must be given for a score of 1	3 / 2 / 1 **Evidence** All indicators and targets identified and clearly linked to Theory of Change but some baselines are to be determined during first year of implementation. - GRSP draft Project Document - GRSP Results Framework
11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	Yes (3) / No (1)
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): • **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option)*. • **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)* • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Management Action or strong management justification must be given for a score of 1	3 / 2 / 1 **Evidence** Project Board structure defined; individual members will be identified before the implementation of the Project begins. - GRSP draft Project Document
	3 / 2 / 1

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project): • **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)* • **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	**Evidence** Risks are identified with related mitigation measures - GRSP draft Project Document Risk log	
EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	Yes (3)	No (1)
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3)	No (1)
16. Is the budget justified and supported with valid estimates? • **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	3 / 2 1 **Evidence** Multi-year budget covering all activities, With allocated funding sources is developed - GRSP draft Project Document Budget	
17. Is the Country Office fully recovering its costs involved with project implementation? • **3:** The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • **2:** The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions. *Note: Management Action or strong management justification must be given for a score of 1	3 / 2 1 **Evidence** Budget fully covers all project costs that are attributable to the project. - GRSP draft Project Document Budget	

EFFECTIVE

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):

- **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)*
- **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	

Evidence

The project includes strong justification for choosing the selected modality. While using UNDP direct implementation modality, most activities involve working with government institutions and are designed to strengthen management capacity.

- GRSP draft Project Document

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

- 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.
- 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.
- 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

3	2
1	

Evidence

Key targeted groups have been engaged in the design of the project, and will continuously be consulted throughout the implementation and evaluations of the project.

- GRSP draft Project Document

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?

Yes (3)	No (1)

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

*Note: Management Action or strong management justification must be given for a score of "no"

Yes (3)	No (1)

Evidence

A gender analysis of the draft Project Document was undertaken through UNDP's Regional Technical Advisor, with feedback and suggestions incorporated into narrative and results framework.
- GRSP draft Project Document
- GRSP Results Framework

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):

- **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources.
- **2:** The project has a work plan & budget covering the duration of the project at the output level.
- **1:** The project does not yet have a work plan & budget covering the duration of the project.

3	2
1	

Evidence

GRSP has a clear multiyear work plan with activity budget breakdown, and a detailed annual work plan for the first year of implementation.

- GRSP draft Project Document multi-year work plan

SUSTAINABILITY & NATIONAL OWNERSHIP

23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): • **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	3	2
	1	
	Evidence National partners have been closely consulted through series of formal and informal consultations during the development of the UNDP Country Programme Document, which identified key directions of UNDP's new projects including GRSP. The GRSP design team had multiple bilateral discussions with national partners to outline intervention areas. National partners were fully engaged in the GRSP LPAC. - UNDP Country Programme Document consultation outcomes - GRSP LPAC Meeting Minutes	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): • **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	3	2.5
	2	1.5
	1	
	Evidence Capacity needs are identified and capacity strengthening activities outlined in the project document; further capacity assessments will be undertaken at the start of the project, as required. - GRSP draft Project Document	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)

Annex 2 Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Governance for Resilience and Sustainability Project
2. Project Number	
3. Location (Global/Region/Country)	Myanmar

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The preparation of the NEP, NBSAP, MAPDRR and MCCSAP have been individually co-facilitated by accountable UN agencies. Aside from the fundamental goal of promoting resiliency and sustainably, these national plans incorporate aspirational goals that integrate human rights-based approaches (HRBA) to development. Implementation of specific activities under the Project's four components provide opportunities to further translate the HRBA to Myanmar's resilience and sustainability policy frameworks into practical instruments that can guide duty bearers and rights holders in their implementation. Components 1 and 3 (mainstreaming and organisational capacity building) ensure that project appraisal systems incorporate resilience and sustainability measures that take into account substantive rights (e.g. land rights), procedural rights (participation, access to information and access to redress and remedy) and rights of women, indigenous peoples and children. Component 4 (subnational demonstration) ensures that identified projects at the local level are results of differentiated situation analyses (including political economy analysis) that take into account the conditions of marginalised groups, among others. These projects should also aim to factor suggestions from women to facilitate their participation and equal access to project benefits.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
Mainstreaming activities under Output 1 analyse differentiated impacts of environmental degradation, climate change, and disaster risks among women and men (including high death rates among women during disasters); as well as certain policies that tend to limit access to natural capital and government services. The process will recognise the contributions that women can make to address these. Output 1 activities will also promote enhanced public participation in environmental management – a key principle of meaningful public participation processes that will be treated as foundational in these activities is the need to ensure gender considerations in the design of participation mechanisms. Under Output 2 (green investments), a Project activity of immediate practical significance to women is the promotion of small-scale green business that among others, recognises the contribution of women in the value chain. Activities will include support to female-led green businesses to become more competitive and sustainable. The Project under Output 3 will support the organisational and human resource capacity building requirements of targeted programs under the Environment Conservation Department (ECD), Forest Department (FD) and the Department of Disaster Management (DMM). The capacity of women in these offices will specifically be addressed, so they can attain their full potential for excellence and be supported to obtain equal opportunities for serving in leadership positions. The capacity building initiative will further assist target women leaders in the various ad hoc consultative working groups established by government agencies. The Project under Output 4 will enable selected subnational governments to implement the location specific adaptation of recent resilience and sustainability policies and programs. Subnational plans will be based on recognition of the differentiated effects of trends, events and policies and programs on women and men; and the potential contributions of women to address these. Procedures for differentiated consultations among women and men will be provided. Program design and budgets will encourage optimum women's participation in preparing, implementing and managing thematic plans indicative of community watershed management, solid waste management and local DRR.

Briefly describe in the space below how the Project mainstreams environmental sustainability
The Project aims to mainstream environmental sustainability and overall resilience from disaster and climate change. The particular mix of four project components is driven by the urgent need to translate recent policy reforms into actual implementation, taking advantage of increased level of expectations from stakeholders that are affected by environmental impacts, disaster risks and climate change concerns. At the same time, the project would like to help transform current environmental, DRR and climate change measures to become more "preventive" in character. A range of catalytic implementation instruments are employed. On the supply side, sectoral plans will be made more resilient and sustainable while procedures for public participation in environmental management will be made clearer. These are complemented by organisational and human resources capacity building of offices mandated to implement policy reforms on resilience and sustainability. On the demand side, citizens will be encouraged to participate in environmental management functions such as EIA, environmental management plan monitoring and increased access to redress and remedy from environmental harm. Conflict sustainability will be observed through conscious communication with EAOs during project implementation. Green investments by big businesses as well as organised community-based initiatives will be encouraged to help expand the options to economic development from heavy reliance on natural resources extraction to utilisation of the same resources (including undertaking residuals management).

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	**QUESTION 3: What is the level of significance of the potential social and environmental risks?**			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1. Random disruptions of the peace process in some geographic areas might prevent consistent delivery of project interventions identified by subnational governments, which are helping remote, marginalised communities who need most the interventions.	I=4 P=2	Moderate	There are ongoing peace negotiations in two of the three States and Regions identified by the project (Sagaing and Rakhine), but the project will focus on areas relatively remote from conflict sites.	Establish and maintain formal and informal communication lines with EAOS early in the project identification process. Design local projects to include provisions for training resident community leaders in conflict areas who can maintain project interventions during unstable periods, with limited or non-presence of regular project staff.
Risk 2. The process of mainstreaming the resilience and sustainability policy framework to sector specific plans may overlook the needs of certain marginalised groups, including indigenous people, not well represented among the government staff at Union and subnational levels.	I=3 P=3	Moderate	NEP, NBSAP, MAPDRR and MCSSAP have built-in provisions for protecting the welfare of indigenous people in the form of aspirational targets. This needs to be translated into specific implementation instruments.	Develop or update an illustrative profile of cases where programs and projects have direct relevance for the livelihoods and welfare of indigenous peoples and use as part of the discussions among MONREC, MSWRR and the targeted sectors where mainstreaming will be conducted. Invite representation from indigenous peoples in key sessions on the mainstreaming process of the sectors.

Risk 3. The needs of women in indigenous communities may be glossed over by the broader aim of addressing the needs of the indigenous peoples themselves.	I= 3 P=2	Moderate	The provisions for women in indigenous groups are generally described under the provisions for women.	Include discrete provisions for factoring women's concerns in the activity plans that involve work with indigenous communities. Secure specialist advice in project planning and implementation processes to take into account the sociocultural realities of specific indigenous groups. This is to ensure the acceptability and sustainability of such measures.
Risk 4. Locally identified interventions for resilience and sustainability at the subnational levels may not be complemented by strategies for matching interventions in land use plans which can jeopardise their long-term effectiveness.	I=3 P=4	Moderate	Land use policy has recently been updated but the pace of implementation is slow. Development partners from some projects are helping selected urban areas begin to address urban land use problems.	During the situation analysis phase of Output 4, include a general analysis of the land use trends situation so that these are factored when identifying priority projects for resilience and sustainability. Collaborate with the local representation of the Ministry of Construction and consider identifying complementary strategies for land use planning and zoning and include in recommendations for S/R governments. Help the S/R government identify development partners that may be interested to explore these land use planning issues further.
Risk 5. The choice of green technologies to be applied may be haphazard leading to the long-term detriment of environmental conservation measures. Examples: a) application of conventional reforestation in watersheds where less costly assisted regeneration methods may be more appropriate; b) labour scarcity (due to seasonal competition for labour from other economic pursuits) in places where some natural conservation efforts are needed, etc.	I=4 P=2	Moderate	There is limited availability of resident expertise in the different sectors.	Capacity building initiatives for government staff need to include information and tools to rapidly screen popular technology options based on experience from other places with similar conditions. An illustrative typology of technologies and available assessments about their feasibility may also be developed, based on the recurrent proposals coming from the subnational levels. This rapid assessment should be done at the early stage of project identification and need not wait until the detailed project preparation or environmental screening stage.

QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)		**Comments**
Low Risk	☐	
Moderate Risk	X	The Project includes limited social risks which are mainly related to inclusion of vulnerable/minority groups. Some environmental and economic risks may be possible if the selection of green technologies is haphazardly done. These risks may be mitigated by planning and targeting capacity building measures on inclusion and preparing and communicating information that analyse technical options for addressing resiliency and sustainability at the ground level.
High Risk	☐	

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	X	
	Principle2: Gender Equality and Women's Empowerment	X	
	1. Biodiversity Conservation and Natural Resource Management	X	
	2. Climate Change Mitigation and Adaptation	X	
	3. Community Health, Safety and Working Conditions	X	
	4. Cultural Heritage	x	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	x	
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD)**,** Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	Yes
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	Yes
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No

3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)?	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N/A
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3 Risk Analysis

(Note: All risks in terms of negative Social and Environmental Sustainability Impacts of the Project are addressed in Annex 2).

