



Country: Myanmar

Initiation Plan

Project Title: Strengthening Processes, Policies and Institutions for Sustaining Peace and Community Cohesion ('Sustaining Peace and Community Cohesion Project - SPCC')

Expected CPD Outcome(s): *Outcome 1:* Peace and Governance: Sustaining peace through national reconciliation and building an effective democratic state

Expected CPD Output 1.3: Mechanisms, institutions and capacities strengthened to sustain peace and social cohesion

Initiation Plan Start Date: 1 July 2018

Initiation Plan End Date: 30 March 2019

Implementing Partner: UNDP

Brief Description

The context of Myanmar is extremely complex as the country manages its 'triple transition' from subnational conflict to a nationwide Peace Process, from military rule to democratic governance and from a closed to an open market economy. Underlying this transition is a much more profound transformation in which Myanmar society searches to reconcile the political, social and economic definition of the country and therefore establish the conditions for a durable 'positive peace'. While the 'triple transition' forms necessary parts of Myanmar's wider transformation, these are not sufficient for achieving durable reconciliation and peace. The ongoing Peace Process is the best opportunity ever presented for resolving the country's subnational conflicts, but sustainable peace is not guaranteed. Even if a peace agreement were signed, implementation would be a massive and challenging undertaking. As experience has shown elsewhere, such fundamental transformation will be highly unpredictable and non-linear, taking place over a long-term timeframe that does not fit into the standard approaches of development and humanitarian actors. International partners cannot do 'business as usual' in this context; they need to reorient their engagement within Myanmar's larger transformation and within the much longer timeframe this entails.

Recognising this, the 'Strengthening processes, policies and institutions for Sustaining Peace and Community Cohesion' Initiation Plan is premised on the assessment that significant elements of Myanmar's wider 'peace infrastructures and community cohesion' require additional support in order to enhance resilience to violence and conflict as the country navigates complex, multisectoral challenges of its transformation.

Programme Period:	1.7.18 – 30.3.19	Total resources required	_____
CPD Programme Component:	_____	Total allocated resources:	_____
Atlas Award ID:	_____	• Regular	_____
LPAC Meeting Date	_____	• Other:	
		o Japan	1,833,439 USD
		o UNDP	300,000 USD
		o Government	_____
		Unfunded budget:	_____

Agreed by UNDP:

Date:

25/7/2018

1. PURPOSE

The 'triple transition' on which Myanmar has embarked is significant, as well as laden with risks. So far, much of the country's trajectory has been positive and, if it remains so, leaders may very well be able to point to a successful 'conclusion' of those transitions. However, while being concluded as specific and discrete processes, there is the risk that the much longer and more profound process of national transformation may not have in fact moved much further and that the deeper underlying causes of conflict in Myanmar society remain in place. While it is necessary to support these transitions, they are not sufficient for ensuring a durable positive peace in the long-term. Underlying these transitions is a much wider and more profound transformational process in which Myanmar society searches to reconcile the political, social and economic definition of the country and therefore establish the conditions for a durable 'positive' peace.

While existing 'infrastructures for peace'¹ engaged in Myanmar's transitional processes (including the Peace Process and related peace architecture) are certainly necessary, they are not sufficient. Since reforms initiated in 2011, the Country has witnessed set-backs, crises and obstacles that have inevitably challenged existing infrastructures. The current Peace Process is the greatest opportunity presented for resolving the country's sub-national conflicts, but it is not guaranteed to succeed in reaching a peace agreement and sustainable peace. Even if a peace agreement was to be signed, implementation of any agreement will be a massive and challenging undertaking. There are gaps in knowledge and preparation on key technical and substantive issues, while many necessary capacities (both institutional and human) are nascent or not fully realised. The current leadership managing transition remains exclusive and the much wider array of stakeholders whose involvement will be necessary for achieving Myanmar's transformation are not included in key processes and decision making. In particular, the needs and voices of women and youth in peace-related processes have not yet been adequately addressed.

Beyond the domains of the 'Peace Process', the conflict in Rakhine is a pressing national concern with significant humanitarian, human rights and human security implications as well as consequential impacts on inter-ethnic relations throughout the country. There is a disconnect between processes and initiatives that are nationally-led and those at sub national, including state and township levels. UNDP in particular has opportunities to promote vision and discourse for sustaining peace and cohesive communities that are built upon a much more profound understanding of Myanmar's complexity and enables a more inclusive cross-section of national stakeholders to contribute to enduring resilience and reconciliation.