No.	Description	Date Identified	Type	Probability (P) Impact (I)	Countermeasures	Owner	Submitted, updated by	Last Update	Status
1	Potential resistance from within target Ministries (for mainstreaming) and some businesses that may prefer to focus only on short-term additional costs and not the long term benefits in adopting new standards for resilience and sustainability.	10/03 2018	Institutional	P=3 I= 4	• Conduct detailed stakeholder analysis in each target sector. Build on the internally-generated efforts for resilience and sustainability and conduct the mainstreaming process in a negotiated step-wise pace. • Invest in effective communication of evidence-based information to help in the negotiation process.	Project Manager	ITT5		
2	Agencies involved in developing an "integrated message" for mainstreaming may not be able to arrive at consensus in a timely manner, leading to delays in project progress.	10/03 2018	Institutional	P=2 I=2	• Establish informal communication lines among technical experts and focal points for the various policies (NEP, NBSAP, MAPDRR and MCCSAP) to help them work collaboratively and communicate integrated messages to their respective lead agencies.	Output 1 lead	ITT5		
3	Peace and order situation at the local level may delay decision making on the nature, scope and location of subnational activities under Output 4.	10/03 2018	Political	P=2 I=4	• Establish and maintain early consultation processes to encourage confidence building between Government and EAO personnel.	Project Manager	ITT5		
4	Few citizen groups may be interested or capable to participate in the proposed inclusive mechanisms for EIA and environment monitoring and compliance.	10/03 2018	Political	P=2 I= 3	• Launch dedicated communication efforts to encourage participation of national and S/R NGO networks. • Expand targets in the CSO community to include professional groups and other user groups, etc	Output 1 and 4 leads	ITT5		

No.	Description	Date Identified	Type	Probability (P) Impact (I)	Countermeasures	Owner	Submitted, updated by	Last Update	Status
5	Limited interest at Union level to support development of localised programs and plans for resilience and sustainability.	10/03 2018	Political	P=2 I= 3	• In collaboration with the UNDP SERIP Project, develop and communicate messages that explain the benefits of subnational initiatives in the accomplishment of Union mandates and targets. • Document and communicate early successful experience from the collaboration between Union and subnational offices.	Output 1 and 4 leads	ITT5		
6	In some subnational situations, political differences between the leaders of the executive and legislative branch may slow down the approval of identified programs and budgets.	10/03 2018	Political and Fiduciary	P=3 I= 4	• Conduct political economy analysis to understand the power dynamics and drivers of decision making. • Provide opportunities for key opinion leaders from the legislative branch to join and contribute to the discourse in project identification.	Output 4 lead	ITT5		
7	The wide gap in technical capacity between different subnational agencies may affect timely formulation of jointly identified plans and programs at the subnational level.	10/03 2018	Institutional	P=3 I=3	• Based on training needs analysis, provide special attention to sharing and communication of relevant knowledge and information to subnational leaders.	Output 3 and 4 leads	ITT5		
8	Personality driven reforms in some concerned agencies and staff turnover may affect knowledge and skills gained under the Project, and sustainability of interest.	10/03 2018	Institutional	P=3 I=4	• Put emphasis on team approach to capacity building as conceptualised under Output 3. • Identify second liners to key leaders and develop ways for parallel formal and informal training.	Project Manager and Output 3 lead	ITT5		

No.	Description	Date Identified	Type	Probability (P) Impact (I)	Countermeasures	Owner	Submitted, updated by	Last Update	Status
					• Collaborate with the UNDP LEAP project to ensure timely institutionalisation of improved standards of competency. • Maintain active discourse about new reforms through post training information support, partly in collaboration with relevant existing knowledge networks.				
9	Very limited or untimely availability of counterpart funds to support locally-identified subnational programs.	10/03 2018	Fiduciary	P=3 I= 4	• Adapt project inputs in the 1- to 2-year planning/budgeting cycles. • Synchronise budgeting at Union Offices and S/R governments according to agreed S/R plans. • Help partner S/R governments with planning for resource mobilisation.	Project Manager and Output 4 lead	ITT5		
10	The concerns and interests of prospective investors for small-scale green investments may not be noticed due to potential emphasis of dialogue under on the role of big business	10/03 2018	Political	P=2 I=2	• Ensure that “business environment concerns” that cannot be addressed by GRSP are picked up by complementary UNDP projects dealing with “inclusive growth”. Follow up on actions.	Output 2 lead	ITT5		
11	Very few identified examples of locally-based small green businesses that demonstrate high competitiveness and clear potential for scale within the project period.	10/03 2018	Operational	P=3 I =4	• Work closely with the business and INGO community to expand the list of candidate small business initiatives. • Complement with examples from neighbouring countries based on careful identification of cases with similar situations.	Output 2 lead	ITT 5		

No.	Description	Date Identified	Type	Probability (P) Impact (I)	Countermeasures	Owner	Submitted, updated by	Last Update	Status
12	Big businesses take time to respond positively during the project period to incentives that may be established (e.g. green investments as an MIC-promoted category).	10/03 2018	Operational	P=3 I=4	• Engage with the UN Global Compact and with chambers of commerce to identify likely investors and provide additional attention to the latter, in terms of data, information and advice that can help address doubts. • Undertake a special communication strategy for green investment promotion early in project implementation.	Output 2 lead	ITT 5		
13	Coordination of diverse project components (each with its own complex set of drivers) is not optimally achieved.	10/03 2018	Operational	P=1 I=3	• Ensure that the Project team members all understand the overall project objectives and coordinate activities. • Management team to agree on practical protocols for coordination, communication and knowledge management.	Project Manager	ITT 5		
14	Synergy with existing vertical projects of UNDP is not optimally achieved.	10/03 2018	Operational	P=2 I=3	• Pre-identify knowledge products of vertical projects that are useful for the work planning stage of the project components and factor in early stages of detailed workplan preparation. • Invite leaders of vertical projects in the work planning and assessment processes of the Project.	Project Manager	ITT 5		

Annex 4 Overview of the Relevance of Myanmar's Economic Policy Objectives for Resilient and Sustainable Development

In 2016, the current government announced an "Economic Policy of the Union of Myanmar" to achieve people-centred, inclusive and continuous development. Such an approach to development is also intended to support national reconciliation by ensuring sustainable natural resources management that also sees the just allocation of their benefits across the States and Regions.[49] The Economic Policy's four objectives frame some of Myanmar's key development challenges. The relevance of these objectives for resilience and sustainability is detailed below:

1.To support national reconciliation and the emergence of a united federal democratic union

This objective tacitly acknowledges the legitimacy of the political, administrative and economic concerns of the ethnic minorities, which underpin ongoing conflicts and which must be addressed to achieve reconciliation. Conflict issues or tensions between government and ethnic armed groups affect approximately 118 of Myanmar's 330 townships and around 12.3 million people – close to one quarter of the country's entire population.[50] Any intervention for improving resilience and sustainability, no matter how benign, should be designed with a deep awareness of the historical and current context of conflicts and tensions. There are wide differences in historical and cultural narratives between groups, especially regarding what has been taught through the public education system. Military rule actively and systematically disenfranchised ethnic minorities culturally[51], politically[52], and economically[53] creating deep divisions between ethnic groups. In particular, there are many negative perceptions among minorities in how they view the majority ethnic population, which can be hard for majority ethnic individuals to understand or empathize with, particularly due to decades of restricted access to information. There are more than twenty ethnic armed groups, small and large, with different names, histories, reputations and agendas, active in specific geographic areas. Instability contributes to short-term thinking that can drive natural resource extraction for immediate self-enrichment by those that have attained elite positions, or for survival by those who have limited economic options. There is widespread illicit trade in narcotics and wildlife, smuggling and human trafficking, particularly in border areas, with accompanying social impacts.[54] Land mines continue to pose serious threats to communities in conflict and post-conflict areas. The legacy of military rules means that there is still widespread anxiety or fear of officials amongst the general populace, which means that consultation, research and other activities conducted with government participation does not begin at a neutral place. Myanmar's 2017 SDG baseline report states that the proportion of businesses that reported paying or being asked for a bribe by a public official was 37% (compared to 35% in Southeast Asia and 19% in the world average), the proportion of the population satisfied with access to an identity document was only 64% and the proportion of the population satisfied with access to police was 25%.[55] There is, in general, a deep lack of social cohesion and trust both within and between communities. Working in conflict or post-conflict mixed-controlled or non-government-controlled areas, requires regular engagement and relationship building with armed groups who are signatories of the Nationwide Ceasefire Agreement and therefore recognised as lawful stakeholders by the government (as well

[49] Economic Policy of the Union of Myanmar (2016)

[50] Burke, Adam, et. al., *The Contested Areas of Myanmar: Subnational Conflict, Aid, and Development*, The Asia Foundation, (2017), p. 11.

[51] Suppression of ethnic languages and commemoration of historically or culturally important ethnic leaders; restrictions on how and when to celebrate cultural events or festivals, wear traditional dress, etc.

[52] Steady exclusion from influencing national political processes during the independence period; assassination, imprisonment or co-option of ethnic leadership immediately following the 1962 coup; strong control exerted through the military regional commands established around the country; limitations on non-Burmese/Buddhists being promoted to higher levels in both the civil service and the military.

[53] For example, military authorities restricted access to natural resources, seized land, or granted access to concessions and business opportunities, in the process building patronage networks and exerting influence

[54] UNODC, *Protecting Peace and Prosperity in Southeast Asia: synchronizing economic and security agendas*, United Nations Office of Drugs and Crime Regional Office for Southeast Asia and the Pacific, Bangkok (February 2016).

[55] Central Statistical Organisation and UNDP, Goal 16, *Measuring Myanmar's starting point for the Sustainable Development Goals*, Ministry of Planning and Finance, Myanmar (August 2017), p. 43.

as awareness of those groups which are not), especially when they have parallel administrative and governance structures in place. It is also necessary to find ways to hear how communities view the natural resources and environmental assets around them, including intangible meaning beyond economic value. Perceiving communities as genuine stakeholders in natural resource management, rather than simply causes of environmental harm who need to be strictly monitored, can turn them into partners who maintain environmental assets. Communities who feel they have rights to natural assets and security in accessing them, will be more likely to take measures to protect them and use them sustainably. Researching the on-the-ground economic constraints and barriers to economic activities that women and men in communities are facing will strongly contribute to the likelihood that specific interventions to increase sustainability and resilience are designed in a way that leads to real changes in their practices.

2.To achieve balanced economic development across the States and Regions

This objective acknowledges that there are significant differences in the poverty dimensions and level of development of the states and regions and that inequality must be reduced. According to the latest World Bank estimates, rural poverty is 38.8%, compared to 14.5% in towns and cities. In coastal and mountainous areas, 4 in 10 people are poor and 1 in 6 people struggle to meet their basic food needs.[56]

Global experience has shown that the poorest are most dependent on access to natural resources for livelihoods[57], disproportionately more vulnerable to disaster risks and less able to adapt to climate change.[58] For Myanmar, that means economic choices and development planning must take resilience and sustainability factors seriously, particularly in States and Regions already characterised by poverty and vulnerability to climate change and disasters.

The Myanmar Climate Change Strategy and Action Plan (MCCSAP 2017-2030) cites 41 extreme weather events in the period 1995-2014, with annual average fatalities of 7,146 and 0.74% loss per unit of GDP.[59] The Global Climate Risk Index (CRI) for 1997-2016 ranks Myanmar in the top 3 out of 187 countries affected by climate change, primarily because of how badly exceptional catastrophes have affected the country (such as Nargis, which caused more than 95% of Myanmar's damages and fatalities due to natural disasters in the entire twenty-year period).[60] The severe impact of Nargis on Myanmar was due to the country's lack of preparedness when the disaster hit, and significant challenges in implementing the required emergency response. As extreme weather events are predicted to increase in scale and intensity, Myanmar cannot afford to not be prepared. Bearing in mind the link between human recovery from disasters, gender dimensions and ongoing poverty, it's notable that Nargis most seriously damaged the Delta area, ravaging fertile areas across an affected 23,500 square kilometres.[61] Of total fatalities, 61% were women, but in a sample of 10 severely affected villages, in the key productive and reproductive age group of 18-60 years old, more than twice as many women died as men, which indicates an even higher gender impact, including in terms of social and economic recovery from the disaster.[62] Understanding these types of impacts

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[56] World Bank, *Myanmar Poverty Assessment 2017: Part Two*, World Bank (2017). Web link: http://www.worldbank.org/en/country/myanmar/publication/myanmar-poverty-assessment-2017-part-two

[57] UNDP-UNEP Poverty-Environment Initiative, *Mainstreaming Environment and Climate for Poverty Reduction and Sustainable Development,* UNDP-UNEP (2015); World Bank. *Poverty and Environment: Understanding Linkages at the Household Level. Environment and Development* Washington, DC: World Bank (2007).

[58] Department of Economic and Social Affairs (DESA) of the United Nations Secretariat, *World Economic and Social Survey 2016 - Climate Change Resilience: An Opportunity for Reducing Inequalities,* United Nations (2016); Intergovernmental Panel on Climate Change (IPCC) Working Group II, *Climate Change 2001: Impacts, Adaptation, and Vulnerability,* Cambridge University Press (2001).

[59] Myanmar Climate Change Alliance, Myanmar Climate Change Strategy & Action Plan, Ministry of Natural Resources and Environmental Conservation, (March 2018), p. xvii.

[60] The rank is based on combining estimated average annual fatalities (7,097.75 people), losses in USD (1.2 billion), and losses per unit GDP (0.69%) for the period. Eckstein, David, Vera Künzel and Laura Schäfer, *Global Climate Risk Index 2018: Who Suffers Most From Extreme Weather Events? Weather-related Loss Events in 2016 and 1997 to 2016*, Germanwatch e.V., Berlin (November 2017), p. 10; Myanmar ranks 12th out of 191 countries in terms of "Hazard & Exposure" in the INFORM Global Risk Index - Inter-Agency Standing Committee (IASC) and European Commission (EC), Index for Risk Management (INFORM) Global Risk Index 2018, IASC & EC (2018). Weblink: http://www.inform-index.org/Countries/Country-profiles

[61] Government of the Union of Myanmar, the United Nations and ASEAN (Tripartite Core Group), *Post-Nargis Joint Assessment*, Tripartite Core Group, (2008), p. 1.

[62] Ibid., p. 156, 161.

is necessary to design policy that can address ongoing poverty issues, as well as support adaptive or mitigating actions for communities going forward.

The success of a country's development can heavily depend on how it manages either a lack or abundance of natural resources, which can generate enormous revenues. When a country has abundant resource wealth, positive development outcomes are highly dependent on factors that include how national natural resource income is spent, the system of government, the quality of national institutions, the types of resources being extracted, and the level of industrialisation in a country.[63] The distribution of natural resources around Myanmar means that there are high concentrations of resources in States with significant ethnic minority populations. How those resources are extracted and how that affects the environment, ecosystems, and communities' resilience to climate and disaster risk, all affect the development of those areas. Managing these impacts means including these considerations into the discussion of how much benefit has been generated by natural resource uses and how these benefits have or have not been re-distributed to affected areas, including whether men and women experience this differently.

As per the following table, Myanmar's top 5 export categories are all natural-resource based: natural gas, agricultural products and precious/semi-precious stones:

Trade Summary for Myanmar 2016 - TOP 5 PRODUCTS EXPORTS

World Bank, "Myanmar Trade at a Glance: Most Recent Values," World Integrated Trade Solution (WITS), 2016

Exports	**(US$ Thousands)**
Natural gas, liquefied	3,170,212.21
Dried beans, shelled	1,113,393.45
Cane or beet sugar, in solid form	1,063,522.56
Precious or semi-precious stones (other than diamonds)	391,384.27
Husked (brown) rice	339,250.06

Yet Myanmar's reported trade statistics do not yet adequately capture what is happening to Myanmar's natural resource wealth, which is prone to being exploited without revenues ever entering the formal economy, as well as vulnerable to changes in demand from trading partners.

Jade is a high-profile commodity which perfectly illustrates this dilemma. In 2014, China reported precious stone (jade) imports valued at 11.8 billion USD from Myanmar, while Myanmar reported precious stone exports to China valued at only 733 million USD – 6% of the Chinese value. In 2015, China valued Myanmar jade imports at 1.6 billion USD, while Myanmar reported jade exports to China of 383 million USD – representing only 24% of China's valuation. Although inconsistencies in respective countries' recorded import / export data is common due to differences in valuation,[64] the magnitude of the difference indicates Myanmar does not appear to have received a proportionate value for the jade which exited the country. Chinese demand for Myanmar jade has risen and fallen substantially in the past six years, making the market volatile. In 2010, jade represented 15% of total imports from Myanmar, rose to 46% in 2011, fell to 19% in 2012, peaked at 76% in 2014, and fell to 1% by 2016. China's changing demand has hit Myanmar's jade producers, dealers and related businesses hard in recent years.[65]

[63] Natural Resource Governance Institute (NRGI), *Natural Resource Charter*, NRGI (2014).

[64] UN International Trade Statistics Knowledgebase, "Differences between Imports and Exports, Reporters and Partners," (2009). Web link: https://unstats.un.org/unsd/tradekb/Knowledgebase/Differences-between-Imports-and-Exports-Reporters-and-Partners-?Keywords=reporter

[65] Thiha Ko Ko, "Mandalay jade market in decline from low supply, demand" *Global New Light of Myanmar*, (23 November 2017); Chan Mya Htwe, "Jade traders call for open market as sales reach new lows," *Myanmar Times* (4 March 2016)

2010-2016 China & Myanmar Export, Import Data for Precious Stones & Semi-precious stones (Jade)
*Myanmar did not report data prior to 2010

UN Comtrade Database, 2018

Period	Trade Flow	Reporter	Partner	Commodity Code	Trade Value (US$)
2010	Export	Myanmar	China	7103	$176,859,693
	Import	China	Myanmar	7103	$141,963,727
	Difference in reported value: % and total			**25%**	$34,895,966
2011	Export	Myanmar	China	7103	$663,878,222
	Import	China	Myanmar	7103	$776,624,732
	Difference in reported value: % and total			**15%**	-$112,746,510
2012	Export	Myanmar	China	7103	$241,364,554
	Import	China	Myanmar	7103	$246,954,226
	Difference in reported value: % and total			**2%**	-$5,589,672
2013	Export	Myanmar	China	7103	$455,498,217
	Import	China	Myanmar	7103	$1,034,384,653
	Difference in reported value: % and total			**56%**	-$578,886,436
2014	Export	Myanmar	China	7103	$733,388,225
	Import	China	Myanmar	7103	$11,793,265,994
	Difference in reported value: % and total			**94%**	-$11,059,877,769
2015	Export	Myanmar	China	7103	$383,148,624
	Import	China	Myanmar	7103	$1,616,454,733
	Difference in reported value: % and total			**76%**	-$1,233,306,109
2016	Export	Myanmar	China	7103	$247,468,976
	Import	China	Myanmar	7103	$48,334,627
	Difference in reported value: % and total			**412%**	$199,134,349

Precious stones as % of total Chinese imports from Myanmar

Period	Trade Flow	Reporter	Partner	Commodity Code	Trade Value (US$)
2014	Import	China	Myanmar	TOTAL IMPORTS	$15,601,279,451
	Import	China	Myanmar	7103[66]	$11,793,265,994
				Precious stones as % of total 2014 imports	**76%**
2015	Import	China	Myanmar	TOTAL IMPORTS	$5,449,295,046
	Import	China	Myanmar	7103	$1,616,454,733
				Precious stones as % of total 2015 imports	**30%**
2016	Import	China	Myanmar	TOTAL IMPORTS	$4,097,708,683
	Import	China	Myanmar	7103	$48,334,627
				Precious stones as % of total 2016 imports	**1%**

UN Comtrade Database, 2018

[66] The 7103 HS code refers to "Precious (excluding diamond) and semi-precious stone; worked, graded, not strung, mounted, set; ungraded precious (excluding diamond) and semi-precious stone, temporarily strung for convenience of transport"

Relying on natural resource exploitation exposes a country to revenue volatility and environmental risks, unless the revenue benefits represented by extractive activities truly include the cost of mitigating long-term trade-offs like environmental degradation or negative health and social impacts. But to do this accurately, countries must be able to recognise how rich their environmental assets are, and the market opportunities represented by increasing global interest in "green" economic development. If Myanmar can diversify its investment promotion strategies to include more environmentally and financially sustainable options, and can support more economic activities that fall into the category of environmental goods and services, the country can turn the same lack of urbanisation and industrialisation that is perceived as a barrier to development into a significant driver of sustainable development.