Recognising the above, UNDP proposes a new way of working in support of sustaining peace in Myanmar by strengthening processes, policies and institutions sustaining peace and community cohesion. Mobilising a wide coalition of partners², at both national and subnational levels to draw upon a number of services lines (thought leadership, capacity development, partnerships, convening and financing) to facilitate the iterative ideation, design, testing and deployment of innovative solutions packages that: i.) support national 'infrastructures for peace' and other key stakeholders to establish/strengthen the necessary foundations for continuing Myanmar's transformation towards a durable positive peace; and ii.) support the UN system's efforts to become a more coherent and effective partner for sustaining peace through strengthening a national infrastructure for peace, promoting community cohesion, managing transitional and political risks related to development, humanitarian and peacebuilding initiatives operating in such a complex context.

Finally, the 'Sustaining Peace and Community Cohesion Project' PIP is premised on the assessment that significant elements of Myanmar's wider 'peace infrastructures and community cohesion' require additional

¹ Former Secretary-General Kofi Annan (2006) stated that government and civil society leaders who want to channel conflict non-violently should seek to create 'a sustainable, national infrastructure for peace that allows societies and their governments to resolve conflicts internally and with their own skills, institutions and resources.' Strengthening a national 'infrastructure for peace' therefore refers to enhancing the processes, policies and institutions that help design, support and enhance resilience to violent conflict.

² The Initiation Plan would be used to mobilise and empower shifting consortiums of government bodies, EAOs, peace research institutions, civil society, women's and youth networks, the media and the private sector to work collaborate on different solution packages and initiatives that strengthen infrastructures for peace and community cohesion, ultimately feeding to the broader peace project being designed.

support in order to enhance resilience to violence and conflict as the country navigates complex, multisectoral challenges of its transformation. Investing in these interventions will enable Myanmar stakeholders, institutions and processes to more confidently and increasingly transform Myanmar society towards the conditions necessary for a durable positive peace.

Therefore, the purpose of this Initiation Plan (1 July 2018 – 30 March 2019) is to exploratively envisage, design and operationalise ‘Sustaining Peace and Community Cohesion Project’ aiming at delivering the following key outputs:

- 1) **Policies, institutions and capacities for cohesive and collaborative communities enhanced at union and sub-national levels;**
- 2) **Capacities at the union and sub-national levels strengthened to facilitate an inclusive Peace Process and enable interim arrangements to deliver peace dividends;**
- 3) **Capacities and opportunities for women and youth to participate as meaningful agents for sustaining peace increased at union and sub-national levels;**
- 4) **Thought Myanmar leadership deepened to catalyse evidence-informed policy dialogue and solutions-focused pathways for sustaining peace.**

The project fully integrates gender and will meet the minimum threshold of 15% of resources dedicated to Gender-related activities. The sustaining peace analysis system, conflict sensitivity and social cohesion components will be designed to prioritise the participation of women and application of gender lenses. The project will work with UN Women to support the establishment of a more robust ‘women, peace and security’ information sharing and coordination platform, as well facilitating the participation of May Doe Kabar and other rural women’s networks in the national women, peace and security agenda and taking measures to promote the increased participation of women and inclusion of gender considerations in the ongoing Peace Process.

The project will strongly focus on national ownership and was designed in line with country priorities and new Country Programme Document of UNDP (2018-2022). It will aim at benefitting targets populations and communities that are most vulnerable. When appropriate, it will promote the use of South-South and Triangular cooperation.

II. EXPECTED OUTPUTS

The Initiation Plan aims at supporting the achievement of the UNDP Country Programme Output 1.3—Mechanisms, institutions and capacities strengthened to sustain peace and social cohesion—through strengthening the dynamic processes, institutions and capacities of Myanmar’s ‘infrastructures for sustaining peace’—those key skills, capacities, resources, tools and institutions that enable constructive social and political relationships and sustain the resilience of Myanmar society against violent. This will be achieved through the delivery of four Project Outputs outlined below;

Outputs:

Output 1: Policies, institutions and capacities for cohesive and collaborative communities enhanced at union and sub-national levels

Evolving upon the foundation of previous UNDP programming and policy work on livelihoods and social cohesion, this Output deliberately links both upstream and downstream work to increase community-level resilience to violence and conflict. Output 1 will support new and consolidate existing practices, policy frameworks, capacities and networks that enable local stakeholders to explore iterative and locally framed processes that generate collaborative analysis, capacities, processes and opportunities for re-enforcing resilience to violence and conflict, reducing local tensions and increasing opportunities for livelihood

stabilization. This support is part of a larger area-based development programme in Rakhine supported by the Government of Japan.