In recognition of the need for transparent management of natural resource wealth, Myanmar formally applied as a candidate to the global Extractive Industries Transparency Initiative in 2012. Since that time, the government has been publishing more information on how the oil and gas and mining sectors work, in an ongoing reporting process that, if maintained, could significantly improve transparency.

Myanmar's good initiatives must be supported by multiple concerted actions. Changing policy must be combined with changes in the agencies which exert regulatory or other oversight functions over sectors that significantly affect the state of the environment. Natural resource extraction (oil and gas, forestry, mining) continues to be the domain of the State Economic Enterprises (SEEs)[67] and the respective Ministries under which they sit, and there continue to be significant extractive economic activities also carried out by the two military companies, the Union of Myanmar Economic Holdings Limited (UMEHL) and Myanmar Economic Corporation (MEC), which are treated differently under Myanmar law than private companies. Understanding the structure, role, and powers of these entities is necessary to identify how to practically mainstream sustainability and resilience considerations into official government processes for screening, appraising, and monitoring investments, as well as enforcing compliance with Myanmar's laws and upholding transparency and financial accountability.

Economic and development planning also involves land-use. All land in Myanmar is classified according to type (forest, agricultural, vacant, fallow, virgin, etc.) and administered by different government departments accordingly, although land records between departments can be inconsistent and contradictory. The 1894 Land Acquisition Act is the primary legal basis for land acquisition in Myanmar, but the situation is complicated by a series of overlapping and inconsistently interpreted laws. The military regime did not apply the 1894 Land Act when it confiscated land, creating a legacy of unresolved land disputes that remains today. The 2012 Vacant, Fallow and Virgin (VFV) Lands Management Law regulates how the state manages and allocates VFV land for investors, which can be large-scale or private individuals. The VFV Law and rules do not recognise informal (non-titled) tenure, which allows the government to reclassify land held under informal arrangements as "VFV" land, which is essentially a legal loophole that enables acquisition by the government. The fact that many ethnic communities have informal tenure practices, including communal ownership, makes them particularly vulnerable.

Out of Myanmar's total employed population aged 10 years and over, 52%[68] are employed in the "agriculture, forestry and fishing" category of industry.[69] However, the proportion of the total agricultural population with ownership or secure rights over agricultural land is only 24.5% and out of that percentage, only one quarter of owners or rights-bearers are women.[70] The accessibility of land ownership for women is affected by both cultural practices and the ad-hoc decisions of township officials when individuals come to formally register land.

The 2012 Farmland Law enables the state to 'repossess' farmland in the interests of the state or the 'public' but requires payment of compensation to rights-holders for losses, such as crops and buildings. It does not, however provide for any mechanism by which acquisition or the amount of

[67] There are currently 32 SEEs, which are granted the right of monopoly over a variety of sectors through the State-owned Economic Enterprises Law (1989).

[68] 11,026,852 people out of a total 21,060,531 people

[69] Department of Population, *2014 Myanmar Population and Housing Census - The Union Report: Occupation and Industry* - Census Report Volume 2-B, Ministry of Immigration and Population, Myanmar (March 2016). pg. 80

[70] Central Statistical Organisation and UNDP, Goal 5, *Measuring Myanmar's starting point for the Sustainable Development Goals*, Ministry of Planning and Finance, Myanmar (August 2017).

compensation can be appealed. When land compensation is paid, it is up to government to determine the market price. Yet government faces the challenges of land speculation whenever a new investment is suspected in a particular area, leading to difficulties in calculating a fair market price.[71] The National Land Use Policy was officially launched in 2016, with the intention that it would form the basis of a new umbrella land law to address the ongoing problems around land acquisition, compensation procedures, and appeal processes. Yet it is important to note that the Karen National Union (KNU), one of the NCA signatories, had already published its own parallel Land Policy in 2015. As the government navigates the issues of peace and reconciliation, how the ethnic minorities perceive and articulate what land rights mean for them will be an enduring question to resolve. Encouraging investment in conflict or post-conflict areas can seriously undermine positive peace outcomes if the nuances and complexities of these situations are not taken into account.

The challenge of properly valuing land is linked to the overall need by government to recognise its national environmental assets and manage this wealth accordingly. The following statistics state the case:

a. Forest Ecosystems – There was a net forest loss of 11% during 1990-2010,[72] with forest cover declining to 45% of total area, which is lower than the South-east Asian average of 49.6%.[73] During 2004-2005, for example, 1.77 million acres of forestlands (protected forest reserves, unclassified forests, and "other" forests) were de-gazetted[74] to make way for resource extraction, energy and infrastructure development, agricultural expansion, and military compounds according to MOECAF data.[75] Annual Green House Gas (GHG) emissions are about 198 million tonnes CO^2e from deforestation and 844,000 tonnes from forest degradation.[76] From 1990 to 2000, the top ten species in terms of commercially valuable growing stock in natural forests (such as teak and ironwood) decreased from 1.34 billion to 560 million (falling from about 50% to 20% of total growing stock). As with jade, there are significant discrepancies between Myanmar's reported official export volumes and the import volumes reported by neighbouring countries, meaning that Myanmar's timber assets are being extracted without proportionate benefits entering into the formal economy[77], not to mention the accompanying destruction of habitats for important wildlife, degradation of watersheds, carbon capture losses and loss of all associated environmental services provided by forests.

b. Agricultural Ecosystems – From 2010 to mid-2013, land area allocated for large-scale private agriculture concessions rose from 2 million to 5.2 million acres, a 170% increase, with 800 domestic companies granted nearly 750,000 acres of forestlands for industrial agricultural production. Yet less than one quarter of total concession areas were planted with agricultural crops by the end of 2013, while the volume and value of timber cut from land cleared for agribusiness concessions was rarely recorded in government data.[78] According to official trade data, although insecticides represented only 0.4% of imports in 2015, their reported trade value has been steadily increasing annually, from 8 million in 2010 to 68 million in 2015 which reflects increasing demand.[79] Myanmar ranks 121st out of 178 countries for pesticide

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[71] When compensation is finally provided, authorities at the township level are the formal channel used to distribute it. There are numerous allegations of situations where local authorities have kept a share, required communities to pay a "fee" to access their compensation, or in worst cases, are alleged to have never distributed it at all.

[72] MOECAF, *Fifth National Report to the United Nations Convention on Biological Diversity*, Ministry of Environmental Conservation and Forestry, Myanmar (March 2014).

[73] Central Statistical Organisation and UNDP, *Measuring Myanmar's starting point for the Sustainable Development Goals*, Ministry of Planning and Finance, Myanmar (August 2017).

[74] The official status of different types of land are published in official gazettes, and notices are also published when this official status is removed.

[75] Woods, Kevin, *Commercial Agriculture Expansion in Myanmar: Links to Deforestation, Conversion Timber, and Land Conflicts,* Forest Trends (March 2015), p. vi.

[76] Myanmar Climate Change Alliance, Myanmar Climate Change Strategy & Action Plan, Ministry of Natural Resources and Environmental Conservation, (March 2018), p.21.

[77] Raitzer, David A., Jindra Nuella G. Samson, and Kee-Yung Nam, *Achieving Environmental Sustainability in Myanmar*, ADB Economics Working Paper Series No. 467, Manila (December 2015), p. 8.

[78] Not including concessions allocated by provincial, military, and/or non-state authorities. Ibid., p.v-vi.

[79] UN Comtrade database, Reporter: Myanmar, Periods: 2010-2015, Partners: World, Trade flows: Imports, HS commodity codes: 3808 "Insecticides, rodenticides, fungicides, herbicides, anti-sprouting products, plant growth regulators, disinfectants and the like, in forms or packings for retail sale or as preparations or articles"; TOTAL. Web link: https://comtrade.un.org/data/

regulation,[80] which indicates the need to address the risk posed by pesticides as sources of soil and water pollution.

c. Energy access – In 2013, the official electrification rate was 13%, with 95% of households using solid fuels like wood or rice husks for cooking and heating. Rurally, the national power grid network covered only 7% of the country's villages, meaning that most villagers spent 20 hours per month collecting fuelwood, contributing to both deforestation and decreased household productivity. For 70% of households, lighting came from diesel lamps, batteries, or candles.[81] These energy uses contribute to indoor air pollution, so that Myanmar ranks 157th out of 178 countries for household air quality,[82] which disproportionately affect women and small children who spend more time in the home, contributing to impacts such as childhood acute respiratory infections (which can lead to increased child mortality) and chronic pulmonary disease, which can also lead to fatalities and affect an individual's productivity over her or his lifetime.[83] Yet Myanmar demonstrates an important trend: its renewable energy share in total final energy consumption was 70.5% in 2014 (compared to 31.2% in Southeast Asia and 18.1% in the world average). Myanmar therefore has a potential advantage on which it can capitalize, and can turn a seeming weakness into a strength with the right type of investment.

d. Marine Areas –Coverage of protected marine areas as a proportion of total marine areas is 0.05% for Myanmar, lower than the average of 2.3% for other South-east Asian countries and the 8.4% world average.[84] Although Myanmar is said to primarily use low-impact, traditional fishing methods, official statistics on fisheries production in Myanmar from 2003-2013 show annually increasing production in all types of fisheries (aquaculture, leasable, open and marine), as well as export values rising from USD 166.9 million in 2003 to USD 652.8 million in 2013.[85] As the fisheries sector and overall fishing pressures are likely to grow according to annual trends, Myanmar will need to implement stronger marine protections.

e. Overall Biodiversity – Myanmar's Forest Department acknowledges the existence of 132 Key Biodiversity Areas (KBAs), of which 35 have been established as "Protected Areas" and 6 have been proposed.[86] Myanmar has an advantage in the proportion of protected areas that cover important sites for terrestrial (17.2%), freshwater (21.9%) and mountain biodiversity (39.4%), compared to Southeast Asia (12.7%, 13.9%, 15.1%) and even globally (19.3%, 16.6%, 20.1%).[87] This is a clear opportunity for Myanmar to consider how conserving and promoting its biodiversity will contribute to an already-existing global competitive advantage. However, managing existing Protected Areas and establishing new ones involves significant tracts of land where natural resources are often located. This requires making a national economic argument for why Protected Areas benefit the county, and enforcing this understanding across all government sector agencies. Conflict sensitivity is a strict requirement, as high value conservation areas are located in States and Regions that experience significant conflict[88], and also where forestlands have been reclassified for large agribusiness concessions or other kinds of extractive economic activities. Public trust and confidence in protecting biodiversity areas is obviously eroded when this type of situation

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[80] Yale University, "Myanmar," Environmental Performance Index (EPI) 2014. Web link: http://archive.epi.yale.edu/epi/country-profile/myanmar

[81] UNDP, *Accelerating Energy Access for All in Myanmar*, United Nations Development Programme, Myanmar (May 2013).

[82] Yale University, "Myanmar," EPI 2014.

[83] Bruce, Nigel, Rogelio Perez-Padilla, Rachel Albalak, *The health effects of indoor air pollution exposure in developing countries*, World Health Organisation, Geneva (2002).

[84] Central Statistical Organisation and UNDP, Goal 14, *Measuring Myanmar's starting point for the Sustainable Development Goals*, Ministry of Planning and Finance, Myanmar (August 2017), p. 40.

[85] Raitzer, David A., *Achieving Environmental Sustainability in Myanmar*, p. 19.

[86] The total number is based on an identified list, developed by the Wildlife Conservation Society (WCS). Forest Department, "Key Biodiversity Areas," Departmental website, Ministry of Natural Resources and Environmental Conservation, Myanmar (2018). Web link: http://www.forestdepartment.gov.mm/eng/node/9643

[87] Central Statistical Organisation and UNDP, Goal 15, *Measuring Myanmar's starting point for the Sustainable Development Goals*, p. 41.

[88] MOECAF, "Figure 12. Location of Protected Areas and ASEAN Heritage Parks in Myanmar," *Fifth National Report to the United Nations Convention on Biological Biodiversity*, Ministry of Environmental Conservation and Forestry, Myanmar (March 2014), p. 71.

occurs, and grievances build when communities feel excluded from accessing economic opportunities in these areas.

As long as the true value of ecosystems and the wide range of benefits they provide is undervalued, these significant national assets will continue to be degraded and, ultimately, lost. Until recently, environmental governance, disaster risk reduction and climate change concepts received less attention in mainstream economic thinking, as they were considered high cost centres. However, global thinking has evolved so that now countries include water and forest accounts (amongst others) as part of GDP calculations, because the value that the natural environment creates as provider of services such as cleaning air and water, reducing negative climate change impacts, and as a destination for investment that creates growth, is unmistakable.

3.To create opportunities for the emergence of capable and skilled new generations for the benefit of the country.

In Myanmar, 87.5% of the working population is engaged in informal employment.[89] The average daily wage is 3,990 MMK for female employees and 5,320 for male employees.[90] An estimated 1.1 million children (9% of all children aged 5-17) are involved in child labour.[91] Creating improved employment opportunities for citizens and communities is a high priority for the government.

Yet there are numerous barriers to ensuring current and new generations have access to high quality employment opportunities.

- The first barrier is the participation rate of children and youth in education. For both primary level and youth (aged 15-24), the participation rate in organized learning or formal/non-formal education and training is only about 22%.[92] The participation rate of adults (aged 25-64) in formal/non-formal education and training is 0.5%.[93] Although the functional literacy rate of the population aged 15 and over is 89.6% (87.3% female and 92.3% male)[94], the relatively low participation in formal or non-formal education and training means that the skills, productivity and human capital of the majority of youth and children will not be sufficient for them to access high quality employment opportunities without significant investment in further training. Understanding this educational context is necessary for designing useful interventions in rural areas, especially when developing communication materials and research methods. Furthermore, similar to other parts of Asia, the educational system does not encourage interdisciplinary and cross-sectoral thinking in producing university graduates and professionals, which affects the skill set of even those who have reached the highest national levels of educational attainment, so that those who have gained foreign degrees abroad are highly sought after.
- The second barrier is access to financial services. The proportion of adults (aged 15+) with an account at a bank, other financial institution, or mobile-money-service provider is 22.8% (compared to 41.1% in Southeast Asia and the 61.5% world average).[95] Both access to financial services and financial literacy are necessary to support improved employment opportunities.
- The third barrier is access to information and communication technology (ICT). Mobile phone penetration has risen dramatically, with 79.3% of the population now said to be covered by a mobile network.[96] Yet crucially, 78% of all Myanmar users have poor digital literacy, never using internet browsers or app stores, so that digital services have targeted the urban middle classes exclusively.[97]

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[89] Central Statistical Organisation and UNDP, Goal 8, *Measuring Myanmar's starting point for the Sustainable Development Goals*, p. 27.

[90] Ibid.

[91] Ibid.

[92] Central Statistical Organisation and UNDP, Goal 4, *Measuring Myanmar's starting point for the Sustainable Development Goals*, p. 19.

[93] Ibid.

[94] Ibid.

[95] Ibid.

[96] Central Statistical Organisation and UNDP, Goal 9, *Measuring Myanmar's starting point for the Sustainable Development Goals*, p. 30.

[97] Telenor, "Realising Digital Myanmar," p.13.

Within this context, without interventions to address capacity gaps or create new business opportunities, low productivity agricultural activities or natural resource extraction will continue to be the only options for new generations in rural areas, while those who take risks to seek new opportunities will become migrants to urban areas. The sustainability and resilience risks embodied by these trends can be addressed through "greening" human capacity interventions.

Due to current capacity gaps in organisational and human resources, civil servants will struggle to keep pace with the demand for improved actions that strengthen environmental governance and resilience to climate change and disaster risk. Subnational governments seeking to launch their own environmental programs addressing local needs which can also support national targets face these same capacity gaps, but to a higher degree. There is therefore a space to simultaneously institutionalize mechanisms for community participation in natural resource governance processes (supplementing the human resource needs of the civil service) and conducting appropriate awareness raising, education and capacity building initiatives that achieve green economic objectives that contribute to sustainable and resilient practices.

Mobilizing resources for human capacity development means can take many shapes and forms, and there is strong potential here for engaging private sector actors as partners.

4.To establish an economic system that can achieve and maintain positive development outcomes through the participation, innovation and efforts of all citizens.

This objective promotes bringing innovative perspectives that will support and transform Myanmar's business environment, while at the same time protecting the rights of citizens and enforcing compliance with laws and regulations. Some of the areas targeted by this policy objective are resilient and sustainable growth and urban development and strengthened public financial management.

The combination of environmental degradation and high vulnerability to disaster and climate change affects the stability, sustainability and ultimately inclusivity of economic growth. This is particularly true for rural areas where poverty rates are highest.

Myanmar has already developed numerous progressive policies[98] that will support resilience and sustainability if they are implemented and mainstreamed into sectoral plans and programs beyond the agencies that are immediately responsible for their day-to-day coordination (i.e. Environment Conservation Department and Department of Disaster Management). Implementation and mainstreaming of these polices would also highlight areas where the government is practicing contradicting policies or providing unsustainable subsidies. De facto sector subsidies at times undermine environmental considerations and must be addressed in a sector-specific way.

Where guidelines to support policy implementation are still lacking, these gaps must be urgently addressed, or else necessary policy reforms and action programmes will stall. Capacity building support should be directed towards these types of critical intervention. Two examples are the continued lack of guidelines for conducting inclusive environmental compliance monitoring of investment projects and the guidelines for disaster recovery.

At present, economic investments in rural or "underdeveloped" areas tend to rely largely on extractive industries and agribusiness plantations. As Myanmar seeks to diversify the economy, it will increasingly need to make infrastructure development decisions. Infrastructure projects are globally increasingly funded through some combination of public-private partnership and can be strategically used to achieve national development objectives. However, they also pose significant environmental and social risks.[99] Poor risk management will inevitably lead to project delays, increased costs, and a resulting lower return on investment.[100] As public funds are likely to be used for infrastructure development, it is up to government to meaningfully support industry to follow more

[98] For example, the National Environmental Policy and Strategy Framework (NEPSF), National Biodiversity Strategy and Action Plan (NBSAP), Myanmar Action Plan for Disaster Risk Reduction (MAPDRR), and the Myanmar Climate Change Strategy and Action Plan (MCCSAP).

[99] Differential gender impacts may not be included in infrastructure project design. Negative social impacts can include the spread of communicable disease and human trafficking when transportation access improves. Projects may attract child labor or be prone to abusive labor practices. Projects can lead to forced land acquisition, forced resettlement and the destruction of livelihoods. Corruption issues may mean that public funds are used for personal ends.

[100] Social Development Department, *Social Development & Infrastructure: Working in Partnership for Sustainable Development*, World Bank Group (2007).

sustainable and inclusive standards, bringing sustainability into the overall improvement of public financial management.

Policy and market-based incentives still need to be developed and applied in order to address barriers faced by businesses that wish to make greener and more socially responsible investments, as well as to rollback perverse incentives that increase environmentally and socially harmful practices. These incentives may at times require regulatory changes, particularly at the local level in states and regions. An example is community forestry, in which uptake of sustainable forestry practices by communities is largely dependent on the degree to which they are able to financially benefit from changing their practices. Just as regulatory changes may be necessary for communities to tangibly see forests as assets in which they hold a genuine stake, there are many other sectors where adopting “inclusive business practices” means paying attention to the small-scale needs and opportunities that are affected by the de facto rules governing access to and use of natural resources. Focusing on improving conditions in the sectors of the economy in which the majority of the population are employed, or rely on for livelihoods, may significantly reduce poverty.

There continues to be a need for a sustainable approach to Myanmar’s industrialization and urbanization, accompanied by supporting policies, regulations and incentives. As there are many gaps between the needs faced by government and its budgetary resources, there is a deep need for a green macroeconomic vision that has the evidence needed to challenge the outdated assumptions that it is too costly to consider the environment, or that economic growth will necessarily bring poverty reduction, development and peace. Myanmar’s economy is likely to continue to depend on its natural resources in the short and medium term, and investing in the growth, protection and improved management of these natural resource stocks is an integral part of building national wealth. Achieving this mindset change would signal a significant positive step towards achieving a truly green economy.

The prospect of a green economy is still a potential reality for Myanmar, which has all the benefit of hindsight to avoid the experience of its ASEAN neighbours who have pursued paths to economic modernization with corresponding mistakes in managing negative social and environmental impacts, as well as sustaining losses to their natural capital.