Under this output, and as a first key activity under the first activity result, UNDP will undertake Participatory Analysis and Problem Solving (PAPS), community dialogue, and capacity building for social cohesion to identify livelihood options that can contribute to reduction of tensions and social cohesion. In doing so, UNDP seeks to go beyond analysis and to build the capacities of local actors to analyse their own contexts and to facilitate channels of communication and cooperation between actors that will continue beyond the Project. The PAPS process will aim to understand key vulnerabilities and opportunities how livelihoods activities can contribute to stabilization. Care will be taken to understand these issues and dynamics and their differentiated and disaggregated impacts on men and women.

As a second key activity, UNDP will operationalize livelihood assistance activities and use this assistance as an entry-point for improving inter-community relations. Given the 12-month implementation timeframe, these interventions will aim to address poverty and immediate livelihoods recovery activities. Given the short-term nature of the project, the output will prioritize the rehabilitation of small livelihood and social infrastructure through labour intensive cash-for-work scheme. Specific to this key activity result, resources will be available for livelihood or social infrastructure facilities (such as markets, health clinics, preschools/primary schools, water sanitation facilities, multi-purpose halls, etc.) that can either serve as physical spaces for inter-community interaction and/or encourage inter-community inter-dependence. To the extent possible, UNDP will facilitate joint cash-for-work schemes across the village clusters for these construction activities as an opportunity for linking neighbouring communities. Where tensions are very high, activities may aim at reduction of tensions in other ways. Where collaboration between communities is not possible, the livelihoods activities may therefore be done separately for different communities but with the overall objective of stabilization and preparing the ground for future collaboration of communities.

As a third key activity, UNDP will build capacities of CSOs and village tract structure for implementation of livelihoods solutions and related follow-up mechanisms.

The fourth key activity relates to UNDP undertaking a series of capacity-development activities outreaching government institutions, CSOs and communities at the local level to further strengthen their competencies for operating in more conflict sensitive ways and initiating and promoting trust-building and peacebuilding activities. This activity result recognizes that building trust and cohesion between different communities in Rakhine requires the input, contribution and support of institutions and actors within and outside target communities. It is also informed by UNDP's past experiences, where local government institutions, specifically township authorities and ward/village tract authorities play critical 'enabling' (or 'spoiler') roles in inter-community trust-building efforts. Building on existing work, UNDP will undertake direct and ToT trainings on conflict sensitivity, social cohesion and peacebuilding for government, CSOs/NGOs at state, township and village-tract level. Given the Rakhine context, through a careful approach, UNDP will strengthen the capacities of individuals within the Rakhine context, who can work as insider-mediators. Given the short timeframe of Japan-funded activities, these efforts will be deepened and scaled-up with additional resources in the following years.

UNDP will maintain the most flexibility with regards to geographic targeting, allowing the project to respond to the needs of conflict and disaster-affected communities including returnees and host communities as they evolve and as conditions permit.

The second activity result captures the upstream and policy advocacy work needed to support the implementation of social cohesion activities on the ground (e.g. addressing bottlenecks that cannot be addressed at the very local level), and to use the experience on the ground to inform policy work and best practices. As an initial key activity under this activity result, UNDP will conduct and update context and risk analysis and implement related risk mitigation measures to ensure that this project output and other activities under the Japan-funded joint programme are conflict-sensitive.

Activity result (AR) 1.1: Target communities—particularly women, and institutions have improved and opportunities for community cohesion and strengthened peace capacities

Key activities under AR 1.1 will include:

1.1.1 Conducting Participatory Analysis and Problem Solving (PAPS), community dialogue, and capacity building for social cohesion to identify community-driven gender-responsive solutions

1.1.2 Implementing livelihoods solutions through grants (identified under 1.1.1)

1.1.3 Building capacity of CSOs and village tract structure for implementation of livelihoods solutions and related follow-up mechanisms

1.1.4 Building capacity of CSOs and village tract structures in conflict-sensitivity/ social cohesion

AR 1.2: Policy, coordination and legislative frameworks to promote gender-responsive cohesive and collaborative communities strengthened