Annex 5 Myanmar's Key Policy Frameworks Addressing Resilience and Sustainability

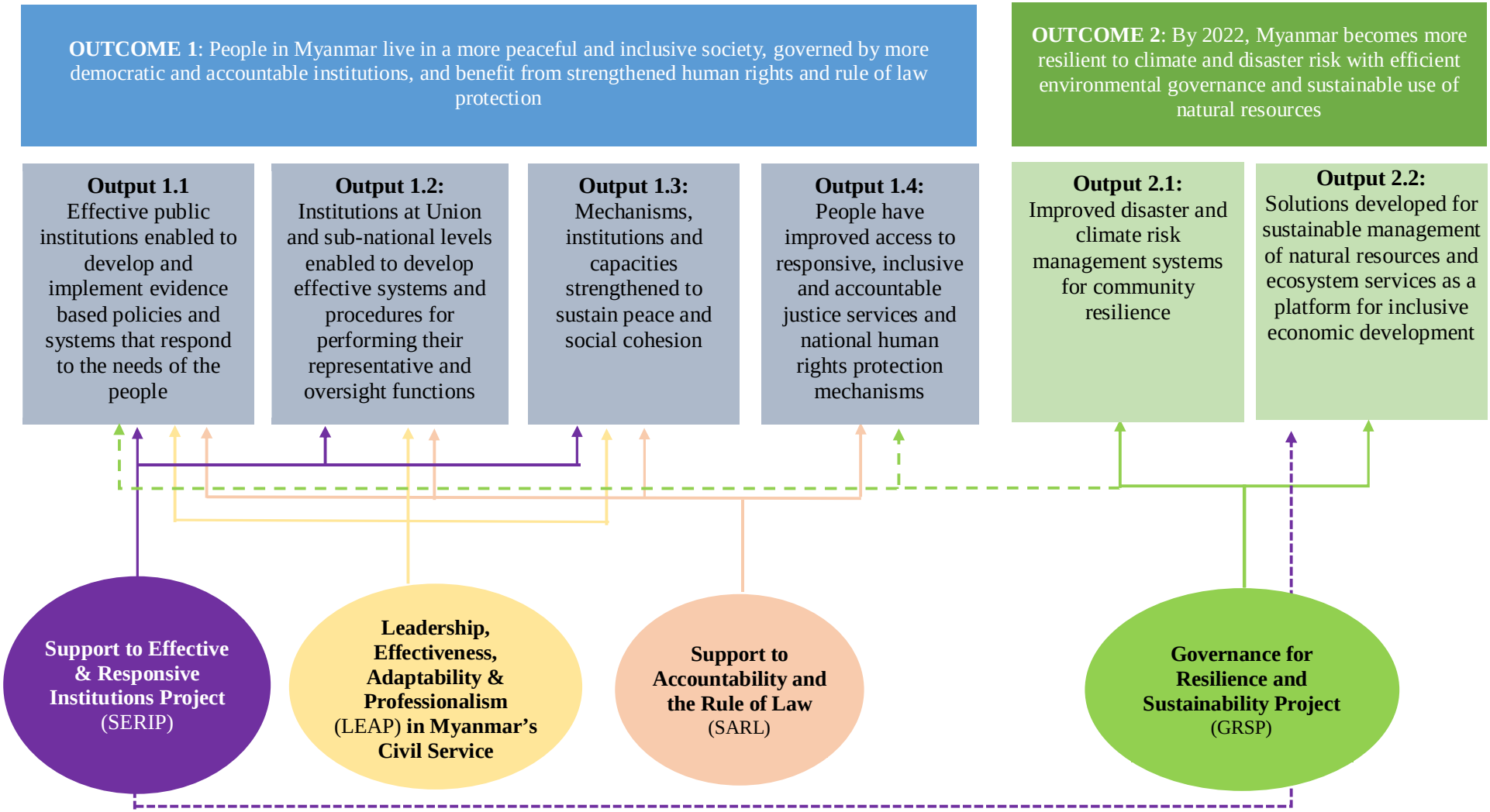
In recent years, the GoM has taken positive steps to build the foundations for economic growth that are inclusive, sustainable and resilient to disaster and the effects of climate change. The following are some of the more relevant existing and forthcoming policies that provide the context and mandate for the project strategies and activities proposed to address the above underlying causes and effects:

a. Building on the National Sustainable Development Strategy of 2009, the Investment Law of 2017 requires restrictions on investments that cause harm to the environment.
b. In 2012, the Environmental Conservation Law (ECL) was enacted. In accordance with the ECL, the GoM also recently implemented new EIA procedures that require inclusive approaches.
c. The National Environment Policy (NEP) which updates the 23-year-old National Environment Policy of 1994 is pending final approval by the Cabinet. The GoM is currently finalizing a Strategic Framework for the National Environment Policy (SFNEP) which will guide the translation of the ECL and the NEP into programs of action.
d. The updated 2015-2020 National Biodiversity Strategy and Action Plan (NBSAP) guides the various GoM agencies on specified measures to mainstream the conversation of biodiversity across key ecosystems in sectoral as well subnational programs. It calls for action to ensure public understanding of the true value of biodiversity and an effective consultative process in investment decision-making.
e. Building on the learnings from its ASEAN peers, MoNREC has been updating the Community Forestry Instructions (CFI) of 2016. This updates the policy for community forestry so that the program can be a more viable instrument for poverty reduction by making it more responsive to market opportunities to help shape sustainable forest-based enterprises.
f. In 2017, the working committee of the NE5C adopted the Draft Green Economy Policy Framework (GEPF). The framework will guide the transformation of the investment incentives framework that is attuned to the Green Economy. The framework is based on the principles of sustainability, efficiency and inclusivity. The four (4) main policy objectives are: a) stimulating green investments, b) managing brown investments; c) ensuring sustainable financing, and, d) developing human capital.
g. ASEAN also recently requested Myanmar to lead in the establishment of the ASEAN Institute of Green Economy. This banks a great opportunity for Myanmar with the benefit of hindsight from earlier growth models of its peers, to model the way for green economy.
h. Based on the Disaster Management Law of 2013, and through a multi-sectoral consultative process, the GoM recently launched the updated Myanmar Action Plan for Disaster Reduction (MAPDRR). Myanmar was also instrumental in the preparation of the ASEAN Disaster Recovery Guide of 2016.
i. The GoM is about to launch the Myanmar Climate Change Strategy and Action Plan (MCCSAP) and a new National Climate Change Policy.

The key policy frameworks described above (NEP, NBSAP, MCSSAP and MAPDRR) that are the focus of GRSP share some common aspirations:

- Alignment with global and/or regional (ASEAN) ambition and standards.
- Recognition that environmental degradation, biodiversity loss, climate change and disasters are often interlinked and that their solutions can reinforce each other's effectiveness.
- Mainstreaming concerns into the key economic sectors in both government and business.
- Mainstreaming concerns in subnational plans.
- Development of an integrated and strategic funding base for ambitious undertakings.
- Building of organizational and human capacities of government and enhancing peoples' participation in the process.

Annex 6 GRSP's Links to CPD Outputs



Annex 7 Linkages between GRSP and other UNDP projects

In black: benefits from GRSP for other projects. In red: benefits from other projects for GRSP

GRSP Output	Support for Effective & Responsive Institutions Project (SERIP)	Leadership, Effectiveness, Adaptability & Professionalism (LEAP) in Myanmar's Civil Service	Support to Accountability & the Rule of Law (SARL) Project	Inclusive Growth
1/ Resilience and Sustainability Policy Frameworks	• Definition of environmental indicators most needed for risk-informed development. • Methodological support to env. indicators & statistics. • Methodology for strategic impact assessments of government policies. • Technical support to defining mainstreaming tools for env. and resilience into policy management. • Promotion of integrated financing frameworks with evidence from the environment sector • Capacity-building to statisticians in environmental governance agencies. • Collaboration on risk measurement and modelling • Access to territorially-disaggregated data. • Support for inter-ministerial coordination, incl. MoNREC, MoSWRR with other line ministries.	• HRM strengthening in Cabinet institutions (U-S/R)	• Environmental regulations and regulator provides evidence base and piloting opportunities for strengthening administrative justice mechanisms • Institutionalised public participation mechanisms in government planning and regulatory functions • Capacity-building and systems development for MONREC on administrative justice tools including appeals mechanisms • Increased awareness amongst justice sector of environmental issues	• Strengthened private sector networks engaged in DRR.
2/| Promotion of Green Investment	• Support to coordination of economic and development planning institutions with green economy proponents			• Expanded opportunities for inclusive growth through promotion of environmental goods and services. • Support for women's economic empowerment through promotion of green businesses. • Broader business development and enabling environment assistance to support green business advisory services.
3/ Organisational Capacity Development	• Building capacities of MPs on environmental topics. • Access to Hluttaw committees for mainstreaming env. policies into law-making	• Feedback to Union Civil Service Board on human resources development needs and minimum recruitment standards to support resilience and sustainability • Linking organisational and human resources development planning to broader civil service reforms	• Building MP capacities on law-making and oversight on environmental matters and disaster management • Integrity & ethics trainings for key counterpart staff (MoNREC, MSWRR) • Building capacities of MPs on other functions (oversight, representation)	• Building capacities of MPs on green economy. • Capacity building for counterpart staff (MONREC & DICA) on strengthening the business environment to support green investment
4/ Subnational Strategic Action Plans	• Technical expertise on mainstreaming for local planning. • Provide tools for mainstreaming into local development. • Solutions for climate change, disaster resilience and env. conservation at local levels. • TS grant co-funding (Rakhine) • Access to local development processes • Co-funding of local green projects.	• Increased demand for deconcentration • HRM strengthening in sub-national administrations • Deconcentration in line ministries	• Integrity & ethics trainings for sub-national ECD & DDM staff.	• Local green businesses and interested parties to generate grassroots evidence in support of inclusive growth. • Assist with private sector linkages to support sub-national resilience and sustainability action plans.

Annex 8 Relevance of candidate sectors as priorities for mainstreaming and overview of the proposed mainstreaming process

The coordinated mainstreaming of environment, climate and disaster risk considerations discussed under Output 1 will be tested and demonstrated in at least three of five candidate sectors namely: energy (focused on renewable energy); agriculture; fisheries; mining; and tourism. These candidate sectors were chosen because of their potential strategic relevance (including environmental impacts, importance to economic and social development, and possible contribution to green economic activities) as well as their links to UNDP's existing vertically-funded projects. The aim is to ensure that the sustainable generation of national wealth and employment in both the short- and long-term contribute simultaneously to improved resilience of the sector while strengthening adaptive capacity to climate change.

Energy (with Ministry of Electricity and Energy and Ministry of Education) • Forest cover from ridge-to-reef helps prevent floods, sustain irrigation and cushion the impact of storm surges and sea level rise. But 60% of the country's energy needs come mostly from the forests. • Renewable energy (such as solar energy) can help reduce the gigantic demand for fuelwood from both the already strained upland and coastal forests. • Renewable energy can also increase the livelihood options in the countryside. • UNDP (with FAO) has supported work on REDD+; it can share its experience as input to strategy formulation for renewable energy promotion and thus help attain the targets under Myanmar's NDC.	**Mineral Resources and Mining** (with Ministry of Natural Resources and Environmental Conservation) • Influencing the project cycle of mining proposals can help prevent unwanted degradation of watersheds that provide water for agriculture and households, and prevent social conflict. • UNDP (with PEI) has helped the Department of Mining strengthen its appraisal system for proposals on mining operations. This experience can contribute to the development of support interventions for the mines sector.
Fisheries (with Ministry of Agriculture, Livestock and Irrigation) • Contribution to resilience and adaptive capacity in coastal areas would be possible through the protection of sub-ecosystems such as coral reefs, seagrass, mudflats and mangrove systems. • Influencing the fishery industry helps ensure sustainable yields and livelihoods for communities. • The Vice President-led National Coastal Resources Management Central Committee is focused on the links between socio-economic development and ecosystem services, especially in relation to the agricultural, forestry, fishery and tourism sectors, as well as the role of coastal zones in combatting climate change.	**Agriculture** (with Ministry of Agriculture, Livestock and Irrigation) • The change in forest cover is largely directly related to the increase in the agriculture area. A recent ADB study indicated that more than half of total deforestation losses can be traced to agribusiness plantations.[101] • Watershed functions (with or without forest cover) are necessary to maintain ecological services that provide irrigation and regulate floods, among others. • Agricultural systems, particularly in upland watersheds, need to be redesigned (e.g. through agroforestry) to simultaneously maintain and restore watershed functions while becoming more resilient and profitable. • Influencing sustainability and resilience in the agriculture sector helps maintain and improve its ability to provide gainful employment for 60% of the population.

[101] Raitzer, David A., Jindra Nuella G. Samson, and Kee-Yung Nam, *Achieving Environmental Sustainability in Myanmar*, ADB Economics Working Paper Series No. 467, Manila (December 2015), pp.15-18.

	• UNDP can contribute its experience in supporting climate change adaptation in the agriculture sector.
Tourism (with Ministry of Hotels and Tourism) • Promoting tourism generates a services-oriented industry while at the same time provides incentives for conservation behaviour of natural resources important for resilience. • Through its work with the Union Government and INGOS on maintaining protected areas, UNDP has supported initial discourse and relevant studies on innovative strategies for its sustained management including the prospects of ecotourism.	

Mainstreaming an integrated message of resilience and sustainability into current standards and practices of target sectoral agencies will build on the ongoing evolution of mandates of the target agencies themselves under the Administration's 12-point Economic Policy. It is expected to be a gradual, negotiated process to manage the concerns of stakeholders who may be affected in various ways and to obtain their "buy-in". The following table provides a summary of the proposed coordinated mainstreaming approach. It summarises the substantive content of mainstreaming – what is to be mainstreamed (column 1) into which aspect of the target sector (column 2). There is no one-to-one correspondence for every item in each column. The left column represents the illustrative concepts that GRSP would seek to mainstream, drawn from the key themes in the main new sustainability and resilience policy documents (including the National Environmental Policy and Strategic Framework, NBSAP, MAPDRR and MCCSAP). The right column represents illustrative key attributes or features of any economic sector that can incorporate the concepts being mainstreamed. These may consist of sector-based policies, rules and standard operating procedures. It may also include standards (or code of ethics) set by industry associations (where they exist) associated with the sector.

OVERARCHING THEMES TO GUIDE MAINSTREAMING AT SECTORAL LEVEL: • Natural capital has a true value that needs to be accounted for. • The benefit stream to society needs to be sustained. • Need to minimize damage and loss and erosion of capital from shocks. • Need to be adaptive to inevitable, slow onset change.	
Themes specific to environment, climate change and DRR.	Attributes of the candidate sector – target for mainstreaming either for public or private investments.
a. Themes associated with sustainability: • Conserving biodiversity • Land use and spatial planning • R2R and water resources management • Energy • Waste management • Coastal resources management • Sustainable production and consumption b. Themes associated with resilience: • Mitigation and prevention (also related to environment) • Preparedness • Response • Adaptive management	a. Current and proposed Sectoral Laws, Policies and Regulations b. Policies and protocols relevant to the Life cycle in the industry • Managing the resource base of the sector • Design infrastructure and production facilities • EIA and licensing • Managing the production and utilization process • Environmental compliance monitoring and enforcement c. Institutional arrangements among multiple agencies involved in the industry d. Industry associations – code of ethics

c. Some common themes important to both resilience and sustainability • Inclusivity • Cultural heritage • Conflict sensitivity • Gender	e. Consumer/user education programs promoting resilience and sustainability within the sector

The process of mainstreaming (i.e. from left to right column) in each target sector will be based on the following general approach to be performed over the entire project duration, subject to agreement with the relevant agencies:

Negotiation

a. Set the climate for negotiation. This includes orientation and training for the Policy Support Teams of MONREC and MSWRR as well as designated counterparts in the target sectoral agency.
b. Build understanding of overall needs of each sector in terms of resiliency and sustainability. Identify the key stakeholders – agencies, producers, integrators, educators, consumers, conservationists, among others. The level of comprehensiveness will depend on the complexity of the issues and opportunities in the sector.
c. Identify ongoing efforts within the target sector to respond (on its own initiative) to the broad calls for resilience and sustainability by the Union Government. Consider possible good practices by the sectoral agency and by some businesses. Conduct a gap analysis.
d. Agree on a priority agenda of targeted sectoral features (policies, standards, industry association, etc.) that will incorporate the mainstreamed measures for resilience and sustainability.
e. Formulate integrated messages for each sector from the national policies, strategies and action plans (these messages may consider the reality that in one sector, there is a lead agency; but there are also equally important agencies involved that are often with overlapping mandates).

Piloting and Documentation

a. Based on the gap analysis, prepare the necessary revisions of protocols and legal instruments that will convey them. This will be guided by the integrated message from the Policy Support Teams.
b. Provide support to the lead sectoral agency to engage other agencies involved in the sector as well as Industry networks and obtain their buy-in.
c. Provide technical assistance, as needed, to piloting selected procedures in the target sector that now incorporate resilience and sustainability measures. At least 3 practices will be explored as examples under each sector. Examples of such tangible practices that mainstream resilience and sustainability concerns include the following:
    - Appraisal systems for proposals (mandatory for the project);
    - Engineering designs for production facilities;
    - Production system protocols;
    - Waste management systems; and,
    - Industry code of ethics.
d. Document the results of pilots and prepare knowledge products that can be used to help disseminate the desired practices among stakeholders in the sector.
e. Document the overall mainstreaming experience within each sector and develop a guide that can be used for sharing with other sectors.
f. Provide feedback to the research and educational institutions in the sector concerned on issues encountered that need to be backed up with stronger theoretical foundations.

Annex 9 Environmental Goods and Services

Bucher et al note the following with regards to environmental goods and services:[102]

> Environmental goods and services play a leading role in this shift to a green economy. Environmental goods and services can be broadly defined as consisting of activities 'that produce goods and services to measure, prevent, limit, minimise or correct environmental damage to water, air, soil, as well as problems related to waste, noise and eco-systems'.

Establishing more explicit definitions of environmental goods and services has proved somewhat difficult. As Bucher et al continue to explain:[103]

> While a consensus may exist on the overall importance and even the broad function of environmental goods and services, obtaining an agreement on a precise classification or grouping has proven much more challenging. This is partly due to the heterogeneity of products and services required to achieve an environmental objective.

In this context, there is no one internationally agreed list of environmental goods or services. Rather, there are a number of different – yet generally not inconsistent – approaches that Bucher et al summarise in the following tables:[104]

Comparison of environmental goods lists and classifications

	OECD – Environmental Goods and Services	**APEC – Environmental Goods**	**UNCTAD – Environmentally Preferable Products**
Definition	The environmental goods and services industry consists of activities which produce goods and services to measure, prevent, limit, minimise or correct environmental damage to water, air and soil, as well as problems related to waste, noise and eco-systems. This includes cleaner technologies, products and services that reduce environmental risk and minimise pollution and resource use.	Environmental goods and services is an industry sector devoted to solving, limiting or preventing environmental problems.	Products which cause significantly less environmental harm at some stage of their life cycle (production, processing, consumption, [or] waste disposal) than alternative products that serve the same purpose, or products, the production and sales of which contribute significantly to the preservation of the environment.
Number of (HS 6) products	164	54	25
Classification	**A. Pollution Management** 1. Air pollution control 2. Wastewater management 3. Solid waste management 4. Remediation and clean-up 5. Noise and vibration abatement 6. Environmental monitoring, analysis and assessment	1. Renewable energy 2. Environmental monitoring, analysis and assessment equipment 3. Environmental protection	1. Products which are more environmentally friendly than petroleum-based competitors 2. Products which are produced in an environment-friendly way

[102] Bucher, H., Drake-Brockman, J., Kasterine, A., and M. Sugathan (2014). *Trade in Environmental Goods and Services: Opportunities and Challenges*. International Trade Centre Technical Paper, Geneva, p3; citing UNSTATS/OECD (1999). *The Environmental Goods & Services Industry: Manual for Data Collection and Analysis*. Available from: http://unstats.un.org/unsd/envaccounting/ceea/archive/EPEA/EnvIndustry_Manual_for_data_collection.PDF

[103] Bucher, H., Drake-Brockman, J., Kasterine, A., and M. Sugathan (2014). *Trade in Environmental Goods and Services: Opportunities and Challenges*. International Trade Centre Technical Paper, Geneva, p4.

[104] Bucher, H., Drake-Brockman, J., Kasterine, A., and M. Sugathan (2014). *Trade in Environmental Goods and Services: Opportunities and Challenges*. International Trade Centre Technical Paper, Geneva, pp5-6,8.