Key activities under AR 1.2 will include:

1.2.1 Conducting/ updating context and risk analysis and implementing related risk mitigation measures

Output 2: Capacities at the union and sub-national levels strengthened to facilitate an inclusive Peace Process and enable interim arrangements to deliver peace dividends;

This output will directly support national stakeholders and infrastructures managing Myanmar's Peace Process, which represents Myanmar's best opportunity for establishing the necessary foundation for durable positive peace in a generation. Output 2 specifically builds upon the UN's role as an impartial third-party multilateral partner committed to inclusive and sustainable peace processes aligned to international standards, as recently reflected in strategic UN and UNDP support to the Joint Ceasefire Monitoring Committee (JMC). The Project will ensure that Peace process stakeholders and infrastructures receive appropriate and timely UN technical, institutional and operational support in alignment with international standards, drawing across the full global range of UN system capacities and expertise. At the same time, the SISP Project will make deliberate and strategic investments that expand the diversity and scope of stakeholders involved in the Peace Process, promoting a more inclusive and accountable Peace Process.

AR 2.1: Institutional and technical capacities at the union and sub-national levels for an inclusive Peace Processes strengthened

AR 2.2: Dialogue and cooperation between EAOs, government authorities and communities enhanced at the sub-national level to deliver peace dividends through interim arrangements

Key activities under this output will be developed and funding allocated to above activity results during the duration of the PIP as additional support from development will be available.

Output 3: Capacities and opportunities for women and youth to participate as meaningful agents for sustaining peace increased at union and sub-national levels

Output 3 will deliberately promote the greater inclusion³, representation⁴ and participation⁵ of women and youth in the ongoing Peace Process, but also wider processes and efforts for sustaining peace over the course of Myanmar's transition. Designed in close alignment with UNSCRs 1325 (women, peace and security)⁶ and 2250 (youth, peace and security), the Project will provide strategic and complementary inputs enabling Myanmar women and youth to play more meaningful roles as agents for sustaining peace through: deepening skills and capacities; improving coordination and information sharing; investing in innovative research and analysis; stimulating policy advocacy and development; and promoting South-South exchange. These inputs will be delivered in support of other key actors already working in these sectors, including government, civil society, UN and other development partners.

AR 3.1: Pro-youth policies and practices strengthened and capacities enhanced to foster youth's leadership and voice in sustaining peace

AR 3.2: Gender-responsive policies and practices strengthened and capacities enhanced to foster women's leadership and voice in sustaining peace

Key activities under this output will be developed and funding allocated to above activity results during the duration of the PIP as additional support from development will be available.

Project Output 4⁷: Thought Myanmar leadership deepened to catalyse evidence-informed policy dialogue and solutions-focused pathways for sustaining peace

There is a need to deepen and broaden a common evidence-base for defining, gauging and acting on sustaining peace in Myanmar. While there has been greater availability of some data and analyses in recent years related to sustaining peace, much of it remains ad hoc, disconnected and/or unavailable. Moreover, there has not been sufficient convergence by national stakeholders around a common evidence-base that informs peace-related policy development, political dialogue and international support to peace. Managing and responding to the needs and challenges of the country's transformation will require overcoming deficits of data and analysis and developing a common evidence-based understanding of and action on peace-related issues, dynamics, trends and risks.⁸

Through this Output, the Project will make essential contributions by: enabling safe, inclusive and participatory spaces for networks, dialogue and consensus to grow (vertically and horizontally) and promote a more inclusive cross-section of national stakeholders contributing to enduring conflict resilience and sustaining peace; promoting vision and discourse for sustaining peace built upon a much more profound and evidence-based understanding of the country's complexity; and providing comparative lessons, technical advice, training and operational support that deepens and expands the capacities of key infrastructures for

³ Inclusion refers to securing the presence of women and youth within structures and processes.

⁴ Representation refers to enabling women and youth to act representatives of their own issues, interests and perspectives.

⁵ Participation refers to the scope by which women and youth influence and directly contribute as equals to decision-making through roles as participants, facilitators or advisors, and negotiators.

⁶ Further supported by additional UNSCRs 1820, 1888, 1889, 1960, 2106, 2122 and 2242, as well as by key reference points in the BPFA and CEDAW.

⁷ This Output is partly modelled on the new 'Country Support Platform' modality offered in UNDP's global Strategic Plan as an additional programmatic capacity and service to the UN system, national actors and international partners. For further elaboration, see: [UNDP Strategic Plan 2018-2021](#), pp.14-16

⁸ For example, "At a collective level, though different coordination forums have mobilized some action on conflict sensitive practice, indications are that these are not generating a unified understanding of conflict sensitivity challenges or how to manage them [...] At the same time, the Peace Support Group appears unable to develop common positions or strategies, given strong differences in attitudes and conflict expertise between different donors." ([Conflict Sensitivity Monitoring in Myanmar Findings for OECD-DAC INCAF January 2016](#)).

sustaining peace (including lessons about how national capacities and infrastructures for sustaining peace and community cohesion are succeeding in Myanmar).

Myanmar is undergoing a profound and complex national transformation. As experience has shown elsewhere, such fundamental transformation will be a highly unpredictable, non-linear and long-term process. UNDP and the UN have the opportunity to promote vision and discourse for sustaining peace in Myanmar that is built upon a more profound understanding of this complexity and enables a more inclusive cross-section of national stakeholders to contribute to enduring resilience and reconciliation. Mobilising a wide coalition of partners, UNDP proposes the need for establishing an agile, collaborative and integrative 'Sustaining Peace and Community Cohesion Project' that can facilitate the iterative ideation, design, testing and deployment of innovative solutions packages that support national stakeholders to progressively transform Myanmar society towards durable positive peace. Importantly, such a Project will also enable the UN system to become a more coherent and effective partner for sustaining peace, building resilience to transition risk factors and curbing the drivers of risk ingrained when development, humanitarian and peace-related initiatives operate in such a complex context. This Project will exploratively envisage, design and operationalise such solutions with partners through delivery the following key activities:

- Participatory sustaining peace data and analysis system designed (drawing from the CDA method and tailored to the Myanmar context) and initiates a new national peace and reconciliation dialogue founded on a common evidence-base;
- Key institutions/ organizations/ infrastructures for peace equipped to advance national thought leadership, dialogue and collaborative partnerships necessary for progressing national transformation and reconciliation;
- UN system adopts 'new ways of working together' that equip it to become a more effective, coherent and strategic partner in support of sustaining peace in Myanmar.

This Output is supported by UNDP's 'Funding Window', providing catalytic funds for: facilitating and building the capacity of a consortium of national actors (e.g. government, EAOs, peace research institutions, civil society, women's and youth networks, the media and the private sector) to design participatory sustaining peace data and analysis systems (drawing from the CDA method that is specifically tailored and appropriate to the Myanmar context); providing research, training, comparative exposure and policy support to the Inter-Ministerial Study Group on Conflict Sensitivity to integrate conflict sensitivity into national development policies and systems; facilitating national and sub-national dialogues on social cohesion and reconciliation in partnership with key government, donor and civil society partners; and instigating a Sustaining Peace Policy Series of networking activities, briefings, working papers, actor/network mappings and research/data compilation exercises.

While the first activity result will aim at supporting Myanmar leadership in exploring pathways regarding critical issues to be addressed towards sustaining peace, the second activity result will provide a space (through catalytic expert advice and small-scale seed funding and activities) for piloting, initiating, prototyping the pathways identified, supporting Myanmar leadership to take the first steps towards putting recommendations/ ideas resulting from activity result 4.1 into action.

Activities will directly complement downstream social cohesion and conflict resilience programming in Rakhine state currently funded by the government of Japan.

Across both activity results under this output, the project will foster South-South and Triangular cooperation where useful and demanded by Myanmar leadership.

The project will identify two to three themes in 2018 that will be explored as described above. Examples for possible topics include but are not limited to:

- Exploring Pathways to foster stakeholder's trust in the Union Electoral Commission and electoral process through measures such as confidence-building, outreach and dialogue;

- Reflecting on how inclusive participation can be promoted in the general elections to ensure better participation of women and other underrepresented groups;
- providing a space for key stakeholder to reflect on constitutional reform options and pathways
- Convening stakeholders to reflect on localization of SDGs in conflict-affected states and regions (e.g. Rakhine and Mon States)
- Fostering dialogue and reflection on housing, land and property rights in conflict-affected states and regions

AR 4.1: Solution-focussed pathways explored by Myanmar leadership regarding critical issues to be addressed towards sustaining peace

Key activities:

4.1.1 Building thematic partnerships and seeking international experiences and best practices

4.1.2 Synthesising existing and conducting new research/analysis as required to identify trends for action and future scenarios through foresight scenario building

4.1.3 Convening multi-stakeholder dialogue and reflection based on research/analysis and international best practices

AR 4.2: Myanmar leadership supported through catalytic interventions to move from pathways identified to concrete first steps/ solutions

4.2.1 Providing catalytic expert advice and small-scale seed funding for piloting, initiating, prototyping pathways/ ideas identified under AR 4.1

III. MANAGEMENT ARRANGEMENTS

Link to UNDAF 2018 – 2022: the government has committed to the vision of building a “peaceful, prosperous and democratic Myanmar, after enduring seven decades of civil war, underdevelopment and social and political stagnation.”⁹ More specifically, the UNDAF includes a ‘Peace’ outcome: “People in Myanmar live in a more peaceful and inclusive society, governed by more democratic and accountable institutions, and benefit from strengthened human rights and rule of law protection”. Under this outcome, the PIP supports one of the three dimensions of promoting peaceful and inclusive societies by strengthening the infrastructures of peace and community cohesion

Link to UNDP Country Programme: The Initiation Plan will fall under the UNDP Country Programme Document (CPD 2018-2022). The CPD comes under the oversight of a Steering Committee established to guide overall Programme implementation, which is co-chaired by UNDP and the Ministry of Planning and Finance (MoPF) and made-up of government counterparts and contributing donors and convened annually or as requested by the Chairs. The Initiation Plan will be established as a new project under the Peace and Governance Outcome (Outcome 1) of the CPD.

Link to SDGs: The Initiation Plan specifically supports SGD Goal 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Within SDG Goal 16 the following targets are directly supported:

- 16.1 – Significantly reduce all forms of violence and related death rates everywhere
- 16.7 – Ensure responsive, inclusive, participatory and representative decision-making at all levels

⁹ Draft Myanmar-United Nations Development Assistance Framework 2018 to 2022.

- 16.A – Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

Link to Rakhine Advisory Commission Final Report: Specific to the situation in Rakhine State, the Initiation Plan with funding from Governments of Japan and Canada will contribute to the implementation of key recommendations of the final report of the Advisory Commission on Rakhine State¹⁰, as well as operate in support of the “Strategic Framework for International Engagement in Rakhine” issued by the UN Resident Coordinator. The PIP also aims to contribute to the work of the government’s newly created Union Enterprise for Humanitarian Assistance, Resettlement, and Development in Rakhine State (UEHRD). As one of the UEHRD’s main aims is the development of Rakhine State and the establishment of durable peace, the PIP will support private sector, civil society organisations, governments, and UN agencies already working with UEHRD to pave an inclusive, conflict sensitive and sustainable development path for Rakhine. More specifically, the PIP will contribute to the Rakhine Advisory Commission’s **Recommendations 60 and 61** by supporting to the need for strengthening the agency and capacity of local level institutions and actors to facilitate dialogue and to mediate conflicts at all levels of society (ensuring grassroots participation and including women, youth, and minorities). The PIP will also address the Commission’s **Recommendation 62** and support the need for facilitating increased interaction, exchange and dialogue between different communities. While the government ha

Link to Canada’s FIAP Objectives: The PIP clearly supports progress of Canada’s Action Area 6 (Peace and Security) to “support the meaningful participation of women and women’s rights organizations in peace negotiations and conflict-prevention efforts”. It will do this by directly promoting and enabling the meaningful participation of women and girls in collaborative processes that design and implement recovery/development initiatives identified to deepen community cohesion and conflict resilience. The lessons, partnerships and evidence generated at the local (‘downstream’) level will also be used to catalyse policy dialogue and action at the state and national (‘upstream’) levels

Project Oversight: The Project Board is responsible for providing overall strategic guidance and direction to the Initiation Plan to ensure that the project’s objectives are being met. It approves the Annual Work Plan (AWP) and ensures that the required resources are committed for achievement of results, as outlined in the AWP. The Board also monitors risks associated with implementation and takes decisions accordingly. Given the short-term and preparatory nature of the project, the Project Board will be chaired by the UNDP Country Director and comprise of senior management team.

Implementation arrangements: In line with the UNDP CPD, the Initiation Plan will be directly implemented (DIM) by UNDP. Under DIM, UNDP will bear full responsibility and accountability to manage the project, achieve project outputs and ensure the efficient use of funds. Acting on behalf of UNDP, the day-to-day management will be delegated to a Project Management Unit (PMU) within the Peace and Governance Programme. The PMU will be staffed by an international FTA Conflict Prevention and Social Cohesion Specialist (P4), International TA Livelihoods Specialist (P4) based in Rakhine, 2 Livelihoods Coordinators (SC8) based in Sittwe and Maungdaw respectively, International UNV Project Management & Reports Officer and a national Peace and Social Cohesion Officer (SC9).

Funding arrangements: Donor contributions will be considered as specific and earmarked contributions to the Initiation Plan and formalized through individual cost-sharing agreements with UNDP. The Initiation Plan will also receive funds from UNDP and UN projects on a service / on a cost recovery basis.

¹⁰ Recommendations 26, 51, 54, 60, 61, 72, 73. http://www.rakhinecommission.org/app/uploads/2017/08/FinalReport_Eng.pdf

Monitoring

The project will adhere to output indicators in its AWP, which will be monitored using the resources established there-in, based on an annual monitoring plan. The Project will also comply with the following, adhering to UNDP's policies:

- A quarterly progress report, on progress against pre-defined quarterly targets;
- An annual progress report, on progress and results against pre-defined annual targets; and
- An issue and risk log, regularly updated.

<p>Model of local institutional coordination platform(s) and livelihoods recovery approaches to strengthen cohesive and collaborative communities is developed and operational and contribute as evidence for an enabling policy reform for strengthening peace capacities.</p>	<p>1.1.4 Building capacity of CSOs and village tract structures in the area of conflict-sensitivity/ social cohesion</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP INGO UNDP UNDP</p>	<p>Japan</p>	<p>Travel - 71600 Contractual Companies - 72100 Audio Visual&Print Prod Costs - 74200 Training, Workshops, Confer, Study Tour - 75700</p>	<p>7,047 75,000 4,000 30,000</p>
<p>Source: Document on developed mechanisms, e.g. Livelihoods Recovery Coordination Forum TORs; Record on consultative meetings; civil society and community organizations training; type and mechanism of coordination platform established</p>	<p>Sub-total 889,729</p>							
<p>Indicator 1.2: Level of progress made in facilitation, coordination and advocacy, and provision of technical capacity support to promote and strengthen gender-responsive cohesive and collaborative communities.</p>	<p>1.2 Policy, coordination and legislative frameworks to promote gender-responsive cohesive and collaborative communities strengthened</p>							
<p>Baseline 1.2 (2018): Socio-economic inter-dependency at community level identified through series of assessment in the areas of conflict analysis and livelihoods.</p>	<p>1.2.1 Conducting/ updating context and risk analysis and implementing related risk mitigation measures</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP UNDP UNDP</p>		<p>Travel - 71600 Audio Visual&Print Prod Costs - 74200 Training, Workshops, Confer, Study Tour - 75700</p>	<p>4,856 5,000 75,000</p>
<p>Target 1.2 (2018): A context-specific risk-based approach and framework for conflict analysis and</p>	<p>Sub-total 84,856</p>							

<p>resolutions is developed and introduced to relevant stakeholders.</p> <p>Source: Document on developed approaches, mechanisms; Record on meetings, workshops, and activities conducted.</p>	
<p>Project Management Cost</p>	<p>Project Implementation Cost</p> <p>Salary & Post Adj Cst- IP Staff – 61300 28,100 Salary & Post Adj Cst- IP Staff – 61300 187,336 Contractual Services - Individ – 71400 62,267 UN Volunteers -71500 41,213 International Consultants – 71200 52,800 Travel – 71600 18,438 Contractual Services- Companies – 72100 6,342 Equipment and Furniture – 72200 11,288 Vehicles – Budget 24,500 Materials & Goods – 72300 16,800 Communic & Audio Visual Equip – 72400 2,730 Supplies – 72500 420 Information Technology Equipmt – 72800 12,000 Rental & Maintenance- Premises – 73100 15,750 Professional Services- Audit Fees – 74100 10,500 Miscellaneous Expenses - 74500 840</p> <p>M&E</p> <p>Travel – 71600 6,300 Audio Visual&Print Prod Costs – 74200 3,500 Training, Workshops, Confer, Study Tour - 75700 20,000 Facilities & Admin - Services 135,810 Staff Mgmt Costs - IP Staff 201,921</p> <p>General Management Support Direct Project Cost</p>
<p>Sub Total Output1:</p>	<p>1,833,439</p>

<p>Output 2: Capacities at the union and sub-national levels strengthened to facilitate an inclusive Peace Process and enable interim arrangements to deliver peace dividends;</p> <p><i>Indicator 2.1:</i> <i>Baseline 2.1 (2018):</i> <i>Target 2.1:</i> <i>Source:</i></p> <p><i>Indicator 2.2:</i> <i>Baseline 2.2 (2018):</i> <i>Target 2.2:</i> <i>Source:</i></p>	<p>2.1: Institutional and technical capacities at the union and sub-national levels for an inclusive Peace Processes strengthened</p> <p>2.1.1</p> <p>2.1.2</p> <p>2.1.3</p> <p>2.2: Dialogue and cooperation between EAOs, government authorities and communities enhanced at the sub-national level to deliver peace dividends through interim arrangements</p> <p>2.2.1</p>
<p>Output 3: Capacities and opportunities for women and youth to participate as meaningful agents for sustaining peace increased at union and sub-national levels</p> <p><i>Indicator 3.1:</i> <i>Baseline 3.1 (2018):</i> <i>Target 3.1:</i> <i>Source</i></p> <p><i>Indicator 3.2:</i> <i>Baseline 3.2 (2018):</i> <i>Target 3.2:</i> <i>Source:</i></p>	<p>3.1: Pro-youth policies and practices strengthened and capacities enhanced to foster youth's leadership and voice in sustaining peace</p> <p>3.1.1</p> <p>3.1.2</p> <p>3.2: Gender-responsive policies and practices strengthened and capacities enhanced to foster women's leadership and voice in sustaining peace</p> <p>3.2.1</p>
<p>Sub Total Output 3:</p>	
<p>Output 4: Thought Myanmar leadership deepened to catalyse evidence-informed policy dialogue and solutions-focused pathways for sustaining peace</p>	<p>4.1: Solution-focussed pathways explored by Myanmar leadership regarding critical issues to be addressed towards sustaining peace</p> <p>4.1.1 Building thematic partnerships and seeking</p> <p>x x x</p> <p>Contractual Services- Companies - 72100</p> <p>60,000</p>

<p>Indicator 4.1: Evidence of solution focused pathways explored by Myanmar leadership Sub indicators # thematic partnerships established and maintained # dialogues convened informed by analysis pieces produced</p> <p>Baseline 4.1 (2018): 0 Target 4.1: 5 Source: reports</p>	<p>international experiences and best practices</p> <p>4.1.2 Synthesising existing and conducting new research/analysis as required to identify trends for action and future scenarios through foresight scenario building</p> <p>4.1.3 Convening multi-stakeholder dialogue and reflection based on research/analysis and international best practices</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>				<p>Training, Workshops, Confer, Study Tour – 75700 Audio Visual & Print Prod - 74200</p> <p>Travel - 71600 Contractual Services- Companies - 72100 Audio Visual & Print Prod - 74200</p> <p>Training, Workshops, Confer, Study Tour - 75700</p> <p>Travel - 71600 Contractual Services- Companies - 72100 Audio Visual & Print Prod - 74200</p> <p>Training, Workshops, Confer, Study Tour - 75700</p>	<p>5,000</p> <p>3,000</p> <p>5,000</p> <p>50,000</p> <p>3,000</p> <p>5,000</p> <p>5,000</p> <p>50,000</p> <p>5,000</p> <p>5,000</p>
<p>Indicator 4.2: # policy and actioning of catalytic pathway ideas</p> <p>Baseline 4.2 (2018): 0 Target 4.2: 3 Source: Project reports</p>	<p>4.2: Myanmar leadership supported through catalytic interventions to move from pathways identified to concrete first steps/ solutions</p> <p>4.2.1 Providing catalytic expert advice and small-scale seed funding for piloting, initiating, prototyping pathways/ ideas identified under AR 4.1</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>UNDP/Companies</p>			<p>Contractual Services- Companies - 72100 Training, Workshops, Confer, Study Tour - Audio Visual & Print Prod - 7420075700</p>	<p>56,032</p> <p>5,000</p> <p>5,000</p>
Project Management Cost									18,342
General Management Support									19,626
Direct Project Cost									300,000
Sub Total; Output 4:									1,757,740
Total Programme									375,699
Sub-Total Project Management Cost									375,699
Grand Total									2,133,439