	B. Cleaner Technologies and Products 1. Cleaner/resource efficient technologies and processes 2. Cleaner/resource efficient products **C. Resources Management Group** 1. Indoor air pollution 2. Water supply 3. Recycled materials 4. Renewable energy plant 5. Heat/energy savings and management 6. Sustainable agriculture and fisheries 7. Sustainable forestry 8. Natural risk management 9. Eco-tourism 10. Other	4. Environmentally preferable products (bamboo).	3. Products which contribute to the preservation of the environment.
Characteristics and Issues	1. For cleaner technologies there is currently no agreed methodology for measurement. This is why products defined in terms of for example their energy efficiency were not included in the original OECD list. 2. The list is not exhaustive. 3. Some goods have dual-usage (i.e. also used in non- environmental applications) 4. Limited to HS 6–digit level.	1. Products identified based on country interests in liberalization 2. Countries sensitive to the issue of 'dual- usage' and therefore many products left out – which do form part of the OECD list. 3. Absence of chemical products used in water treatment as these are covered in a separate negotiations process. 4. Overlaps for certain products with medical equipment and instruments and energy.	1. The list was limited to those products with an intrinsically superior environmental quality (e.g. sisal, bamboo) or products where the usage has an unambiguous environmental end-use (e.g. bicycle).
Status	List conceived primarily for conceptual or analytical purposes rather than for the purposes of environmental goods and services negotiations.	At the APEC meeting in Vladivostok, Russian Federation on the 9 September 2012, the leaders of the 21 economies agreed on liberalizing tariffs on the 54 environmental goods. The applied tariffs will be cut to five per cent or less. The agreement is voluntary and not legally binding.	There is a lack of clarity amongst governments as to whether the 2001 Doha Ministerial Mandate on environmental goods and services [paragraph 31(iii)] covers, or could be interpreted to include environmentally preferable products.

Comparison of environmental services lists and classifications

	WTO – Environmental Services	**Eurostat - Environmental Goods and Services**	**OECD – Environmental Goods and Services**
Classification	1. Sewerage services 2. Refuse disposal services 3. Sanitation and similar services 4. Other (cleaning services for exhaust gases, noise abatement services, nature and landscape protection, and other environment services not elsewhere classified).	**Environmental protection** 1. Protection of ambient air and climate 2. Wastewater management 3. Waste management 4. Protection and remediation of soil, groundwater and surface water 5. Noise and vibration abatement 6. Protection of biodiversity and landscape 7. Protection against radiation 8. Research and development 9. Other environmental protection activities Resource management 10. Management of waters 11. Management of forest resources 11 A. Management of forest areas	**A. Pollution Management** 1. Air pollution control 2. Wastewater management 3. Solid waste management 4. Remediation and clean up 5. Noise and vibration abatement 6. Environmental monitoring, analysis and assessment **B. Cleaner Technologies and Products** 1. Cleaner/resource efficient technologies and processes

		11 B. Minimisation of the intake of forest resources 12. Management of wild flora and fauna 13. Management of energy resources 13 A. Production of energy from renewable sources 13 B. Heat/energy saving and management 13 C. Minimisation of the intake of fossil resources as raw material for uses other than energy production 14. Management of minerals 15. Research and development 16. Other natural resource management activities	2. Cleaner/resource efficient products **C. Resources Management Group** 1. Indoor air pollution 2. Water Supply 3. Recycled materials 4. Renewable Energy Plant 5. Heat/energy savings and management 6. Sustainable agriculture and fisheries 7. Sustainable forestry 8. Natural risk management 9. Eco-tourism 10. Other
Status	Conceived in 1991 during the Uruguay Round as a basis for negotiations. Many submissions have been discussed but no new classification agreed.	Published in 2009 for purposes of harmonised data collection for members of the European Union. Replaces the OECD/ Eurostat manual of 1999.	List conceived primarily for conceptual or analytical purposes rather than for the purposes of negotiations.

Annex 10 Profile of Organisational and HR Capacity Building Support

GRSP support interventions follow two modalities. First, it aims to support selected offices of ECD, DDM and FD and select subnational agencies become more effective teams to help achieve new requirements by recently launched policy frameworks such as the NEP, NBSAP, MAPDRR and MCCSAP. The second modality is addressed to categories of human resources/individuals that are either inside or outside of the mentioned targeted offices.

Organisation Capacities. At the Union level, at least 3 offices each of ECD, DRD and one for FD will be targeted. Two of these would be would be the planning and finance offices that perform important roles in project sustainability because they can help mainstream project inspired practices into the Agency's regular programs. Ten subnational offices of ECD and DDM will also be targeted along with at least 3 local offices of the FD (Sagaing, Bago, etc.).

In the case of the Subnational agencies, this refers to, depending on demand, any of the following: Office of the Regional Environment Minister, the Development Affairs Office (DAOs; urban authorities) or Township Authorities.

The capacity building approach would aim to help said offices undertake a needs assessment against new mandates. Based on these assessments, office vision, mission and operating strategies will be crafted, and TORs of personnel firmed up. They will go through team building sessions that impart the values of accountability, inclusiveness, partnership etc. They will be exposed to relevant case studies from actual experience in ASEAN, among others.

In the case of subnational actors, organisational capacity building will additionally emphasise on the collaboration to adapt Union policies and guidelines to unique needs of the locality. Collaboration are to be between the local offices of Union Ministries, the offices of S/R DAOs and consultative working groups where non-government sectors (civil society and business) participate. Joint sessions may be considered. Members of the local parliament may be invited.

Human Resources Capacity. Based on training needs analysis**,** orientation and training courses would be conducted to support the needs of individuals that belong to priority offices above as well as of other partner agencies (including parliaments) that contribute to project outcomes. The key topics would support the key values being promoted by the Project and include the following (using case studies, cross visits and workshop learning methods):

- True value of natural resources and ecosystems services
- Green economy and the prospects of green business, including current issues and opportunities in community based natural resources management
- Environmental and climate change governance and local level environmental planning and enforcement
- Addressing recurrent locally demanded themes (community watershed degradation, community forestry, solid waste management, river protection, coastal management)
- DRR governance and local DRR planning and climate change
- Good practices in urban land use planning and management 101
- Communication, facilitation, applications of ICT in addressing local issues.

Sustainability. To help sustain the post event learning process, the project would support initiatives to build /strengthen professional associations as well as knowledge hubs for cross learning.

Annex 11 Subnational Environmental and DRR Initiative in Sagaing

The Environment Minister of Sagaing Regional Government has requested UNDP support for environmental problems and high vulnerability to disaster and climate change. Sagaing is an important agricultural producer and hosts high biodiversity and mineral reserves, a potential tension.

Aiming to be more proactive in addressing local environment and DRR issues, the Regional government has started a review of its current work, and has launched an environmental awareness campaign. Interagency working groups have been set up and the government expects deployment of new staff from MONREC and MSWRR.

Potential Scope of Support. The regional government is aiming for a balanced growth of its agriculture and natural resources sector while at the same time reducing vulnerabilities to an increasing frequency of climate-related disasters such as drought and flooding that affect its agricultural sector in a major way (up to 40% of annual output).

The most immediate assistance required is to clarify the mandates, roles of relevant offices and TORs of the various staff and working groups so that existing human resources can better exercise regulatory functions. For the long term, an environmental management action plan is needed, including a resource mobilisation plan that will enable the protection of natural assets and biodiversity therein in a more systematic way - from the forests cover, mineral rich mountains through its mighty rivers and to abundant valleys - while enabling sustainable local benefit from such assets.

Taking the cue from the NBSAP, there is high interest to develop a local biodiversity action plan, partly as a response to the need to achieve a delicate balance between biodiversity protection for its potential for tourism, other ecosystem services and the prospects of mining (including artisanal gold mining).

To accomplish above, a local watershed planning framework will be explored as an option to support the sustained flow of local biodiversity services and increase adaptive capacity to climate change. The plan will include the expansion of an ongoing UNDP-assisted climate adaptation project in agriculture that is located in vulnerable watersheds. This Project will use the micro-watershed approach, among others.

The Technical Assistance Process. During project implementation, the GRSP will provide an intermittent Technical Assistance Team to the Region to assist in both short-term and long- term planning. The GRSP team will consist of a part-time facilitator to guide a series of technical sessions among local experts and practitioners and consensus building exercises among key stakeholders. The sessions would include a due diligence review of ongoing efforts and lessons learnt. It will also review management options (study tours, etc.) including innovations that the Project will generate such as the concept of green business (Output 2). As needed, Project technical consultants will supplement local expertise.

The subnational support intervention will take approximately 3 years and consist of short-term implementable actions that the Regional Government can fund from its resources and a long-term component that will require an external funding partner. GRSP will link the strategic environmental financing work (from Output 1) to support local resource needs.

Sustainability and Spread. The project will help targeted local offices, along with the multisectoral working groups, clarify their roles and operating systems and standards. During and after the Project term, these local offices will be encouraged to link with a knowledge support hub that will also be strengthened under the project (Output 3). The experience in Sagaing together will be documented and shared among other States and Regions, and interested townships.

Annex 12 Project Board Terms of Reference and TORs of key management positions

Project Board

The Project Board (hereafter, PB) will be responsible for making by consensus management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions.

In order to ensure UNDP's ultimate accountability, PB decisions should be made in accordance to standards[105] that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (normally in terms of time and budget) have been exceeded.

The PB will review and approve project annual work plans (AWPs) and, as required, quarterly plans. The PB authorizes any major deviation from these agreed AWPs. It is the authority that signs off the completion of each AWP and authorizes the start of the next AWP. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

The proposed composition of the PB is as follows:

1) Executive (co-chairs): MONREC Permanent Secretary and UNDP Country Director (representing also the joint UNDP-UN Environment PEAS).
2) Senior Beneficiaries: Directors General of ECD (MONREC), FD (MONREC), DDM (MSWRR), DICA (MOPF) and PAPRD (MOPF), and a senior representative from each of the Bago Region Government, Sagaing Region Government, and Rakhine State Government.
3) Observers may be permitted by the PB as required.

The PB will have a semi-annual meeting on a regular basis. A technical working group will be formed to support the implementation of the project with more frequent meetings as necessary. The Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if required and submitted to the LPAC).

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise Project Plan, AWP and Atlas reports covering activity definition, quality criteria, issue log, updated risk log and monitoring and communication plans.

[105] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the AWP and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets

and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated.